



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

## OVERVIEW & SCRUTINY COMMITTEE

**Date: Monday, 18 March 2024**

**Democratic Services**

Edwina Adefehinti  
Chief Officer Legal and Governance  
Monitoring Officer

**10:00 AM**

72 Market Street  
Ely  
Cambridgeshire  
CB7 4LS

**CPCA Meeting Room, Huntingdonshire District Council  
[Venue Address]**

## AGENDA

**Open to Public and Press**

**1 Apologies for Absence**

**2 Declarations of Interest**

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

**3 Public Questions**

Arrangements for asking a public question can be viewed here

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

**4 Minutes of the Previous Meeting**

To approve the minutes of the meeting held on 29th January 2024

	<b>OSC Draft Minutes 290124</b>	<b>1 - 9</b>
<b>5</b>	<b>Appointment of Skills Rapporteur</b>	<b>10 - 13</b>
<b>6</b>	<b>Improvement framework report</b>	<b>14 - 39</b>
<b>7</b>	<b>Corporate Performance Report for Q3</b>	<b>40 - 82</b>
<b>8</b>	<b>State of the Region Progress Update Report</b>	<b>83 - 89</b>
<b>9</b>	<b>Employment &amp; Skills - Performance Review of Skills Provision</b>	<b>90 - 117</b>
<b>10</b>	<b>Climate Change</b>	<b>118 - 148</b>
<b>11</b>	<b>Bus Reform Update</b>	
	Committee to consider the CA Board report published on the 12th March 2024 and can be found here: <a href="#">CA Board Agenda</a>	
<b>12</b>	<b>OSC Draft Annual report</b>	<b>149 - 159</b>
<b>13</b>	<b>Combined Authority Forward Plan</b>	
	Members allocated to monitor the activities of the Combined Authority to provide a verbal update to the committee on any areas of interest. Forward Plan can be found here: <a href="#">CMIS &gt; Forward Plan and Decision Notices &gt; Forward Plan</a>	
<b>14</b>	<b>O&amp;S Committee Draft Work Programme</b>	<b>160 - 166</b>
<b>15</b>	<b>CA Board Agenda</b>	
	Committee to consider the CA Board published on the 12th March 2024 and can be found here: <a href="#">CA Board Agenda</a>	
<b>16</b>	<b>Date of next meeting:</b>	
	Monday 1st July 2024 at CPCA Meeting Room, Huntingdonshire District Council.	

The Overview & Scrutiny Committee comprises the following members:

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

The Combined Authority is committed to open government and members of the public are welcome to attend Committee meetings. It supports the principle of transparency and encourages filming, recording and taking photographs at meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening, as it happens.

Cllr Anna Bradnam

Councillor David Brown

Councillor Charlotte Cane

Cllr Maureen Davis

Councillor Peter Fane

Councillor Wayne Fitzgerald

Cllr John Fox

Councillor Mark Goldsack

Cllr Tim Griffin

Councillor Martin Hassall

Councillor Anne Hay

Councillor Jon Neish

Cllr Martin Smart

Councillor Aidan Van de Weyer

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



## Overview and Scrutiny Committee

**Monday 29 January 2024**

Venue:	Civic Suite, Huntingdonshire District Council	
Time:	11.00 – 13:25pm	
Present:	Cllr Wayne Fitzgerald Cllr John Fox Cllr David Brown Cllr Charlotte Cane Cllr Anne Hay Cllr Cameron Holloway Cllr Martin Smart Cllr Martin Hassall Cllr Peter Fane Cllr Aiden Van de Weyer Cllr Anna Bradnam Cllr Mark Goldsack	Peterborough City Council Peterborough City Council East Cambs District Council East Cambs District Council Fenland District Council Cambridge City Council Cambridge City Council Huntingdonshire District Council South Cambs District Council South Cambs District Council Cambridgeshire County Council Cambridgeshire County Council
Apologies	Cllr Maureen Davis Cllr Tim Griffin	Fenland District Council Cambridge City Council

### Minutes:

<b>1</b>	<b>Apologies for Absence</b>
1.1	Apologies received from Cllr Tim Griffin, substituted by Cllr Cameron Holloway and Cllr Maureen Davis.
<b>2</b>	<b>Declarations of Interest</b>
2.1	No declarations of interest received.
<b>3</b>	<b>Public Questions</b>
3.1	No public questions received.
<b>4</b>	<b>Minutes of the Previous Meeting &amp; Action Log</b>
4.1	The minutes from the meeting held on the 27 <sup>th</sup> November 2023 and the 9 <sup>th</sup> January 2024 were approved as a correct record and the action log was noted.
<b>5</b>	<b>Appointment of Skills Rapporteur</b>
5.1	The Committee received the report which provided details regarding the Rapporteur Lead Roles and requested that the committee consider nominating another member to cover the Skills and Employment Committee following Cllr Rippeth standing down from the Committee.
5.2	No nominations for the rapporteur role were put forward and the Committee agreed to defer the report to the March meeting.
<b>6</b>	<b>Improvement Framework Report</b>



6.1	The Committee received the report which updated them on the progress in November and December 2023 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
6.2	<p>The following points were raised during the discussion:-</p> <ul style="list-style-type: none"> <li>• In response to a question about whether there was a need for further funds for ongoing improvement work the officers advised that there would be continuous improvement built in and ensure that the lessons learned would be embedded.</li> <li>• The Committee were advised that the Best Value Notice that had been issued had expired but there was no current update; members would be informed when there was an update.</li> <li>• The Best Value Notice did bring some restrictions on certain funding streams; the Mayoral Capacity funding had been paused for 2 years and LEP Core Funding had been held since the notice had been issued. The CEO and Executive Director for Resources and Performance were involved in ongoing discussions.</li> <li>• The Officer agreed to share the deadlines for the actions contained within the report.</li> <li>• In response to a question about partnership working officers advised that this was a key area of the improvement work and now partnership working operated at all levels within the organisation; various different working groups had been formed to help aid the sharing of information and this had now become commonplace.</li> </ul>
6.3	<p><b>RESOLVED</b></p> <p>a) Note the progress made over November and December against stated areas of improvement identified by the External Auditor in June 2022 and Best Value Notice received in January 2023 as reported to the CA Board on 31 May 2023, set out in paragraphs 2.2 to 2.9</p> <p>b) Note the outcome of the recent Internal Review of the Project planning and delivery improvement programme set out in paragraph 2.10</p> <p>c) Note the proposed transition from the current Improvement plan to transformation activity embedded across and down through the Cambridgeshire and Peterborough Combined Authority set out in paragraph 2.8</p> <p>d) Note the intention to review the current role and focus for the Independent Improvement Board following the delivery of stated areas of improvement identified by the External Auditor and the Best Value Notice set out in paragraph 2.9</p>
6.4	<p><b>ACTION</b></p> <ol style="list-style-type: none"> <li>1) Update on the Best Value Notice to be circulated to members when available.</li> <li>2) Officers would circulate the deadlines for the actions within the report.</li> </ol>
7	<b>Bus Reform Review</b>
7.1	The Committee reviewed the report which had been taken to the Transport & Infrastructure Committee on the 17 <sup>th</sup> January 2024.
7.2	<p>The following points were raised during the discussion:-</p> <ul style="list-style-type: none"> <li>• In response to a question about rural services the officers advised that the franchising option would provide the ability to define the specific types of services that may be needed across the region. Rural communities would play an important role on either of the models approved.</li> <li>• In response to a question about young people being able to access education and further training the officers advised that the bus strategy was very clear on the importance of rural connectivity</li> </ul>

	<p>and access to services and that this was part of the criteria that underpinned the bus network review.</p> <ul style="list-style-type: none"> <li>• In response to a question about how the two options were different and would affect important routes; officers advised that the Enhanced Partnership option would mean the bus network would remain as it currently was, and the CA would look at services that could be funded by working with the operators through negotiation. Franchising would provide an opportunity to integrate the network more effectively and enable the CA to subsidise routes that were socially effective if not commercially effective.</li> <li>• In response to a question about funding for the buses the officers advised that the Transport Levy or the Mayoral Precept has funded bus services and the pause on the other funding streams as a result of the Best Value Notice had not impacted on the funding for buses.</li> <li>• Until bus franchising was approved and put in place the bus network review carried out had looked at all services currently funded by the CA and had taken into account the social benefit of routes to communities; the review had identified gaps and the CA was engaging with bus operators to help improve the information shared and influence operators where possible. There would be an annual review of the tendered services to identify areas where continuous improvement could be made.</li> <li>• Officers agreed to provide clarity on the Greater Cambridge Travel to Work area and would circulate to members.</li> <li>• Members were advised that the audit report on the two options available would be brought to the OSC Informal meeting on the 14<sup>th</sup> February and would then be taken to CA Board for approval on the 28<sup>th</sup> February.</li> </ul>
7.3	The Committee noted the report.
7.4	<p><b>ACTION</b></p> <p>1) Officers agreed to provide clarity on the Greater Cambridge Travel to Work area and would circulate to members.</p>
<b>8.</b>	<b>Mayor's Budget</b>
8.1	<p>The Committee received the report from the Mayor of the Combined Authority which requested that the CA Board approve the Mayor's Budget proposals for the Medium-Term Financial Plan period covering 2024-25 to 2027-28, including the proposal to implement an increase in the Mayoral General Precept equivalent to £24 per annum for a Band D property to help fund improvements to the bus network.</p> <p>The Committee were asked to comment and provide any recommendations to the CA Board.</p>
8.2	<p>The following points were raised during the discussion:-</p> <ul style="list-style-type: none"> <li>• The Committee were advised that the £1 fare proposal was being provided through the Combined Authority Budget rather than the Mayor's Budget.</li> <li>• In response to a question about where the figures were to explain the £36 precept the Mayor advised that this figure had been considered by officers on what was required to cover the proposals put forward; exactly how the money would be spent would come through once approved.</li> <li>• The Committee commented that it would have been useful to have had an explanation on how the £36 figure had been calculated.</li> <li>• In response to a question on what metrics had been developed to measure whether the proposals put in place were being effective and whether there would be a plan B if not successful;</li> </ul>

	<p>the Committee were advised that as part of the Local Transport Connectivity Plan there were KPI's in place to monitor.</p> <ul style="list-style-type: none"> <li>• The Committee were advised that if the precept was approved then further assessments would be carried out on routes applying the same criteria as had been done for the bus network review. The results of these assessments would be taken to the Transport &amp; Infrastructure Committee on the 13<sup>th</sup> March and brought to O&amp;S Committee on the 18<sup>th</sup> March.</li> <li>• The Mayor stated that there had been a good level of engagement with members of the Transport Committee and with members of the public as part of the consultation, however there was always a challenge to do better.</li> <li>• In response to a question on DRT and whether services would be more aligned to the TING or the Zipper going forward; the Mayor advised that the Zipper was a good service and that there were new expertise coming into the CA which may create opportunities to develop a hybrid of the two services.</li> <li>• In response to a question about other modes of public transport other than buses the Mayor stated that it was within the gift of the CA to focus on buses and had been one of his key commitments but light rail and integrations with national rail would also be looked at.</li> <li>• In response to a question about receiving government funding the Mayor stated that it was important to work collaboratively with central government and there had been some disappointments with BSIP funding, however further funding had been sourced since then.</li> <li>• The Mayor advised that there may be more routes than those proposed in the report; the ones currently listed were the best fit for the money that could be raised and fairly distributed. The current proposals were a good start and the CA would always use criteria approved by the relevant committees and leaders to decide on possible routes.</li> <li>• In response to a question about whether there was headroom in the budget, officer advised that following further assessments there would be a better understanding around the costings however, they were confident that the routes proposed could be covered by the Mayor's budget.</li> <li>• In response to a question about specific funding for Caster, Wittering and Clinton areas the Mayor advised that the CA Board had agreed to fund some routes on the BSIP funding. Other routes had been brought forward by local communities getting in touch and working with the Mayor's Office and officers and this had been a great help.</li> <li>• In response to a question about whether the precept would provide services which otherwise would fail the Mayor advised that this precept was about expanding and having the ambition to make improvements.</li> </ul>
8.3	<p>Cllr Fitzgerald proposed the motion that the Mayor reconsider putting forward a precept for the CA Board to consider and that the Mayor should instead go back to central government to investigate other funds that may be available to the CA.</p> <p>The motion was seconded by Cllr Hay who stated that the level of the precept proposed was concerning for residents and that to explore other options with central government was a good idea keeping in mind that following the improvement work done and feedback from the Improvement Board the funding currently paused may get released and this could be utilised rather than a precept being proposed.</p> <p>Other members of the Committee commented that there was a concern that going back to central government would delay things further while the use of the precept would move things forward.</p> <p>The Mayor assured the Committee that the CA were in regular contact with central government and were mindful of any opportunities that could be offered.</p>

	On being proposed by Cllr Fitzgerald and seconded by Cllr Hay the motion failed. (4 in favour, 8 against)
8.4	The Chair thanked the Mayor for attending the meeting and summarised that the discussion had highlighted the key points that the CA continue to consult with local communities on routes; that a set of KPI's be created; and that details of the bus routes, with costings, be provided; also that it was recognised that while buses were important and did need to be improved that other forms of public transport be considered.
<b>9.</b>	<b>Mayor Mid-Year Update</b>
9.1	Mayor Nik Johnson was in attendance to answer questions from the Committee.
9.2	The following points were raised during the discussion:- <ul style="list-style-type: none"> <li>• In response to a question about what else the Mayor was focusing on apart from buses; the Mayor advised that while the CA was pro-bus they were also a major advocate for the rail network; a rail summit had been held and had contributed to the decision making around the Ely Junction network – this was a good example of how working together could lead to positive outcomes. The Mayor also highlighted the work he had been involved in with the ticket office closures with the other Metro Mayor's. There had been other work around the Peterborough Station Quarter, Fenland Station Car Park and plans to move forward in connecting Alconbury with the rail network.</li> <li>• The Mayor highlighted his work on Active Travel which was important to him in his role as a doctor; he wanted to see a major drive for change with people being able to make safe healthy choices around cycling and walking – the Mayor felt it was all interlinked and recognised the ambition in this but felt it was important.</li> <li>• In response to a question on car sharing the officers advised that this had played a part in the LTCP to help improve connectivity. The officers agreed to provide more detail to members on this.</li> </ul>
9.3	The Mayor thanked the Committee for inviting him to attend and committed to ensuring that all O&S Committee dates would be in his diary going forward so he could attend any future meetings when requested.
9.4	The Chair thanked the Mayor for attending and answering the Committee's questions.
9.5	<b>ACTION</b>  1) Officers to provide detail around car sharing included in the LTCP.
<b>10.</b>	<b>Combined Authority MTFP &amp; Corporate Strategy Refresh</b>
10.1	The Committee received the report which sets out the draft Corporate Strategy following refresh and consultation with Overview & Scrutiny and the Business Board as well as the proposed Combined Authority draft Budget for 2024-25 and the Medium-Term Financial Plan (MTFP) and Capital Programme for the period 2024-25 to 2027-28.
10.2	In response to a question on ringfenced money the committee were advised that funds previously received by the CA had been un-ringfenced and that they were now being allocated locally. The CA Board would have the power to review and respond to any further funding coming through from government.
10.3	RESOLVED to note the report.
<b>11.</b>	<b>Combined Authority Forward Plan</b>

11.1	Cllr Hassall advised he had attended the Environment and Sustainable Communities Committee and that the rapporteurs had attended a meeting with the Chair and that there might be some work for the committee to carry out and they would report further on this at the next meeting.
<b>12.</b>	<b>Combined Authority Board Agenda</b>
12.1	There were no questions submitted to the CA Board meeting on the 31 <sup>st</sup> January 2024.
<b>13.</b>	<b>O&amp;S Committee Draft Work Programme</b>
13.1	The Committee received the report which requested them to note the draft work programme for the municipal year 2023/24 as shown at Appendix 1 and discuss items for the work programme.
13.2	The Committee requested that an online session to discuss how the new ways of working were operating be arranged and that how the agenda was presented to the Committee be looked into by officers.
13.3	RESOLVED:  a) To note the work programme
<b>14.</b>	<b>Date of Next Meeting</b>
14.1	Informal meeting – 14 <sup>th</sup> February 2024  Public meeting – 18 <sup>th</sup> March 2024

Chair



## Overview and Scrutiny Committee Action Log

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

### Minutes of the Meeting 29<sup>th</sup> January 2024

Item	Report title	Lead officer	Action	Response	Status
6.4	Improvement Report	Angela Probert	Update on the Best Value Notice to be circulated to members when available.	Update circulated to members on the 5 <sup>th</sup> February.	CLOSED
6.4	Improvement Report	Angela Probert	Officers would circulate the deadlines for the actions within the report.	Dates circulated to members on the 5 <sup>th</sup> February.	CLOSED
7.4	Bus Reform Review	Steve Cox/Neal Byers	Officers agreed to provide clarity on the Greater Cambridge Travel to Work area and would circulate to members.		OPEN
9.5	Mayor Mid Year Update	Steve Cox	Officers to provide detail around car sharing included in the LTCP.		OPEN
13.2	Work Programme	Anne Gardiner	The Committee requested that an online session to discuss how the new ways of working were operating be arranged and that how the agenda was presented to the Committee be looked into by officers.	Induction session arranged for 17 <sup>th</sup> June and proposal to use the first informal session on the 18 <sup>th</sup> June for review of work programme and ways of working.	OPEN

### Minutes of the Meeting 27<sup>th</sup> November 2023

Item	Report title	Lead officer	Action	Response	Status
6.4	Improvement Framework	Donya Taylor/Nicky McLoughlin	Officers agreed that the results of the next staff survey would be shared with the Committee.	Survey results will be circulated following the staff conference on 1 <sup>st</sup> February.	OPEN
8.4	Bus Strategy Update	Neal Byers	Update to Committee on DRT once options on how to improve the service had been considered.	Proposals for new DRT services will be prepared in conjunction with local authorities in Spring 2024.	OPEN
8.4	Bus Strategy Update	Steve Cox/Tim Bellamy	Bus reform review would be brought back to Overview and Scrutiny in January before going to the CA Board.	Bus Reform is now planned for Board on 28 February. Options for discussing the detail with O&S are being explored, including the use of the informal O&S meeting on 14 Feb.	OPEN

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

Item	Report title	Lead officer	Action	Response	Status
8.8			An analysis of required officer support for the delivery of Option A be undertaken and reported to the Independent Improvement Board, along with a proposal to strengthen officer support to the scrutiny function, noting future English Devolution Accountability Framework requirements	Officer support capacity to be monitored as the new processes are implemented	Ongoing

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

Item	Report title	Lead officer	Action	Response	Status
5	Improvement Framework	Angela Probert	The Interim Programme Director to send an update to the Committee to address the points raised in the meeting and provide more detail on the following: <ul style="list-style-type: none"> <li>• Transport Schemes</li> <li>• IT and software requirements</li> </ul>	Ongoing	Open

			Communications and the building of an effective public relations and influencing delivery operation.		
--	--	--	--	--	--





<b>Overview and Scrutiny Committee</b>		Agenda Item
<b>18 March 2024</b>		<b>5</b>
Title:	Appointment of Skills Rapporteur	
Report of:	Anne Gardiner, Governance Manager & Statutory Scrutiny Officer	
Lead Member:	Edna Murphy – Lead Member for Governance	
Public Report:	Yes	
Key Decision:	N/A	
Voting Arrangements:	A simple majority of all Members	

**Recommendations:**

A	Nominate and appoint a member to the Rapporteur role for the Skills and Employment Committee
---	--

**Strategic Objective(s):**

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

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

Appointing rapporteurs to shadow the work of the thematic committees plays a key role in driving the new ways of working and enhancing the Overview & Scrutiny function which is a key ambition from the ongoing improvement framework of the Combined Authority. A healthy, capable and supported Overview & Scrutiny functionality will drive accountability and improve the effectiveness of decision-making within the Combined Authority, which in turn will contribute to driving enhanced delivery and performance.

The Combined Authority is committed to implementing a positive governance culture in all that it does, building upon significant improvements already delivered in response to previously identified governance shortcomings as it seeks to build the foundations for a healthy regional democracy. This involves improving awareness, opportunity and accountability to the public through the Overview & Scrutiny function.

**1. Purpose**

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

## 2. Proposal

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

## 3. Background

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

## 4. Appendices

4.1	Appendix A - Rapporteur Job Description
-----	---

## 5. Implications

### Financial Implications

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

### Legal Implications

6.1	The importance and legitimacy that scrutiny is afforded by the law should be recognised. Overview and Scrutiny was created to act as a check and balance on the executive and is a statutory requirement for all combined authorities.
-----	--

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

## Scrutiny Rapporteur - Job Description

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

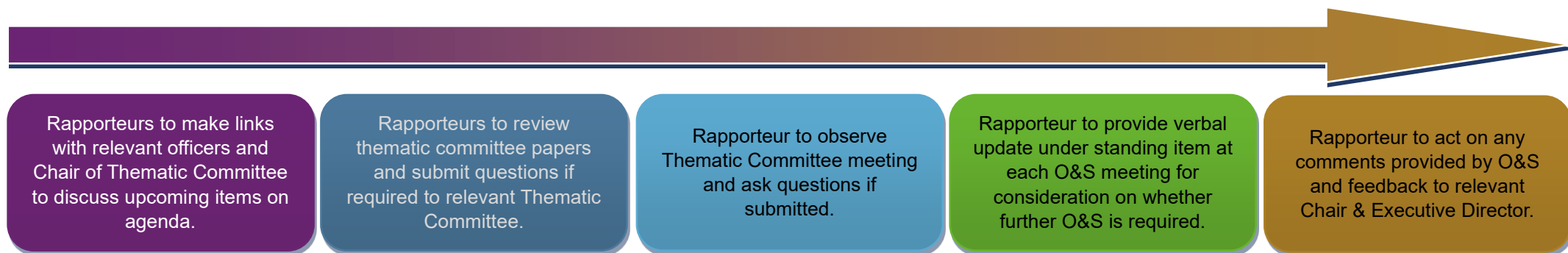
Aim of the Role:

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

Reporting Process:

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

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



Capacity Requirements:

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

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



<b>Overview and Scrutiny Committee</b>	Agenda Item <b>6</b>
<b>18 March 2023</b>	

Title:	Improvement Framework
Report of:	Angela Probert, Interim Director of Transformation Programme / Nick Bell. Executive Director, Resources and Performance
Lead Member:	Mayor, Dr Nik Johnson
Public Report:	Yes
Key Decision:	No
Voting Arrangements:	A simple majority of all Members present and voting

**Recommendations:**

A	Note the identified areas of ongoing concern set out in the Best Value Notice received in January 2024 attached as Appendix 1.
B	Note the closedown of activity in the current improvement plan (phase 2).
C	Note the draft phase 3 improvement plan to reflect the ongoing concerns set out in the Best Value Notice received in January 2024 to be submitted to the CA Board on 20 March 2024 for agreement.
D	Note the draft revised terms of reference for the Independent Improvement Board going forward, to reflect the delivery of stated areas of improvement identified by the Best Value Notice received in January 2024.
E	Note the progress on the 'Governance and decisioning making' improvement workstream

**Strategic Objective(s):**

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

The identified improvements set out in this report to meet concerns of the External Auditor and Best Value Notice will support the Combined Authority demonstrate its ability to achieve best value and enable the delivery of agreed priorities and objectives.

**1. Purpose**

1.1	<p>This report provides the Overview and Scrutiny Committee with an opportunity to review:</p> <ul style="list-style-type: none"> <li>• The proposed close down of activity across the phase 2 improvement plan to address the key areas of concern identified by the External Auditor in his letter dated June 2022 and February 2023, and the Department for Levelling up, Housing and Communities (DLUHC) in its Notice dated January 2023.</li> <li>• The key areas of concerns set out in the Best Value Notice dated January 2024 and the proposed approach to the development of the phase 3 improvement plan to be submitted to the CA Board on 20 March 2023</li> <li>• The draft revised Terms of Reference for the Independent Improvement Board</li> </ul> <p>The Overview and Scrutiny Committee also has the opportunity to put questions to officers at the meeting on 18 March on the progress made with the Governance &amp; Decision Making workstream. A background paper is attached as Appendix 5</p>
-----	--

## 2. Proposal

2.1	<p><b>Best Value Notice January 2024</b></p> <p>In January the Overview and Scrutiny Committee was advised that a review of all improvement activity would be undertaken in February. The Committee was further advised that improvement activity agreed to have been delivered would be closed down, and any live activity still to be delivered, would be moved across to Directorate Business Plans.</p> <p>A new Best Value Notice was received by the Combined Authority on 30 January 2024 for a further six month period. Therefore a continued focus on addressing key areas of concerns is still relevant by Committees, the Independent Improvement Board and the Combined Authority Board.</p> <p>The Best Value Notice (January 2024) acknowledges the steps the CPCA has taken to address the serious issues identified and the constructive engagement with the Independent Improvement Board and the Department for Levelling Up, Housing and Communities. It also recognises the Authority’s progress in delivering the agreed improvement plan.</p> <p>The Notice acknowledges that embedding cultural change and ensuring that it is having the desired, long-term impacts is likely to take time and will require sustained effort from both officers and, indeed, members at CPCA.</p> <p>The Notice remains concerned that, despite efforts made, more work is needed to ensure effective partnership working between all levels of the Combined Authority and its constituent authorities, to enable the area to achieve its full potential.</p> <p>It notes that whilst the Independent Improvement Board (IIB) “continues to draw assurance from the work of the officer team within [CPCA], this needs to be matched by the actions of the [Combined Authority] Board itself”.</p> <p>The Notice is attached as Appendix 1 and identifies the following expectations of the Combined Authority:</p> <ul style="list-style-type: none"> <li>• Continue to implement and embed the changes agreed by the Combined Authority Board as part of the improvement plan.</li> <li>• Continue to implement and monitor cultural change across the organisation, for both officers and members, with a focus on measurable outcomes.</li> </ul>
-----	--

	<ul style="list-style-type: none"> <li>• Commit, through strong partnership working at both officer and member level, to develop the strategic priorities and aspirations for the area that will benefit local residents, and a credible delivery strategy for progressing these. We hope that this can be achieved through consensus but, if not all stakeholders are ready to fully engage, the opportunity should be left open for them to do so when they feel ready to. This work is also important in informing CPCA's approach to further devolution.</li> <li>• Continue with the independent Improvement Board, making full use of its support and engaging with its recommendations over the next six months.</li> <li>• Continue to engage regularly with the Department at official level throughout the period of this Notice.</li> </ul>
2.2	<p><b>Closedown of the Improvement Plan (phase 2)</b></p> <p>The Improvement Group met on 8 February and received, and accepted recommendations regarding improvement activity in the phase 2 Improvement plan (put in place to address the Best Value Notice 2023 and outstanding External Auditor concerns)</p> <p>It was agreed that elements of activity in the improvement plan should be categorised as:</p> <ul style="list-style-type: none"> <li>• Completed and any future review to be held at Directorate level</li> <li>• Completed - no further action</li> <li>• Open – outstanding actions to be contained in the Improvement plan phase 3</li> <li>• Open – outstanding actions to be contained (and monitored) in Directorate Business Plans currently being drafted as not contained as an area of focus in the Best Value Improvement Notice January 2024.</li> </ul> <p>Attached as Appendix 2 is the closedown plan for current improvement activity based on the above criteria.</p> <p>Progress on activity to be contained in Directorate Business Plans will be reported to Corporate Management Team as part of a regular Directorate Business Plan monitoring report.</p> <p>A lessons learned exercise is currently being undertaken to feed into the next phase of improvement.</p>
2.3	<p><b>Improvement plan phase 3 development</b></p> <p>Based on the areas of continued concern set out in paragraph 2.1, the key areas of focus and CMT leads in the phase 3 improvement plan will be:</p> <ul style="list-style-type: none"> <li>• Strategic priorities and aspirations for the area – Kate McFarlane</li> <li>• Cultural change across the organisation, for both officers and members – Judith Barker</li> <li>• Embed the changes agreed by the Combined Authority Board – Nick Bell (then the new Executive Director, Resources, when appointed)</li> </ul> <p>Partnership working will be covered by all three themes</p> <p>Key outcomes and deliverables are currently being scoped and the draft level one plan is attached as Appendix 3. This plan will continue to be refined in the lead up to the CA Board on 20 March where it will be agreed.</p> <p>Activity is also underway to confirm key measures for progress to be reported against.</p>
2.4	<p><b>Independent Improvement Board engagement and future role</b></p> <p>Further to the report to Overview and Scrutiny Committee in January, the Independent Improvement Board has reviewed its current terms of reference and in line with the new Best value Notice that has been received, has agreed to remain in place with a revised terms of reference for a further 12 months, subject to the CA Board in March.</p>

	Attached for information, as Appendix 3 is the draft terms of reference that has been drafted and will be reported to the Combined Authority Board on 20 March for agreement.
--	---

### 3. Background

3.1	The proposals set out in this report respond to the report presented to CA Board in March 2023 and the new Best Value Notice received in January 2024.
-----	--

### 4. Appendices

4.1	<p>Appendix 1 – Best Value Notice January 2024</p> <p>Appendix 2 – Improvement Plan phase 2 close down</p> <p>Appendix 3 – Draft outline improvement plan phase 3</p> <p>Appendix 4 – Revised Terms of Reference Independent Improvement Board</p> <p>Appendix 5 – Governance and decision making workstream – background information for deep dive</p>
-----	---

### 5. Implications

#### Financial Implications

5.1	A total sum of £1m has been approved by the Combined Authority Board to fund phases 1 and 2 of the Improvement Programme. Approval for further funds to cover phase 3 will be sought at the Combined Authority Board on the 20 <sup>th</sup> March 2024.
-----	--

#### Legal Implications

6.1	<p>The external auditor report and Best Value Notice to Combined Authority set out the statutory background to the auditor's report and the obligations falling on the Combined Authority as a consequence.</p> <p>The Combined Authority has taken actions that have improved the governance of the Combined Authority in line with the Combined Authority's Constitution and promote the Combined Authority's statutory duty of best value and continuous improvement. Continued delivery of this plan provides evidence of compliance with a number of recommendations that have been made by the External Auditors and in the Best Value Notice. The updated Best Value Notice reflects how the recommendations have been actioned. The actions taken so far and that will continue to be taken are consistent with and will promote the achievement of the Combined Authority's legal duty to achieve Best Value.</p> <p>The Combined Authority's Audit Committee is defined by the Local Government Act 2000. An effective Audit Committee will give assurance to elected members and the public about the governance, financial reporting and performance of the Combined Authority. This committee is therefore able to review, assess and scrutinise the information provided to them in this report in order to provide assurance.</p>
-----	--

#### Public Health Implications

7.1	None
-----	------

#### Environmental & Climate Change Implications

8.1	None
-----	------

#### Other Significant Implications

9.1	None
-----	------

#### Background Papers



10.1

[Best Value Notice](#)

[External Auditor Letter](#)



Department for Levelling Up,  
Housing & Communities

Rob Bridge  
Chief Executive  
Cambridgeshire and Peterborough Combined  
Authority

**Max Soule**  
*Deputy Director, Local Government  
Stewardship*

**Department for Levelling  
Up, Housing and Communities**  
4th Floor, Fry Building  
2 Marsham Street  
London SW1P 4DF  
[www.gov.uk/dluhc](http://www.gov.uk/dluhc)

30 January 2024

**Cambridgeshire and Peterborough Combined Authority Best Value Notice issued  
on 30 January 2024**

Dear Rob,

The Department issued a Best Value Notice to CPCA on 24 January 2023 as a formal notification of the Department's concerns regarding the Authority and requesting that the Authority engages with the Department to provide assurance of improvement.

We acknowledge the steps CPCA has taken to address the serious issues at the Authority since then, including your constructive engagement with both the independent Improvement Board and the Department over the last twelve months. We recognise the Authority's progress in delivering its agreed improvement plan, which has included making permanent appointments to the senior leadership team in a robust and timely manner. The benefits of a strengthened senior officer team are reflected in the progress made against the improvement plan. Although the investigation into breaches of the member code of conduct was not concluded quickly, we note that it now has been and is an important milestone for the Authority.

However, as you know, embedding cultural change across the organisation and ensuring that it is having the desired, long-term impacts is likely to take time and will require sustained effort from both officers and, indeed, members at CPCA.

Further, the Department remains concerned that, despite efforts made, more work is needed to ensure effective partnership working between all levels of the Combined Authority and its constituent authorities, to enable the area to achieve its full potential. We note that, whilst the Improvement Board "continues to draw assurance from the work of the officer team within [CPCA], this needs to be matched by the actions of the [Combined Authority] Board itself."

Ministers remain concerned as to CPCA's capacity to comply with its Best Value Duty under the Local Government Act 1999. The Minister for Local Government has therefore made the decision to issue CPCA with this Best Value Notice.

This Best Value Notice ("Notice") is a formal notification that the Department has concerns regarding an authority and is a request that the authority engages with the

Department to provide assurance of improvement. The Department expects authorities that have been issued with Best Value Notices to continue leading their own improvement.

We expect the Authority to continue to improve and, specifically, to:

- Continue with the independent Improvement Board, making full use of its support and engaging with its recommendations over the next six months.
- Continue to implement and embed the changes agreed by the Combined Authority Board as part of the improvement plan.
- Continue to implement and monitor cultural change across the organisation, for both officers and members, with a focus on measurable outcomes.
- Commit, through strong partnership working at both officer and member level, to develop the strategic priorities and aspirations for the area that will benefit local residents, and a credible delivery strategy for progressing these. We hope that this can be achieved through consensus but, if not all stakeholders are ready to fully engage, the opportunity should be left open for them to do so when they feel ready to. This work is also important in informing CPCA's approach to further devolution.
- Continue to engage regularly with the Department at official level throughout the period of this Notice.

The Department will continue to closely monitor CPCA's progress, including by looking to the Improvement Board and your external auditor for updates and assurance that the necessary changes are being made at sufficient pace.

Whilst the Authority may continue to receive and be awarded government funding whilst under this Notice, we would emphasise that receipt of funding does not indicate the Department's broader view of the performance of the Authority, nor would it indicate any change in the status of this Notice, with individual funding programmes being managed and assured independently by their respective departments.

This Notice will remain in place for 6 months, after which time, should the Department deem it necessary to continue to seek assurance through such a Notice, a further Notice will be issued. The Notice may be withdrawn or escalated at any point based on the available evidence.

This Notice is issued outside the statutory powers held by the Secretary of State under the Local Government Act 1999 to inspect or intervene in local authorities where there is evidence of Best Value failure and, separately, under section 230 of the Local Government Act 1972 to request information from local authorities. However, a failure to demonstrate continuous improvement may be judged to contribute to Best Value failure and the Secretary of State will consider using these powers as appropriate.

It is important to ensure transparency in relation to the challenges faced by local authorities and the Department's engagement on these. A copy of this Notice will therefore be published on gov.uk. I encourage you to make a copy of this Notice available on the Authority's website, and to share it with the Improvement Board,

the Combined Authority Board and the Audit and Governance Committee. We will notify your external auditor of our decision.

Separately to this Notice, I would encourage you to continue engaging with the Local Government Association, making use of the full range of support they have to offer. A member of my team will be in touch with you to make arrangements for ongoing engagement with the Department. I look forward to receiving updates on your progress.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Max Soule', written in a cursive style.

Max Soule  
Deputy Director, Local Government Stewardship

## Improvement Plan (BVN 2023) - Close down of activity

Phase 2 Improvement Plan review Colour code in table below

Completed and any future review to be located in Directorate plans 

Completed - no further action 

Move to Improvement plan phase 3 

Moving to Directorate Plans 

Phase 3 Improvement Plan themes to address the concerns set out in the Best Value Notice January 2024:

1. Strategic ambitions and priorities

2. Cultural change for members and officers

3. Continuous Improvement

Partnership working will go across all three improvement themes

Theme	Phase 2 Tasks/Actions	Activity Undertaken / Evidence - COMPLETED	Activity Outstanding	New Phase
Governance & Decision Making Improve theme (Phase 2)	Revise/embed Constitution & Governance improvements.	Combined Authority Board Terms of Reference/ Key Functions agreed at CA Board 22nd March 2023 Constitution agreed at CA Board 23rd March 2023 Officer / Member protocols agreed at CA Board 26th July 2023 Member induction and training programme Role of Business Board agreed at CA Board 23rd March 2023 The outcome of the agreed changes is seen as good practice by the LGA/ Grant Thornton review into CA governance, Centre for Governance & Scrutiny and the Combined Authority Governance Network (CAGN)M10 Assurance Group. The CAs new approach to scrutiny has also been recognised by Centre for Governance and Scrutiny and a case study has been written and shared Internal audit review undertaken identifying 'Reasonable Assurance' attached	Review of structures and constitution Formal document Review - moves to Continuous Improvement	Continuous Improvement Improvement theme (Phase 3)
	Recruitment	<ul style="list-style-type: none"> <li>A new Constitution for the Combined Authority</li> <li>Revised Officer / Member protocols</li> <li>Training in place for members of Overview and Scrutiny Committee, Audit and Governance, CA Board</li> <li>Officer support for the O&amp;S completed</li> <li>Support guides for new governance structure developed</li> <li>Process in place for monitoring the new structural arrangements</li> <li>Reviewed the role of the Business Board and progressed changes</li> <li>Established the Economic Development Advisory Panel</li> </ul>	Review of structures and constitution Formal document Review (DBP Resources & Performance)	Directorate Business Plan 2024/25
	Independent Councillor committee representation	Recruited independent member to Overview & Scrutiny Committee regarding independent reps		No further action
Project, Plans and Delivery Improve theme (Phase 2)	Clarity on process to be followed to maximise income	Agreed overarching corporate strategy supported by MTFP and resourcing plan (currently being refreshed)	Refreshed and monitored	Directorate Business Plan 2024/25
	Investment and resources in place to support and maximise future Devo deals for the CA area.	Review of local and national funding reports and what these potentially mean for CPCA. Review of local and national priorities along with peer review and comparison Creation of a long list of funding options and feasibility for CPCA An analysis of the CPCA costs against funding	Keep under review	No further action (at this point)
	Performance Management (Framework)	A Performance Management Framework agreed that provides a holistic view of how well the Combined Authority is delivering against its strategic objectives Identified and secured funding to support the development of the next devolution deal Procurement of external expert support Operating model to be agreed	Recruitment of permanent staff Need to implement and embed framework Review framework	Continuous Improvement Improvement theme (Phase 3)
	Risk Management (Framework)	A Risk Management Framework developed in conjunction with RSM to ensure best practice	Need to implement and embed Framework Review framework	Continuous Improvement Improvement theme (Phase 3)

	Quality standards raised across CPCA and constituent authorities	Performance Management Framework developed and agreed at CA Board	Quality checks will be undertaken as part of the monthly performance meetings. A comprehensive training package developed and resourced from (DLUHC budgets provided for purpose) Refresher training to be scheduled biannually,	Continuous Improvement Improvement theme (Phase 3)
	Project management best practice culture, training, and standards in support of SAF	<ul style="list-style-type: none"> <li>Refreshed Procurement guide and protocols agreed by CA Board on 26th July 2023</li> <li>Single Assurance Framework and implementation plan agreed by CA Board in November 2023</li> <li>Risk management Framework agreed by CA Board on 20th September 2023</li> <li>Performance Management Framework agreed by CA Board on September 2023</li> <li>Internal audit review undertaken identifying 'Reasonable Assurance' attached</li> </ul> <p>The SAF has now been reported back to the M10 Assurance Group as the only current EDAF approved Assurance Framework at an MCA, with M10 colleagues now able to engage with CPCA to assist them in enhancing their own Assurance Frameworks.</p>	Create a PMO (Programme Management Office) A full business case setting out the new expanded scope and role of the PMO is being developed N.B. IIB interest in this task.	Continuous Improvement Improvement theme (Phase 3)
	Provide CPCA and partners a comprehensive overview of performance.	<ul style="list-style-type: none"> <li>Agreed overarching corporate strategy supported by MTFP and resourcing plan (currently being refreshed)</li> <li>Refreshed Procurement guide and protocols agreed</li> <li>A Single Assurance Framework signed off by three government departments</li> <li>A Risk Management Framework developed in conjunction with RSM to ensure best practice</li> <li>A Performance Management Framework agreed that provides a holistic view of how well the Combined Authority is delivering against its strategic objectives</li> <li>Terms of Reference being completed for Investment Committee and Panel</li> </ul>	Implement and embed frameworks	Directorate Business Plan 2024/25
<b>Procurement Improve theme (Phase 2)</b>	Review procurement strategy, policy, operations, and compliance	<ul style="list-style-type: none"> <li>Refreshed Procurement guide and protocols agreed by CA Board</li> <li>Operating Model for Procurement function has been agreed and implemented</li> <li>Standardised templates for contracts, service level agreements and grant agreements</li> <li>Standard terms of engagement across all contract models developed</li> <li>Training being rolled out</li> </ul>	<ul style="list-style-type: none"> <li>Review HR contracts with delegated authority</li> <li>Implement contractual changes</li> <li>Improve Procurement scrutiny &amp; involvement of Procurement in BC development</li> <li>Implement routine for Procurement in BC involvement</li> <li>Refresh the Contracts &amp; Grants Register</li> <li>Recruit Contract Manager</li> <li>Migrate Grants Register to portal</li> </ul>	Directorate Business Plan 2024/25
			Continuous activity / review (and linked to observations of Internal Auditor) Develop KPIs	Continuous Improvement Improvement theme (Phase 3)
<b>Partnerships Improve theme (Phase 2)</b>	Scoping exercise (for CPCA & Constituent Authorities)	Working group of constituent authorities pulled together to identify current partnerships & next steps		No further action (at this point)
	Develop an action plan to maximise the culture of cross authority collaboration and partnership working to include:	Partnership case studies presented to the Independent Improvement Board in November 2023 attached below	Still a concern for the IIB who do not believe this is 'how we work around here' focus now on the CPCA Values "CIVIL" as structure for Phase 3 Culture Workstream	Culture Change Improvement them (Phase 3)
	For wider partnership working: Mapping exercise required to understand the sub-region:	<ul style="list-style-type: none"> <li>Strong and effective partnership working in place - and recognised</li> <li>Focus on the future vision, State of the Region and deepening Devolution</li> <li>Stronger and more collegiate partnership working across the constituent councils and M10 group of MCAs</li> <li><u>Strengthened strategic and delivery partnerships at sub-national levels across the</u></li> </ul>	Still a concern for the IIB who do not believe this is 'how we work around here' focus now on the CPCA Values "CIVIL" as structure for Phase 3 Culture Workstream	Culture Change Improve theme (Phase 3)
	Review of key strategies and their delivery arrangements:	Review of key strategies and policies undertaken as part of the State of the Region review. Work overseen by Working Group made of officers from constituent Councils and wider partners.	Final report to be signed off/ made available as part of publication of State of the Region Review.	Directorate Business Plan 2024/25
<b>Confidence, culture and capacity Improve theme (Phase 2)</b>	Ambition and priorities		A pipeline of key priorities and programmes and associated key asks and offers and stretch on outcomes as part of delivery Review key dependency with SAF to ensure focus and capacity is in place to deliver on identified vision and strategies coming out of activity above	Strategic Ambitions & Priorities Improvement theme (Phase 3)
	Development of future programme	Full training programme in place for CA Board and Committees	Still seen as work to do. Activity underway re longer term vision and ambitions for the region	Culture Change Improvement theme (Phase 3)

Values and Behaviours	<p>Values agreed by CA Board in January 2023</p> <p>Suite of HR policies agreed by Employment &amp; Skills Committee on the following dates:</p> <ul style="list-style-type: none"> <li>•23rd March 2023</li> <li>•26th July 2023</li> </ul> <p>And the new HR Committee on the following dates:</p> <ul style="list-style-type: none"> <li>•26th July 2023</li> </ul>	<p>Values and Behaviours not completely embedded or embraced by CA Board Members. This still needs to be an area of focus and suggest involvement of IIB and LGA (including involvement of Edwina and Democratic Services)</p>	<b>Culture Change Improvement theme (Phase 3)</b>
Leadership	<ul style="list-style-type: none"> <li>•Values (CIVIL) and behaviours for officers and Members agreed and used in all HR policies. Values (CIVIL) embedded in recruitment, objective setting and appraisals</li> <li>•HR policies agreed through Employment Committee</li> <li>•Downward trend in turnover</li> <li>•Improved stability of workforce</li> <li>•External review of communications, engagement and public affairs with input from stakeholders completed, recommendations beginning to be implemented</li> <li>•Continued engagement with staff through staff conferences, surveys and weekly Teams meeting</li> <li>•Development of ongoing programme of continual improvement for CPCA to be seen as a Best Value organisation</li> <li>•Q1&amp;2 Corporate Performance Report presented to CA Board</li> </ul>	<p>Officer &amp; Member behaviours</p> <p>Values based recruitment policy and approach to be signed off by CMT</p> <p>Values to be a key element of 1-1 discussion, appraisals and mid-year review to evidence how values are owned. Initial identification of training needs from 23/24 appraisals and mid-year reviews</p> <p>Coaching and mentoring scheme to be developed</p>	<b>Directorate Business Plan 2024/25</b>
Recruitment, Retention, Reward & Resources	<ul style="list-style-type: none"> <li>•All senior leadership team roles are currently filled by either a permanent appointment or temporary highly skilled and experienced individuals providing capacity, stability and leadership to the agendas to be delivered.</li> <li>•Directorate plans, appraisals and one to ones now in place and working effectively</li> <li>•Staff conferences and survey undertaken on a regular basis</li> </ul>	<p>Permanent Monitoring Officer and Exec Director Resources still to be appointed.</p> <p>Divisional structures below Exec Director to be confirmed and implemented</p> <p>HR working with Exec Directors to ensure the resourcing strategy reflects an agile organization with the skills and experience required to deliver the ambitions of CPCA – and to inform a future operating model to be developed by March 2024</p>	<b>Directorate Business Plan Business Plan 2024/25</b>

## Reframed Improvement Plan activity

The 3 themes for improvement identified within the Best Value Notice are:

1. **Continuous Improvement**
2. **Culture**
3. **Strategic Ambition**

**In addition to the above workstreams Partnerships sits across all three but will be managed within Strategic Ambition**

The outline improvement plan below sets out outcomes and associated key activities over the next 6 months to address the key areas of concerns and any outstanding elements from phase 2 of improvement. It will be reviewed on a regular basis to ensure it is fit for purpose and reflects any additional areas of concern that are raised.

Detailed delivery and resourcing plans will be developed and progress against key activity and outcomes will be reported to CA Board, A&G Committee, O&S Committee and the Independent Improvement Board.

<b>Continuous Improvement</b>			
<b>Outcome</b>	<b>Key areas of identified improvement in the Best Value Notice</b>	<b>Activities to deliver identified outcome</b>	<b>Timeline</b>
A robust and transparent procurement provision within the CA that enables social, financial & operational value	<b>BVN</b> - Continue to implement and embed the changes agreed by the Combined Authority Board as part of the improvement plan.	<ul style="list-style-type: none"> <li>• develop KPIs to demonstrate social, operational and financial value</li> <li>• Undertake internal audit of procurement phase 2 improvement plan and implement recommendations</li> <li>• Develop procurement hub as a centre of excellence for the Authority and its partners</li> </ul>	30 <sup>th</sup> June 2024
A constitution and governance structure	<b>BVN</b> - Continue to implement and embed the changes agreed by the	<ul style="list-style-type: none"> <li>• complete review of ToR and operations for the Business Board</li> </ul>	31 <sup>st</sup> May 2024



<p>that is tested and reviewed on a regular basis to ensure it remains compliant, fit for purpose and relevant</p>	<p>Combined Authority Board as part of the improvement plan.  <b>EY</b> – Governance arrangements of subsidiary companies reviewed and improved</p>	<ul style="list-style-type: none"> <li>• Review existing governance structures in advance of new municipal year (annual review)</li> <li>• Develop calendar for future reviews of the Constitution</li> <li>• Finalise implementation of the improvements for O&amp;S</li> <li>• Implement Investment Committee (linked to SAF development) for new municipal year</li> </ul>	
<p>A robust and transparent process for managing decision making associated with funding arrangements within the CA</p>	<p><b>BVN</b> - Continue to implement and embed the changes agreed by the Combined Authority Board as part of the improvement plan.</p>	<ul style="list-style-type: none"> <li>• implement main changes from approved SAF by amending existing processes and developing new ones</li> <li>• Refine and implement proposed project prioritisation processes</li> <li>• Develop new monitoring and evaluation framework to support SAF</li> <li>• Train all key personnel (including partners) on new and revised processes</li> <li>• Development mechanisms to demonstrate impact of SAF and review its operation annually</li> </ul>	<p>31<sup>st</sup> July 2024</p>
<p>Risk Management that enables the CA to make better decisions, using the agreed risk appetite to reduce negative impacts and is tested and audited</p>	<p><b>BVN</b> - Continue to implement and embed the changes agreed by the Combined Authority Board as part of the improvement plan.</p>	<ul style="list-style-type: none"> <li>• implement recommendations from recent internal audit of risk, including embedding the risk software at directorate level</li> <li>• Undertake series of deep dives into major strategic risks at A&amp;G Committee</li> <li>• Develop further ongoing training in risk across the organisation and, where applicable, with partners to ensure full understanding of benefits of risk management and the processes to support this</li> </ul>	<p>31<sup>st</sup> May 2024</p>

		<ul style="list-style-type: none"> <li>Undertake annual review of risk framework and processes</li> </ul>	
Performance Management within the CA provides the basis for better decision making & under pins delivery.	<b>BVN</b> - Continue to implement and embed the changes agreed by the Combined Authority Board as part of the improvement plan.	<ul style="list-style-type: none"> <li>Develop and refine metrics within existing performance reporting framework, including setting of targets and baseline data</li> <li>Where indicators are based on lagging national data sets develop proxy measures/lead indicators to help monitor progress in a more timely manner</li> <li>Develop further engagement and training with staff in CPCA and partners to ensure continued understanding of the use of performance metrics to aid decision making</li> <li>Annually review the performance management framework and its linked processes to ensure it remains fit for purpose and represents best value.</li> </ul>	31 <sup>st</sup> July 2024
<b>Culture</b>			
<ul style="list-style-type: none"> <li>Officers continue to embrace and work according to our defined CIVIL values and behaviours</li> </ul>	<b>BVN</b> - Continue to implement and monitor cultural change across the organisation, for both officers and members, with a focus on measurable outcomes.	<ul style="list-style-type: none"> <li>Review officer feedback from the most recent staff survey and staff conference to identify suggested areas for improvement</li> <li>Establish SLT network as a collaboration/ partnership network</li> <li>Continue to develop and schedule officer training sessions</li> <li>Maintain and develop partnerships with Trade Unions</li> <li>Staff recognition through staff award events, linked to values</li> <li>Review and track LEAP appraisals completions</li> </ul>	31 <sup>st</sup> July 2024
<ul style="list-style-type: none"> <li>Focus on CA Board consideration of their public duties according to our</li> </ul>	<b>BVN</b> - Continue to implement and monitor cultural change across the organisation, for both officers and	<ul style="list-style-type: none"> <li>Continue to develop and schedule Member Training Sessions and develop additional activities to encourage higher participation rates</li> </ul>	31 <sup>st</sup> July 2024

defined CIVIL values and behaviours	members, with a focus on measurable outcomes. <b>BVN</b> - Commit, through strong partnership working at both officer and member level, to develop the strategic priorities and aspirations for the area... We hope that this can be achieved through consensus but, if not all stakeholders are ready to fully engage, the opportunity should be left open for them to do so when they feel ready to.	<ul style="list-style-type: none"> <li>• Consider the timing of Board Member Objective Setting Sessions</li> <li>• Work with delivery partners (e.g. LGA) to develop a programme of activities to raise further awareness of our CIVIL values amongst CA Board Members and to encourage members to further embrace those values</li> </ul>	
<b>Strategic Ambitions, Priorities and Partnerships</b>			
Adopt a shared evidence base to underpin our Shared Ambitions, Priorities and Lobbying, enabling the region to speak with a unified voice.	<b>BVN</b> - Commit, through strong partnership working at both officer and member level, to develop the strategic priorities and aspirations for the area that will benefit local residents, and a credible delivery strategy for progressing these. We hope that this can be achieved through consensus but, if not all stakeholders are ready to fully engage, the opportunity should be left open for them to do so when they feel ready to. This work is also important in informing CPCA's approach to further devolution.	<ul style="list-style-type: none"> <li>• Adoption of the 2024 State of the Region Review Production of the State of the Region dashboard</li> </ul>	31 <sup>st</sup> July 2024
Co-ordinate, convene and facilitate the delivery of a Shared Ambition for the Cambridgeshire & Peterborough, enabling	As above	<ul style="list-style-type: none"> <li>• Initial engagement phase 1 (Board/ CEX workshop, stakeholder workshop, web presence launched) completed</li> <li>• Ambition Engagement phase (Board / CEX workshops, stakeholder workshops, online</li> </ul>	End March 2024  End July 2024

the region to speak with a unified voice.		<p>activities, forum and resident engagement) completed</p> <ul style="list-style-type: none"> <li>• Adoption of a Shared Ambition &amp; Priorities</li> </ul>	31 <sup>st</sup> October 2024
Co-ordinate the joint, promotion and championing of the region to attract funding and inward investment to deliver our region's vision and strategic priorities.	As above	<ul style="list-style-type: none"> <li>• Promote the region through the presence of the first Cambridgeshire &amp; Peterborough pavilion and associated events at UKREF</li> <li>• Production of a new Cambridgeshire &amp; Peterborough Inward Investment Prospectus</li> </ul>	<p>31<sup>st</sup> May 2024</p> <p>31<sup>st</sup> May 2024</p>
Coordinate, convene, lobby and influence one combined voice for the region's transport and infrastructure investment priorities to unlock barriers to growth and focusing on what can be achieved collectively.	As above	<ul style="list-style-type: none"> <li>• Coordinate, convene and influence through the Transport Summit</li> <li>• Adopted Infrastructure Delivery Framework (IDF)</li> <li>• Delivery of a Comms and Public Affairs Strategies underpinning transport summit and IDF</li> </ul>	<p>End June 2024</p> <p>31<sup>st</sup> March 2024</p> <p>30<sup>th</sup> June 2024</p>
Coordinate, convene and influence with one combined voice for the region's devolution opportunities and future national policy, enabling additionality for the region through focusing on what can be achieved collectively.	As above	<ul style="list-style-type: none"> <li>• Work with Combined Authority Board, constituent Council CEXs and partners to develop future devolution opportunities</li> <li>• Working with UK Mayors and UK Mayor networks to collectively shape the future Devo opportunities and future national policy</li> </ul>	<p>31<sup>st</sup> July 2024</p> <p>On-going</p>

<p>Proactive communication with partners and stakeholders utilising a wide range of channels to improve our reach and engagement and demonstrate our positive impact</p>	<p>As above</p>	<ul style="list-style-type: none"> <li>• Embedding member e-newsletter</li> <li>• Launching a new stakeholder e- newsletter</li> <li>• Revamping the Combined Authority website</li> </ul>	<p>31<sup>st</sup> July 2024  End June 2024  31<sup>st</sup> March 2025</p>
--	-----------------	--	---

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

### **(Revised) Terms of Reference**

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

The Combined Authority was issued a Best Value Notice on 24 January 2023 and the identified issues to be addressed were a focus for the Independent Improvement Board, alongside the concerns identified in the External Auditors letter dated June 2022.

### **Review**

The current agreed terms of reference proposed that the Independent Improvement Board would be in place for 12 months from January 2023. A Best Value Notice issued in January 2023 was a focus for the Board in addition to the concerns set out in the External Auditors letter.

Significant progress has been made in delivering the identified improvements set out in the agreed Improvement plan and this is acknowledged by both the Independent Improvement Board and also the Department for Levelling Up Housing and Communities.

It is also recognised that there is more to do.

In January 2024 a further Best Value Notice was issued for a six month period which set out the expectation on the Combined Authority to continue to improve and, specifically, to:

- Continue with the independent Improvement Board; making full use of its support and engaging with its recommendations over the next six months.
- Continue to implement and embed the changes agreed by the Combined Authority Board as part of the improvement plan.
- Continue to implement and monitor cultural change across the organisation, for both officers and members, with a focus on measurable outcomes.
- Commit, through strong partnership working at both officer and member level, to develop the strategic priorities and aspirations for the area that will benefit local residents, and a credible delivery strategy for progressing these. We hope that this can be achieved through consensus but, if not all stakeholders are ready to fully engage, the opportunity should be left open for them to do so when they feel ready to. This work is also important in informing CPCA's approach to further devolution.

## Independent Improvement Board Draft Terms of reference

- Continue to engage regularly with the Department at official level throughout the period of this Notice.

The Independent Improvement Board recognises the role it can play in supporting the Combined Authority deliver on the areas set out above and will therefore stay in place for a further period of time; to be reviewed after six months.

Set out below is the proposed revised Terms of Reference.

### **1. Purpose**

The revised purpose of the Improvement Board is:

- To provide external advice, support, challenge and expertise to Cambridgeshire and Peterborough Combined Authority to ensure focus, grip, pace and effective change on key areas identified in the Best Value Notice January 2024 and any remaining areas of concern set out in the External Auditors letter, June 2022.
- To support the Combined Authority Board in the delivery of identified areas of improvement set out above.
- To provide assurance to the Combined Authority Board and external agencies of the progress on delivering the identified key outcomes and associated activity set out in the revised Improvement plan.
- To identify and share learning and best practice with Members and Officers on all activities included in the Authority's Improvement Plan, including identification of development opportunities for both members and officers.

This will involve:

- Engaging with officers, Combined Authority Board members and external agencies to share insight, expertise and experience.
- Ensuring there is a single, integrated, and holistic Improvement Plan that sets out clearly the key areas of improvement that can be clearly understood and communicated internally and externally.
- To seek and receive regular reports on progress and evidence against identified areas and the effectiveness of actions taken.
- Providing regular advice, challenge, and support to the Combined Authority on the identified improvement activities, and in particular on delivery of the recommendations in the External Auditor letter, June 2022, the Best Value Notice January 2023 and any subsequent updates.

## Independent Improvement Board Draft Terms of reference

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

### **2. Accountability**

- The Independent Improvement Board will be accountable to the Combined Authority Board and respond as required; through agreed reporting mechanisms and timelines to requests for information on progress, key risks and shared learning.
- The Independent Improvement Board will receive reports from the Chief Executive on a regular and timely manner in line with agreed reporting timelines.
- The Independent Improvement Board will ensure the Chairs of Audit & Governance Committee and the Overview and Scrutiny Committee receive regular updates on all improvement action against agreed timelines.
- The Independent Improvement Board will provide the Department for Levelling up, Housing and Communities with an update on a quarterly basis on the level of assurance and confidence it has on the progress being made against key areas of concern.

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

#### **Members:**

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

- Independent Chair
- Independent Deputy Chair
- Independent external Member representative of political groups or Independent external members deemed to bring appropriate experience and expertise



**Attendees:**

- Chief Executive
  - Interim Programme Director, Transformation
  
  - Combined Authority Board members and constituent council Chief Executives; as determined by the Chair
- Others by invitation

**4. Working arrangements:**

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

**5. Improvement Board meetings:**

- It is proposed that the Board will be in place for six months from January 2024 and will be reviewed at this time in line with the Best Value Notice review

## Independent Improvement Board Draft Terms of reference

- The Board will continue to meet on a bi-monthly basis for six months when a review will take place and the future frequency of meetings agreed.
- Discussion and interaction during the Board meetings will be private to allow and enable constructive dialogue; officers and members being treated with respect and courtesy.
- The minutes of the Board will not be public as the Independent Improvement Board is an advisory board.

### **6. Venue for meetings**

- To be agreed

### **7. Agenda**

- At each meeting the Board will agree the content of the agenda for the next meeting. Standard agenda items should include:
  - Actions from previous meeting
  - Matters considered by the Chair to aid the working of the Board in pursuing its aims
  - Chief Executive's report on progress against the revised improvement plan
  - Communication (if any) from the External Auditor or Department for Levelling up, Housing and Communities
  - Progress and any issues to be communicated to key stakeholders (including staff)
  - Matters to be reported to the Cambridgeshire and Peterborough Combined Authority Board
  - Additional items for the agenda for the next meeting
  - Confirmation of date, time and venue for the next meeting

### **8. Review**

These Terms of Reference will be reviewed after six months.

<b>Overview &amp; Scrutiny Committee (OSC)</b>		Agenda Item
<b>18<sup>th</sup> March 2024</b>		<b>6</b>
Title:	Governance & Decision Making Improvement Workstream	
Report of:	Nick Bell, Executive Director Resources & Performance	
Lead Member:	Councillor Edna Murphy, Lead Member for Governance	
Purpose:	Provide OSC with a briefing paper and opportunity to put questions to officers on the progress made with the Governance & Decision Making Workstream.	
<b>Governance &amp; Decision Making Phase 2 &amp; next phase</b>		
Description:	<p>The Phase 2 workstream focus was on the issues highlighted in the Best Value Notice of January 2023 around poor governance &amp; decision making within the Combined Authority. There was a clear and urgent need to improve the governance arrangements and improve and simplify the decision making arrangements. The workstream has been responsible for:</p> <ol style="list-style-type: none"> <li>1. Implementing new governance arrangements &amp; constitutional arrangements agreed by the CA Board</li> <li>2. Strengthening the decision making processes by: <ul style="list-style-type: none"> <li>• Supporting the development of the SAF</li> <li>• Supporting the development of Performance Management arrangements</li> </ul> </li> <li>3. Agreeing and implementing the role of the Business Board &amp; the Business Advisory Panel</li> <li>4. Improving internal scrutiny within the CPCA</li> </ol> <p>Phase 3 will focus on any outstanding items and embedding the arrangements completed in Phase 2, as set out in the Best Value Notice issued 30<sup>th</sup> January 2024 where the Best Value Notice identified the Combined Authority needed to:</p> <ul style="list-style-type: none"> <li>• Continue to implement and embed the changes agreed by the Combined Authority Board as part of the improvement plan.</li> </ul>	
Description:	<p><b>Embedding the new Governance &amp; Constitutional Arrangements</b></p> <ul style="list-style-type: none"> <li>• The CA Board agreed new Governance &amp; associated constitutional changes on the 22<sup>nd</sup> March 2023. The workstream focus was on the implementation and embedding of those agreed changes.</li> <li>• The workstream, whilst not responsible for the development of the Single Assurance Framework, was responsible for ensuring the governance structures and arrangements to support its implementation are in place.</li> <li>• The integration of the Business Board into the new structures, reflecting the government changes to how Local Enterprise Partnerships are to be managed, was part of this workstreams responsibility.</li> </ul>	
Workstream Objective:	<ul style="list-style-type: none"> <li>• The workstream objective is to ensure the new governance arrangements agreed at Combined Authority Board are implemented and embedded.</li> <li>• The governance and decision making arrangements will ensure robust decision making across the CA and support the implementation of the Single Assurance Framework.</li> </ul> <p><b>Develop and strengthen the decision making processes</b></p>	



	<ul style="list-style-type: none"> <li>• Simplified decision making processes supporting the SAF with agreed delegations &amp; structures in place to ensure delivery. Create the structures to support the SAF implementation.</li> </ul> <p><b>Agree and embed the role of the Business Board &amp; Business Advisory Panel</b></p> <ul style="list-style-type: none"> <li>• Oversee the development of the governance arrangements of the BB, make sure the constitution reflects the new arrangements.</li> </ul> <p><b>Improve internal scrutiny within the CPCA</b></p> <ul style="list-style-type: none"> <li>• To ensure the continued development of robust scrutiny arrangements, ensure members receive adequate training, support and remuneration for their role. Develop a succession plan for the Audit &amp; Governance committee in terms of the independent member.</li> <li>• Oversee the internal review of Audit &amp; Governance.</li> </ul>
<p>Governance:</p>	<p>The Project Manager reports into the Governance and Decision Making Improvement Workstream which is chaired by Nick Bell, who is the CMT sponsor. Nick subsequently reports into the CEO who reports progress to the Independent Improvement Board.</p> <p>The governance arrangements were agreed by Chief Executives of all constituent authorities &amp; signed off by the CA Board members.</p>
<p>Outputs:</p>	<p>The outputs from the workstream are as follows:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Review &amp; agree membership of new committees</li> <li><input type="checkbox"/> Review &amp; agree membership of new thematic groups</li> <li><input type="checkbox"/> Review &amp; agree options for independent political representation in governance structure</li> <li><input type="checkbox"/> Agree Shareholder Committee structure &amp; membership</li> <li><input type="checkbox"/> Expansion of Shareholder Committee to Investment Committee following SAF approval</li> <li><input type="checkbox"/> Develop Member feedback regime - to take place end of Municipal Year</li> <li><input type="checkbox"/> Financial Regulations &amp; delegated approvals agreed &amp; implemented</li> <li><input type="checkbox"/> Procurement Code developed &amp; Procurement Guidance note developed &amp; approved by CA Board</li> <li><input type="checkbox"/> Support the development of the Single Assurance Framework</li> <li><input type="checkbox"/> Forward Plan reviewed &amp; process strengthened</li> <li><input type="checkbox"/> Agree Business Board Membership on the Thematic Committees</li> <li><input type="checkbox"/> Invite new Combined Authority members to the Business Board meetings</li> <li><input type="checkbox"/> Ensure sector specialisms are reflected in Business Board Membership</li> <li><input type="checkbox"/> Amend Terms of Reference to reflect new governance arrangements</li> <li><input type="checkbox"/> Create Forum to manage &amp; deliver the Business Board funded projects</li> <li><input type="checkbox"/> Establish the Economic Development Advisory Group</li> <li><input type="checkbox"/> Agree role of the Business Advisory Panel.</li> <li><input type="checkbox"/> Develop new approach to Overview &amp; Scrutiny - gather evidence from other Combined Authorities to support proposed approach             <ul style="list-style-type: none"> <li><input type="checkbox"/> Review &amp; agree remuneration for members</li> <li><input type="checkbox"/> Review &amp; agree officer support requirements - report to CMT outlining O&amp;S requirements</li> </ul> </li> <li><input type="checkbox"/> Appoint extra independent person to A&amp;G</li> <li><input type="checkbox"/> Develop a revised Access to Information process</li> <li><input type="checkbox"/> English Devolution Accountability Framework (EDAF) - structure checks</li> <li><input type="checkbox"/> Liaise with Centre for Governance &amp; Scrutiny on scrutiny function changes</li> <li><input type="checkbox"/> Audit &amp; Governance internal review, informed by benchmarking with other Combined Authorities</li> </ul>
<p>Progress:</p>	<p><b>Embedding the new Governance &amp; Constitutional Arrangements</b></p> <p>The Committees and Thematic Groups have been established, membership approved and meetings have taken place, there was discussion regarding independent political representation</p>



	<p>on both Overview &amp; Scrutiny and Audit &amp; Governance Committees. Both made the decision that at this point it was not required but they would review this in the future. Embedding the new structures, creating a regime of annual Member feedback and Governance structure review remain outstanding and will move to the Continuous Improvement Workstream in Phase 3</p> <p><b>Develop and strengthen the decision making processes</b></p> <p>The Single Assurance Framework was agreed and signed off at the Combined Authority Board on the 29<sup>th</sup> November 2023 following DLUHC approval. The links to the English Devolution Accountability Framework (EDAF) have been agreed as an exemplar for other authorities to reference. The implementation of the SAF and the expansion of the Shareholder Committee to the new Investment Committee will sit within Continuous Improvement Workstream in Phase 3</p> <p><b>Agree and embed the role of the Business Board &amp; Business Advisory Panel</b></p> <p>The changes to the Business Board were agreed by the Business Board on the 5<sup>th</sup> March 2024, ratification of the changes will be requested at the Combined Authority Board on the 20<sup>th</sup> March 2024. The recent recruitment of the Chair and new members was completed in November 2023, members are now attending committees &amp; panels as the voice of business. The Business Advisory Panel (BAP) continue to meet as an effective group of business leaders and local authority members and the new Economic Development Advisory Panel (EDAP) has been established to support the Combined Authority strategic ambition around good growth and improved GVA.</p> <p><b>Improve internal scrutiny within the CPCA</b></p> <p>The changes to the scrutiny function agreed by the Overview &amp; Scrutiny Committee being considered as best practice for other Combined Authorities, for example a case study has been provided to the Centre for Governance &amp; Scrutiny (CfGS) to demonstrate the development of the scrutiny roles specific to Combined Authority. As a result, discussions are taking place with CfGS about how the scrutiny developments that have been undertaken could helpfully contribute to the wider guidance they are developing for effective scrutiny in Combined Authorities and other Combined Authorities are now looking at what we have done with O&amp;S as leading practice.</p>
Phase 3:	<p>The work outstanding from the Governance workstream is moving into Phase 3 and will sit within the Continuous Improvement Workstream, and is proposed to cover:</p> <p><b>A robust and transparent procurement provision within the CA that enables social, financial &amp; operational value Embedding the new governance arrangements</b></p> <ul style="list-style-type: none"> <li>• Develop KPIs to demonstrate social, operational and financial value</li> <li>• Undertake internal audit of procurement phase 2 improvement plan and implement recommendations</li> <li>• Develop procurement hub as a centre of excellence for the Authority and its partners</li> </ul> <p><b>A constitution and governance structure that is tested and reviewed on a regular basis to ensure it remains compliant, fit for purpose and relevant</b></p> <ul style="list-style-type: none"> <li>• Complete review of Terms of Reference and operations for the Business Board</li> <li>• Review existing governance structures in advance of new municipal year (annual review)</li> <li>• Develop calendar for future reviews of the Constitution</li> <li>• Finalise implementation of the improvements for O&amp;S</li> <li>• Implement Investment Committee (linked to SAF development) for new municipal year</li> </ul> <p><b>A robust and transparent process for managing decision making associated with funding arrangements within the CA</b></p>

- Implement main changes from approved SAF by amending existing processes and developing new ones
- Refine and implement proposed project prioritisation processes
- Develop new monitoring and evaluation framework to support SAF
- Train all key personnel (including partners) on new and revised processes
- Develop mechanisms to demonstrate impact of SAF and review its operation annually

**Risk Management that enables the CA to make better decisions, using the agreed risk appetite to reduce negative impacts and is tested and audited**

- Implement recommendations from recent internal audit of risk, including embedding the risk software at directorate level
- Undertake series of deep dives into major strategic risks at A&G Committee
- Develop further ongoing training in risk across the organisation and, where applicable, with partners to ensure full understanding of benefits of risk management and the processes to support this
- Undertake annual review of risk framework and processes

**Performance Management within the CA provides the basis for better decision making & underpins delivery.**

- Develop and refine metrics within existing performance reporting framework, including setting of targets and baseline data
- Where indicators are based on lagging national data sets develop proxy measures/lead indicators to help monitor progress in a more timely manner
- Develop further engagement and training with staff in CPCA and partners to ensure continued understanding of the use of performance metrics to aid decision making
- Annually review the performance management framework and its linked processes to ensure it remains fit for purpose and represents best value.



<b>Overview and Scrutiny Committee</b>		Agenda Item
<b>18 March 2024</b>		<b>7</b>
Title:	Corporate Performance Report, Q3 2023/24	
Report of:	Jules Ient, Head of Policy, Insight and Performance	
Lead Member:	Cllr Edna Murphy	
Public Report:	Yes	
Key Decision:	No	
Voting Arrangement:	A simple majority of all Members present and voting	

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

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

## 1. Purpose

1.1	Sections 2 - 5 and Appendix A present Corporate Key Performance Indicators (KPIs) performance information in a Balanced Scorecard, Red, Amber, Green rating summary and Dashboard, for Members' scrutiny and comment.
1.2	Section 6 and Appendix B present Most Complex Programmes and Projects performance information in a Red, Amber, Green rating summary, an exception report and dashboard, for Members' scrutiny and comment.
1.3	Section 7 presents Headline Priority Activities performance information in narrative form, for Members' scrutiny and comment.
1.4	Section 8 presents an update on the planned evaluation of the impact of the Combined Authority's Devolution Deal, for Members to note.
1.5	Section 9 describes planned further implementation of the Performance Management Framework.

## 2. Corporate Key Performance Indicators (KPIs) Balanced Scorecard and Dashboard

2.1 The Combined Authority's Balanced Scorecard in Section 2.2 summarises the performance of 27 Key Performance Indicators. Metrics are classed as owned by the Combined Authority when the ability to change performance lies wholly or mainly with the Combined Authority. Metrics are classed as State of the Region when the ability to change performance does not lie solely with the Combined Authority.

The metrics below were chosen with the rationale of applying a balanced scorecard approach encompassing four perspectives: State of the Region, Internal Process, Learning and Growth and Financial. This allows the Combined Authority to link long-term strategies to shorter-term actions.

<b>Metrics owned by the whole region</b>	<b>Metrics owned by the Combined Authority</b>
Metric 1: Gross Value Added for Cambridgeshire and Peterborough Area	Metric 16: Number of contract waivers that are active
Metric 2: Total jobs in Cambridgeshire and Peterborough	Metric 17: Percentage of projects delivered on time
Metric 3: Number of jobs per working age person in Cambridgeshire and Peterborough	Metric 18: Website Accessibility Score
Metric 4: Number of active businesses per 10,000 working age population	Metric 19: Proportion of staff who have completed Data Protection and Information Security courses
Metric 5: Number of business startups per 10,000 working age population	Metric 20: Number of FOI requests responded and completed within 20 days of review
Metric 6: New Housing Completions per 1000 of population	Metric 21: Total number of jobs created and supported by key Combined Authority Economy and Growth funds
Metric 7: Number of Local Super Output Areas in the 20% most deprived nationally	Metric 22: Enrolments onto and achievements supported by adult education services funded by CA investment
Metric 8: Proportion of the Cambridgeshire and Peterborough working age population with level three, four and above qualifications	Metric 23: Number of apprenticeships created by CA funded investment
Metric 9: 19+ further education and skills achievements per 100,000 population	Metric 24: Cumulative number of homes retrofitted through schemes led by Greater South East Net Zero Hub
Metric 10: Total annual net CO2 emissions in Cambridgeshire and Peterborough	Metric 25: Proportion of Cambridgeshire and Peterborough region with gigabit broadband availability



	Metric 11: Total CO2 from transport	Metric 26: Proportion of staff feeling valued by the Combined Authority
	Metric 12: Percentage of households in fuel poverty	Metric 27: Forecast vs budget loss/carried forward (current financial year)
	Metric 13: Proportion of land (hectares) that is classed as nature rich	
	Metric 14: Killed or seriously injured (KSI) casualties	
	Metric 15: Mode share	
2.2	<p>The information presented for each metric comprises:</p> <ul style="list-style-type: none"> <li>• Mapping to Combined Authority strategic objective</li> <li>• Mapping to indicator of progress</li> <li>• Ownership</li> <li>• Reporting period</li> <li>• Date of latest available data</li> <li>• Previous period performance</li> <li>• Current period performance</li> <li>• Direction for improvement</li> <li>• Direction of travel</li> <li>• Red, Amber, Green (RAG) rating of direction of travel compared to direction for improvement</li> <li>• Target</li> <li>• Red, Amber, Green (RAG) rating of current period performance compared to target</li> </ul>	
2.3	<p>A dashboard for each metric is presented in Appendix A and includes summary performance information, data visualisation, target (where available), metric description, commentary, actions and links to data source(s).</p>	
2.4	<p>Targets have been set by a variety of means appropriate to the measure in question. This has included relevant partnerships (Cambridgeshire and Peterborough Climate Partnership, Vision Zero Partnership), Government departments (Department for Energy and Net Zero, HM Treasury), individual teams (Adult Education, Economy and Growth, Data Protection, Finance, Programme Management) and external consultants (Cambridgeshire and Peterborough Independent Economic Review 2018).</p>	

### 3. Balanced Scorecard

3 The following metrics have changed from Q2 2023/24 to Q3 2023/24. The full Balanced Scorecard can be found at Appendix A.

Scorecard Perspective	Strategic Objective	Indicator of progress	Metrics	Ownership	Reporting Period	Date of Latest Available Data	Previous Period Performance	Current Period Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target	
State of the Region (Shared Ownership)	Achieving Good Growth	Business Environment and Growth	Metric 4: Number of active businesses per 10,000 working age population	All	Annual	Dec-22	729	726	↑	↓	Amber	N/A	Target N/A	
			Metric 5: Number of business startups per 10,000 working age population	All	Annual	Dec-22	84.84	82.08	↑	↓	Amber	N/A	Target N/A	
	Improving Connectivity	Housing and Social Well-being	Metric 6: New Housing Completions per 1000 of population	All	Annual	Mar-23	4.73	5.37	↑	↑	Green	N/A	Target N/A	
			Road Safety	Metric 14: Killed or seriously injured (KSI) casualties	All	Annual	Dec-22	435	458	↓	↑	Red	353	Red
Internal Process (CPCA Ownership)	Achieving Best Value and High Performance	Contract Management Efficiency	Metric 16: Number of contract waivers that are active	CPCA	Monthly	Dec-23	7.58	7.58	↓	→	Amber	N/A	Target N/A	
			On-Time Project Delivery Rate	Metric 17: Percentage of projects delivered on time	CPCA	Annual	Mar-23	0.00%	100.00%	↑	↑	Green	100.00%	Green
			Inclusive Website Experience	Metric 18: Website Accessibility Score	CPCA	Monthly	Dec-23	82.00%	64.00%	↑	↓	Red	N/A	Target N/A
			Data Security Awareness	Metric 19: Proportion of staff who have completed Data Protection and Information Security courses	CPCA	Monthly	Dec-23	77.24%	83.21%	↑	↑	Green	100.00%	Red
			Efficient FOI Request Handling	Metric 20: Number of FOI requests responded and completed within 20 days of review	CPCA	Annual	Dec-23	100.00%	94.74%	↑	↓	Red	90%	Blue
	Achieving Good Growth	Advancing Education and Skills	Job Creation and Support	Metric 21: Total number of jobs created and supported by key Combined Authority Economy and Growth funds	CPCA	Annual	Jan-24	7,711	14,249	↑	↑	Green	6,835	Blue
	Ambitious Skills and Employment Opportunities		Metric 22: Enrolments onto and achievements supported by adult education services funded by CA investment	CPCA	Annual	Feb-23	16,740	19,468	↑	↑	Green	17,000	Blue	
			Metric 23: Number of apprenticeships created by CA funded investment	CPCA	Quarterly	Dec-23	723	804	↑	↑	Green	1,400	Red	
	Enabling Resilient Communities	Sustainable Housing, Energy and Infrastructure	Metric 24: Cumulative number of homes retrofitted through schemes led by Greater South East Net Zero Hub	CPCA	Monthly	Sep-23	3,230	3,265	↑	↑	Amber	3,745	Red	
	Improving Connectivity		Digital Connectivity	Metric 25: Proportion of Cambridgeshire and Peterborough region with gigabit broadband availability	CPCA	Annual	Dec-23	71.00%	79.65%	↑	↑	Green	55.00%	Blue
Learning and Growth (CPCA Ownership)	Achieving Best Value and High Performance	Stability of workforce	Metric 26: Proportion of staff feeling valued by the Combined Authority	CPCA	Bi-annual	Dec-23	58.33%	60.20%	↑	↑	Amber	N/A	Target N/A	
Financial (CPCA Ownership)	Achieving Best Value and High Performance	Financial Planning and Sustainability	Metric 27: Forecast vs budget loss/carried forward (current financial year)	CPCA	Monthly	Dec-23	87.47%	89.00%	↑	↑	Amber	100.00%	Red	

#### 4. RAG ratings for Corporate KPIs owned by the Combined Authority

4.1 Metrics are classed as owned by the Combined Authority when the ability to change performance lies wholly or mainly with the Combined Authority.

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

RAG rating	Description	Number of metrics	Proportion of metrics
Red	change in performance from previous period to current period is more than 5% and in the opposite direction to direction for improvement	2	16.7%
Amber	change in performance from previous to current period is 5% or less	4	33.3%
Green	change in performance from previous period to current period is more than 5% and in line with direction for improvement	6	50.0%
Total		12	100.0%

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

Metric 18: Website Accessibility Score

Metric 20: Number of FOI requests responded and completed within 20 days of review

#### 4.4 Current period performance compared to target: summary of RAG ratings

RAG rating	Description	Number of metrics	Proportion of metrics
Red	current performance is off target by more than 10%	3	25.0%
Amber	current performance is off target by 10% or less	0	0.0%
Green	current performance is on target by up to 5% over target	2	16.7%
Blue	current performance is on target by more than 5%	4	33.3%
Target N/A	these measures track key activity being undertaken, without a current performance target	3	25.0%
Total		12	100.0%

#### 4.5 Current period performance compared to target: red rated metric

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

Metric 23: Number of apprenticeships created by CA funded investment

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

## 5. RAG ratings for State of the Region Corporate KPIs

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

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

RAG rating	Description	Number of metrics	Proportion of metrics
Red	change in performance from previous period to current period is more than 5% and in the opposite direction to direction for improvement	4	26.67%
Amber	change in performance from previous to current period is 5% or less	7	46.67%
Green	change in performance from previous period to current period is more than 5% and in line with direction for improvement	4	26.67%
Total		15	100%

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

Metric 3: Number of jobs per working age person in Cambridgeshire and Peterborough  
 Metric 10: Total annual net CO2 emissions in Cambridgeshire and Peterborough  
 Metric 11: Total CO2 from transport  
 Metric 14: Killed or seriously injured (KSI) casualties

### 5.4 Current period performance compared to target: summary of RAG ratings

RAG rating	Description	Number of metrics	Proportion of metrics
Red	current performance is off target by more than 10%	2	13.3%
Amber	current performance is off target by 10% or less	0	0.0%
Green	current performance is on target by up to 5% over target	0	0.0%
Blue	current performance is on target by more than 5%	1	6.7%
Target n/a	these measures track key activity being undertaken, to present a rounded view of information relevant to the service area, without a current performance target	12	80.0%
Total		15	100%

### 5.5 Current period performance compared to target: red rated metrics

Metric 10: Total annual net CO2 emissions in Cambridgeshire and Peterborough  
 Metric 14: Killed or seriously injured (KSI) casualties

## 6. Summary of Most Complex Programmes and Projects RAG ratings and exception report

6.1	Programmes and Projects are classed as Most Complex when a Combined Authority Funded programme or project is considered most significant in terms of value, strategic fit and where there would be significant impact if failure to deliver. This list is subject to change. Due to the inherent complexity of these projects, there is likely to be a higher percentage at amber than when considering less complex projects.		
6.2	A summary of RAG ratings for Most Complex Programmes and Projects is as follows.		
	<b>RAG rating</b>	<b>Description</b>	<b>Number of programmes and projects</b>
	Red	Without action, successful delivery is highly unlikely.	0
	Amber	Without action, successful delivery is in doubt, and/or there is uncertainty and risk surrounding future deliverability.	4
	Green	High level of confidence in successful delivery.	3
	Total		7
6.3	There are no red rated Most Complex Programmes and Projects.		

## 7. Headline Priority Activities

7.1	<p><b>Climate Summit</b></p> <p>On Thursday 9<sup>th</sup> November, the Combined Authority hosted the Cambridgeshire &amp; Peterborough Climate Partnership: The green future at the Maltings in Ely.</p> <p>The summit was convened by Mayor Dr Nik Johnson to raise awareness of the steps the region has taken so far to tackle climate change and our bold ambitions for the future. The summit also discussed the further actions required at a regional and national level to reach net zero emissions and brought together partners and stakeholders from a wide range of organisations.</p> <p>Following the summit, attendees have been provided with an opportunity to provide further feedback on existing plans and a platform to continue to engage with the work of the Cambridgeshire &amp; Peterborough Climate Partnership.</p>
7.2	<p><b>Engineering UK Inquiry</b></p> <p>Engineering UK have published a 5-point plan to grow and sustain engineering and technology apprenticeships for young people. <i>Fit for the future: Growing and sustaining engineering and technology apprenticeships for young people</i>, is an inquiry that had been led by Lord Knight and Lord Willetts.</p> <p>The Combined Authority provided evidence to the inquiry and attended the 5-point plan launch. It is welcome to see much of the Combined Authority's recommendations within the report. The report identifies barriers such as funding disparities, lack of awareness, and application process challenges for young people and businesses, all of which must be addressed to make apprenticeships more accessible. It aligns with the Combined Authority's strategic approach, emphasising the importance of engaging more employers, diversifying job boards, and promoting diversity champions.</p>
7.3	<p><b>UK's Real Estate Investment &amp; Infrastructure Forum</b></p> <p>The Combined Authority have booked a pavilion at the UK's Real Estate Investment &amp; Infrastructure Forum (UKREiiF) 21-23<sup>rd</sup> May 2024. UKREiiF is the largest cross sector property conference in the UK, forecasting 10,000 delegates in 2024. It is an opportunity to showcase Cambridgeshire and</p>

	<p>Peterborough investment propositions to a national and international audience of developers, investors and occupiers . It will also heighten awareness of the Combined Authority.</p> <p>A small multi-disciplinary team are working to produce a programme of events and marketing materials for the pavilion, and will be looking to work in partnership with our constituent authorities, partners and stakeholders to develop these further in the near future.</p>
7.4	<p><b>Why hasn't UK regional policy worked?</b></p> <p>The Combined Authority has welcomed Harvard University's recent report: <i>Why hasn't UK regional policy worked?</i>, authored by Dan Turner, Harvard Kennedy School, Nyasha Weinberg, Harvard Kennedy School, Esme Elsdon, University College London and Ed Balls, King's College London &amp; Harvard Kennedy School. The authors interviewed ninety-three top level political and official policymakers across the UK (spanning six decades of experience).</p> <p>We support the report's findings that the Mayoral Combined Authority model, coupled with sustainable local government funding, can be the vehicle to form the basis for a cross-party consensus on regional growth. The report also makes a strong case of deeper skills devolution and an acknowledgement that skills policy must align with local business needs and industry strategy. The Combined Authority are echoing these recommendations in conversations with the Government, regarding Cambridge 2040, deeper devolution at the Autumn Statement.</p>

## 8. Planned evaluation of the impact of the Combined Authority's Devolution Deal

8.1	<p>The Devolution deal commits a £20m per annum Investment Fund (referred to as Gainshare) to the Combined Authority over 30 years. This funding is subject to 5-year independent gateway reviews to assess the impact investment funds have made in the local area on economic growth. Ekosgen has supported the Combined Authority in developing the Mid-term report, the current phase of the Gateway Review process. This has included the development of eight draft papers that have been submitted to DLUHC's consultants SQW for review. Feedback from this review will be incorporated into a mid-term report. The evidence papers are:</p> <ul style="list-style-type: none"> <li>• Covid Micro Grants impact evaluation report</li> <li>• Digital Connectivity impact evaluation report</li> <li>• Market Towns Phase 2 progress plus evaluation</li> <li>• University of Peterborough update and next steps evidence paper</li> <li>• Contextual Economic Forecast evidence paper</li> <li>• Progress Evaluation evidence paper</li> <li>• Market Towns Phase 1 evidence paper</li> <li>• Complementary Workstreams evidence paper</li> </ul> <p>Following the mid-term report, Eskogen will hold Case Study interviews on the Complimentary Workstreams process and on Capacity Development and Partnership.</p>
-----	---

## 9. Implementation of the Performance Management Framework (PMF)

9.1	<p>The CA is working to embed the new Performance Management Framework, a key component of the Single Assurance Framework (SAF).</p>
9.2	<p><b>Thematic reports</b></p> <p>Work has begun to develop quarterly Thematic Performance Reports encompassing Dashboards of Key Performance Indicators (KPIs) relevant to the remit of the particular thematic committee. The quarterly Thematic Performance Reports will be scrutinised by our Corporate Management Team (CMT) and the relevant thematic committee (Skills and Employment Committee, Environment and Sustainable Communities Committee, Transport and Infrastructure Committee or Business Board). Whilst this work is in development, progress updates will be reported via Directors' Highlight Reports.</p>
9.3	<p><b>Developing an effective performance management culture</b></p>



	<p>The Combined Authority is developing plans to establish and embed an effective performance management culture for the organisation. As part of the implementation of the Performance, Risk and Single assurance Framework, the Programme Office are developing a change handbook, incorporating the CPCA frameworks and governance into once place. The new project reporting governance implementation will be established from June 2024.</p> <p>Training sessions have been run for members and officers to explain the new minimum reporting requirements. This includes training on the Performance Management Framework given to all staff and Board/Committee training. A lessons learned training will also take place and will be captured through Microsoft PowerApps and shared with partners to enable a community of learning and collaboration.</p> <p>Training for CPCA officers has been undertaken in the following areas:</p> <ul style="list-style-type: none"> <li>• Project Management – Association of Project Manager Fundamentals</li> <li>• Project Management – Association of Project Manager Professional Qualification</li> <li>• Risk Management Framework and Processes – RSM Auditors</li> <li>• Risk Management – 4Risk software</li> <li>• Procurement training</li> <li>• Contract Management training</li> </ul>
9.4	<p><b>Accountability to the public</b></p> <ul style="list-style-type: none"> <li>• A Projects Performance Dashboard will be published on our website, which will include reporting on all Combined Authority projects. The Dashboard will be able to be filtered by area so residents, stakeholders or members can view the projects we are delivering in their area.</li> <li>• The KPI Dashboards will also be published on our website</li> <li>• Mayoral Question Time events are in development, that will enable the public to question the Mayor and members on a broad range of topics including the economy and growth, transport, skills and digital connectivity. These will be a mixture of face to face and virtual events</li> <li>• Social and Digital Media will also be utilised to effectively communicate the Corporate Performance Reports.</li> <li>• A performance communications plan will be developed to go live in June 2024.</li> </ul>
9.5	<p><b>Use of technology</b></p> <p>The Corporate KPIs dashboard is a spreadsheet that can only be shared with Members as a printed PDF. The Combined Authority plans to transition to Power BI, a platform that is routinely used by MCAs and other local authorities. This will provide Members with ongoing access to the data and the ability to drill down into the data, for example by geography. Power BI training took place in Q2.</p>

## 10. Appendices

12.1	Appendix A – Balanced Scorecard and Corporate KPIs Dashboard Q3 2023/24
12.2	Appendix B – Most Complex Programmes and Projects Dashboard Q3 2023/24

## 11. Implications

### Financial Implications

12.1	<p>There are no immediate direct financial implications as a consequence of the delivery of this Q3 performance report.</p> <p>The Gateway review in 2025, is the next in the 5-yearly reviews of the Combined Authority's investment fund (a.k.a. gainshare) agreed as part of the devolution deal, continuation of the Combined Authority's £20m p.a. devolved funding is tied to passing these gateways.</p>
------	---

### Legal Implications

12.2	This report needs to be seen in the context of the legal and constitutional nature of the Combined Authority itself. Under Section 3 of the Local Government Act 1999 (as amended by s137 of the Local
------	--

	Government & Public Involvement in Health Act 2007), the Combined Authority is under a general duty to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. Whilst there may be Legal implications as a result of the delivery of the Combined Authority's Corporate Plan and its Priorities, there are no direct Legal implications as a consequence of the delivery of this performance report.
Public Health Implications	
12.3	This Q3 report does not have direct public health impacts. Achieving, or supporting the achievement of Green RAG ratings for relevant public health KPIs will have implications that need to be considered by thematic Committees.
Environmental & Climate Change Implications	
12.4	This Q3 report does not have direct environmental & climate change impacts. Achieving, or supporting the achievement of Green RAG ratings for relevant climate and environment KPIs will have implications that need to be considered by thematic Committees.
Other Significant Implications	
12.5	There are no immediate equality, diversity and inclusion implications as a consequence of the delivery of this Q3 performance report. However, future performance reports will develop and implement equality data categories for the KPIs.
Background Papers	
12.6	None



Corporate Performance Report Q3 2023/24  
 Corporate KPIs Dashboard

RAG Rating against direction of travel	Description
Red	change in performance from previous period to current period is more than 5% and in the opposite direction to direction for improvement
Amber	change in performance from previous to current period is 5% or less
Green	change in performance from previous period to current period is more than 5% and in line with direction for improvement

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

Scorecard Perspective	Strategic Objective	Indicator of progress	Metrics	Ownership	Reporting Period	Date of Latest Available Data	Previous Period Performance	Current Period Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
State of the Region (Shared Ownership)	Achieving Good Growth	Economic Performance and Job Market	Metric 1: Gross Value Added for Cambridgeshire and Peterborough Area	All	Annual	Dec-21	26,704	28,649	↑	↑	Green	27,272	Blue
			Metric 2: Total jobs in Cambridgeshire and Peterborough	All	Annual	Jun-21	519,000	516,000	↑	↓	Amber	N/A	Target N/A
			Metric 3: Number of jobs per working age person in Cambridgeshire and Peterborough	All	Annual	Jun-21	0.98	0.90	↑	↓	Red	N/A	Target N/A
		Business Environment and Growth	Metric 4: Number of active businesses per 10,000 working age population	All	Annual	Dec-22	729	726	↑	↓	Amber	N/A	Target N/A
			Metric 5: Number of business startups per 10,000 working age population	All	Annual	Dec-22	84.84	82.08	↑	↓	Amber	N/A	Target N/A
		Housing and Social Well-being	Metric 6: New Housing Completions per 1000 of population	All	Annual	Mar-23	4.73	5.37	↑	↑	Green	N/A	Target N/A
			Metric 7: Number of Local Super Output Areas in the 20% most deprived nationally	All	Every 4 years	Jul-19	54	62	↓	↑	Green	N/A	Target N/A
	Ambitious Skills and Employment Opportunities	Workforce Educational Attainment and Skills	Metric 8: Proportion of the Cambridgeshire and Peterborough working age population with level three, four and above qualifications	All	Annual	Aug-21	62.60%	64.00%	↑	↑	Amber	N/A	Target N/A
			Metric 9: 19+ further education and skills achievements per 100,000 population	All	Annual	Mar-22	2,297	2,204	↑	↓	Amber	N/A	Target N/A
	Enabling Resilient Communities	Carbon Emissions Reduction	Metric 10: Total annual net CO2 emissions in Cambridgeshire and Peterborough	All	Annual	Jun-21	5,951	6,372	↓	↑	Red	6,372	Red
			Metric 11: Total CO2 from transport	All	Annual	Jun-21	1,947	2,189	↓	↑	Red	N/A	Target N/A
		Energy Affordability and Fuel Poverty	Metric 12: Percentage of households in fuel poverty	All	Annual	Mar-22	12.90%	11.70%	↓	↓	Amber	N/A	Target N/A
	Improving Connectivity	Road Safety	Metric 13: Proportion of land (hectares) that is classed as nature rich	All	Every 2 years	Jul-21	11.50%	10.50%	↑	↓	Amber	N/A	Target N/A
			Metric 14: Killed or seriously injured (KSI) casualties	All	Annual	Dec-22	435	458	↓	↑	Red	353	Red
Sustainable Transportation		Metric 15: Mode share	All	Annual	Oct-21	9.03%	14.23%	↑	↑	Green	N/A	Target N/A	
Internal Process (CPCA Ownership)	Achieving Best Value and High Performance	Contract Management Efficiency	Metric 16: Number of contract waivers that are active	CPCA	Monthly	Dec-23	7.58	7.58	↓	→	Amber	N/A	Target N/A
		On-Time Project Delivery Rate	Metric 17: Percentage of projects delivered on time	CPCA	Annual	Mar-23	0.00%	100.00%	↑	↑	Green	100.00%	Green
		Inclusive Website Experience	Metric 18: Website Accessibility Score	CPCA	Monthly	Dec-23	82.00%	64.00%	↑	↓	Red	N/A	Target N/A
		Data Security Awareness	Metric 19: Proportion of staff who have completed Data Protection and Information Security courses	CPCA	Monthly	Dec-23	77.24%	83.21%	↑	↑	Green	100.00%	Red
		Efficient FOI Request Handling	Metric 20: Number of FOI requests responded and completed within 20 days of review	CPCA	Annual	Dec-23	100.00%	94.74%	↑	↓	Red	90%	Blue
	Achieving Good Growth	Job Creation and Support	Metric 21: Total number of jobs created and supported by key Combined Authority Economy and Growth funds	CPCA	Annual	Jan-24	7,711	14,249	↑	↑	Green	6,835	Blue
	Ambitious Skills and Employment Opportunities	Advancing Education and Skills	Metric 22: Enrolments onto and achievements supported by adult education services funded by CA investment	CPCA	Annual	Feb-23	16,740	19,468	↑	↑	Green	17,000	Blue
			Metric 23: Number of apprenticeships created by CA funded investment	CPCA	Quarterly	Dec-23	723	804	↑	↑	Green	1,400	Red
	Enabling Resilient Communities	Sustainable Housing, Energy and Infrastructure	Metric 24: Cumulative number of homes retrofitted through schemes led by Greater South East Net Zero Hub	CPCA	Monthly	Sep-23	3,230	3,265	↑	↑	Amber	3,745	Red
	Improving Connectivity	Digital Connectivity	Metric 25: Proportion of Cambridgeshire and Peterborough region with gigabit broadband availability	CPCA	Bi-annual	Dec-23	71.00%	79.65%	↑	↑	Green	55.00%	Blue
Learning and Growth (CPCA Ownership)	Achieving Best Value and High Performance	Stability of workforce	Metric 26: Proportion of staff feeling valued by the Combined Authority	CPCA	Bi-annual	Dec-23	58.33%	60.20%	↑	↑	Amber	N/A	Target N/A
Financial (CPCA Ownership)	Achieving Best Value and High Performance	Financial Planning and Sustainability	Metric 27: Forecast vs budget loss/carried forward (current financial year)	CPCA	Monthly	Dec-23	87.47%	89.00%	↑	↑	Amber	100.00%	Red

**Commentary**

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

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

**Metric Description**

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

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

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

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

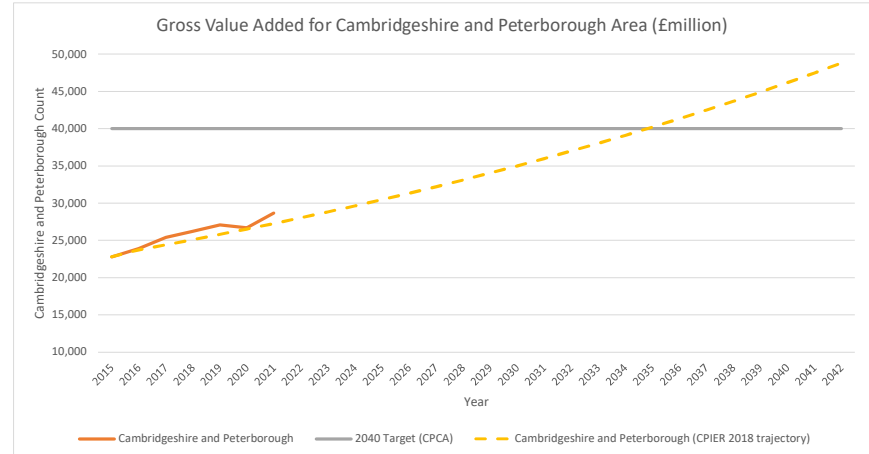
**Revisions:** Each new publication of GVA revises the record of previous years GVA figures. Most revisions reflect either the adoption of new statistical techniques or the incorporation of new information.

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

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

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

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



**Dataset Link(s)**

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

**Actions**

The Combined Authority has a portfolio of programmes and projects that are designed to increase GVA. The Combined Authority is achieving good growth through a series of holistic tailored interventions. These cover the economic growth inputs of skills, infrastructure and business support. Examples of the support we offer include but are not limited to:  
 To deliver an inclusive and world-class local skills system we fund projects that tackle further education cold spots such as ARU Peterborough Phase 3, and deliver learning aims with the provision of education and training courses for adults aged 19 and over. We are tackling access barriers to employment and education opportunities, by improving connectivity across the Combined Authority region in reforms to our bus network and delivering rail and station improvements such as Soham Station. We are supporting good jobs and higher wages with our strategies and plans for high growth sectors such as Agri-tech, Life Sciences and Advanced Manufacturing, and accelerating business growth with projects such as the Market Town Masterplans.

**Commentary**

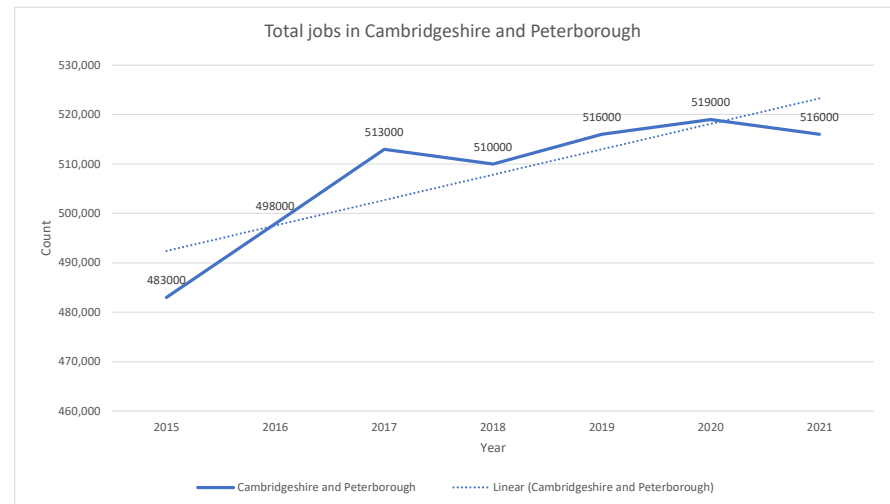
From 2015 to 2021, the overall trend in number of jobs in Cambridgeshire and Peterborough showed an upward trajectory, with slowdowns in 2018 and 2021. Total jobs increased from 483,000 in 2015 to 519,000 in 2020. In 2021, there was a slight decline to 516,000 jobs. This data suggests that the region's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

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

**Metric Description**

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

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



**Dataset Link(s)**

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

**Actions**

The CA has invested in a number of projects and programmes supporting job growth since 2021. These are detailed in Metric 21. Ongoing programmes include Enterprise Zones, UK Shared Prosperity Fund, Rural England Prosperity Fund and Market Towns. Plus monitored outputs/outcomes from capital investments from following programmes: Local Growth Fund, Getting Building Fund, Recycled Local Growth Fund, Community Renewal Fund.

The Business Board has recently approved funding to create new Economy Team in the CA, and officers are working on implementation with recruitment currently being undertaken. This team will focus on trade and investment, innovation adoption, net zero businesses and delivery of sector strategies. The Growth Works service has ended and particular functions have transferred to CA from 1st January 2024 including skills brokerage, careers hub and Growth Hub. Post April 2024, there are plans for the CA to expand this work, particularly the Business Support offering in Growth Hub but also new programmes launching such as the Business and Social Impact Fund (£9.5m).

#### Commentary

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

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

#### Metric Description

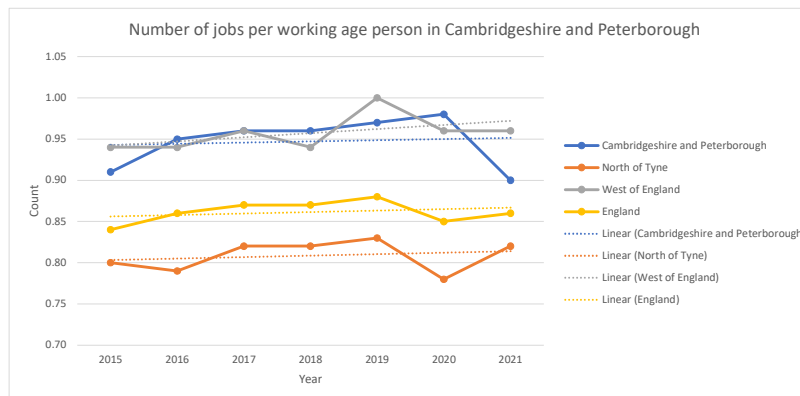
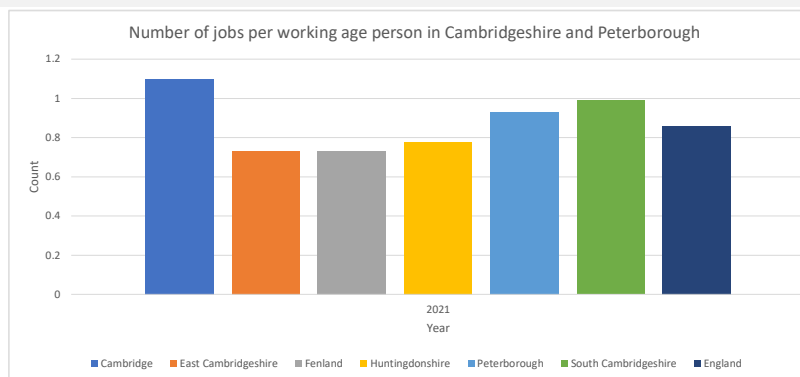
This metric measures the average number of jobs available in Cambridgeshire and Peterborough per working age resident (aged 16-64).

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

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

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

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



#### Dataset link(s)

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

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

#### Actions

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

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

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

### Commentary

The number of active businesses per 10,000 working age population in Cambridgeshire and Peterborough has fallen slightly, from 729 in 2021 to 726 in 2022. Growth was stronger pre-COVID and has flattened post-COVID (725 in 2020, 729 in 2021 and 726 in 2022). This performance was above that of the UK in 2021, however 2022 data for the UK is not yet available.

Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Dec-22	729	726	-0.37%	↑	↓	Amber	N/A	Target N/A

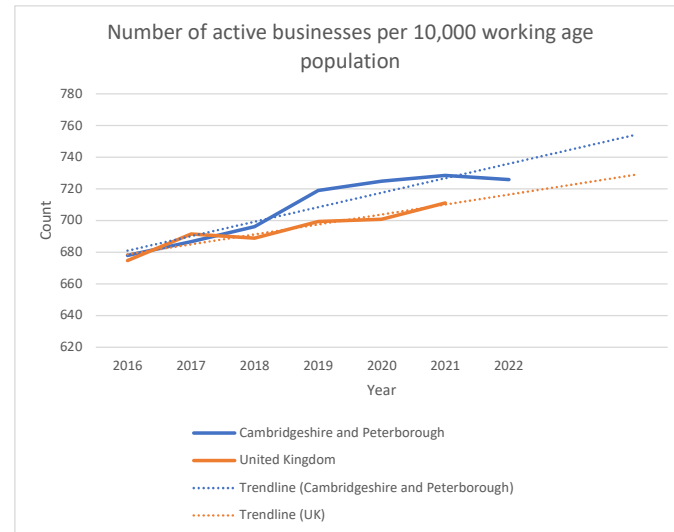
### Metric Description

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

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

Using working age (16-64) population as the denominator, the performance of the CA area can be compared with the performance of United Kingdom.

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



### Dataset Link(s)

<https://www.ons.gov.uk/businessindustryandtrade/business/activitysizeandlocation/datasets/businessdemographyreferencetable>  
<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/estimatesofthepopulationforenglandandwales>

### Actions

Whilst the Growth Works programme was running between Feb21 until Dec23 the mobilisation of support for start-ups via the Growth Hub team (embedded into Growth Works) and the Community Renewal Fund start up support programme really peaked activity during late 2022 and so benefits of those activities likely to reflect from early 2023 onwards.

In terms of supporting businesses to survive and grow the main outputs from the Growth Works Growth Coaching programme and Capital grants peaked activity in final year (2023) and the impact and outcome from these interventions likely to be measured from 2023 onwards into 2024.

From April 2024 there are plans for an expanded Growth Hub business support offer which includes additional support to all businesses including start-ups, growing businesses, social sector and inward investment.

### Commentary

The number of business startups per 10,000 working age population has fallen from 84.84 in 2021 to 82.08 in 2022. Performance has fluctuated since 2016, with an overall level trend. Performance was below the UK average in 2021, however 2022 UK data is not yet available.

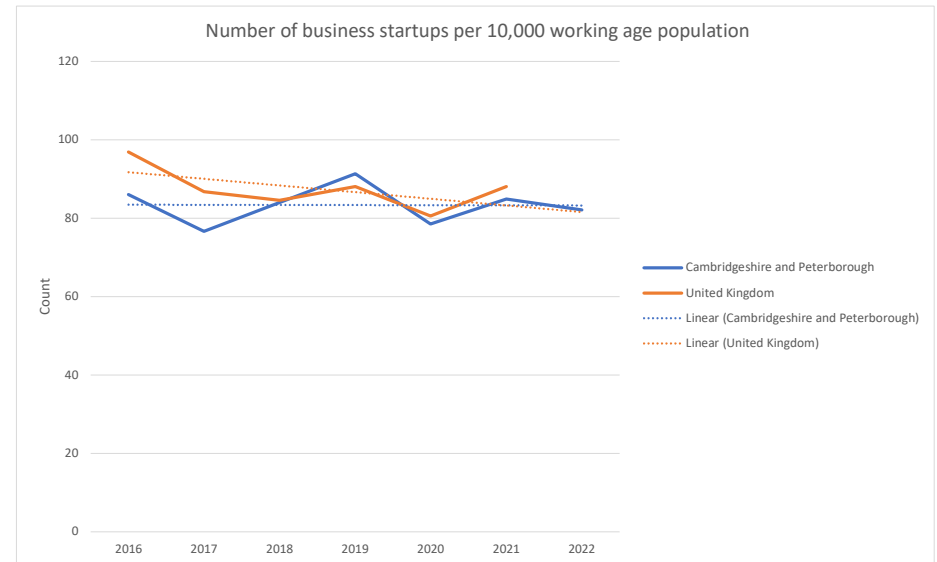
Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Dec-22	84.84	82.08	-3.26%	↑	↓	Amber	N/A	Target N/A

### Metric Description

The metric measures the count of newly established businesses within Cambridgeshire and Peterborough.

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

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



### Dataset Link(s)

<https://www.ons.gov.uk/businessindustryandtrade/business/activitysizeandlocation/datasets/businessdemographyreferencetable>  
<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/estimatesofthepopulationforenglandandwales>

### Actions

Whilst the Growth Works programme was running between Feb21 until Dec23 the mobilisation of support for start-ups via the Growth Hub team (embedded into Growth Works) and the Community Renewal Fund start up support programme really peaked activity during late 2022 and so benefits/impacts of those activities likely to reflect from early 2023 onwards.

In terms of supporting businesses to survive and grow the main outputs from the Growth Works Growth Coaching programme and Capital grants peaked activity in final year (2023) and the impact and outcomes from these interventions likely to be measured from 2023 onwards into 2024.

From April 2024 there are plans for an expanded Growth Hub business support offer which includes additional support to all businesses including start-ups, growing businesses, social sector and inward investment.

**Commentary**

In the 2022/23 financial year, there were 5.37 housing completions per 1000 population in Cambridgeshire and Peterborough, a 13.52% increase from 4.73 in 2021/22.

Cambridgeshire and Peterborough's housing completions per 1000 population has consistently been higher than the East region and the national average for England. Over the last twenty years, England's housing stock has gone up by 19%, whilst Cambridgeshire and Peterborough's stock has gone up by 29% (source: dwelling stock estimates from ONS live tables). Our housing delivery rate has been one of the highest in the country. An important factor for this metric is the underlying rate of population growth.

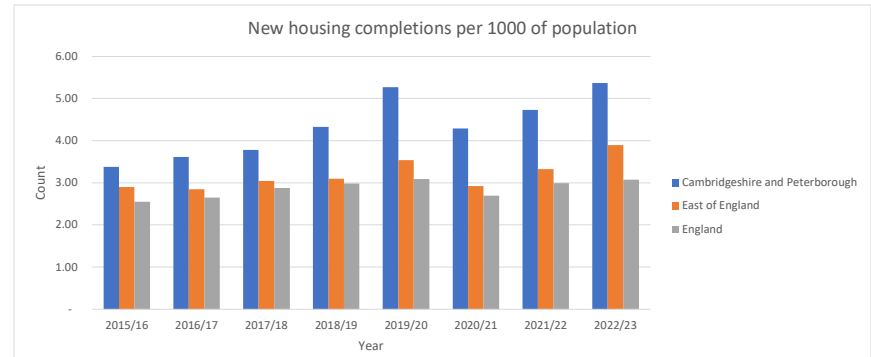
Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Mar-23	4.73	5.37	13.52%	↑	↑	Green	N/A	Target N/A

**Metric Description**

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

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

The limitations of this metric are it shows C&P's housing development relative to its population but does not necessarily show that this is enough for demand of housing. The metric also does not consider other factors that might influence housing development, such as economic conditions, land availability, and planning regulations.



**Dataset Link(s)**

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

**Actions**

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



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

### Commentary

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

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

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

### Metric Description

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

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

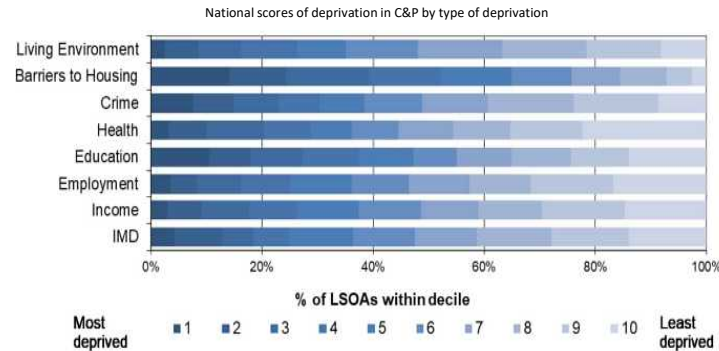
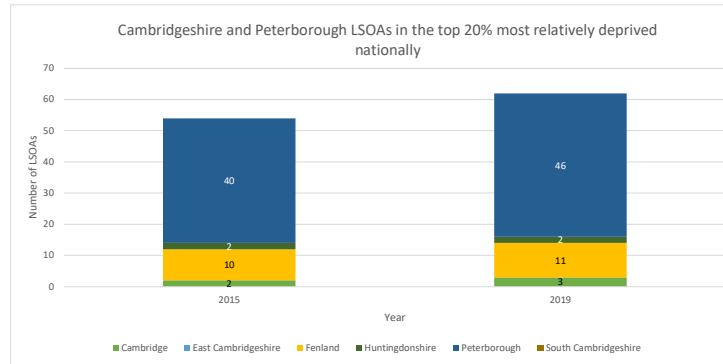
- two new indicators have been added due to the introduction of Universal Credit into the benefits system
- two indicators have been modified due to changes to the benefit system.

There have been no changes in the geographies used when compared to the 2015 IMD. These remain based on 2011 LSOAs.

Fortunately, the weightings of the indicator groups have remained the same since 2015.

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

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



### Dataset Link(s)

[https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fassets.publishing.service.gov.uk%2Fgovernment%2Fuploads%2Fsyst](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fassets.publishing.service.gov.uk%2Fgovernment%2Fuploads%2Fsystem%2Fuploads%2Fattachment_data%2Ffile%2F833973%2Ffile_2_-_loD2019_Domains_of_Deprivation.xlsx&wdOrigin=BROWSELINK)

### Actions

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

**Commentary**

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

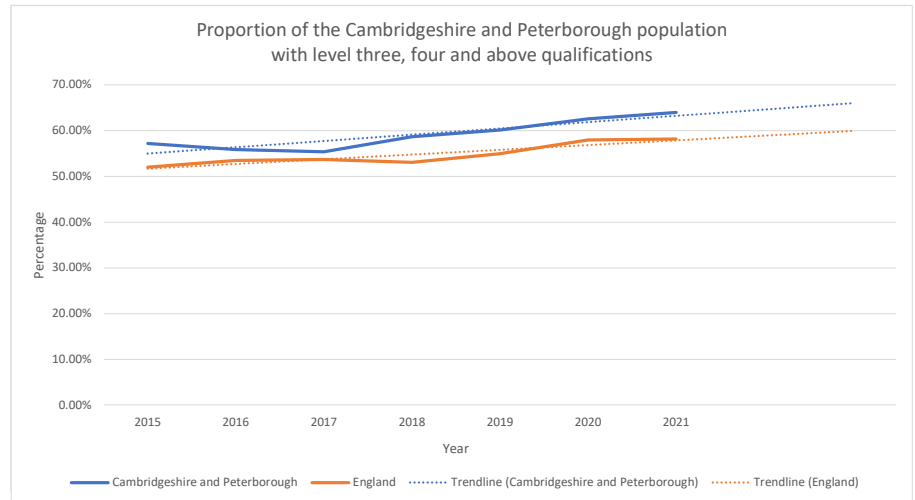
Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Aug-21	62.60%	64.00%	1.40%	↑	↑	Amber	N/A	Target N/A

**Metric Description**

This metric measures the percentage of working age people aged 16 to 64 within Cambridgeshire and Peterborough (C&P) who possess qualifications at level three, four and above.

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

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



**Dataset Link(s)**

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

**Actions**

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

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

Commentary

In Cambridgeshire and Peterborough, 19+ further education and skills achievements per 100,000 population fell 4.22% from 2,297 in 2020/21 to 2,204 in 2021/22. This downward trend is similar to the trend seen for other Combined Authority regions. However, compared to other Combined Authority regions, C&P is the second lowest after West of England.

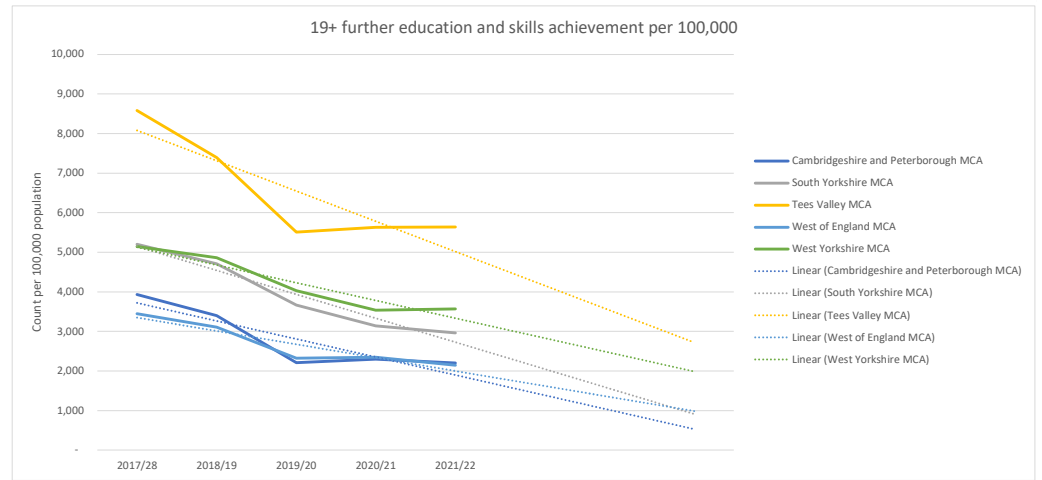
Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Mar-22	2,297	2,204	-4.22%	↑	↓	Amber	N/A	Target N/A

Metric Description

The metric measures the number of successful achievements in further education and skills training attained by individuals aged 19 and above, per 100,000 population within Cambridgeshire and Peterborough. This metric can be effective in evaluating the attainment of further education and skills qualifications among adult learners.

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

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



Dataset Link(s)

[Local Authority Data Explorer - DLUHC Data Dashboards](#)

Actions

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

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

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

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

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

### Commentary

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

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

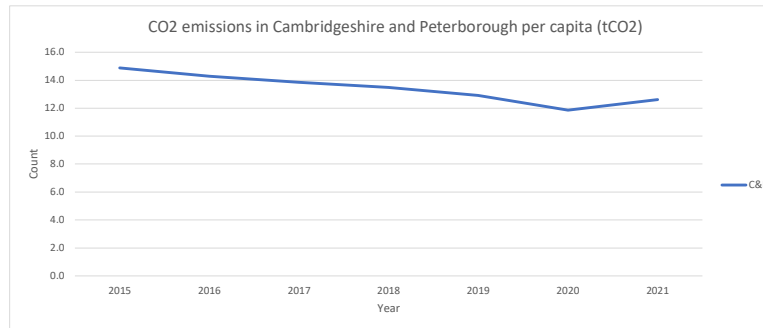
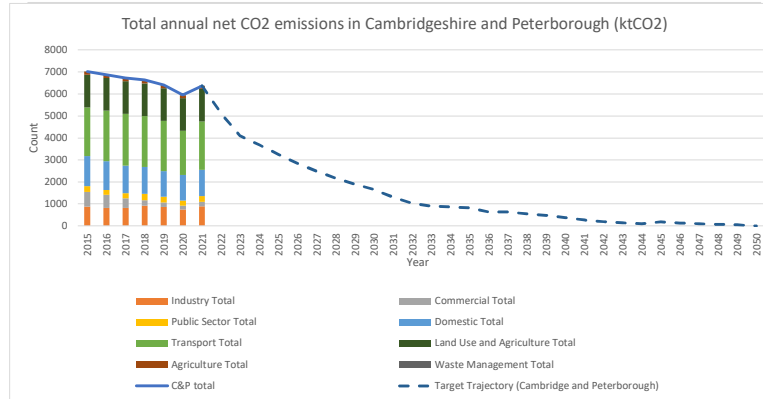
### Metric Description

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

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

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

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



### Dataset Link(s)

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

### Actions

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

**Commentary**

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

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

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

**Metric Description**

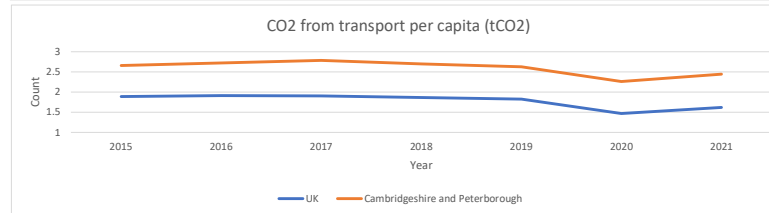
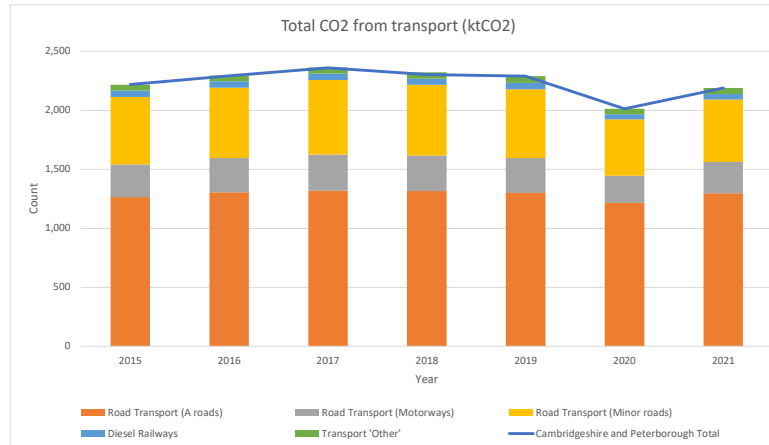
Total CO2 from transport for Cambridgeshire and Peterborough monitors the environmental impacts of transport in the region.

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

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

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

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



**Dataset Link(s)**

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

**Actions**

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

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

**Commentary**

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

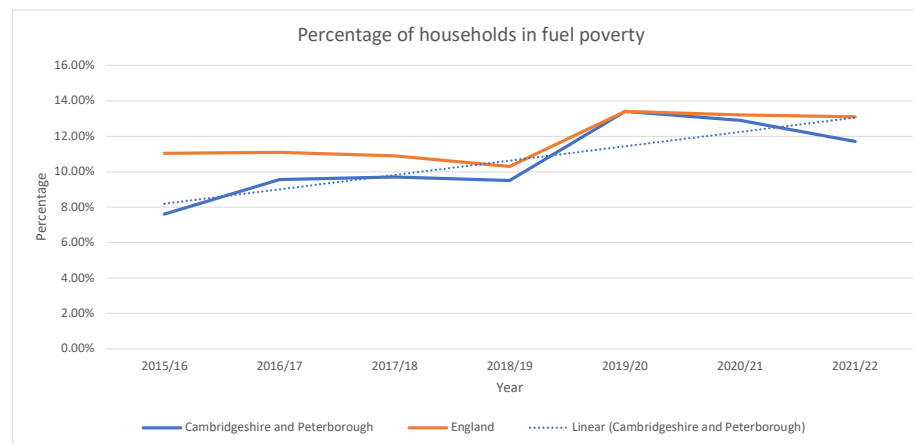
Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Mar-22	12.90%	11.70%	-1.20%	↓	↓	Amber	N/A	Target N/A

**Metric Description**

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

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

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



**Dataset Link(s)**

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

**Actions**

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

**Commentary**

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

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

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

**Metric Description**

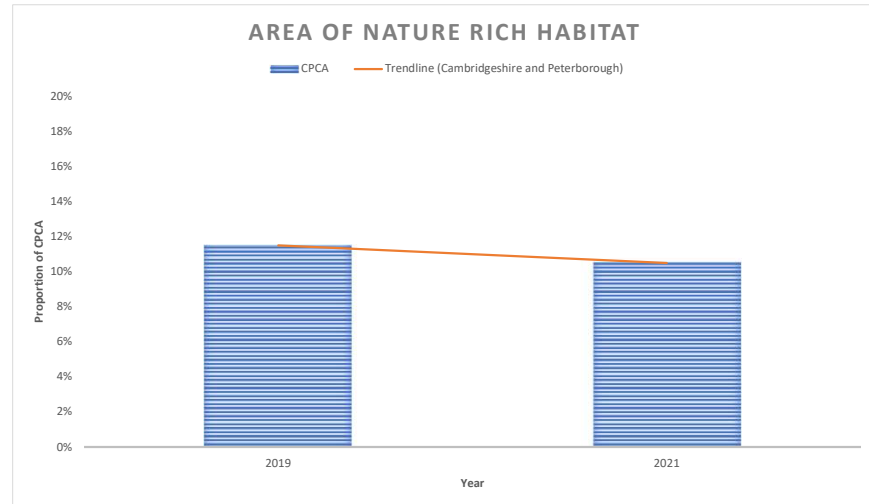
This metric measures the percentage of land in Cambridgeshire and Peterborough that is classified as nature-rich. Nature-rich land refers to areas with diverse and thriving ecosystems, including natural habitats, biodiversity hotspots and protected areas that support a wide variety of plant and animal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

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

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

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

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



**Dataset Link(s)**

2019: <https://www.cperc.org.uk/downloads/Cambridgeshire%20habitat%20mapping%20-%20final%20report.pdf>

2021: <https://cpparkpartnership.org.uk/wp-content/uploads/2023/01/Cambridgeshire-Peterborough-natural-capital-report.pdf>

**Actions**

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

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

**Commentary**

The time series depicts a downwards trend in the number of KSI casualties within Cambridgeshire and Peterborough (C&P) during 2015-2022. Progress in reducing KSI casualties took place during 2018 to 2020, however the latest KSI count in 2022 has increased from 435 to 458 casualties. A linear trendline shows that current levels of progress may not be enough to reach the 2030 target.

Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Dec-22	435	458	5.01%	↓	↑	Red	353	Red

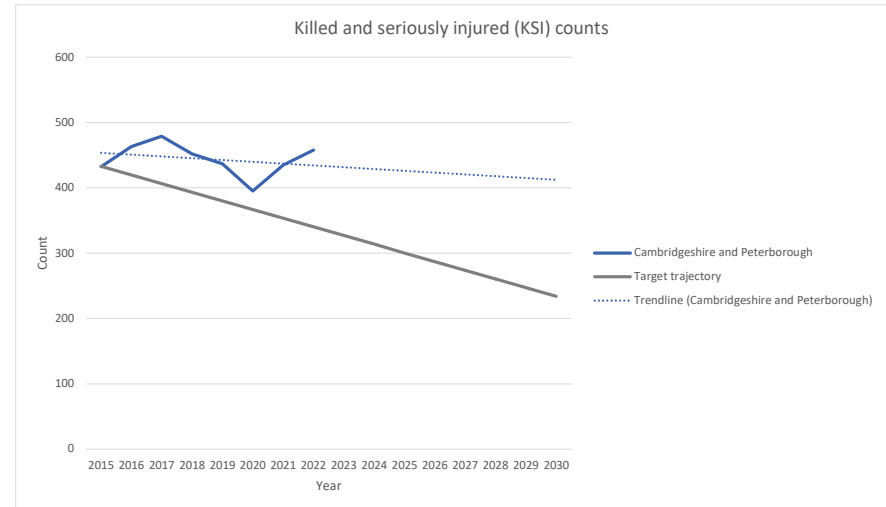
**Metric Description**

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

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

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

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



**Dataset Link(s)**

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

**Actions**

KSI is a very important metric but one that the CPCA has relatively limited control over. As the transport authority we have set the strategic direction, the policies and priorities for Safety in transport in the LTCP which was approved by the Board in November 2023. The Board also allocated £1m of funding for road safety in the MTFP in January 2024, the CPCA will be working with partners, including the Vision Zero Partnership to shape how that is prioritised and spent. Continued implementation of road safety measures and interventions to sustain the downward trend in KSI casualties and improve overall road safety in the area. The Combined Authority will be working with the Vision Zero Partnership to develop and implement a Road Harm Strategy over the course of the next financial year. The action plan within this strategy will help to deliver schemes and initiatives (funding allocated within the budget).



**Commentary**

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

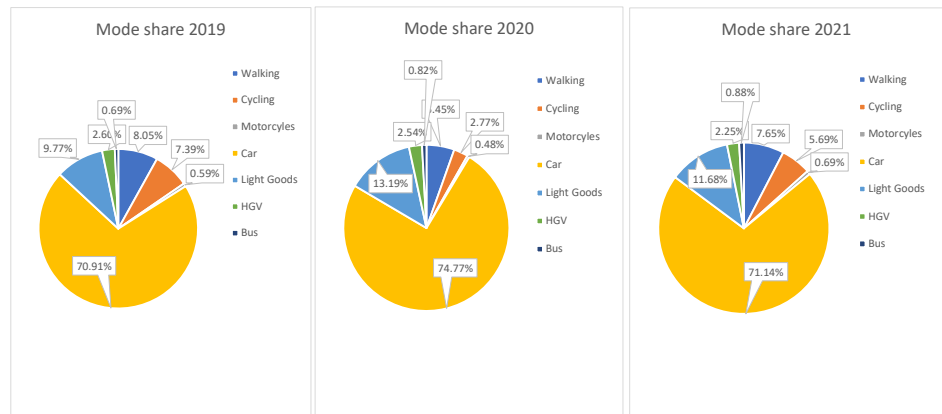
Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Oct-21	9.03%	14.23%	5.20%	↑	↑	Green	N/A	Target N/A

**Metric Description**

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

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

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



**Dataset Link(s)**

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

**Actions**

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

**Commentary**

The rolling 12 month average of contract waivers that are active was unchanged at 7.58 from November to December 2023.

Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Dec-23	7.58	7.58	0%	↓	→	Amber	N/A	Target N/A

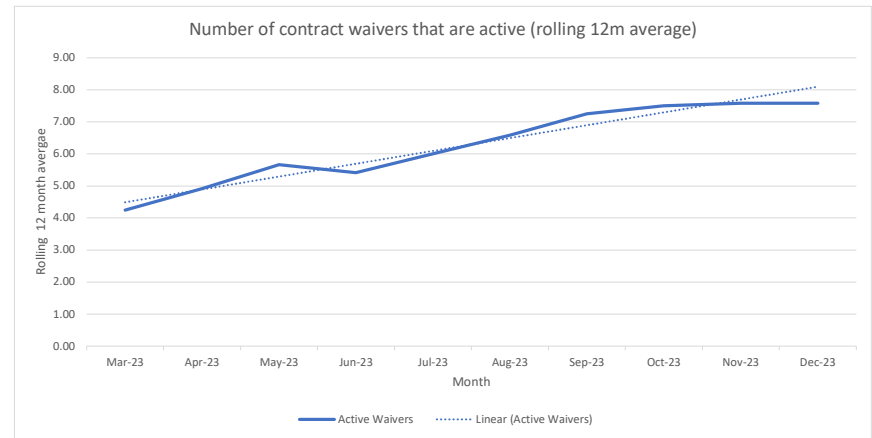
**Metric Description**

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

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

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

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



**Dataset Link (s)**

**Actions**

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

**Commentary**

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

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

**Metric Description**

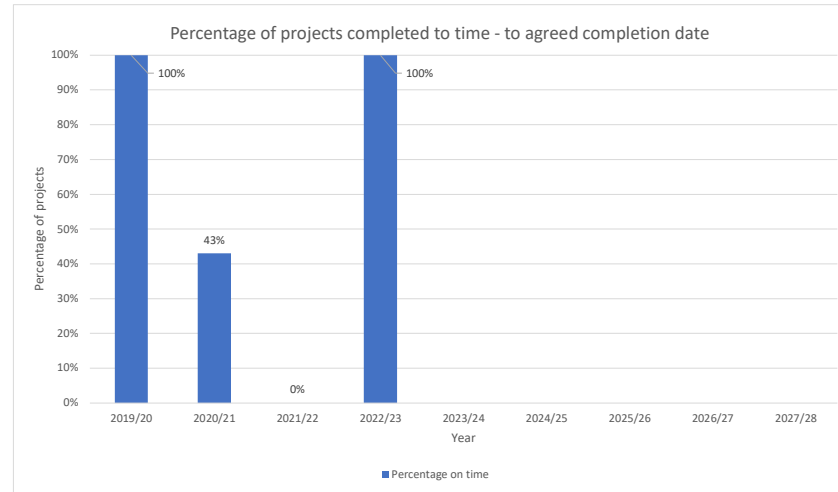
This metric evaluates the timeliness of project completions within the Combined Authority (CA). This metric relies on data recorded by the Programme Management Office. It offers insight into the organisation's project management efficiency, reflecting the proportion of projects that adhere to their scheduled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

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

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

This metric is currently reported on annually as there is currently a lag between the completion of projects and that being reported to the Combined Authority - often the accurate figure cannot be known until after the financial year has ended. However, work is ongoing to move this to live data. As part of the Continuous Improvement element of the Improvement Programme, through the embedding of the SAF, the CPCA monitoring processes are improving and by the end of 2024 we will begin reporting on live data. The ambition is to make this a leading indicator so we know and can report in real time when a project is about to slip, rather than has slipped. And once it has slipped we can report that in real time.

Even though it is reported annually, monthly highlight reports are created and reviewed by PMO, and any issues identified are escalated either through a project or programme board, or through Performance & Risk meetings with the ED for Resources & Performance.



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

**Dataset Link(s)**

**Actions**

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

**Commentary**

The Combined Authority's website accessibility score fell from 82.00% in November 2023 to 64.00% in December.

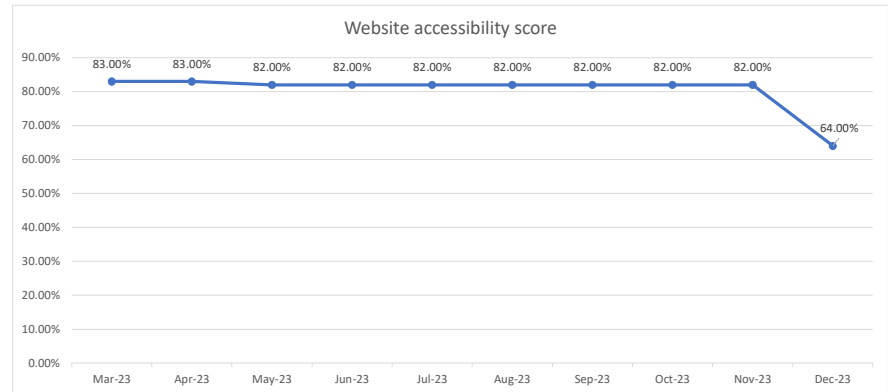
Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Dec-23	82.00%	64.00%	-22%	↑	↓	Red	N/A	Target N/A

**Metric Description**

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

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

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



**Dataset Links(s)**

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

**Actions**

The recent drop in this metric is disappointing but not unexpected. The current Combined Authority website is nearing the end of its lifespan and we are taking proactive measures to rise to this challenge. Throughout Summer and Autumn 2023, we carried out an independent external review into our Communications, Engagement and Public Affairs activity, which highlighted the need to improve the Combined Authority website, to enact this funding has been secured through the 2024-25 Medium Term Financial Plan to rebuild the website. The rebuild will be focused on improving the user experience for everyone, which will include best practise alignment to the national Web Content Accessibility Guidelines. We expect this work to commence in Q3 this year but in the meantime will be taking reactive measures to try and reverse the recent drop in this metric.

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

### Commentary

There was a dip in the proportion of staff who have completed data protection and information security courses in November to 77.24%, due to a number of new starters and staff being on a yearly cycle for redoing the training. This figure rose in December to 83.21% but is still more than 10% below target.

Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Dec-23	77.24%	83.21%	5.97%	↑	↑	Green	100%	Red

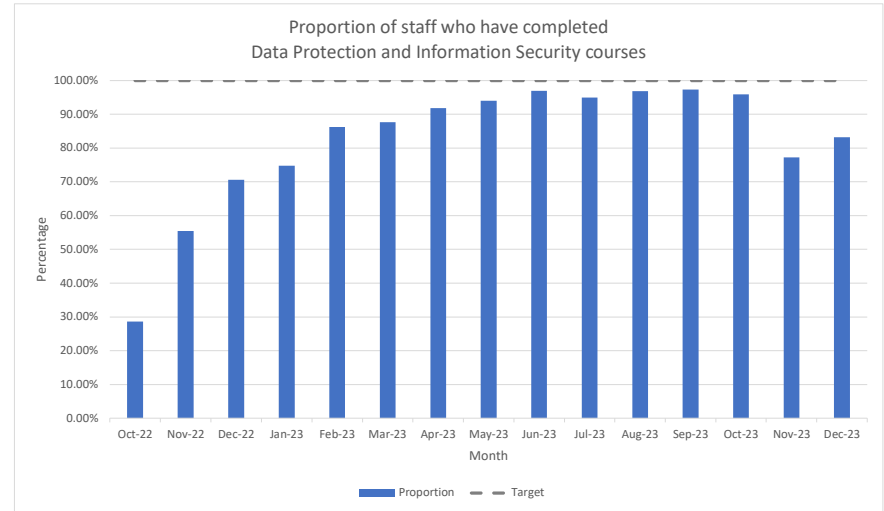
### Metric Description

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

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

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

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



### Dataset Link(s)

### Actions

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

**Commentary**

94.74% of FOI requests were responded to and completed within 20 days of review in 2023, above the target of 90% but less than the 100% figure in 2022. The reason for not completing 100% of FOI's within 20 days in 2023 is because three responses were complex requests and required more detailed information and required correspondence to be retrieved from inboxes which took time.

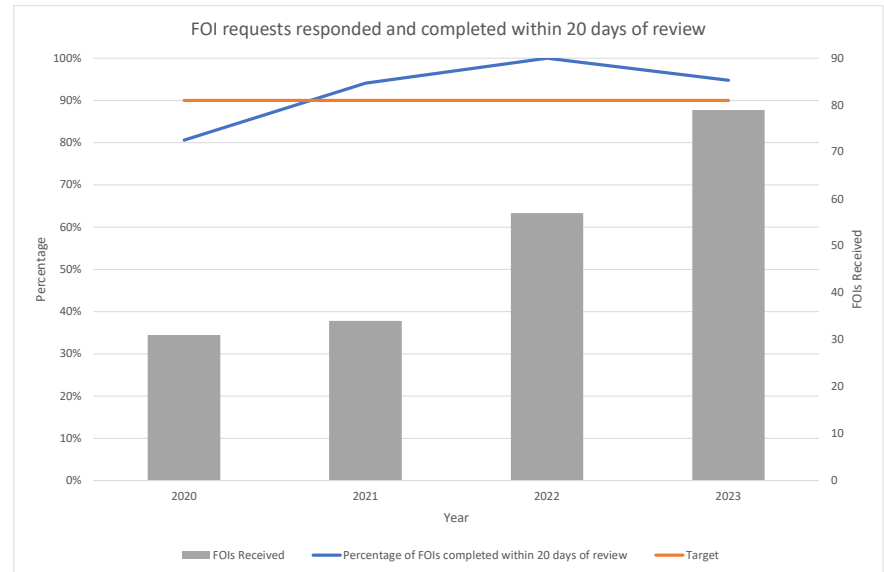
Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Dec-23	100.00%	94.74%	-5.3%	↑	↓	Red	90%	Blue

**Metric Description**

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

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

The aim is for 90% or above of requests to be completed within the statutory 20 days. However, it should be noted that there is a provision within the FOI/EIRs Acts for extensions to be applied. The target of 90% was set by the CA's data protection officer following the Information Commissioner's Office's FOI guidelines and responses rates. The Monitoring Officer is informed of any FOIs that are not completed within the statutory 20 days. The Information Risk Group Meeting is held monthly and all FOI statistics are reported to that group. The co-ordinator of this group is the Data Protection Officer and other attendees are Executive Director (Resources and Performance), Monitoring Officer, Head of PMO, Finance rep, Head of Digital Services. A report is submitted to the Audit and Governance Committee on a yearly basis giving all of the FOI statistics for the previous year. This is a request of the Audit and Governance Committee.



Year	2020	2021	2022	2023
FOIs completed		80.65%	94.12%	100.00%
Target		90.00%	90.00%	90.00%
Received		31	34	57
Over 20 days		6	2	0

**Dataset Link(s)**

**Actions**

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

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

### Commentary

The total number of jobs created and supported by key CA Economy and Growth funds rose from 7,711 in March 2023 to 14,249 in January 2024. The overall trend of the time series show a positive trajectory with an increase in jobs created and supported after 2022/23. This continued increase is significantly above target and is on track to continue during 2023/24.

Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Jan-24	7,711	14,249	46%	↑	↑	Green	6,835	Blue

### Metric Description

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

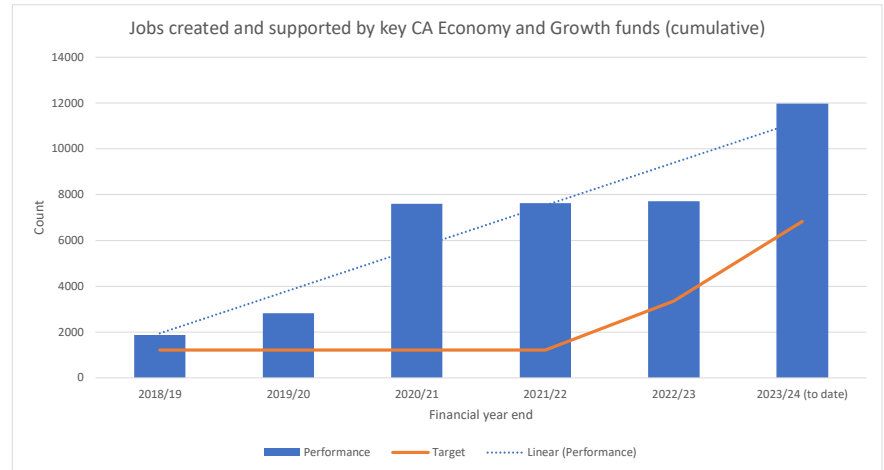
Data for this metric is collected through monitoring and reporting systems that track the direct and indirect employment outcomes for the following Economy and Growth Funds on a quarterly basis:

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

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

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

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



### Dataset Link(s)

Link to E&G Implementation Plan

<https://cambridgeshirepeterborough.sharepoint.com/:w:/s/ChiefExecutiveOffice-03PolicyAndStrategy/Ef40TFckNBJGgO-yPAYIOiUBxZjgEau5fKKyHCeRtiNM7g?e=hli8kt>

### Actions

Monitoring of the economic picture and funded projects will continue.

### 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 from 15,474 to 16,740. Mid-year data for 2022/23 shows an upward trajectory, with a 14% increase from 2021/22 to February 2023 to 19,468 enrolments. Current performance is above the target of 17,000 enrolments and the time series overall shows a positive trend.

Achievements also increased from 94.00% in 2021/22, to 95.00% in February 2023, above the target of 90%.

Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Feb-23	16,740	19,468	14.01%	↑	↑	Green	17,000	Blue

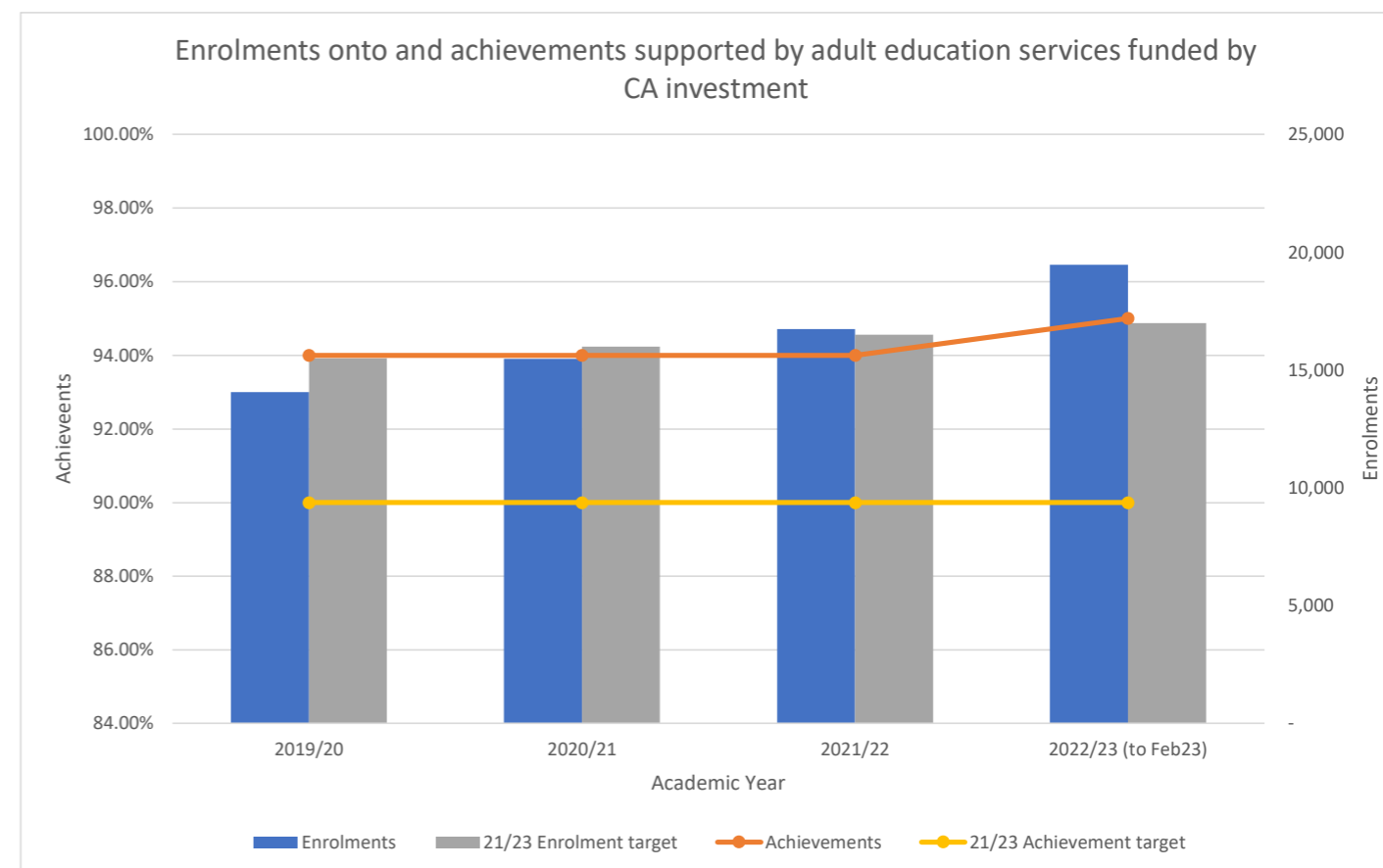
### Metric Description

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

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

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

Regarding reporting, annual return to DfE is a governance requirement. Performance is also reported half yearly to the Skills Committee and monitor performance quarterly in the Skills team. Depending on risk analysis, decisions are made to monitor on a monthly basis.



### Dataset Link(s)

### Actions

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



Commentary

The number of apprenticeships created by CA funded investment grew from 723 at the end of Q2 2023/24 to 804 at the end of Q3, however this is more than 10% below the target of 1400. Please note, our contract with GEG, the delivery partner for Growth Works Service ceased on 31/12/23 and the overall Apprenticeship target was missed by 596 due to a number of external factors, including the pandemic and businesses adapting post this period.

Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Dec-23	723	804	10.07%	↑	↑	Green	1,400	Red

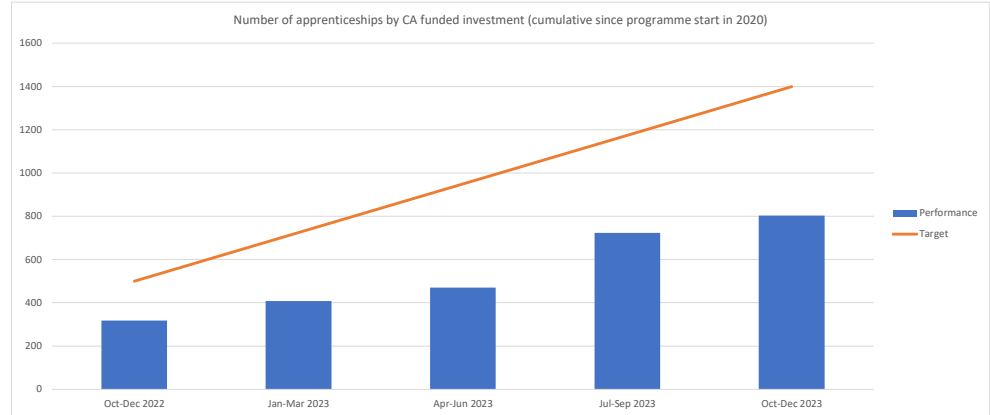
Metric Description

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

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

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

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



Dataset Link(s)

Actions

Growth Works with Skills have been tasked with a number of actions to increase the additionality of Apprenticeship provision in the area which are detailed below. Our UKSPF skills project is currently developing activities to increase the availability and uptake of Apprenticeships across the region. In period activities include:

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

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

### Commentary

#### Sustainable Warmth:

**LAD3:** Capital spent £27,860,058.56. Now Closed.

**HUG1:** Capital spent £5,157,841.73. Now Closed .

Delivery for LAD3 & HUG1 is completed by September with cumulative figures.

**Final figures are below: LAD3 - Target: 3368(Delivered - 2788), HUG1- Target: 448(Delivered - 439).**

**HUG2:** 63 homes are in progress (54 Cornerstone delivery) (9 WarmWorks), Warmworks have submitted 1 batch of 11 properties, using SW pricing temporarily. Forecasted delivery for Year 1 lower than expected. Agility Eco and E.ON are currently in the mobilisation stage, preparing for first batches. Quality Assurance has been procured to cover all delivery schemes. Grant Funding Agreements: Down to 3 left to be issued via Virtual Signature. The majority of GFAs issued have now been signed, countersigned with Capacity & Capability funds released to LAs. We now have all 4 delivery partners in contract. The EEPM team have started to collate and monitor KPIs where the delivery partner has started delivery in their area. We still have 3 GFA to issue, though we know few of these LAs are carrying on with comms and marketing.

Remaining GFAs agreed and signed. To note: share of approximately £40,255.20 capacity funding can be claimed amongst the 10 remaining LAs, only once their signed GFA AND signed Claim Form 1

- We are ensuring all partners (delivery agents and LAs) are marketing the scheme, to increase referrals
  - First batches to be submitted for Agility Eco and E.ON.
- Mini competition (pricing/supplier onboarding) for Warmworks supply chain in progress.

	Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
LAD3	Sep-23	2,788	2,826	1.34%	↑	↑	Amber	3,368	Red
HUG1	Sep-23	442	439	-0.68%	↓	↓	Amber	377	Green

### Metric Description

This indicator measures the cumulative count of homes that have completed retrofit aimed at improving energy efficiency, through schemes led by the Greater South East Net Zero Hub (GSEZNH). 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:

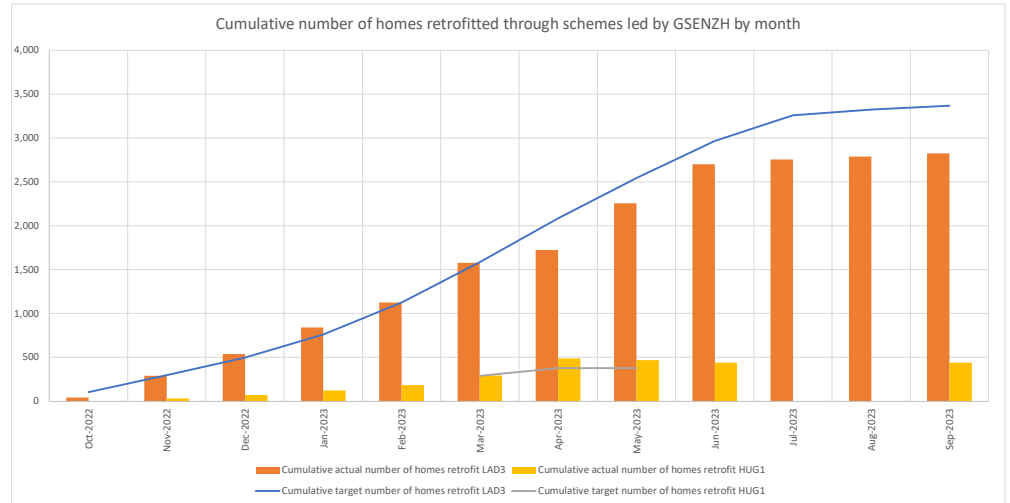
- Tackle fuel poverty by increasing low-income homes' energy efficiency rating while reducing their energy bills – a key principle of the 2021 fuel poverty strategy; Sustainable Warmth: Protecting Vulnerable Households in England.
  - Deliver cost-effective carbon savings to carbon budgets and progress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

There are currently three live schemes led by the GSEZNH 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. Home Upgrade Grant phase 2 (HUG2).

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

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.

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



### Dataset Link(s)

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

### Actions

- Complete closeout of HUG1 and LAD3 scheme. ( Now Closed )
- Continue to mobilise delivery of HUG2 scheme.
- Change request to be actioned to cover reduction on delivery numbers for Year 1(HUG2).
- Meeting with DESNZ 9th February to discuss potential policy changes to HUG2.

## Metric 25: Proportion of Cambridgeshire and Peterborough region with gigabit broadband availability

### Commentary

The performance of this metric from 2022 to 2023 has shown a significant increase of 8.65% from 71.00% to 79.65%, taking the Combined Authority's performance above the England average. Comparing trend to target trajectory from 2021 to 2023 leads to the conclusion that the metric is likely to be on track to achieve the 85% target earlier than 2025.

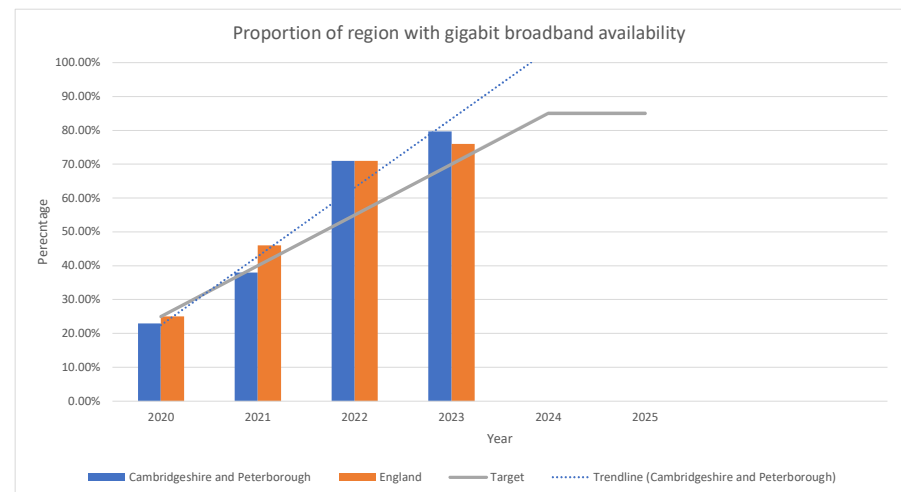
Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Dec-23	71.00%	79.65%	8.65%	↑	↑	Green	55%	Blue

### Metric Description

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

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

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



### Dataset Link(s)

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

### Actions

**Commentary**

In January 2023, the recorded percentage of staff feeling valued was 42.55%. The subsequent data point in June 2023 reflected a significant improvement, with the percentage of staff feeling valued rising to 58.33%. The most recent survey in December 2023 continues to show an increase, with the percentage of staff feeling valued rising to 60.2%. Although the increase from June 2023 to December 2023 is smaller than the previous increase, it should be noted that almost double the amount of staff responded to the December survey.

This metric does not specifically explore insights into the factors which contribute to people feeling valued and as such it will start to be helpful to consider alongside other metrics within the survey. The December survey saw many positive trends in other areas, including over 80% of permanent staff indicating that they saw themselves working for the Combined Authority in 12 months time and over 67% recommending the Combined Authority as a great place to work. The survey also reflected that staff recognised the improvements that had been made.

Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Dec-23	58.33%	60.20%	1.87%	↑	↑	Amber	N/A	Target N/A

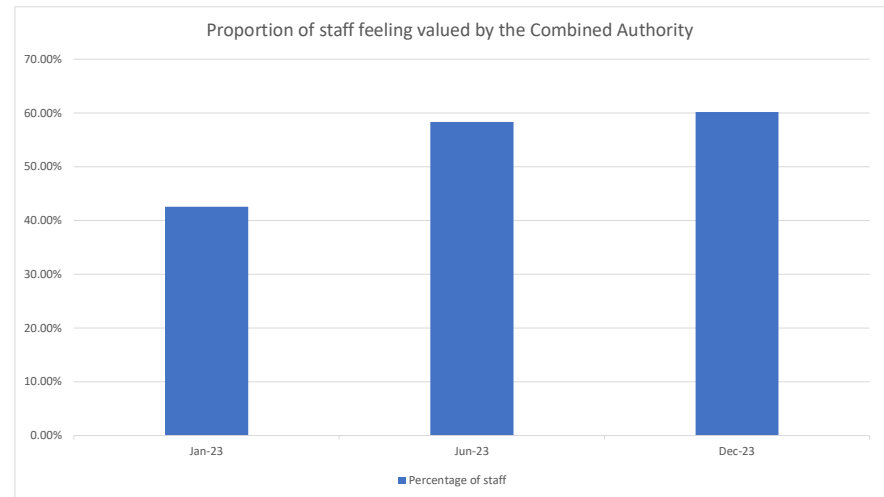
**Metric Description**

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

The data points on the graph draw on data collected from responses to Question 10 of the survey. This question evaluates the extent to which employees feel valued, with ratings of 4 or 5 on a scale of 1 to 5 indicating a positive perception of being valued. The goal for the organisation of attaining a 65% level of staff feeling valued aligns with the overarching objective of fostering a workplace culture that prioritises employee well-being and recognises their contributions. This interim target is based upon the starting point in January 2023 and the journey undertaken through the current Best Value Notice. This will continue to be reviewed.

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

Data relating to whether permanent staff see themselves working for the Combined Authority in the next 12 months and whether they recommend the Combined Authority as a great place to work is based upon those employees which rated those questions as either a 4 or a 5.



**Dataset Link(s)**

**Actions**

Staff were engaged on the survey results at a staff conference in February and will be part of action plans to be taken forward. Directors will work with their teams to understand their individual directorate results and build directorate action plans. Trade Union colleagues have and will continue to be engaged on the staff survey and our continued ways to improve. Further work to understand where the organisation can continue to improve and build upon good practice is being undertaken. As the staff surveys continue to develop, benchmarking against external Authorities will be explored.

**Commentary**

At the end of December 2023, the percentage of budget expected to be spent was 89%, a 1% increase compared to the 87% indicated at the end of November 2023. The overall time series from Apr-Dec shows a peak as additional budget was added in July and then a reduction due to underspend on Growth Company Capital investments and slippage on Affordable Housing grants, A141 & St Ives and A10 upgrade. Further details are available in the budget monitoring reports to CA Board.

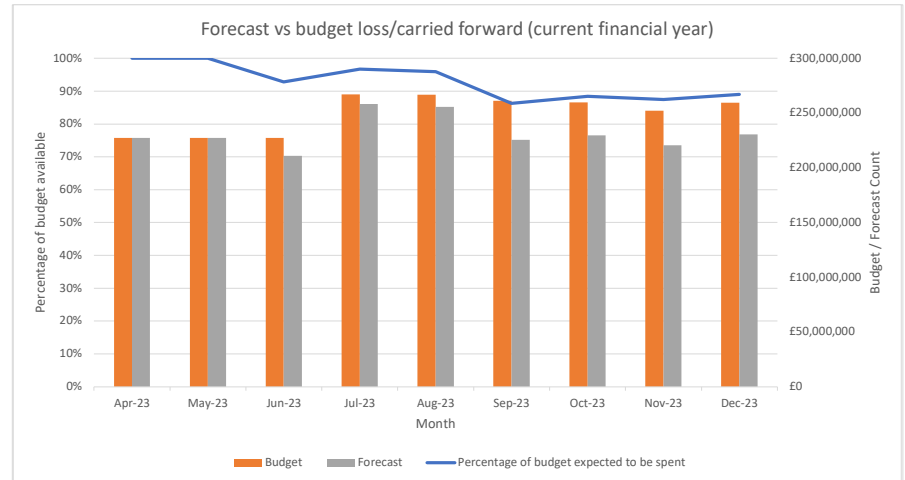
Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Dec-23	87.47%	89.00%	1.53%	↑	↑	Amber	100%	Red

**Metric Description**

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

The metric includes both revenue and capital expenditure.

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



**Dataset Link(s)**

**Actions**

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

# **Corporate Performance Report Q3 2023/4**

## **Most Complex programmes and projects update**

**Data from end of January 2024**

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

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

### Complex Programme / Project definition

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

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 Peterborough station and the area around Peterborough Train Station – known as Station Quarter. A site consisting of circa 18 acres of underutilised land around the station.	Amber	→	The Peterborough Station Quarter OBC is now complete and progression of the FBC. The amber status remains at the stage as further engagement with DfT, DLUHC, and ATE continues to reduce risk of business case not being approved.	Proposal of Full Business Case – due October 2024	<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>Number 1 Risk - Lack of clarity over future location of Maintenance Delivery Unit</p> <p>Mitigation – Network Rail to make early decision as to preferred location for MDU</p>
<b>University of Peterborough</b>	The Combined Authority, Peterborough City Council and Anglia Ruskin University (ARU) have been working closely together as partners and with key stakeholders in designing and building the university and research facility.	Green	↑	Phase 1 and 2 constructed and completed projects. Phase 3 Works are on site are now well underway and at present are due for practical completion in July 2024. The overall RAG status remains green, with the overall status moving in a positive direction with action plans to mitigate being made at pace	Phase 3 construction works to be completed – July 2024	<ul style="list-style-type: none"> <li>- Increased productivity</li> <li>- Support economic development for region</li> <li>- Increased number of people in Higher Education and achieving degrees that are business focused</li> <li>- Increased graduates in area</li> </ul>	<p>Number 1 Risk - Unconfirmed design elements</p> <p>Mitigation – Early focus in RIBA 5 to firm up provisional sums and get early cost certainty on known variations. The inclusion of this risk on the register sets an amount of contingency within the risk budget presenting the option to draw down on contingency to cover changes that may arise.</p>
<b>Net Zero Programme</b>	A capital fund comprising Sustainable Warmth (Local Authority Delivery Phase 3 and Home Upgrade Grant Phase 1), and Home Upgrade Grant Phase 2 being delivered by the	Amber	→	Home Upgrade Grant Phase 2 is now in delivery. 3 delivery partners in contract.  The project is amber as progressing HUG2 referrals to delivery has a number of barriers, primarily cost caps for measures.	HUG2 end of year process (pending requirements guidance from DESNZ)	<ul style="list-style-type: none"> <li>- CO2 reduction</li> <li>- Percentage households living in fuel poverty reduced</li> <li>- 2,788 homes upgraded from LAD3.</li> </ul>	Risk – High attrition rate for HUG2 properties (1,800 referrals over 60% do not meet criteria/measure cost caps).

	Greater South East Net Zero Hub.			Sustainable Warmth – managed closure plan decision received. LAD3 funds underspend ~£4.1m. HUG1 will have an underspend of c £2.4m. Pending external audit.		- 439 homes upgraded from HUG 1 HUG2 – 99 homes DESNZ batch approved	Mitigation – raised with DESNZ, in October and at each progress meeting, expecting policy update in January, this has been delayed twice, now expected 16/02
<b>Bus Reform Programme</b>	Delivering better public transport to our citizens. Projects within the programme are the Bus Reform Outline Business Case to assess the case for franchising and enhanced partnership, Zero Emission Buses (including Peterborough Electric Bus Relocation), Demand Responsive Transport, Bus Service Improvement Plan, Roadside Inventory and Network Review.	Amber	→	£4.6m of Bus Service Improvement Plan+ funding has been secured and Y1 funding allocated. Zero Emission Buses (ZEBRA) have launched successfully. TING is running well and Demand Responsive Transport analysis project is now complete and being taken into new network plans. Projects started are (1) to analyse and record roadside infrastructure, and (2) to investigate integrated ticketing. We have started developing a feasibility scheme for replacing the old Peterborough bus garage with one appropriate for investment in electrification - this is currently being pushed forward by PCC and CPCA. The Bus Reform Business Case is currently with the Auditor for review, with the intension to seek approval from the CPCA Board to proceed with public consultation in Q4.	1. Commence on writing a new Bus Service Improvement Plan draft to DfT due in June. 2. Network review, with recommendations to Transport Committee on bus subsidy reductions on target to progress through committee and Board in march. 3. For the Board to be able to consider the bus reform proposals, the business case audit needs to be complete. As at 29 February, 4 of 5 cases were broadly complete but more work on economic modelling.	- Increased patronage on public transport - Stability and expansion of network to re-establish connectivity, frequency and reliability. - Reduction in car traffic - Reduce CO2 Emissions	Number 1 Risk – Economic condition change (e.g. interest rates, economic growth forecasts).  Mitigation – Mitigation plan being reassessed in the light of the National Bus Strategy.  Risk – Resources – being brought in to enable delivery of bus actions.  Risk – continue to work with auditors to understand issues and will continue to consider options to maximise benefits for public, undertaking a gateway review if required.
<b>Adult Education Provision</b>	To provide Adult Education that can be accessed by employers and individuals to fund a broad range of training. The programme also includes a Level 3 adult education offer through Free Courses for Jobs funding.	Green	→	The project status is Green as the programme overall is on target for delivery of the budget by the end of 2023/24 R14 academic year.  Enrolments onto Adult Education Budget (AEB) funded courses are 8,704 enrolments to date at R05 which is a 10% increase compared with the same point last year, this is across 5,855 learners which is 3% increase compared to last year. There is an expected full year spend at £4,790,278. The Expected Full Year Spend does not include earnings boost, or for EAS manual adjustments which will be calculated post mid-year reconciliation.  Free Courses for Jobs (FCFJ) are 377 enrolments to date, across 375 learners. This is compared to 262 enrolments at the same period last year, giving an increase of 44%. Expected full year spend at £393,860.  The team have issued Grant Agreements to all Grant funded providers for the new academic year 2023/24 and issued variations to extend delivery of procured independent training providers into year 2 in line with their 5-year contracts. There are a number of direct awards to finalise. The	Milestone Contracts for ITP Direct Awards 23/24	- Employee jobs - Growth (GVA) - Enrolments onto Adult Education courses - Double enrolments in Level 3 courses.	Number 1 Risk - Delay in Procurement process and AEB unable to procure New Independent Training Provider resulting in reduced outcome for 2023/24  Mitigation -  1. Performance review: meetings with Providers currently offering Level 3 to identify headroom and growth case for Level 3 2. AEB procured additional local provider for Level 3 offer 3. Ongoing marketing campaign to increase enrolments 4. Ongoing Level 3 delivery group with partners to drive up performance 5. Over-contracted 6. Market shaping and pipeline activities of potential providers 7. Marketing promotion of the offer and additional



			team also updated and published key technical funding rules for 2023/24.			flexibilities introduced to meet local need.
<b>Business Growth Service</b>	The Service consists of 5 workstreams, these are: 1.A Growth Coaching Service 2. An Inward Investment Service 3.A Skills Brokerage Service including Careers Hub 4.A Capital Growth Investment Fund 5. A Growth Hub service	Amber →	The Growth Works was transferred into CPCA in January 2024. Following a mobilisation phase, the service was officially launched on 27/05/21. The Programme is currently in delivery of Year 2, Quarter 9. Project status remains at Amber as there are concerns with under-performance at service line level despite the overall jobs target being met by the programme.	Implement Exit Plan, including transfer of assets and TUPE requirements	- Growth (GVA) - New Jobs (5278) - Apprenticeships (1400) - 1705 Additional training	Number 1 Risk - Loss of personnel from CPCA convinced with recruitment challenges e.g. challenge to secure temps or contractors  Mitigation - Interim resource and additional staff member recruited to support programme management
<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 30 projects are now completed, 10 projects are 'in delivery' (to be completed by March 2024), 9 projects are 'in delivery' (completion expected March 2025), and 1 project 'in delivery' (completion expected March 2026). Update management report went to Business Board and CA Board in January 2024 to report on programme delivery progress and performance.  Phase 2 of the Programme - Stream 1 Community Ownership of Local Businesses (Plunkett Foundation), Stream 2 Social Enterprise Hubs (Social Enterprise East England) and Stream 3 STEM roadshow Exhibitions (Cambridge Science Centre). Social Enterprise East of England also commissioned to undertake additional Strategy development work and to deliver of impact growth business pilot programme for the sector.	To complete delivery of Stream 1, 2 and 3 and prepare for programme completion and closure evaluation by May 2025.	- Jobs created and safeguarded - Revitalised market towns - Bringing back vacant assets into use through community ownership - Driving footfall - Improving cultural local sense of pride in place - Improving community space	Number 1 Risk – ability to award all capital grant committed within the two-year timeframe.  Mitigation: Timescale and funding modelling undertaken during business case development informed by soft market testing and initial engagement with potential partners. It will also need to be tested by the delivery partners during bidding process. CPCA Fund Manager to liaise with LAs, growth hubs, FSBs, CoC to promote the funds to local organisations.



<b>Overview &amp; Scrutiny Committee</b>		Agenda Item
<b>18 March 2024</b>		<b>8</b>
Title:	Update on State of the Region 2024	
Report of:	Jules Ient, Head of Policy, Insight and Performance	
Lead Member:	Mayor, Dr Nik Johnson	
Public Report:	Yes	
Key Decision:	No	
Voting Arrangements:	N/a	

<b>Recommendations:</b>	
A	Note progress to develop the 2024 State of the Region review.
B	Note proposed further development in future years.

<b>Strategic Objective(s):</b>	
The proposals within this report fit under the following strategic objective(s):	
X	Achieving ambitious skills and employment opportunities
X	Achieving good growth
X	Increased connectivity
X	Enabling resilient communities
X	Achieving Best Value and High Performance
The State of the Region review evidence base will inform decision making across all five strategic objectives.	

## 1. Purpose

1.1	<p>This paper outlines the purpose and benefits of the State of the Region Review, progress, stakeholder feedback received to date, next steps and future plans. Specifically:</p> <ul style="list-style-type: none"><li>• Section 2 describes the rationale for and benefits of State of the Region 2024.</li><li>• Sections 3 describes the collaborative framework around the project.</li><li>• Sections 4&amp;5 describe progress and stakeholder feedback to date.</li><li>• Section 6 describes the planned next steps for the completion of State of the Region 2024</li><li>• Section 7 sets out proposed future development of State of the Region 2025 and beyond</li><li>• Section 8 describes the background to the project</li></ul>
-----	--

## 2. Rationale and benefits

2.1	<p>A clear need for a robust State of the Region evidence base to underpin Combined Authority (CA) decision making was identified in the 2022 Improvement Programme and as a result features as a key deliverable in the 2023-2025 Corporate Strategy.</p>
2.2	<p>A comprehensive and transparent State of the Region evidence base is considered best practice for Combined Authorities. A best practice review has highlighted that West Yorkshire Combined Authority (WYCA), West Midlands Combine Authority (WMCA)) and Greater London Authority (GLA) have produced State of the Region reports.</p>
2.3	<p>The agreed objectives of the project are to:</p> <ul style="list-style-type: none"><li>• Create a relevant, reliable and accessible evidence base on the current state of the Cambridgeshire and Peterborough Region</li><li>• Assess the impact of recent macro-economic factors on how residents live and businesses operate</li><li>• Champion the contribution the region is making regionally, nationally and internationally</li><li>• Ensure the evidence base adds value to what is already being done locally and is aligned with locally established methodologies and reporting measures</li><li>• Ensure that the evidence base is accessible to stakeholders from diverse sectors including local government, business and voluntary and community</li><li>• Gain visibility and buy-in for the evidence base through communications and engagement</li><li>• Achieve best value use of public funding by building on existing work</li><li>• Build local data analysis and interpretation skills and capacity</li><li>• Future proof the evidence base with an annual refresh and automation interacting with external datasets</li></ul>
2.4	<p>The planned outcomes of the State of the Region 2024 review are for the:</p> <ul style="list-style-type: none"><li>• The CA, its partners and stakeholders understand the current and potential future economic, socio-economic and environmental state of the region, and how recent macro-economic factors have impacted how residents live and businesses operate.</li><li>• Findings to inform conversations and positioning with government, national and regional stakeholders.</li><li>• Findings to give a clear sense of priorities, to inform future strategies, programmes, deepening devolution proposals and inward investment.</li><li>• Findings to inform the development of a long-term ambition for Cambridgeshire and Peterborough as a place.</li><li>• Findings are perceived as a call to action for co-ordinated policy development and delivery of projects, services and investment to realise a shared ambition.</li><li>• CA and its partners and stakeholders to use the evidence base to inform strategic planning and identify funding opportunities.</li><li>• Public to have easier access to the data.</li><li>• CA's values to be embedded and visible through this work.</li></ul>

### 3. Collaborative Approach

- 3.1 The State of the Region review has been co-designed and co-produced with a broad partnership of local government, higher education, health, and voluntary and community sector partners.



- 3.2 A Technical Working Group meets fortnightly and is responsible for providing technical advice and expertise to aid the development of the State of the Region project.

- 3.3 A State of the Region and Shared Ambition Working Group meets monthly and is responsible for overseeing the State of the Region and Shared Ambition projects and acting as a sounding board and critical friend to the Technical and Engagement Working Groups. This includes reviewing and assessing the key plans and outputs, and identifying interdependencies and opportunities between these projects and other work.

### 4. Progress to date

- 2.5 The project has been structured across eight workstreams, with continuous engagement, co-design and iterative feedback built into the approach throughout. Workstreams 1-4 are complete, workstreams 5-7 are in progress and workstreams 8-9 are pending.

1. Policy & Strategy Review
2. Literature and Best Practice Review
3. Data Framework and Indicators Development
4. Progress Update Report
5. Data Collection and Gap Analysis
6. Beta Dashboard Development
7. Promotion and Communication
8. Report and Digital Assets
9. Handover, Training and Support

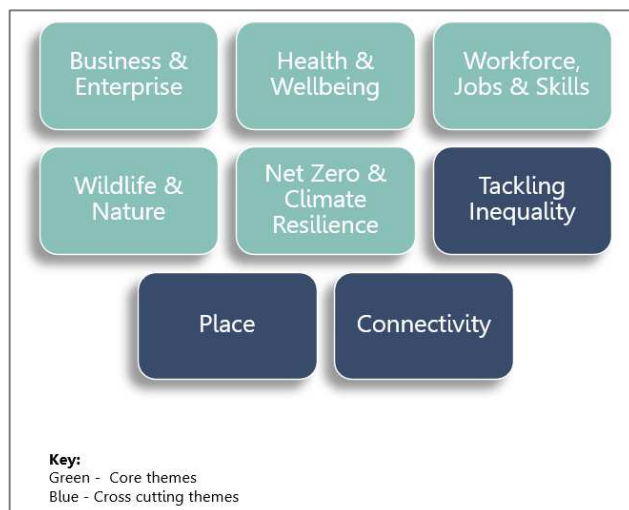
- 2.6 **Policy and Strategy Review – complete**  
 A Policy and Strategy review has developed understanding of partners’ current and planned policies and strategies, identifying the themes and indicators that will provide the most useful evidence and fully reflect the region’s anticipated analytical and future policy work. 16 interviews have taken place with key stakeholders to inform this

- 2.7 **Literature and Best Practice Review – complete**  
 The Literature and Best Practice review has reviewed other Combined Authorities’ State of the Region evidence bases, other international and national indicator frameworks (including the UN’s Sustainable Development Goals, Doughnut Economics, Six Capitals, Wellbeing Goals and the Legatum Prosperity Index) and relevant academic literature. This has built understanding of best practice in indicator frameworks, dashboard interaction and data storytelling. Findings have been shared with partners, with the headlines being:

- The identification of key thematic areas is commonplace amongst the best practice approaches reviewed. However, there is no uniform approach to selecting themes of indicators: themes are bespoke and chosen to align with local/regional policy and strategy framework.
- The majority of indicators in the reports and dashboards reviewed primarily make use of national data sets. However, Cambridge and London demonstrate how locally-specific datasets can bring additional insight to the understanding of a region.
- Dashboards enable users to interrogate the data behind associated reports and compare indicators across different locations and dates. A dashboard containing different visualisation methods can assist with data understanding while additional links to methodology and data sources enable users to delve deeper and perform additional analysis.
- Storytelling presents an opportunity to enhance user engagement.

**2.8 Data Framework and Indicators development – complete**

A workshop was held with stakeholders to validate the emerging themes and arrive at a recommended structure of themes to underpin the State of the Region review. The process arrived at the identification of eight themes – five core and three cross-cutting. Proposed core themes are Business & Enterprise; Health and Wellbeing; Workforce, Jobs and Skills; Wildlife and Nature; and Net Zero and Climate Resilience. Cross-cutting themes are Tackling Inequality, Place and Connectivity.



The development of detailed indicators has been supported by a comprehensive bottom-up process and appraisal to select the best indicators across each of the identified themes. Appraisal has arrived at a proposed set of over 110 priority metrics.

The appraisal criteria were:

- Alignment with existing local frameworks
- The degree of trust in the data
- The relevance of the data
- The degree to which the data supports future needs
- The ease of understanding of the data
- The degree to which the data is up-to-date or current
- The degree to which the data can be split by, or linked to data on protected characteristics
- Any restrictive licenses or costs
- The ability to utilise time series to observe trends through time
- The degree to which the data is locally sourced
- The degree to which the data is expected to remain available in coming years
- The ability to drill down by geography
- The availability of comparators
- The degree to which the data ingestion and processing can be automated

**2.9 Progress Update Report – complete**

This report has provided a snapshot of progress to date and a sample of initial data analysis, to help stakeholders understand the future scope and presentation of the evidence base and direction of travel, and provide feedback.

**2.10 Data Collection and Gap Analysis – in progress**

Each priority metric is being investigated to develop an agreed analysis and data collection methodology and identify gaps in data availability.

**2.11 Beta Dashboard Development – in progress**

Work is underway to co-design an interactive dashboard that adds value to local digital assets and is accessible for intended audiences. A key input to the final report will be a storyboard. This will map out the narrative and key data used from start to finish and, as an evolving document, enable and invite

	feedback and questions from stakeholders. Stakeholders have engaged with a collaborative dashboard storyboarding workshop.
2.12	<p><b>Promotion and Communication – in progress</b></p> <p>In depth consideration is being given to branding and communication of the State of the Region report and digital assets, to ensure it best supports dissemination of, and engagement with the relevant data assets. Agreeing clear branding and communication will ensure alignment within the final deliverables of the State of the Region to deliver a coherent, joined-up narrative.</p>
<p><b>5. Summary of stakeholder feedback</b></p>	
2.13	A progress update report has been reviewed by Combined Authority Chief Executives and Cambridgeshire and Peterborough Public Service Board, Leaders Strategy Meeting and Overview and Scrutiny Committee Informal Meeting. The main points of feedback are given below.
2.14	<p><b>Reception</b></p> <ul style="list-style-type: none"> <li>• Support for a really important piece of work which will be one unifying place for people to learn about the region, seen as catching up with CA best practice.</li> <li>• Disappointment at limited breadth of initial analysis shared at this point.</li> </ul>
2.15	<p><b>Collaboration</b></p> <ul style="list-style-type: none"> <li>• Desire to shape the project and provide feedback on what is most interesting and relevant.</li> <li>• Consideration to working group representation from the Police and Crime Commissioner's office.</li> <li>• Interested in direct access to data</li> </ul>
2.16	<p><b>Purpose</b></p> <ul style="list-style-type: none"> <li>• Opportunity to challenge inequalities and ensure these are clearly drawn out.</li> <li>• Opportunity for constituent authorities and wider partners to think about how to use it individually and collectively.</li> <li>• Important to gain engagement from all CA members and officers and that the data will be widely used.</li> <li>• Important to focus on what is relevant to what the CA can change and what influences the lives of residents.</li> <li>• Challenge to provide new insight and add value to the work that already exists.</li> </ul>
2.17	<p><b>Name</b></p> <ul style="list-style-type: none"> <li>• Suggestion to change name of project to State of the Region 2024 to distinguish from future State of the Region reviews.</li> </ul>
2.18	<p><b>Economic analysis</b></p> <ul style="list-style-type: none"> <li>• Confirmation of the importance of data sharing and integration with existing frameworks.</li> <li>• Need to review relevance of sector categories to reflect HE knowledge transfer and agriculture strengths of the region.</li> <li>• Important to bring out skills and economic inactivity data.</li> </ul>
2.19	<p><b>Infrastructure</b></p> <ul style="list-style-type: none"> <li>• Request to see infrastructure overlaid on geospatial analysis.</li> <li>• Welcome seeing planned growth, housing and industrial development.</li> <li>• Information about house prices is helpful.</li> </ul>
2.20	<p><b>Disaggregation</b></p> <ul style="list-style-type: none"> <li>• Interest in breakdown by local authority district and lower super output area, to highlight geographic differences and identify problems and opportunities.</li> <li>• Breakdown by ethnicity important, and more granular analysis by ethnicity and wider protected characteristics would be valued.</li> </ul>
2.21	<p><b>Presentation</b></p> <ul style="list-style-type: none"> <li>• Some visualisations need to be clearer e.g. labelling of keys.</li> </ul>



- Need to ensure that the use of acronyms is avoided.

## 6. 2024 review - planned next steps

2.22	<p><b>Data Collection, Analysis and Visualisation</b></p> <p>Further work will take place to collect, analyse and visualise the data aligned to the project methodology and in response to stakeholder feedback. The project will achieve best value by aligning with and building on existing local and regional frameworks, reusing existing data and analysis where it exists. The review will add value by filling gaps and layering and grouping different indicators. This will enable data to be compared across geographies. An analysis of desired information compared to what is currently available will highlight opportunities to commission new research.</p>
2.23	<p><b>Digital assets</b></p> <p>Work will continue to co-develop an interactive dashboard, including user testing workshops to gain feedback from intended audiences on a beta version.</p>
2.24	<p><b>Promotion and Communication</b></p> <p>A promotion campaign plan to support the roll out of the State of the Region 2024 will be developed. The aim is to launch the State of the Region 2024 report and digital assets to stakeholders in July.</p>
2.25	<p><b>Approval of State of the Region Report and Digital Assets</b></p> <p>The aim is to present the State of the Region 2024 report and associated digital assets to Overview &amp; Scrutiny Committee Board in July.</p>
2.26	<p><b>Handover support</b></p> <p>All data will be handed over to the CA and training and process documentation will be provided, to enable future annual updates to be undertaken in-house.</p>

## 7. Proposed future development - State of the Region 2025 and beyond

2.27	<p>An annual update of the data, dashboard and report will be developed by the CA's Policy, Insight and Performance team in collaboration with partners.</p>
2.28	<p>For some of the proposed indicators, data is not currently available at the desired level of granularity e.g. by local super output area or by a specific protected characteristic. Where appropriate, new research will be commissioned to fill identified gaps.</p>
2.29	<p>In parallel, the CA and other partners from the region sit on the Oxford and Cambridge Partnership's Data Observatory steering group. The two projects are at a similar stage with similar objectives. Potential areas for collaboration are being explored including aligning the two frameworks, sharing learning and co-commissioning new research.</p>

## 8. Background

3.1	<p>In October 2022, Board approved the Improvement Plan with the action in Workstream A "Insight and evidence are used to assess the state of the region and inform policy direction and priorities for the CA".</p>
3.2	<p>In January 2023, Board approved the 2023-25 Corporate Strategy with the deliverable "During 2023/24 the Combined Authority will work with partners across the area to undertake a 'State of the Region' review. The review will enable the next evidence-based strategy to be formed that embraces innovation, seeks opportunities and identifies future desired devolution. This will build upon the outcomes achieved because of this strategy and agree the policies and actions needed to achieve a prosperous and sustainable Cambridgeshire and Peterborough on into the future."</p>

3.3	In June 2023, a workshop took place with stakeholders, to co-develop the scope of the project. The workshop sought views on strengths and weaknesses of the previous Cambridgeshire and Peterborough Independent Economic Review, extent of any refresh, opportunities for co-development, timescales, extent of wider engagement and how to build on existing data and insight.
3.4	In July 2023, Board agreed to endorse the planned refresh of the previous Cambridgeshire and Peterborough Independent Economic Review evidence base to inform a new State of the Region Review, and approved drawdown of £150k funding to resource the work.
3.5	City Science were appointed as consultants to the project in November 2023, following an open competitive procurement process.

## 9. Appendices

4.1	N/a
-----	-----

## 10. Implications

### Financial Implications

5.1 There are no new financial implications from this report.

### Legal Implications

5.2 There are no legal implications.

### Public Health Implications

5.3 The impact of State of the Region 2024 will contain information and evidence about the health and wellbeing of the area. One of the 5 core themes is health and wellbeing. As a regional report it will then inform stakeholders and deliver partners to enable maximising public health benefits resulting from delivering sustainable growth and tackling inequalities.

### Environmental & Climate Change Implications

5.4 The impact of State of the Region 2024 is anticipated to include better decision making around achievement of the national statutory requirement of Net Zero emissions and delivery of local targets and strategies.

### Other Significant Implications

5.5

### Background Papers

5.6





<b>Oversight &amp; Scrutiny Committee</b>		Agenda Item
<b>18<sup>th</sup> March 2024</b>		<b>9</b>
<b>Title:</b>	<b>PERFORMANCE REVIEW: SKILLS FUNDED PROVISION 2022-23</b>	
Report of:	Claire Paul, Assistant Director: Skills	
Lead Member:		
Key Decision:	No	
Voting Arrangements:	No vote required	
<b>Recommendations:</b>		
A	For Members to note and comment NB This Annual Performance Report was tabled at Skills Committee in November 2023.	
<b>Strategic Objective(s):</b>		
The proposals within this report fit under the following strategic objectives:		
✓	Achieving ambitious skills and employment opportunities	
✓	Achieving good growth	
	Increased connectivity	
✓	Enabling resilient communities	
✓	Achieving best value and high performance	
<p>The Combined Authority's devolution agreement and commissioning of skills programmes contribute to the above strategic objectives, aligned to the pillars within the Employment and Skills Strategy (2022):</p> <ul style="list-style-type: none"> <li>• <b>Pre-work learning and formal education:</b> improving learning and experiences of work, including quality careers information, advice, and guidance, during formal education; providing a strong foundation for labour market entry and future working lives.</li> <li>• <b>Employer access to talent:</b> developing priority skills that support sustainable growth, improving employers' engagement with education and improving job quality.</li> <li>• <b>Life-wide and lifelong learning:</b> improving access to life-wide careers guidance and a rich learning and skills offer to upskill and reskill residents through their life-course.</li> <li>• <b>Support into and between work:</b> Supporting unemployed residents to transition into training and then employment and support to disadvantaged groups to access the labour market.</li> </ul>		
<b>1. Purpose</b>		
1.1	This report supports the Committee in their over-sight of the Combined Authority's funding and delivery of Skills programmes. It is part of an on-going reporting cycle via the Skills and Employment Committee in furtherance of our Single Assurance Framework (SAF).	
1.2	Via this report, the Combined Authority is also demonstrating its accountability and transparency to residents and stakeholders.	

## 2. Performance Report 2022/2023

2.1	<p><b>INTRODUCTION:</b></p> <p>This year has seen a return to normal life after the pandemic and it is encouraging to see learner numbers climbing back up after a severe slump during lockdown. However, Covid has left behind a raft of challenging issues such as a tighter labour market and the high incidence of mental health problems amongst young people. The economic situation continues to make itself felt; employer engagement and investment in workforce training is falling, with many continuing to favour recruitment over upskilling existing employees. Geopolitical challenges have also necessitated more skills programmes aimed at refugee-resettlement.</p> <p>On the provider front, it has also been challenging; increased energy, inflation and labour costs have made tight budgets even tighter. This has been exacerbated by falling learner participation detrimentally affecting economies of scale. And there remains an acute shortage of teachers nationally, especially in STEM subjects such as Maths.</p> <p>Notwithstanding these challenges, there have been encouraging shifts in the performance of the CPCA's Skills Programmes during the year as we continue to work with our partners to reshape and refocus the devolved skills landscape.</p>
2.2	<p><b>ADULT EDUCATION BUDGET (AEB):</b></p> <p><b>Background:</b> Under the CPCA's Devolution Agreement of 2017, the Adult Education Budget was fully devolved to the Combined Authority. This translates into a c£12m annual budget which now reaches approx. 10,000 learners per year. The AEB funds qualifications for up-skilling and re-skilling residents, supporting them into work and between work. It also promotes lifelong learning opportunities which help eligible learners engage in learning, build confidence, and enhance wellbeing. In addition, devolution affords the Combined Authority additional flexibility to offer region-specific learning – e.g. full funding for everyone for the first Level 2 and 3 qualifications, full funding for ESOL (English for Speakers of Other Languages)</p> <p><b>Progress:</b> We have reduced the number of training providers from 267 to 25 to improve quality, invest in our local provider base, and support providers with learner volumes which enable greater economies of scale. In effect, devolved funding has enabled a policy of 'fewer, bigger, better' providers. The initial impact of reshaping the provider-base led to a short-term drop in learner-numbers, exacerbated by the pandemic. Learner numbers are now building again, and we have surpassed the 10,000-learner milestone for the academic year 2022/23, continuing with a year-on-year increase of 14% in resident participation.</p> <p>Increased local flexibility has also enabled us to offer more support to learners from less advantaged backgrounds. For example, increases in ESOL enrolments from 4,717 (21/22) to 5,890 (22/23) have been driven by refugee re-settlement programmes such as Homes for Ukraine. The Care Leavers' Bursary and extended support (e.g. meals whilst at college, travel, and independent living skills) has been well received by social care and education partners. For the two academic years of the bursary's operation, 85 care leavers have been supported.</p> <p><b>Challenges:</b> Reshaping the number and quality of our training providers led to a short-term reduction in learner numbers which we're now successfully rebuilding. Faced with a challenging skills landscape, capacity issues within the CPCA AEB team led to recruitment of an additional 3 FTE between April and July 2023.</p> <p><b>Looking ahead:</b> Learner numbers are now increasing, and the next phase of maturity involves developing a clear framework for how we evidence impact against strategic priorities. We will also develop a commissioning framework to further target the AEB budget towards strategic priorities, collaborating with colleagues across the wider CPCA portfolio and regional partners to create holistic solutions.</p>
2.3	<p><b>FREE COURSES FOR JOBS (FCFJ):</b></p> <p><b>Background:</b> "Free Courses for Jobs' (Level 3 courses) were introduced by the government in 2020 to help adults aged 24+ who had not achieved a Level 3 qualification. Courses are free for unemployed residents and those in-work who earn less than £21,000.</p>

	<p>The CPCA had an allocation of £954,632 for the 2022/23 academic year, and this is commissioned through the same processes as AEB provision. The funding and reporting methodology are the same as AEB.</p> <p><b>Progress:</b> There was a 60% increase in enrolments onto FCFJ in 2022/23 (compared to 293 in 2021/22) and we estimate (subject to final claims), we are on track to spend the funding allocation of £954,000 by the end of the academic year. Learning organisations have built capacity over the past three years to develop the Level 3 offer. The top five sector subject areas are: Health, Public Services and Care, Construction and the build environment, Business Administration and Law, Engineering and Manufacturing technologies, Information and Communication technology.</p> <p><b>Challenges:</b> Two Independent Training Providers who deliver FCFJ have withdrawn from the market and performance has been picked up by other providers. While overall enrolments on Level 3 courses have increased across all local authority areas, we need to identify ways to further engage residents in Fenland.</p> <p><b>Looking ahead:</b> A promotional campaign, 'Unlock with Level 3' is planned via social media to undertake spatial targeting to promote level 3 opportunities, particularly in Fenland and Peterborough and pockets within wider Cambridgeshire.</p>
2.4	<p><b>MULTIPLY</b></p> <p><b>Background:</b> Multiply is a three-year programme which started in March 2022; it was one of the first priorities of the UK Shared Prosperity Fund and was officially launched during Number Confidence Week in November 2022. Designed to improve adult numeracy skills, each local authority area and all Mayoral Combined Authorities were given a three-year funding allocation – for CPCA this was c.£4m over the period of the programme.</p> <p><b>Progress:</b> Overall participation of learners in substantive learning was 102% of the target, with 1,081 learners participating. 1,973 residents engaged with Multiply through outreach work such as open-days, tastings, roadshows, the Multiply Bus, an innovative 'escape rooms' initiative and other activity delivered by learning organisations. We also contracted with National Numeracy UK who engaged learners online through their National Numeracy Challenge and trained over 20 Numeracy Champions. 1,893 learners participated in substantive learning to improve numeracy skills through contextualised delivery addressing; budgeting and cost of living support, family learning, skills for employment, support for care leavers, support for recently release prisoners and support that leads to a functional skills qualification.</p> <p><b>Challenges:</b> Working with employers to deliver the numeracy skills that are required in the workplace has been especially challenging. This is a nationwide problem, as is the shortage of maths teachers, which significantly impacts the ability of providers to meet delivery targets. A delayed start to the national campaign launch (and guidance being made available very late) led to a late delivery start and mobilisation period. Procurement of Providers took until October 2022 leaving only six months to deliver a full year's allocation. As a result, there was a nation-wide funding underclaim. The DfE recovered unspent funding from year one by adjusting the year two allocation. As a result, the Combined Authority's allocation was reduced by c£415,000 and the adjusted allocation for financial year 2 is now £793,679.</p> <p><b>Looking ahead:</b> The DfE is undertaking a review of the programme and CPCA providers have been identified as potential participants. The review will be carried out by Ofsted inspectors. Year 3 provision will be revised based on the success of the interventions in Year 1 and 2 to ensure maximum impact in areas where there are disadvantaged learners.</p>
2.5	<p><b>SKILLS BOOT CAMPS</b></p> <p><b>Background:</b> Skills Bootcamps are flexible training courses for adults aged 19+, lasting up to 16 weeks. They are part of the government's commitment for individuals to be able to access lifelong learning. The courses are free for learners who are self-employed, unemployed, or looking for a career change. For those in work, employers can access up to 90% of the cost of Skills Bootcamps to upskill their staff.</p> <p>CPCA Funding (Received / Bid)</p> <ul style="list-style-type: none"> <li>• 2021/22 = £1.8m</li> <li>• 2022/23 = Original grant value £4.9m, reduced to £2.1m (see below)</li> <li>• 2023/24 = £2.8m</li> <li>• 2024/25 = £2.8m pending approval of bid</li> </ul>

**Progress:**

- **2021-22:** The Combined Authority worked with three Training Providers to deliver Skills Bootcamps at Level 3 or equivalent (i.e. A Level standard) in Digital sector provision, one of CPCA's priority sectors. Provision was delivered across the East of England.
- **2022-23:** Unlike in the previous year, delivery was focused solely on the CPCA area and, working with 11 training providers, delivered learning across a broader range of learning Levels and sectors (Level 2 GCSE equivalent, up to Level 5 Foundation Degree equivalent). CPCA's original grant funding of £4.9m from DfE was reduced to £2.1m due to difficulties attracting bids from Training Providers (see Challenges below).
- **2023-24:** The Combined Authority secured £2.8m in grant funding and has further increased the range of provision to include courses such as Level 3 and Level 5 Leadership and Management, Level 3 Care, and Level 2 Insulation Installation. Whilst course delivery is to be completed by 31<sup>st</sup> March 2024, this is an ongoing project until September 2024 as providers will work with learners to secure a positive job outcome.
- **2024-25:** Following recommendation from the Skills and Employment Committee, and approval from The Combined Authority Board, The Combined Authority submitted a grant proposal to DfE on the 30<sup>th</sup> September 2023 to secure further funding of £2.8m for the 2024-25 FY to support 845 learners.

**Challenges:** Skills Boot Camps were introduced during a global pandemic, and it has been challenging to assess the level of demand from providers, individuals, and employers. There are also structural challenges; Training Providers can bid directly to the DfE for a national contract, and they can also bid directly to any MCAs, LEPs, and Local Authorities. The short contract durations make it challenging to attract Providers who may not have existing capacity or resource in place to develop and deliver this provision. As a result, the CPCA has experienced some difficulties in attracting Providers and, as a result, worked with the DfE and Providers to reduce the grant funding value for the 2022-23 FY from £4.9m to £2.1m. This was a nationwide capacity problem and led to DfE extending the funding rules to allow for learner starts until March 2023, rather than course completions by the end of the financial year.

**Looking ahead:** The Combined Authority has submitted a proposal to the Department for Education for funding of £2,899,390 for the 2024-25 FY. We believe this takes realistic account of the capacity challenges set out above. We expect to receive an update on the outcome of the proposal in early December.

2.6

**CAREERS HUB**

**Background:** The purpose of the Careers Hub is to support greater collaboration and to drive progress against the Gatsby Benchmarks by enabling schools and colleges and their Careers' Leaders to access training and support, best practice, and local labour market insight. The CPCA is responsible for the performance of the Careers Hub, which is delivered by CPCA staff, Growth Work with Skills, and Form the Future. The Combined Authority has been responsible for the contract with the Careers and Enterprise Company since 2018 and a new Careers Hub model was launched in the 22/23 academic year, with all eligible educational institutions being members. Prior to 22/23, a tiered system operated, which included 30 schools within a Hub model, and 39 schools participating as part of a wider network. Performance for those in the Hub model in 21/22 was higher than those outside and, as a result, we created a single Hub model in order to encourage more equitable performance. In January 2024, as part of Growth Works with Skills' transfer into the CPCA, the Careers Hub team will come under direct Combined Authority leadership.

**Progress:** This year saw the merger of Hub and Non-Hub institutions in order to encourage more equitable performance. As a result, the number of participating organisations in a full Hub Model has increased from 30 to 72, this includes all mainstream secondary schools, special education needs and disabilities (SEND), Alternate Provision, and FE colleges.

Developments have been implemented which support progression against the Gatsby Benchmarks and we have seen a 23% increase against Benchmark 1 - this is the overarching benchmark that underpins all careers activity. We have also seen the average benchmark achievement grow year on year from 4.5 to 5.4 – with an increase of 17% for those schools achieving more than 3 Gatsby Benchmarks.

The Careers Hub has been invited by The Careers and Enterprise Company to be one of four Trailblazer areas developing careers education in primary schools, embedding careers related learning into the curriculum, facilitating closer employer relationships, and launching a community of practice. To date, 69 out of 75 schools are engaged in the project, which will run until March 2024. The CPCA will draw on the pilot’s findings to support future work, enabling us to play a lead role in informing national policy related to primary careers provision.

**Challenges:** Capacity issues within schools continues to be the biggest challenge. Careers Leaders are time poor and seldom a dedicated resource (some spending only one hour a week on this activity). As a result, it had not been easy to engage Careers Leaders in Hub events such as Teacher Encounters and Rethink Apprenticeship CPD events. There has also been a large number of new Careers Leaders appointed over the last 12 months.

**Looking ahead:** The Careers Hub will continue to build upon the success of the 22/23 academic year, via focused activity on supporting schools to progress in line with the Gatsby Benchmarks. Activity within the Careers Hub will be based on the following 5 priorities:

1. Improve careers provision in schools and colleges against the Gatsby Benchmarks.
2. Provide more high-quality experiences with employers for students and teachers.
3. Amplify apprenticeships, technical and vocational routes.
4. Target interventions for economically disadvantaged young people
5. Connect careers provision in schools and colleges to the needs of local economies.

In January 2024, as part of Growth Works with Skills’ transfer into the CPCA, the Careers Hub team will come under direct Combined Authority management.

**2.7 SKILLS BROKERAGE SERVICE (GROWTH WORKS WITH SKILLS - GWwS)**

**Background:** GWwS contributes towards the Combined Authority’s strategic ambition to develop a skilled and resilient local workforce, achieving ‘good growth’ across the area. Launched in 2021, GWwS is delivered as part of CPCA’s wider Business Growth Service and helps to connect primarily small and medium enterprise businesses (SMEs) with local skills provision.

The service has 4 leading indicators against which performance is monitored; two of which are contractual in relation to our ESF funded status, they focus on SME engagement and participation. More widely, the service is also measured against two other generalised skills indicators; to influence and instigate the creation of apprenticeships, and ‘in-work’ skills development opportunities. There is no restriction to size or sector of business in respect of these two wider outputs.

		ESF Contractual (Min 85% Achievement required)		CPCA Set KPIs	
		SMEs Engaged in Skills Needs Analysis	SMEs Instigating Skills Action Plans	Apprenticeship Opportunities Created (All businesses)	Learning Outcomes (All businesses)
Overall Performance	Target to End Dec	276	207	1400	1705
	Actual to date	238 (86%)	144 (69%)	723	1500

Post-Brexit funding changes mean that, from January 1<sup>st</sup> 2024, a relaunched service will be funded through the UK Shared Prosperity Funding and will transition in-house and be managed directly by the CPCA Skills Team. NB the combined allocation of ESF and match funding stood at £4 million over 3 years, which has reduced to £1.4 million under UKSPF for a 15-month period.

	<p><b>Progress:</b> In March 2023, DWP (in their capacity as managing authority on behalf of ESF) undertook a comprehensive audit of the CPCA’s ESF funded activities within the service, (especially, activities which support SMEs to engage and execute skills development planning). The inspection took place across a three-week period, which included onsite observation of delivery as well as undertaking an extensive audit of policies, processes, management, and performance monitoring systems associated with the project. The project was passed with a ‘clean sheet’, receiving with no improvement actions or recommendations. Since its launch in 2021, the service has actively supported more than 400 businesses across the combined authority, of all sizes and sectors:</p> <ul style="list-style-type: none"> <li>• 238 SMEs have developed expertise in skills diagnostics and bespoke action planning (86% of contractual target, with 3 months remaining). 69% of those SMEs have instigated action plans within their workforces, leading to 1500 training and development opportunities for in-work learners.</li> <li>• 723 Apprenticeships have been created for the area (of which 94 were higher level Apprenticeships (Level 4 and above) and 79 received financial support for their training from funds transferred from the Apprenticeship Levy.</li> </ul> <p><b>Challenges:</b> Launching this service during Covid and the immediate aftermath of the pandemic was challenging given that participation in education and skills was very significantly reduced across the UK, as was the number of apprentices being hired. More recently, there has been a significant upturn in engagement and participation, in considerable part due to CPCA’s performance improvement plan. Additional resources and funding have been put towards achieving targets in relation to Apprenticeship creation, where significant progress has been seen in recent months due to a paid marketing campaign and partnership events and activities.</p> <p><b>Looking ahead:</b> Post-Brexit funding changes mean that, from January 1<sup>st</sup> 2024, a relaunched service will be funded through the UK Shared Prosperity Funding and will transition in-house and be managed directly by the CPCA Skills Team.</p>
--	--

2.8	<p><b>APPRENTICESHIPS:</b></p> <p>Whilst the Combined Authority does not have responsibility for the funding and delivery of Apprenticeships, we monitor performance closely and seek ways to collaborate with partners and employers to encourage supply and demand across the region.</p> <p>The number of Apprenticeships being offered was hit very hard by the pandemic, but numbers are now starting to recover. There has been a +8% increase in Apprenticeship starts compared to 2020/21 and this compares to a national increase of 9%. However, nationally and regionally, the number of Apprenticeships being offered by employers has not reached the levels anticipated when the Apprenticeship Levy was introduced. Small and medium sized businesses, in particular, have found it very difficult to engage due to economic challenges and the complexity of navigating the Apprenticeship system.</p>
-----	--

### 3. Appendices

3.1	Appendix 1 – Adult Education Budget External Evaluation
3.2	Appendix 2 – Skills & Employment Insight



### 4. Implications

#### Financial Implications

4.1	While the report itself has no direct financial implications, there is risk of underspend / funding being returned to grant givers if Training Providers do not recruit to their learner target numbers. The CPCA manages this both through supporting advertising and recruitment exercises and by actively engaging and collaborative management of contracts with the Training Providers.
-----	--

#### Legal Implications

4.2	The recommendations and activities outlined in this paper are to discharge the Combined Authorities’ statutory duties under the Apprenticeships, Skills, Children and Learning Act 2009. Under the devolution
-----	---

	agreement of 2016, specified adult education functions from the Secretary of State were transferred to the Combined Authority.
<b>Public Health Implications</b>	
4.3	The acquisition of skills improves job outcomes, economic prosperity, health and wellbeing of participants.
<b>Environmental &amp; Climate Change Implications</b>	
4.4	No environmental or climate change implications
<b>Other Significant Implications</b>	
4.5	No other implications
<b>5. Background Papers</b>	
5.1	<div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;">  <p>ADULT EDUCATION BUDGET EXTERNAL E</p> </div> <div style="text-align: center;">  <p>Skills and Employment Insight (</p> </div> </div>





**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

# **Devolved Adult Education Budget (AEB) External Evaluation Headlines**

## **The First Three Years**



# AEB Evaluation

- To evaluate effectiveness & to help inform improvements
- Full year data period 2019/20 to 2021/22.
- Undertaken in 2023, so conclusions are current
- Methodology
  - Desk-based research
  - Online learner survey (725 responses)
  - In-person and online workshops
  - 60+ interviews



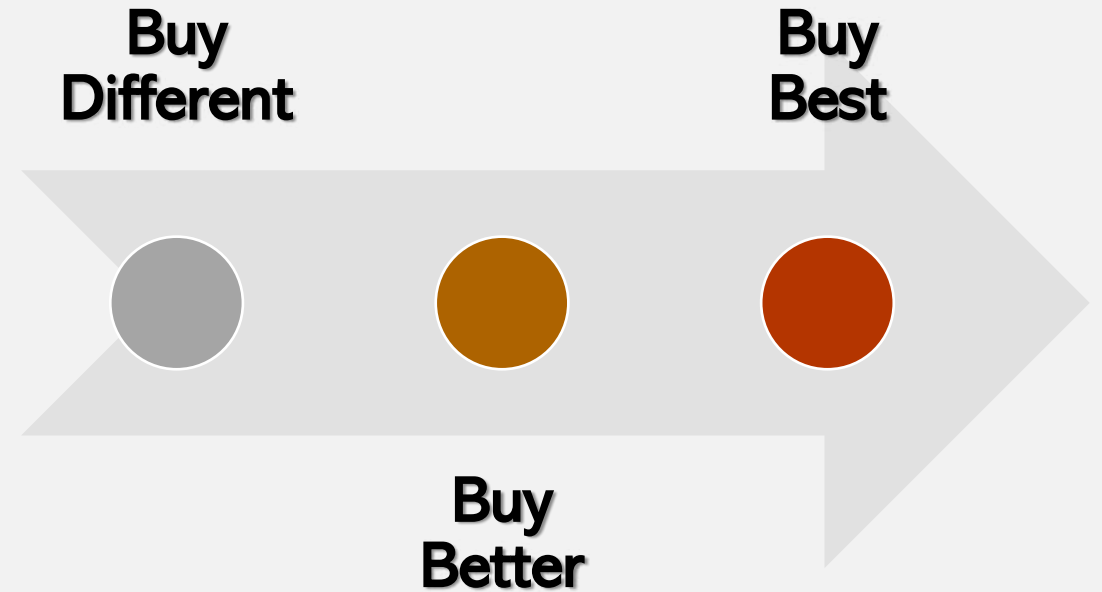
# What the Adult Education Budget is for

- Fully devolved – c£12m funding p.a.
- Adult Skills
- Community Learning
- Ages 19+
- Up-skilling, re-skilling
- Into, within, & between work
- Life-long learning & wellbeing
- Regional flexibility



# Devolution Context

- CPCA one of eight MCAs to receive AEB.
- CPCA by far the lowest allocation. (North of Tyne 197%) and (Tees Valley (255%) next smallest.
- Other areas have significantly more resources with which to manage their programmes.
- CPCA 3.4% management fee = £380k.  
GMCA 1.8% management fee = £1.7m.





# Covid Impact



- Lockdowns/ restrictions affected all three years
- Learner numbers significantly affected
- Providers needed to:
  - Adapt premises.
  - Rapidly increase on-line delivery.
  - Develop new methods to attract and retain learners

# Learning Providers

- 176 providers delivered learning (2016/17)
  - The 10 largest attracted 84% of funding
  - 90% based 10 miles or more outside CPCA area.
  - 61% had 10 or fewer learners from CPCA area.
  - 41% of learning was subcontracted
- Fewer, bigger, better
  - Reduced to 17 providers (2019/20)
  - Based in the CPCA area - or with substantial site within 10-mile radius (12 providers)
  - 5 commercial Training Providers selected by tender



# Regional Flexibilities

*“The CPCA has introduced a wide range of funding flexibilities to drive provision, and an Innovation Fund to encourage new and exciting delivery methodologies”*

Including:

- Full funding for learners who take their first Level 2 (equivalent to GCSE) and Level 3 (equivalent to A Level) qualifications.
- Fully funded ESOL training (English for Speakers of Other Languages).
- The Care Leavers’ Bursary and extended support for care leavers progressing into further education





# Number of Learners

Learners	Adult Skills	Community Learning	Total
<b>2018/19</b>	<b>8,607</b>	<b>7,315</b>	<b>15,146</b>
<b>2019/20</b>	<b>6,954</b>	<b>1,763</b>	<b>8,421</b>
<b>2020/21</b>	<b>6,884</b>	<b>2,402</b>	<b>8,674</b>
<b>2021/22</b>	<b>8,269</b>	<b>2,059</b>	<b>9,709</b>

## In 2019/20

- Total learners 56% of 2018/19
- 76% drop in community learning

## By 2021/22

- Adult Skills almost returned to 2018/19
- Community Learning 28% of 2018/19

# Spend

- Funding per year = c£12m
- Spend by year has increased significantly (up 42% over three years)
- Adult Skills up by 1/3
- Community Learning almost doubled
- Community Learning % total is variable (15%, 24%, 18%)

	2019/20	2020/21	2021/22
<b>Total</b>	£7.84m	£9.5m	£11.2m
<b>Adult Skills</b>	£6.36m	£6.87m	£8.6m
<b>Community Learning</b>	£977k	£2.2m	£1.9m
<b>EAS/ Learner Support</b>	£501k	£460k	£625k



# Geography

2021/22	AEB Learners	% 16+ Population
Cambridge	1,407	1.13%
East Cambs	608	0.85%
Fenland	1,318	1.55%
Hunts	1,379	0.93%
P'Boro	3,695	2.21%
S. Cambs	1,305	1%
<b>TOTAL</b>	<b>9,712</b>	<b>1.34%</b>

- Peterborough has 23% of total residents, 38% of all AEB learners and 43% of AEB budget.
- But Fenland, East Cambridge and Huntingdonshire (areas with lower educational attainment) are underrepresented
- Appointment of place-based Partnership Managers in 2023 will help to improve geographic focus

# Diversity

Learner Ethnicity	CPCA Region	18/19	19/20	20/21	21/22
Arab	<1%	1%	2%	1%	1%
Asian	8%	8%	11%	9%	11%
Black	2%	3%	5%	5%	6%
Mixed/ Multiple	3%	2%	4%	4%	4%
White	86%	80%	75%	73%	74%
Other Ethnic	1%	1%	2%	2%	3%
Not Given		6%	3%	6%	2%
Disability/ Learning difficulty		14%	19%	19%	20%

- 14% of CPCA population are from black and minority groups
- % learners in 2021/22 from black and minority groups was 24% compared to 14% in 2018/19.
- % learners with a learning difficulty/ disability has increased from 14% in 18/19 to 20% in 21/22

# Sector Focus

- CPCA has defined a number of Growth & Priority Sectors
- 34% of total learners were in Priority Sectors (2021/22)
- 24% were in the Health Sector (2021/22)
- 5% are in Growth Sectors (2021/22)

Growth Sectors	Priority Sectors
<ul style="list-style-type: none"><li>• Adv. Manufacturing</li><li>• Agri-tech</li><li>• Digital &amp; A.I.</li><li>• Life Sciences</li></ul>	<ul style="list-style-type: none"><li>• Construction</li><li>• Education</li><li>• Health</li><li>• Hospitality &amp; Leisure</li><li>• Retail</li><li>• Transport/ wider manufacturing</li></ul>

# Key points



This Photo by Unknown Author is licensed under [CC BY-SA](#)

- **Positive evidence of ‘buying better’ using our flexibilities**
- **Performance increasing in terms of both volumes and spend,**
- **Learner diversity is strong**
- **High Growth and Priority Sectors need more focus**
- **Shift in % spent on Community Learning vs. Adult Skills**
- **Peterborough learner numbers doing well – need more in Fenland, East Cambs, and Hunts**



# Next Steps

- Continue to 'buy better' and also 'buy-best'
- Strategic commissioning – more focus on High Growth and other Priority sectors
- Strengthen geographical focus – impact in areas of deprivation
- Review Community Learning Strategy
- Investigate innovation in other MCA areas
- Robust Contract Management





**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY



1

## Economy, labour and skills

There are signs of a recovery post-pandemic, and the labour market also appears resilient, but significant concerns remain, chiefly in the form of high inflation and mounting cost of living pressures

### DATA HEADLINES

- Across Cambridgeshire and Peterborough, nominal earnings have continued to recover since the pandemic, with consistent growth of 6% or above over the last year. But given sustained high inflation real earnings have actually fallen, although there are signs real earnings may start to grow in coming months.
- C&P's economy has almost recovered to its pre-pandemic levels, following a contraction due to the Covid-19 pandemic and associated lockdowns. Growth in the build-up to the Pandemic was middling compared to other combined authorities but in line with regionally and the national average excluding London. This is consistent across most of the districts but growth in Fenland fell in contrast to other areas. However jobs growth has been relatively slow at 2% between 2016-21 although has varied amongst districts.
- Productivity has improved at a CA level, with GVA per hour increasing to £37.09 in 2021, a 16% increase over the last five years, a marked improvement on 7% growth seen in the previous five years. Despite this, productivity remains below the national average, however, the gap has closed from 4.8% below the UK average in 2019 to 3.2% in 2021.
- The labour market has held up well, particularly in Greater Cambridge; payrolled employees are up on pre-pandemic levels, relatively high economic activity and low unemployment but there are varying experiences, particularly in the Fens. There is evidence the labour market is starting to weaken across Cambridgeshire and Peterborough as job vacancies have fallen and nationally unemployment rose in the three months to June.
- Total education and training and apprenticeship achievements are down on pre-pandemic levels, following national and regional trends, with Cambridgeshire having a relatively low number of education and training achievements per 100,000 population, and Cambridge the lowest across districts. However, higher level apprenticeship achievements have increased across districts, with Cambridgeshire now having a greater number of higher apprenticeship achievements per 100,000 population than nationally.

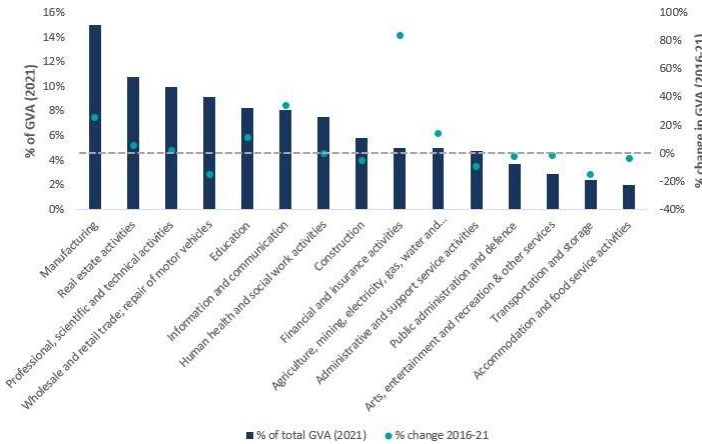
### IMPLICATIONS FOR C&P

- Despite nominal earnings increasing across local authority districts, households are facing stretched budgets in the face of rising prices, increasing rents and mortgage repayments. Cost of living pressures exist for all communities across C&P but are particularly acute in The Fens.
- A promising sign that the economy has largely withstood the impacts of the pandemic, but it's important to emphasise that the economy underperformed compared to a number of other combined authorities and has only just about made it back to 2019 levels. The economy has fallen behind the growth rate required to meet the CPCA's Devolution Deal target of doubling GVA from 2017 to 2042.
- Productivity is key in raising living standards and driving long-term economic growth so these initial figures are encouraging. Differing patterns across districts and sectors indicates that productivity growth continues to be a priority to address.
- Falling vacancies likely reflect greater economic uncertainty and potential cooling of the labour market meaning we may see reduced employment opportunities in the coming months. Continuing to support residents into employment, training or education opportunities is vital, particularly in the Fens where employment is relatively low.
- The pandemic has continued to disrupt education and training settings across Cambridgeshire and Peterborough. Although the increase in higher levels apprenticeship achievements shows increasing availability of higher level technical courses, particularly in Greater Cambridge. When data for the complete 2022/23 academic year are released later this year, we will be able to assess how achievements have continued to recover against pre-pandemic levels.

### EXECUTIVE SUMMARY

2

## Sectors: size and growth (GVA)



- Manufacturing is the largest contributor to the C&P economy and has been one of the fastest growing over the last 5 years.
- Combined Manufacturing, Real Estate, Professional, Scientific and Technical, and retail make up 44.8% of total GVA.
- But Retail has seen the sharpest decline over the last five years, along with transport.
- IT has continued its fast growth seen over the last decade and now makes up 8% of GVA.
- Financial Services has been the fastest growing sector since 2016, having seen a decline in the five years previous.

Source: ONS dataset Regional GVA by industry

ECONOMY OVERVIEW

3

## Priority sectors: employment

- Growth in priority sector employment has largely been driven in Greater Cambridge, particularly Cambridge and South Cambridgeshire. Across all priority sectors employment is up by 32% and 26% in Cambridge and South Cambridgeshire respectively.
- Strong increase in employment across all areas in Advanced Manufacturing, in contrast to fall experienced nationally.
- Agri-tech employment increased by 51% in Peterborough, with steady increases in the Fens, contrasting to other areas. The increase in Peterborough is largely explained by increasing employment in fruit and veg processing.
- Priority sector employment in The Fens continues to be dominated by Agri-tech, with relatively low proportions of employment in the other priority sectors, however from 2016-2021 the region experienced rapid growth in Advanced Manufacturing employment.

Area	Advanced Manufacturing		Agri tech		Digital and IT		Life sciences	
	Employment (2021)	% change (2016-21)	Employment (2021)	% change (2016-21)	Employment (2021)	% change (2016-21)	Employment (2021)	% change (2016-21)
Cambridge	5,435	30%	765	5%	10,755	25%	6,805	54%
East Cambridgeshire	2,260	40%	2,485	-15%	1,165	6%	180	-29%
Fenland	975	34%	3,365	5%	525	-5%	5	-50%
Huntingdonshire	3,080	26%	3,965	-6%	3,960	-2%	630	-13%
Peterborough	5,025	17%	2,070	51%	6,155	3%	805	15%
South Cambridgeshire	6,715	11%	2,345	-21%	10,130	49%	13,350	35%
<b>Cambridgeshire and Peterborough</b>	<b>23,980</b>	<b>25%</b>	<b>15,560</b>	<b>-3%</b>	<b>31,320</b>	<b>13%</b>	<b>21,275</b>	<b>28%</b>
GB excluding London	873,705	-3%	597,920	-1%	1,042,440	5%	262,850	15%

Source: Metro Dynamics analysis of ONS Business Register and Employment Survey

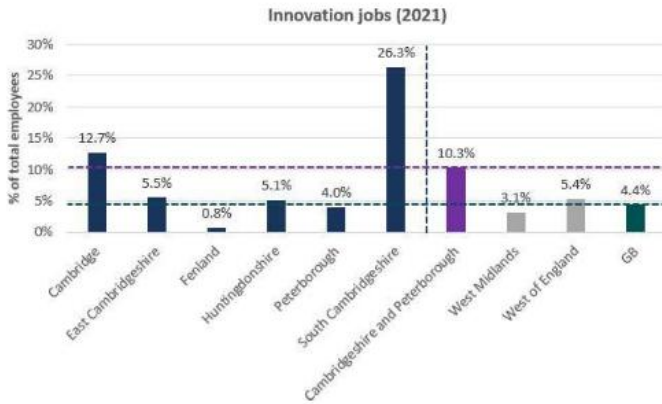
ECONOMY OVERVIEW

4

2



# Innovation (% of innovation jobs)



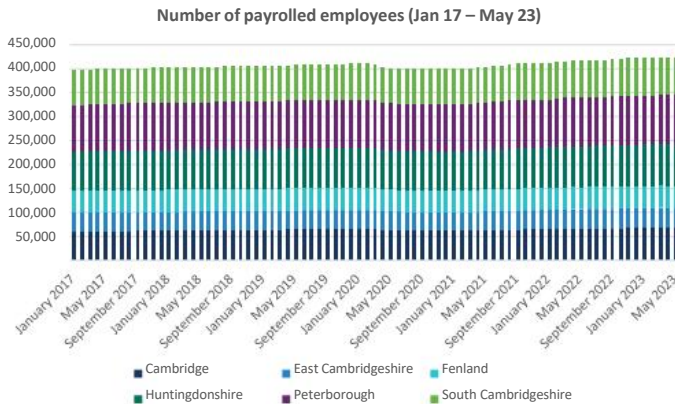
Source: Metro Dynamics analysis of ONS Business Register and Employment Survey (2021)

- Across Cambridgeshire and Peterborough, over 10% of employees are in innovation jobs in 2021, over double the national proportion.
- South Cambridgeshire and Cambridge are the main contributors, making up over three quarters of total innovation jobs across Cambridgeshire and Peterborough.
- Only Peterborough and Fenland have a lower proportion of innovation jobs than the national average.
- Fenland, which is also lower than the West Midlands proportion, has had a proportion consistently below 1% over the last 5 years.

BUSINESS CONDITIONS AND PERFORMANCE

5

# Total employees



Source: ONS. PAYE Real Time Information. June 2023 release

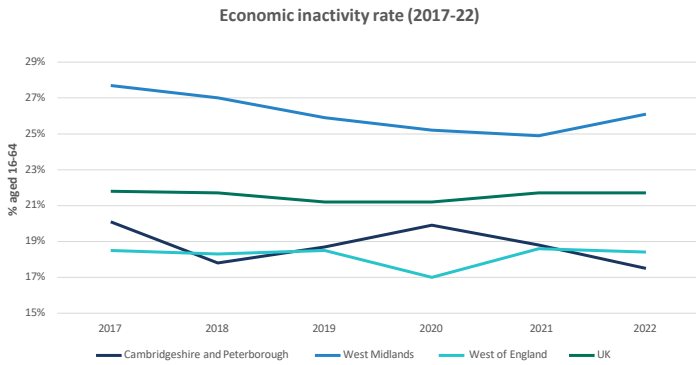
- There were 423,805 payrolled employees across Cambridgeshire and Peterborough in May 2023, continuing the general increase in employees apart from during the pandemic.
- Employees are up 19,990 (5%) since May 2021, recovering since Covid related restrictions started to be eased, and up by 15,620 (3.8%) compared to pre-pandemic levels in May 2019.
- This is comparable against UK average growth (3.9%) between May 2019 and May 2023, but Cambridge (5.4%) and South Cambridgeshire (4.4%) were the only local authority districts with higher growth. Fenland had the lowest increase of 1.9%.

LABOUR MARKET

6

3

# Economic inactivity



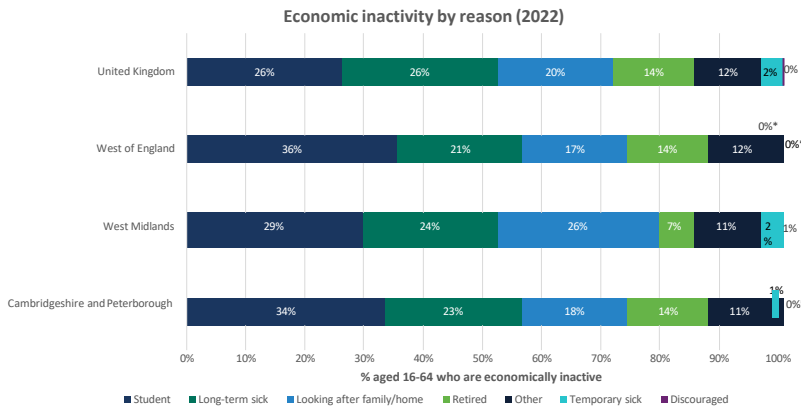
- The proportion of the population who are economically inactive in Cambridgeshire and Peterborough has continued to fall following an increase during the pandemic.
- Levels have consistently been lower than the national average over the last 5 years, where inactivity has plateaued since the pandemic compared to a fall in C&P.

Source: ONS, Annual Population Survey 2022

LABOUR MARKET

7

# Reason for inactivity



- The main reason for inactivity in Cambridgeshire and Peterborough is being a student, 8 percentage points above the UK average, and illustrative of the region's significant universities.
- Long-term sickness as a reason is slightly lower in C&P than the UK average, but other reasons are broadly comparable with UK averages.

\*Please note that data is not available for discouraged across Cambridgeshire and Peterborough, West of England and West Midlands due to the group sample size being zero or disclosive (0-2).

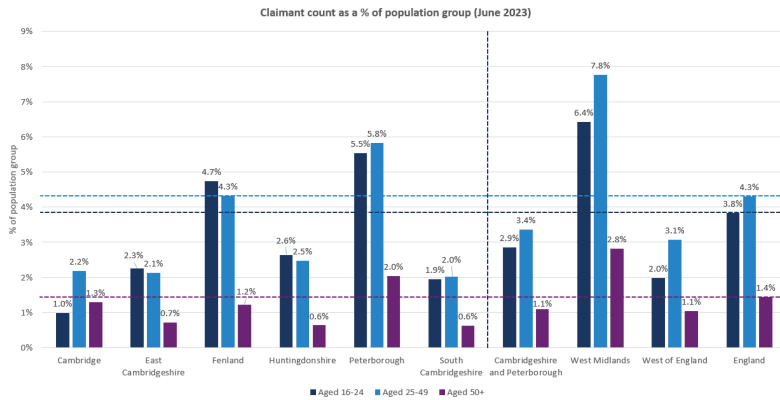
Source: ONS, Annual Population Survey 2022

LABOUR MARKET

8

4

# Claimant count\* by age



- Across Cambridgeshire and Peterborough, the claimant count across age groups is lower than the national average.
- Among local authority districts, the Claimant count for those aged 16-24 and 25-49 is highest in Peterborough and Fenland. For Peterborough, the count is above for both age groups and in Fenland is above for those aged 16-24 but in line for those aged 25-49.
- Other districts are below the national average for those aged 16-24 and 25-49 and below or generally in line with the West of England.

\*The number of people claiming benefits principally for the reason of being unemployed

\*National comparison is England owing to analysis using Census 2021 population figures and Scotland having a different Census to England

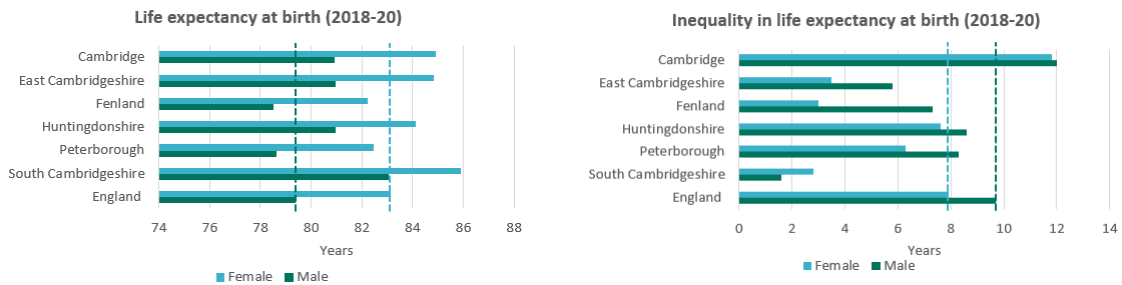
Source – Claimant Count by Sex and Age, ONS, June 2023 – Accessed via Nomis

LABOUR MARKET

9

# Inequality in life expectancy

- Life expectancy generally higher across districts for males and females compared to the national average, other than in Fenland and Peterborough.
- There is a clear gap in quality of life across the region. In the regions most deprived neighbourhoods, healthy life expectancy is below the retirement age. Inequality in life expectancy is significantly higher in Cambridge, with a 12 year gap between life expectancy at birth between the most and least deprived areas.



Source: ONS Health State Life expectancy (2018-20), Office for Health Improvement & Disparities Inequality in life expectancy at birth (2018-20)

HEALTH AND SKILLS

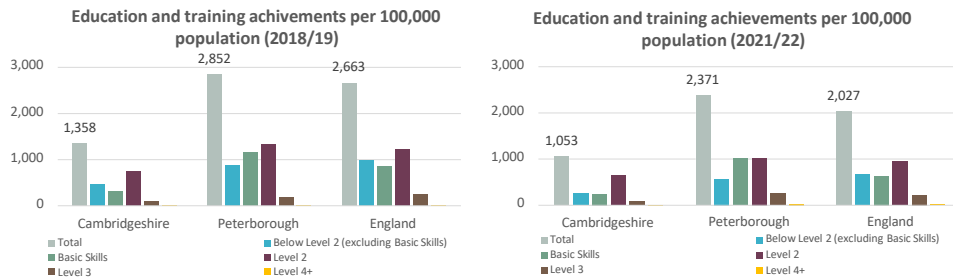
48

10

5

# Education and Training: Achievement Rates

- Total achievements were impacted significantly due to the disruption caused by the pandemic and have not yet returned to pre-pandemic levels; achievements are down 17% and 9% from 2018/19 levels in Cambridgeshire and Peterborough respectively, but showing greater signs of recovery than the 23% fall seen nationally.
- Level 3 and 4 achievements have grown in Peterborough, although making up a small proportion of total achievements, whereas achievements in Cambridgeshire have fallen across the board.

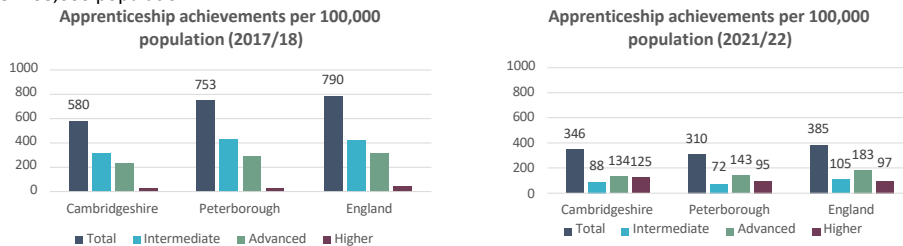


Note: 2022/23 data are provisional and only covers the first three quarters of the academic year so we report on 2021/22 as it is most recent year with data covering the full academic year

Source – DfE Further education and skills 2021/22

# Apprenticeships: achievements

- Despite an increase in apprenticeship total achievements between 2019/20 and 2020/21 following the initial easing of covid related restrictions, achievements fell again to 2021/22 and were 36% and 54% lower than in 2017/18 in Cambridgeshire and Peterborough respectively, similar to falls seen nationally and regionally.
- Higher apprenticeship achievements have risen in contrast to other types, similar to trends regionally and nationally but rises have been higher across Cambridgeshire and Peterborough, where higher achievements have more than doubled with Cambridgeshire now having a higher number of achievements in higher apprenticeships per 100,000 population.



Note: 2022/23 data are provisional and only covers the first three quarters of the academic year so we report on 2021/22 as it is most recent year with data covering the full academic year

Source – DfE Apprenticeships and traineeships 2021/22



<b>Overview and Scrutiny Committee</b>		Agenda Item
<b>18 March 2024</b>		<b>10</b>
Title:	Climate Change	
Report of:	Judith Barker, Executive Director, Place and Connectivity	
Lead Member:	Cllr Bridget Smith	
Public Report:	Yes	
Key Decision:	N/A	
Voting Arrangements:	A simple majority of all Members	

**Recommendations:**

A	To provide scrutiny of activity on tackling the causes and impacts of climate change
---	--

**Strategic Objective(s):**

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

Achieving good growth
Increased connectivity
Enabling resilient communities

**1. Purpose**

1.1	The report provides the Overview and Scrutiny Committee with the latest reports to Environment and Sustainable Committee related to tackling the causes of, and impacts arising from, the changing climate. This includes the current refresh of the Climate Action Plan 2022-2025. It also provides emissions data.
1.2	A verbal report will be provided of the outcome of the Environment and Sustainable Communities Committee on the 11 <sup>th</sup> March on the appended reports.

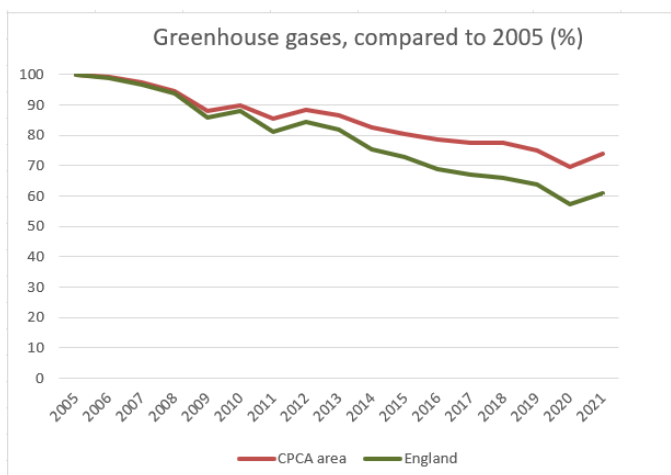
**2. Proposal**

2.1	The Committee to provide scrutiny of Combined Authority activity on tackling the causes and impacts of climate change.
-----	--

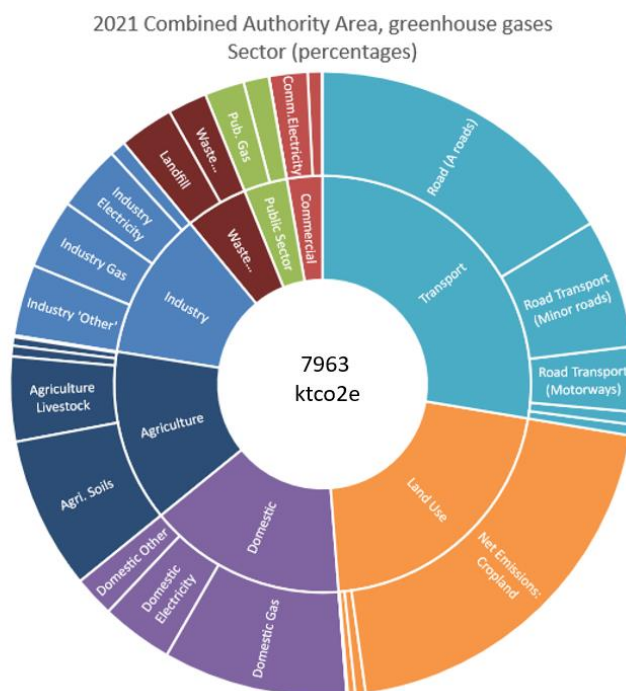
### 3. Background

3.1	<p>The Combined Authority is taking action to reduce greenhouse gases emissions and to help the area adapt to a changing climate. This is in line with the Corporate Objectives, especially Resilient Communities and Good Growth. Taking action is important to:</p> <ul style="list-style-type: none"> <li>• Reduce the impact on our residents and businesses.</li> <li>• Enable a just transition.</li> <li>• Deal with climate impacts are that here already.</li> <li>• Avoid the risks associated with <u>not</u> acting.</li> <li>• Contribute to achieving national targets</li> </ul>
3.2	<p>The Combined Authority has built the response on the evidence base arising from the Independent Commission on Climate and its recommendations in 2021. This included an assessment of climate change risks for Cambridgeshire and Peterborough area, a report on pathways to net zero greenhouse gas emissions, and stakeholder engagement.</p>
3.3	<p>A governance structure is established to inform and guide our climate response. Under the chairmanship of the Mayor a Climate Partnership meets quarterly. This has a multi-sector membership covering local government, academia, business, community / third sector organisations, and government agencies. It is supported by an officer Programme Board and thematic workstreams.</p>
3.4	<p>The Climate Partnership led the development of the Climate Action Plan that was approved by Board in March 2022 (covering the period from 2022-2025). This sets out influencing, enabling, and delivery actions under thematic themes. The Combined Authority organised a Climate Summit in November 2023 to consider progress and inform action that was attended by over 100 delegates.</p>
3.5	<p>For the 2024-2025 year of delivery the Climate Partnership has recommended a refresh of actions to remove completed actions, adjust the milestones where relevant or adjust the focus of an action to reflect changed circumstances. The Environment and Sustainable Communities Committee will consider those changes at its meeting of the 11<sup>th</sup> March 2024. The report and appendices are attached as Appendix A, B and C. A verbal update will be provided of the outcome.</p>
3.6	<p>The Environment and Sustainable Communities Committee is monitoring delivery of specific climate projects and also the performance of the Greater South East Net Zero Hub (hosted by the Combined Authority). The January budget performance report is attached as Appendix D.</p>
3.7	<p>Most of the Combined Authority's activities across all Directorates have some relationship with climate change issues, whether that is equipping the workforce with skills for the low carbon economy, improving sustainable mobility, or forecasting future economic strategies. As such each of those activities consider climate implications and are required to report them in the Significant Implications section of every Committee/Board report.</p>
3.8	<p>The Climate Partnership intends to take forward a full, evidence-based review of the Climate Action Plan during FY24/25, for adopted in March 2025.</p>
	<p><b>Greenhouse gases emissions</b></p>
3.9	<p>Environment and Sustainable Communities Committee receive updates on emission statistics. Key findings are presented in this section.</p>
3.10	<p>The data draws from government annual data on greenhouse gas emissions (from 2005). This includes a single metric combining the effects of most greenhouse gases as a "carbon equivalent". This is based on "territorial" emissions, meaning emissions that occur within the UK's borders, and is allocated on an "end-user" basis for energy. Emissions that are not energy related are distributed based on the point of emission, other than emissions from waste management which are distributed based on where the waste was produced. Emissions include methane and nitrous oxide.</p>
3.11	<p>The latest data set was published in 2023 and provides information up to 2021. This covers the immediate post-Covid upward movement in emissions as economic and social restrictions were lifted. It does not include the period covered by the Climate Action Plan 2022-2025. In 2021 emissions for the Combined Authority area were 7963 ktCO<sub>2</sub>e. This was an uplift of 6% on the previous year, but a reduction on 2019 emissions. Looking over a longer period, emissions in 2021 were 74% of those in</p>

2005. Over that period there have been with large reductions in the commercial sector (down to a fifth of 2005 levels), other sectors about two thirds of their 2005 levels but transport and land use largely the same (noting population increase over the same period). England emissions decreased at a faster rate and were 61% of those in 2005.



3.12 The sector breakdown for the Combined Authority area is shown in the following graphic:

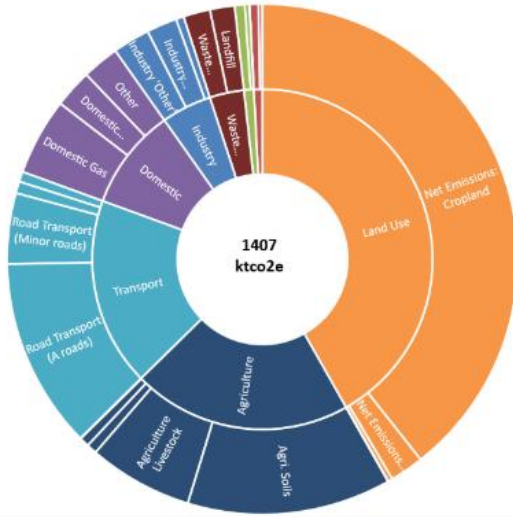


3.13 The relative impact of different sectors by local authority varies. The biggest differences across the Combined Authority area are the impact of land use and crops in Fenland and East Cambridgeshire, the impact of major transport routes in Huntingdonshire and South Cambridgeshire, industry in Peterborough and public sector in Cambridge City. Cambridge City is an outlier in terms of overall emissions attributed (the lowest at 557 ktCO2e), with Huntingdonshire the highest (1909 ktCO2e).

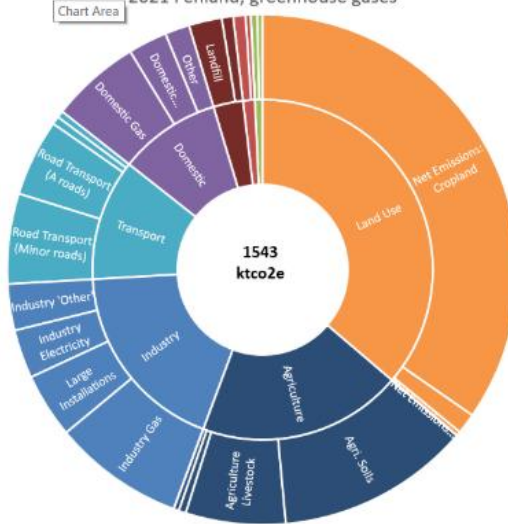


3.14

2021 East Cambridgeshire, greenhouse gases

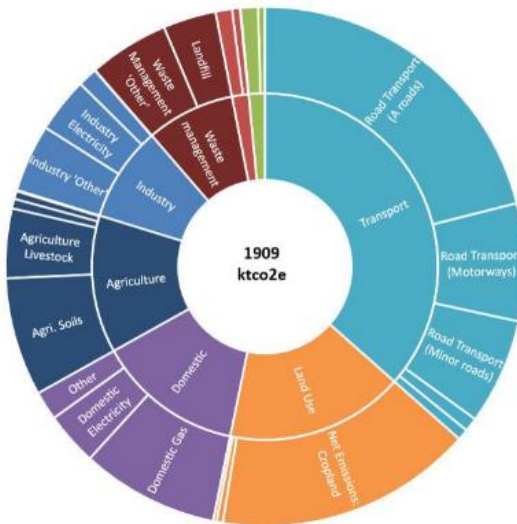


2021 Fenland, greenhouse gases



3.15

2021 Huntingdonshire, greenhouse gases



2021 South Cambridgeshire, greenhouse gases

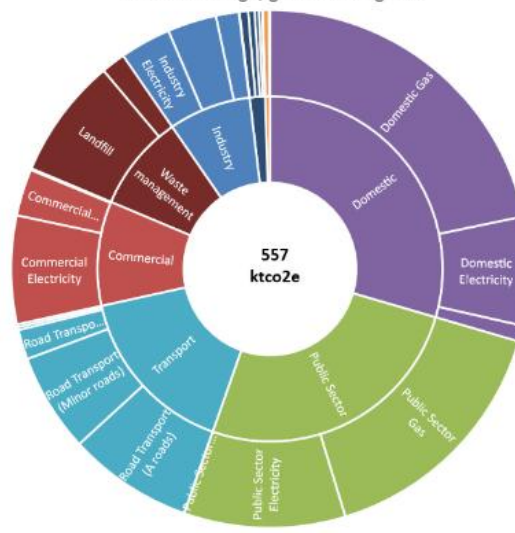


3.16

2021 Peterborough, greenhouse gases (1178 ktco2e)



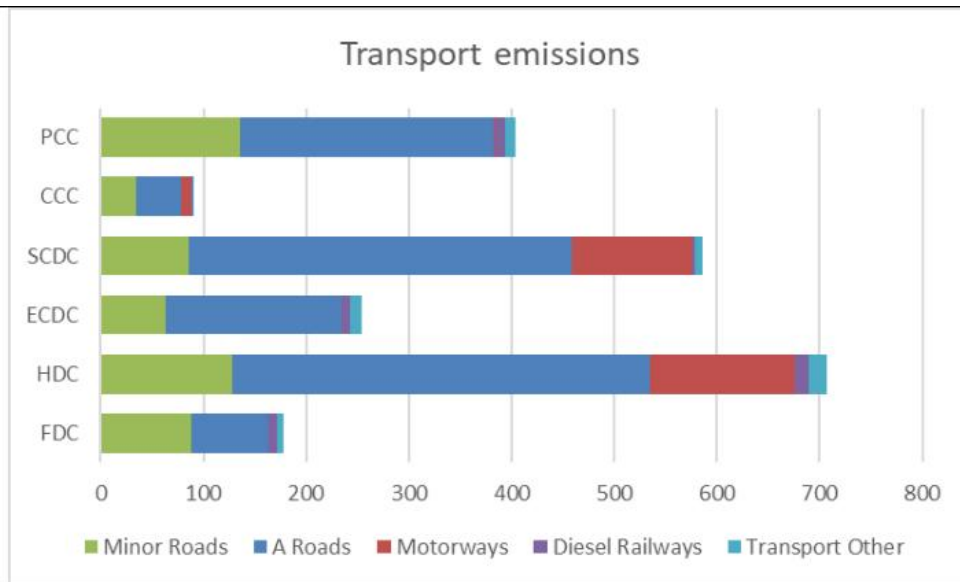
2021 Cambridge, greenhouse gases



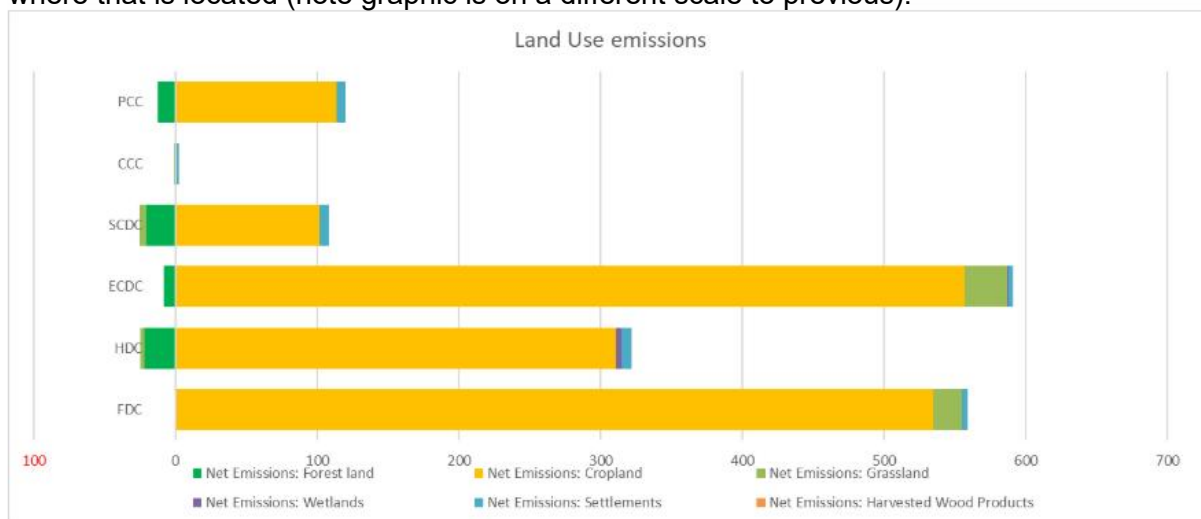
3.17

The impact on overall emission of the different sectors can be illustrated first in the transport sector, where the impact of A-roads and motorways presence in different districts is substantial:





3.18 Secondly, the land use category reflects the large emissions from farmed land, the types of soils, and where that is located (note graphic is on a different scale to previous):



3.19 The Combined Authority supported a successful partnership bid led by Cambridgeshire County Council for Innovate UK – the UK’s innovation agency – funding. This work is testing the creation of a framework between local and central government for the local reduction of greenhouse gas emissions and how this contributes to national ambitions on climate change. Known as ‘locally determined contributions’ this will examine the data differences between places as illustrated above. £150,000 has been awarded to create the framework, with supporting evidence developed with the University of Cambridge’s Hughes Hall Centre for Climate Engagement and Collaborate CiC.

3.20 The next set of data is due in June 2024, covering 2022.

## 4. Appendices

4.1 [Appendices A, B and C, Climate Action Plan, Report to Environment and Sustainable Communities Committee, March 2024](#)

4.2 [Appendix D, Budget Performance, Report to Environment and Sustainable Communities Committee, March 2024](#)

## 5. Implications

Financial Implications	
5.1	As set out in the Committee reports appended to this report.
Legal Implications	
6.1	As set out in the Committee reports appended to this report.
Public Health Implications	
7.1	Tackling emissions and impacts of climate change can have significantly positive impacts on public health and future risks to health.
Environmental & Climate Change Implications	
8.1	The Climate Action Plan is a key component of the Combined Authority's response to environmental and climate change impact.
Other Significant Implications	
9.1	None.
Background Papers	
10.1	item 3.4 - Climate Change Action Plan <a href="#">CA Board Agenda - March 2022</a> <a href="#">Independent Commission Report 2021</a>

Agenda Item 10	Appendix
Climate Change	A

<b>Environment and Sustainable Communities Committee</b>		Agenda Item
<b>11 March 2024</b>		<b>8</b>
Title:	Climate Action Plan Review	
Report of:	Judith Barker, Executive Director, Place and Connectivity	
Lead Member:	Cllr Bridget Smith	
Public Report:	Yes	
Key Decision:	Key Decision KD2023/048	
Voting Arrangements:	A simple majority of voting Members	

<b>Recommendations:</b>	
A	To agree the revisions to the Climate Action Plan 2022-2025 actions as set out in Appendix A, and delegate authority to the Executive Director, Place and Connectivity to approve relevant changes to the supporting text of the Plan prior to publication.
B	To comment on the proposed approach to developing the capital and revenue climate programme as agreed in the MTFP
C	To agree £50,000 in FY2024/25 and £120,000 in FY 2025/26 from the Subject to Approval revenue budget allocation for Natural Cambridgeshire, delegating authority to the Executive Director Place and Connectivity to consider and approve a revision to the existing grant funding agreement
D	To agree £60,000 in both FY2024/25 and FY 2025/26 from the Subject to Approval revenue budget allocation for Fenland Soil, delegating authority to the Executive Director Place and Connectivity to consider and approve an extension to the existing grant funding agreement

<b>Strategic Objective(s):</b>	
The proposals within this report fit under the following strategic objective(s):	
x	Achieving good growth
x	Increased connectivity
x	Enabling resilient communities

<b>1. Purpose</b>	
1.1	To update the Climate Action Plan 2022-2025 for its final year of implementation, prior to a full review of the Plan to be undertaken in 2024/25

1.2	To set out the broad principles that will, alongside the Climate Action Plan, guide the development of the capital and revenue climate programme delivery.
1.3	To ensure the contribution of stakeholder bodies through allocation of revenue funding, subject to approval of specific business cases for each stakeholder body.

## 2. Proposal

2.1	To agree revisions to the Actions as set out in Appendix A: Rationale for Change.
2.2	To agree revisions to the contextual text of the Climate Action Plan as set out in Appendix B: Draft Revised Plan, and delegate responsibility to the Executive Director, Place and Community for any further revisions to the contextual text prior to publication.
2.3	To agree extensions of revenue funding over the next two-year period to end of FY 25/26 for Natural Cambridgeshire and Fenland Soil.

## 3. Background

3.1	The Committee agreed to have a two-stage approach to updating the Climate Action Plan (“the Plan”). The first stage was to be March 2024 to consider a ‘light touch’ refresh to the current list of actions. This would take the Plan through to its completion date of March 2025.
3.2	The second phase would follow a full evidence-based review during 2024 so that a revised Plan, covering the period 2025-2028, would be approved in March 2025. This can also be informed by the work on Locally Determined Contributions taking place during 2024. A work programme and associated revenue funding (from the MTFP Climate Programme budget) will come to Committee at its next meeting.
3.3	The first phase concentrates on those actions that are still to be delivered over the next year. It also allows the opportunity to update the Plan in line with opportunities in Medium Term Financial Plan which was agreed by the CPCA Board on 31 January 2024.
3.4	Attached as Appendix A are the proposed changes to the actions. The rationale for change has been developed and reviewed by the Plan’s thematic working groups and the officer Climate Programme Board. It was subsequently presented at the Climate Partnership Group on the 1 <sup>st</sup> March. As that date coincided with publication of this Committee’s Agenda papers a verbal update will be made to Committee on any issues arising from the Climate Partnership discussion.
3.5	The Plan has changed to: <ul style="list-style-type: none"> <li>• Replace out of date information / completed actions</li> <li>• Highlight progress to date.</li> <li>• Align with the latest CPCA Corporate Strategy</li> </ul>
3.6	The Plan action table has been modified so that it identifies a lead delivery body in the delivery of the action and their role, whilst the column indicating whether the action supports adaptation and/or mitigation have been removed. The latter column was just for information and did not add to the action itself. Adaptation work remains a core aspect of the Plan.
3.7	Including the previous changes to the <a href="#">Strategic Actions agreed by the CPCA Board on 22 March 2023</a> , the number of actions from 2024 in this revised draft have reduced from 42 to 37 Actions. Appendix A provides the rationale for change.
3.8	The Committee is recommended to approve the revisions to the actions as set out in Appendix A.
3.9	Contextual amendments are required to the Climate Action Plan document itself as part of this updating. A draft outline of the changes are included as Appendix B. To enable the most up-to-date information to be included in a public-facing document it is proposed that this is updated by officers following approval by the Committee of the revised actions.
3.10	The Medium Term Financial Plan includes additional provision for £9m of capital and £2m of revenue climate activity over 4 years. The Combined Authority is implementing the single assurance framework

	for all programmes and projects. Development of the climate programme will be one of the first to go through. To assist development of the programme, the Climate Partnership are considering at their meeting on 1 March the broad additional 'climate' criteria previously discussed at Committee that would support delivery of the revised Climate Action Plan. Outcome of that meeting will be reported verbally at Committee. Officers will develop a Climate Programme of activity for agreement by the Committee at its June meeting.
3.11	In addition to the core criteria of the assurance framework, the climate criteria being considered are: Strategic - aligned with the Climate Action Plan and/or the Independent Commission's recommendations Strategic - prioritised in more than one partners climate strategies/action plans Economic - Does not replace other mainstream funding or responsibilities Management - Has considered dependencies and avoids unintended climate consequences
3.12	In addition, the following aims will be considered: <ul style="list-style-type: none"> <li>• Collaborative or innovative demonstrator projects that can be replicated or scaled in the area</li> <li>• Establishing or unlocking crucial 'building blocks' to support the key objectives of Climate Action Plan delivery</li> <li>• Significantly cuts carbon emissions with high value for money</li> <li>• Delivers tangible adaptation benefits</li> <li>• Delivers a nature-based solution</li> <li>• Unlocks significant additional funding</li> <li>• Changes market behaviour</li> </ul>
3.13	Two of the ongoing actions in the Plan have been to support the work of Natural Cambridgeshire (the Local Nature Partnership) and Fenland Soil (the organisation supporting the join-up of farmers, academics to investigate and tackle peat issues). Both organisations have been highly effective in delivery: Natural Cambridgeshire is also key partner in the development of the Local Nature Recovery Strategy; Fenland Soil has mobilised significant research and applied activity, including recently securing two separate grants totalling £1m for a paludiculture ('wet' farming) demonstration programme in the Fens and a project on lowland peat management. To ensure the business continuity and forward planning of these two organisations, it is recommended that the Committee approve ongoing revenue funding, extending current support over the next two financial years (funding for Natural Cambridgeshire currently runs to FY24/25, Fenland Soil to FY23/24). This would be subject to negotiation and agreement of revised grant agreements with clearly defined outcomes/outputs for the Combined Authority.
3.14	The revenue support would include an allowance for increased costs since 2021/22. For Natural Cambridgeshire it is recommended that the annual revenue support is increased from £70k per annum to £120k per annum (including in FY24/25). This will ensure their core costs are covered without the risk of reliance on other external funding. This is important as 2024/25 is a critical year for the development of the Cambridgeshire & Peterborough Local Nature Recovery Strategy, of which Natural Cambridgeshire is a core partner in co-production. The funding agreement would include the requirement to address the long-term financial stability of the organisations,

## 4. Appendices

4.1	Appendix A: Climate Action Plan Rationale for Change
4.2	Appendix B: Draft Revised Climate Action Plan 2022-2025

## 5. Implications

Financial Implications
------------------------

5.1	The MTFP has £1.1m revenue in both FY24/25 and FY25/26 for the climate programme. The allocations to Natural Cambridgeshire and Fenland Soil would total £110k in FY24/25 and £180k in FY25/26 from that budget line. This would leave £990k revenue for FY24/25 and £920K in FY25/26 to be considered through the Climate Programme paper at June Committee.,
Legal Implications	
5.2	None.
Public Health Implications	
5.3	Tackling emissions and impacts of climate change can have significantly positive impacts on public health and future risks to health.
Environmental & Climate Change Implications	
5.4	The Climate Action Plan is a key component of the Combined Authority's response to environmental and climate change impact.
Other Significant Implications	
5.5	None.
Background Papers	
5.6	Item 3.4 - Climate Change Action Plan <a href="#">CA Board Agenda - March 2022</a> Item 3.2 - Climate and Strategy Business Case <a href="#">CA Board Agenda - June 2022</a> Item 4.2 - Climate and Strategy Business Case <a href="#">CA Board Agenda - July 2022</a>

<b>Agenda Item 10</b>	<b>Appendix</b>
<b>Climate Change</b>	<b>1b</b>

## Rationale for Change

<b>Theme</b>	<b>Current Strategic Action</b>	<b>Retain, remove or update</b>	<b>Rationale</b>	<b>Updated Strategic Action</b>
WS1: Sustainable Finance  <i>Note: No change in number of actions</i>	By March 2023 assess, identify, and set up relevant Funding models to attract investment into: Low carbon infrastructure, adaptation. Low carbon businesses	Update	Innovate UK funded project identified financial flows in CPCA area. IDF work commissioned that will provide additional evidence	<b>By March 2025, identify sustainable financing opportunities. Use output of Infrastructure Delivery Framework Project to inform investment requirements for the area.</b>
	By June 2023 set up a C&P Decarbonisation Fund that attracts investment from businesses purchasing local carbon credits for 'hard to treat carbon emissions only' to invest in local carbon and nature projects.	Update	Carbon credits market has not evolved sufficiently for such a fund.	<b>Keep under review the potential for an investment scheme that channels local businesses purchase of carbon credits into CPCA area schemes.</b>
	By Oct 2022 collectively build local capacity and capability to assemble suitable projects ready for these opportunities. Build up project pipeline	Update	Update the target date	<b>By March 2025 collectively build local capacity and capability to assemble suitable projects ready for these opportunities, building up project pipelines.</b>
WS2: Engagement  <i>Note: five actions to three actions</i>	By June 2022 develop an Engagement Plan for people and businesses to build knowledge, culture, and incentivise action on Climate ensuring links across plans, including NHS, RECAP and local partnerships.	Update	Engagement Plan agreed. Build upon success of climate summit to increase engagement.	<b>Refreshed engagement plan and delivery during 2024, including increased opportunities for engagement with community stakeholders and joint communication opportunities. Examples are annual COP input along with specific Climate website that can aggregate information for residents and business as well as public sector and other stakeholders.</b>
	By July 2022 set up a fund for small scale community projects to access to build local momentum and awareness 'Net zero villages investment programme'.	Update	Delay in scheme start	<b>Deliver small scale community projects to build local momentum and awareness by 2025.</b>

Theme	Current Strategic Action	Retain, remove or update	Rationale	Updated Strategic Action
	Ongoing – develop joint ambitions and outcomes in communications plans for COP events.	Remove	Part of normal business under engagement plan	
	Ongoing – Development of case studies to promote the achievements that have been enabled as a result of CPCA and Partners so that we can share best practice and build momentum in the region to deliver net zero ambitions.	Remove	Aggregate into action 1	
	Ongoing – Developing shared policy positions where appropriate on Cambridgeshire and Peterborough climate and environment issues to influence public policy and identify funding opportunities with relevant stakeholders. The co-dependencies the CPCA Climate Action Plan across the key achievements to be identified and built into the Public Affairs work.	Retain	Public affairs team at CPCA.	N/A
WS3: Energy <i>Note: two actions to one action</i>	1. & 2. By March 2024 deliver two Local Area Energy Plans for both Cambridgeshire and Peterborough which include infrastructure investment programmes spatially mapped to deliver net zero by 2050.	Update	Peterborough City Council have completed their LAEP and scoping of Cambridgeshire County Council LAEP is underway.	<b>By March 2025 deliver a Local Area Energy Plan for Cambridgeshire, which is aligned with Peterborough’s Plan. Develop infrastructure investment programmes for spatially mapped projects and put plans into place to commence delivery of key projects supporting decarbonisation at pace.</b>
WS4: Buildings <i>Note: five actions to six actions.</i>	Immediate - target government decarbonisation scheme, private funding, and other competitions to support retrofits (focusing on low income/vulnerable homes and public buildings).	Retain	This action is still live with HUG & PSDS funding.	N/A
	By July 2022 set up relevant Delivery Vehicles and Procurement Frameworks for home retrofits accessible by partners and homeowners to deliver self-financed and grant funded retrofits.	Update	Procurement launched in June 2023 now live and need to move to the next phase to plan how to deliver at pace	<b>In 2024/25 maximise take up of the procurement framework and able to pay market.</b>



Theme	Current Strategic Action	Retain, remove or update	Rationale	Updated Strategic Action
	By October 2022 provide accredited suppliers that make accessing suppliers easier for those able to pay such as 'collective solar' or bulk purchase ASHPs.	Update	A process is in place and being reviewed. Market has not emerged for collective buying on ASHP	<b>In 2024/25 continue to help residents and businesses to access low carbon technologies.</b>
	By March 2024 undertake care home retrofit programme	Update	Project now underway, due to complete in 2024.	<b>During 2024, deliver care home retrofit programme.</b>
	Address the barriers identified in the skills assessment report to boost market capacity and skills training to increase building retrofit.	Retain	Project currently being developed by SENZH and will ensure links with CPCA Skills team.	<b>Address the barriers and boost market capacity through skills training to increase building retrofit in the area.</b>
	NEW	New action	Provide clarity on roles and responsibilities for retrofit in the area.	<b>Maximising the opportunities of retrofit by mapping the roles and responsibilities for the area.</b>
WS5: Transport <i>Note: No change in number of actions</i>	In 2022 to revise the Local Transport and Connectivity Plan to support active travel and passenger transport, reducing the number of miles driven and agree key delivery plans including;	Update	LTCP adopted and moving to the implementation phase.	<b>Implement LTCP in 2024 to support active travel and passenger transport, reducing the number of miles driven and agree key delivery plans including the adoption of supporting area-based strategies.</b>
	An Alternative Fuel Strategy and delivery plan.	Update	Alternative Funding Strategy has been agreed and moved on to the delivery phase.	<b>Implement Alternative Fuel Strategy.</b>
	By Dec 2022 implement project to replace nearly 10% of bus fleet with electric buses (ZEBRA scheme).	Update	Target completed. Exploring opportunities to increase the number of electric buses.	<b>Develop bids for additional Electric Bus provision across the area and infrastructure required to support these.</b>
	Implement a process to 'design down carbon' across all major highway construction schemes supported by the CPCA.	Retain	This is still a requirement.	<b>N/A</b>
WS 6: Business & Commercial <i>Note: five actions to three actions</i>	In 2022 the Climate recommendations to inform the revision of the Local Economic and Skills Strategies;	Remove	Action Complete. Local Economic Strategy produced in June 2022 that included Climate Change and Nature as part of the Capital of the area	
	By March 2023 scope a Carbon Advisory Service to support SMEs linked to the Decarbonisation Fund	Update	Business advice support service was brought in house January 2024 and will include a Decarbonisation	<b>Provide Net Zero and Climate advice to local SMEs as part of the Carbon Advisory Service.</b>

Theme	Current Strategic Action	Retain, remove or update	Rationale	Updated Strategic Action
			Advisor to support Local Businesses	
	By March 2023 through the Economic Strategy identify the economic and planning levers that can incentivise and attract businesses to the area to deliver re-manufacturing facilities for a local circular economy and low carbon ambitions.	Update	Economic Strategy completed in 2022 and sets priorities to support Green Manufacturing. Innovate UK bid on low carbon industrial clusters was developed but not funded, now exploring whether it can be taken forward locally.	<b>Investigate potential for a low carbon clusters project by March 2025.</b>
	In 2022 new Cambridgeshire and Peterborough NHS Integrated Care System organisation to produce and implement Green Plan, building on existing strategies and action.	Remove	Action Complete	
	By March 2023 mapping the cleantech sector companies by the government definition to understand baseline, create a database, to identify strengths in the subsectors; to target investment and measure progress against low carbon growth/jobs to provide opportunities	Update	Study now underway, stakeholder workshop held in January. Target date amended.	<b>By September 2024 mapping the cleantech sector companies by the government definition to understand baseline, create a database, to identify strengths in the subsectors; to target investment and measure progress against low carbon growth/jobs to provide opportunities.</b>
WS7: Nature  Note: five actions to four actions	By Dec 2023 deliver a Local Nature Recovery Strategy for Cambridgeshire and Peterborough;	Update	Government changed the target date for delivery, based on when it issued the necessary regs and guidance. Project underway.	<b>By March 2025 to have developed a Local Nature Recovery Strategy for Cambridgeshire and Peterborough.</b>
	By March 2023 set up fund for nature-based solutions through a 'Fund for Nature and the Environment'	Update	Currently being delivered and need to update this to extend the remit for delivery in 2024	<b>Through 2024, continue to develop and grow a fund for nature-based solutions through a 'Fund for Nature and the Environment' to attract more private sector investment.</b>
	By March 2024 establish an effective Biodiversity Net Gain system for Cambridgeshire and Peterborough that maximises outcomes	Update	Government enacted the mandatory BNG regulations early in 2024.	<b>Ensure we have an effective BNG system for Cambridgeshire and Peterborough that maximises outcomes.</b>

Theme	Current Strategic Action	Retain, remove or update	Rationale	Updated Strategic Action
	By March 2023 deliver successful legacy for the Future Parks Accelerator (FPA) that puts in place arrangements to secure the health and wellbeing, climate change mitigation and nature restoration	Update	Funding challenges to achieve target in 2023	<b>Keep under review opportunities for climate outcomes related to public open space.</b>
	March 2023 provide advice on Biodiversity strategies taking account of climate change for all organisations with substantial landownership	Remove	BNG 'live list' of potential sites produced by the Local Nature Partnership. This action has been rolled into to Action 3 above.	
WS8: Soil & Peat <i>Note: No change in number of actions</i>	Increase the area mapped of peatland assets.	Retain	Project still ongoing (has reached 10% original target and now has funding to reach 30%) and seeking more funding to extend the mapping.	<b>N/A</b>
	Immediate -identify operating costs/impacts to shift farming practice to sustainable farming practice	Retain	Report due and will be shared with stakeholders on Fenland Soil	<b>N/A</b>
	Immediate - demonstrate practical projects working with landowners on restoration	Retain	Project ongoing	<b>N/A</b>
WS9: Water <i>Note: No change in number of actions</i>	Immediate - support existing partnerships and plans to deliver water efficiency, supply, storage and manage flood risk including WRE Regional Plan by Dec 2023, Future Fens Integrated Adaptation Plan, and Future Fens Project. Ensure strategies by agencies and stakeholders are aligned and complementary	Update	Regional Water Plan published December 2023 and now moving to delivery phase.	<b>Support existing partnerships and plans to deliver water efficiency, supply, storage and manage flood risk including Future Fens Integrated Adaptation Plan, and Future Fens Project. Ensure strategies by agencies and stakeholders are aligned and complementary.</b>
	Ongoing- update/include policies in local plans that actively tackle water issues;	Retain	This continues to be progressed	<b>N/A</b>
	Immediate - Collaborate on land management changes and understanding of what we plan for in terms of flood defences for the future.	Retain	Environment Agency Fens2100+ project underway	<b>N/A</b>
	By March 2024 develop innovative and nature based solutions for flood/water management.	Update	Organisations have developed solutions and will report to wider stakeholder group.	<b>By March 2025, review pilot projects for innovative and nature-based solutions for flood/water management.</b>

Theme	Current Strategic Action	Retain, remove or update	Rationale	Updated Strategic Action
WS10: Waste <i>Note: No change in number of actions</i>	Immediate - Informing and enabling our communities in Cambridgeshire and Peterborough to reduce, reuse and recycle their waste through the facilitated development of circular waste economies with the aim of reducing the emissions from the collection, treatment and disposal of waste.	Retain	Targets have not changed.	N/A
	Ongoing - Within the priorities of individual authorities, funding and contracts, move toward low carbon (electric, biofuels etc) waste vehicles to cut transport emissions from waste. This includes investigating RECAP wide tender opportunities for low carbon diesel alternative fuels building on the pilot projects at Waterbeach and Peterborough Highways.	Retain	Alternative fuels options still being explored.	N/A
WS11: Evaluation & Monitoring <i>Note: No change in number of actions</i>	Immediate - fund the CPICC to monitor progress against their recommendations and carbon footprint to improve alignment of reporting across the CPCA area.	Update	Full review of Action Plan is planned for 2024/25 and will consider progress against CPICC recommendations. Innovate UK Funding secured to develop a process for Locally Determined Contributions for the area.	<b>Undertake full review of Climate Action Plan by March 2025. To include risk based analysis of delivery of CPICC recommendations/net zero targets.</b>
	By March 2025 CPICC Undertake deep dives into different sectors e.g. supply chain maturity for retrofits or economic benefit to low carbon living.	Retain	The deep dives will be undertaken as part of wider review in 2024.	N/A
	By March 2023 identify the Adaptation Trajectory and develop an adaption response for the area	Update	Funding is now potentially available through CPCA MTFP 2024 and propose to carry out a collaboration across CPCA public sector bodies (scoping workshop was held).	<b>By March 2025, identify and quantify the key climate risks that will affect the region and develop a strategic adaption response to manage those risks.</b>
	Ongoing - Monitor, evaluate, and review this Action Plan, with an annual update by each March.	Retain	Ongoing requirement for the Climate Action Plan	N/A

<b>Agenda Item 10</b>	Item 10	<b>Appendix</b>
<b>Climate Change</b>		<b>C</b>

## Draft Revised Climate Action Plan 2022-2025

**Insert Mayors Foreword**

## Introduction

The Final Report of the Cambridgeshire and Peterborough Independent Commission on Climate looked at climate related risks, sources of greenhouse gases in the area and the ability of residents and businesses to respond. It made 58 recommendations to set the area on a pathway to net zero emissions and to prepare for climate change impacts. It complements the work of organisations on their own strategies and action plans. The Commission highlighted that significant reductions in emissions were needed early over the next ten years to reduce the amount of greenhouse gases collecting in the atmosphere.

The 58 recommendations of the Commission set out a wide range of actions covering multiple organisations, individual organisations and businesses (as well as residents). Collectively, there has been thousands of individual decisions taken over the last few years on investment, upgrades or repairs in mitigating and adapting to climate change. We cannot tackle climate change alone or independently and in response to the Independent Commission's recommendations, the Cambridgeshire & Peterborough Combined Authority made a commitment to focus on identifying and supporting strategic priorities and collaborative action, where more can be achieved working together or particular gaps addressed.

### What principles apply to determine the actions in this plan?

- Is the action establishing the crucial building blocks to support the whole range of recommendations?
- Is the action bigger than any one organisation to scope and/or deliver?
- Does the action directly cut carbon emissions or improve nature?
- Can the action deliver adaptation benefits in addition to carbon emissions or nature improvement, with 'no regret' investment?
- Will the action have a strategic impact to make best use of the resources we have, including tackling economic, social and health inequalities?

### What this plan isn't?

- This plan will not cover the climate commitments of individual organisations, we will assume actions under their direct control will be delivered. For example, the role Local Planning Authorities have in setting the climate policies for new built development or improving their own organisation estates. However, we will seek co-ordination and a collaborative approach where appropriate, to maximise our impact.
- It does not include actions which are reliant on further government policy after 2025, such as exploring hydrogen-based option for homes.

The Climate Action Plan will be updated by March 2025 to cover a further 3 years and will support what has been achieved so far, using our evidence based approaches to tackle the areas where we can have the greatest impact and protecting the most vulnerable to climate change. This plan will also build on the success of the Summit in November 2023.

### What has the plan achieved so far?

We are far from being where we need to be to tackle climate change or meet the ambitions of the Independent Commission. However, a lot of work has been done by organisations and residents alike across the area that must be acknowledged.

## REDUCING INEQUALITIES

Over 620 upgrades to homes across the area to improve insulation and move to low carbon heating through over £7Million of Government Grants, supporting those on low incomes.

Procurement framework for grant funded and able to pay market for energy efficiency work on homes, providing the assurance to residents across Cambridgeshire & Peterborough that the contractors have been checked that they have the relevant expertise and qualifications.

Through collaboration, securing £403K from Government to build capacity for implementing electric vehicle charging infrastructure, with an indicative allocation of £5.3m for more public sites for when home charging isn't an option (a detailed application is to be developed during 2024/25).

Commission work to understand the fitness of the innovation ecosystem across the region to support the emerging net zero-aligned agritech and nascent clean-tech sectors.

## HEALTH AND SKILLS

Adoption of a Green Plan by NHS ICS to drive climate action in the NHS and associated services / businesses.

Provision of training and skills development across the area, with a specific focus on skilling the market for retrofit and Electric Vehicle maintenance and identifying what we need for the future £XXM investment in Nature schemes to improve local access to nature and greenspace.

## CLIMATE AND NATURE

£1M fund for nature based solutions that will lead to financially self-sustaining projects that recover nature, promoting health and well being and support mitigation of or adaptation to climate change.

Collaboration across the area to support the delivery of a Local Nature Recovery Strategy by March 2025.

£1.5m funding for local demonstration projects on biodiversity and chalk streams to show how different benefits can be combined, providing the catalyst for potential further investment.

Development of a record of potential Biodiversity Net Gain sites; to support the delivery of sustainable land use.

## INNOVATION

Introduction of a Business Advice Support service in January 2024 to support local businesses on decarbonisation and climate friendly technologies.

£5.3M Investment in a Solar Park to power waste vehicles in South Cambridgeshire to move away from fossil fuels.

Investing resources in Fenland Soil to work with farmers to update our understanding of soils of the Fens and support the agricultural sectors to shift to sustainable farming practices or restore land

Supporting growth of cleantech businesses and innovation.

After successfully securing Innovate UK Pathfinder Places funding the Peterborough Accelerated Net Zero (PANZ) project will initially accelerate delivery of Peterborough's Local Area Energy Plan through the development of invest-ready net zero delivery plans tailored to specific community needs.

## INFRASTRUCTURE

Local Area Energy Plan adopted in Peterborough and one underway in Cambridgeshire for completion in 2025 to ensure our energy systems generate and deliver renewable energy.

Adopted the Local Transport Connectivity Plan for the area that supports active travel and passenger transport, with a target for reducing the number of miles driven.

Support existing partnerships and plans to deliver water efficiency, supply and storage.

Our partners are improving our flood resilience and helping local communities take action.

Investment in electric public transport, including EV capable depots along with the delivery of 30 Electric Buses, and 11 more funded through University of Cambridge.

## FINANCE

Exploring climate opportunities from a further Devolution Deal with Government to maximise investment opportunities.

Utilise the output of Infrastructure Delivery Framework Project to inform investment requirements for the area.

Support maximising take-up of available grants and support across Cambridgeshire and Peterborough.

## Resourcing the plan?

Actions are needed across many different sectors, and the role of other thematic partnerships is set out in this action plan, many of which have influence over funding that needs to also support climate objectives. The Commission was clear that everyone needs to take action on climate change, which ultimately means making best use of the £26bn annual economic value of the local economy. All organisations need to understand the importance that all of its spend is undertaken with an understanding of the context of tackling climate change.

The Cambridgeshire and Peterborough Combined Authority has convened work on this Climate Action Plan and has a key role in supporting the collaborative work. With the elected Mayor and Board, it brings together local government, with its constituent partners the local authorities and includes the Business Board. The Combined Authority has already identified £9.5m of new spend on specific climate projects for the period to March 2025 supported by £1.4m of revenue spend (the projects are included in this action plan). Additional activity will be identified later in the year when the local transport and economic delivery plans are finalised.

## Affordability

Many residents and businesses want to make a difference and are making changes where they can. However, the current economic circumstances, with the sharp rise in energy costs and inflation, will restrict what some can do. Although these factors are outside the control of this action plan, delivering on the actions can have a positive impact. For example, energy efficiency improvements reduce energy costs, and this action plan sets out how energy retrofits for homes can be supported. For businesses the rise in materials costs has to be managed, supporting the actions around reduction in waste and promoting a circular economy. Some of the projects funded in this action plan are helping businesses to build capacity in new green markets, which will reduce costs over time. The Commission's initial report helpfully includes a guide for residents on what practical changes they can make and many of these are about changing how things are done and don't involve additional spend. <link to chapter>. Progress on the delivery of the action plan has been monitored and reported to ensure collaborative and individuals are supported in order to respond to the climate challenges.

## Managing Climate risk for our communities and adapting to climate change

Mitigation and adaptation go hand in hand. One is cutting carbon emissions to reduce long term impacts of climate change and the other is ensuring our communities are resilient to the climate impacts we are currently experiencing. Adaptation also means taking advantage of new opportunities, such as supporting the green economy. Many actions in the climate action plan can achieve both mitigation and adaptation benefits and these should be actively pursued. Every action needs to think about consequences across the area to avoid creating future issues, with no regret investment. Even with mitigation of future emissions, Cambridgeshire and Peterborough needs to adapt to the climate changes already happening as a result of past emissions.

[Third National Adaptation Programme \(NAP3\) - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/national-adaptation-programme-nap3)

## The Combined Authority Refreshed Corporate Strategy 2023-2025

The Combined Authority refreshed its Corporate Strategy in January 2024 and this sets the important 'Golden Thread' that links that links together corporate priorities with operational activity, including this Climate Action Plan. Ther Strategic Vision is to have:

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

These are the Combined Authorities Strategic Objectives to achieve this vision:

- Achieving good growth
- Ambitious skills and employment opportunities
- Enabling resilient communities
- Improving connectivity
- Achieving Best Value and High Performance

## What CPCA is doing in 2023-25 to help meet the Strategic vision in this Climate Action Plan

- Supporting sustainable agriculture in the Fens and elsewhere.
- Supporting Fenland Soil, which brings together local farmers and academics to address the sustainable farming and climate impacts of peat soil.



- Piloting work to address how climate change is impacting the condition of the region's roads in the Fens and other affected areas.
- Developing a Local Nature Recovery Strategy to improve biodiversity as part of our Doubling Nature Vision.
- Developing a Local Area Energy Plan for Cambridgeshire to support power and water sufficiency, improve the resilience of infrastructure and address road safety.
- Retrofitting homes, care homes and village halls to address health inequalities and reduce carbon emissions.
- Supporting businesses with the transition to a low carbon economy and net-zero agenda.
- Hosting the Greater South East Net Zero Hub and supporting the delivery of the Local Net Zero Programme 2022-2025, including public sector estate decarbonisation, strategic projects, toolkit development, community projects and knowledge sharing.
- Co-hosted a groundbreaking regional Climate Summit, 'Sustainable Solutions – Uniting for a Greener Future,' with Cambridgeshire and Peterborough Climate Partnership. Attended by approximately 100 politicians, thought leaders and business representatives, the event proved to be a pivotal moment for fostering collective understanding and commitment toward a more sustainable future.

Actions in this climate action plan make progress on these outcomes through to 2025. Some topics will need to be considered over a longer period (for example national projects are testing the future role of hydrogen).

**What does success look like?:**

- Reduced total annual net CO2 emissions to under 5000 ktCO2.
- Reduced the number of households in fuel poverty.
- Increased the proportion of land classed as nature rich.
- First investments will be completed via the Business Growth Fund to businesses adopting carbon reduction measures or delivering clean-tech products to the market.
- Decarbonisation advice and support being delivered to businesses.
- Reduced the total number of car miles driven in the region.
- Increased the proportion of journeys taken by public transport (including buses and trains), cycling and walking.

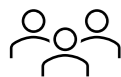
The following actions have been developed in line with the themes of the Commission's report. The type of action is also identified:



**Building block projects - things that need to happen to enable adaptation and mitigation, such as electric vehicle charging points**



**Finance model – making sure there are ways to invest in climate change actions**



**Community action – helping communities take action**











**Direct Emissions reductions – actions that directly themselves reduce the emission of greenhouse gases**




















**Nature based solutions – using our natural environment to take climate action**







We have also identified who is the Lead of the action and if they are:





- Delivering the action and ensuring the action is resourced and relevant partners are engaged
- Enabling by supporting the action within our partners, business or communities
- Influencing using the networks, partnerships and lobbying power to help the area get to the desired outcome

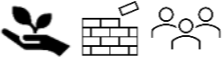





Theme	Strategic Actions		Progress to date	Lead body	Role of lead delivery body <ul style="list-style-type: none"> <li>• Delivering</li> <li>• Enabling</li> <li>• Influencing</li> </ul>
Sustainable Finance	1. By March 2025, identify sustainable financing opportunities. Use output of Infrastructure Delivery Framework Project to inform investment requirements for the area.		Innovate UK funded project identified financial flows in CPCA area.	CPCA	Influencing
	2. Keep under review the potential for an investment scheme that channels local businesses purchase of carbon credits into CPCA area schemes.		Carbon credits market has not evolved sufficiently for such a fund and alternative investment options need to be reviewed	CPCA	Influencing
	3. By March 2025 collectively build local capacity and capability to assemble suitable projects ready for these opportunities, building up project pipelines.		Through Climate Action Plan support, some capacity has been developed in Nature and land use. However, we don't currently have a portfolio of climate projects investment ready.  CPCA fund is being made available for Local Authorities to develop project concepts to business case level.	CPCA	Enabling
Engagement	1. Refreshed engagement plan and delivery during 2024, including increased opportunities for engagement with community stakeholders and joint communication opportunities. Examples are annual COP input along with specific Climate website that can aggregate information for residents and business as well as public sector and other stakeholders.	 	The Engagement Plan has been approved and will be refreshed during 2024. Funding for a joint website has been agreed that can aggregate information for residents and business as well as public sector and other stakeholders.	CPCA	Delivering
	2. Deliver small scale community projects to build local momentum and awareness by 2025.	  		CPCA	Delivering

	3. Ongoing – Developing shared policy positions where appropriate on Cambridgeshire and Peterborough climate and environment issues to influence public policy and identify funding opportunities with relevant stakeholders. The co-dependencies the CPCA Climate Action Plan across the key achievements to be identified and built into the Public Affairs work.		An Environment and Sustainability Community Committee has been established at the CPCA and the new policy team will support shared policy positions.	CPCA	Influencing
Energy	1. By March 2025 deliver a Local Area Energy Plan for Cambridgeshire, which is aligned with Peterborough’s Plan. Develop infrastructure investment programmes for spatially mapped projects and commence delivery of key projects to support decarbonisation at pace.		Peterborough City Council have completed their LAEP and are now in delivery. Cambridgeshire County Council is currently developing their plan and to be completed by 2025.	Peterborough City Council Cambridgeshire County Council	Delivering Delivering
Buildings	1. Immediate - target government decarbonisation scheme, private funding, and other competitions to support retrofits (focusing on low income/vulnerable homes and public buildings).		STATS HERE	Cambridgeshire Retrofit Partnership Peterborough City Council	Delivering Delivering
	2. In 2024/25 maximise take up of the procurement framework and able to pay market.	 	Cambridgeshire Energy Retrofit Partnership launched the framework with 5 contractors in June 2023 for both grant funded work and ‘able to pay market’ in Cambridgeshire and Peterborough	Cambridgeshire Retrofit Partnership	Delivering
	3. In 2024/25 continue to help residents and businesses to access for low carbon technologies.		A programme to encourage the able to pay market has been running and also supported by government grants STATS HERE	Cambridgeshire Retrofit Partnership Peterborough City Council	Influencing Influencing
	4. During 2024, deliver care home retrofit programme.			CPCA	Delivering
	5. Address the barriers and boost market capacity through skills training to increase building retrofit in the area.		A <a href="#">Supply Chain report</a> has been completed by SENZH to identify opportunities in current and future Domestic Energy Efficiency Supply Chain markets	SENZH, CPCA	Influencing
	6. Maximising the opportunities of retrofit by mapping the roles and responsibilities for the area.		Collaboration between organisations across the area and SENZH.	CPCA	Delivering

Transport	1. Implement LTCP in 2024 to support active travel and passenger transport, reducing the number of miles driven and agree key delivery plans including the adoption of supporting area-based strategies.		The <a href="#">LTCP</a> was approved on 29 November 2023. It sets out a vision and goals for how transport supports a better future and describes the projects needed to make that new future possible. This includes things like better buses, more train services, less pollution and carbon emissions, and helping more people to cycle and walk.	CPCA	Delivering
	2. Implement Alternative Fuel Strategy.		The <a href="#">Alternative Fuel Strategy</a> was approved in March 2022 and is now in the delivery phase. An EV Infrastructure Working Group has been set up to establish an agreed approach to delivery of a public EV Charging Network across Cambridgeshire and Peterborough and a route to market. Officers appointed to drive this forward with £400K funding from government to support the roll out.	CPCA	Delivering
	3. Develop bids for additional Electric Bus provision across the area and infrastructure required to support these.		£5M invested in 30 Electric buses launched in May 2023, replacing 10% of the bus fleet,	CPCA	Delivering
	4. Implement a process to 'design down carbon' across all major highway construction schemes supported by the CPCA.		The Carbon Management Plan reported completed that sets out what needs to be included for any funding business case.	CPCA, CCC and PCC Highways Authority	Influencing
Business & Commercial	1. Provide Net Zero and Climate advice to local SMEs as part of the Carbon Advisory Service.		Local Economic Strategy was produced in June 2022 that included Climate Change and Nature as part of the Capital of the area. Business advice support service was brought in house at CPCA in January 2024 and will include a Net Zero Advisor to support Local Businesses.	CPCA	Delivering
	2. Investigate potential for low carbon clusters in the area by March 2025.		Innovate UK bid on low carbon industrial clusters was developed and we are exploring whether it can be taken forward locally. The <a href="#">Economic Growth Strategy</a> was approved in June 2022 sets priorities to support Green Manufacturing in the area.	Cambridgeshire County Council	Enabling
	3. By September 2024 mapping the cleantech sector companies by the government definition to understand baseline, create a database, to identify strengths in the subsectors; to target investment and measure progress against low carbon growth/jobs to provide opportunities.		The project to map the cleantech sector for the area is funded by the CPCA and is currently underway.	Cambridge Clean Tech	Enabling
Nature	1. By March 2025 to have developed a Local Nature Recovery Strategy for Cambridgeshire and Peterborough.		LRNS development resourced through CPCA funding. The Governance was agreed at the 12 June 2023 Environment and Sustainable Community Committee. Natural Cambridgeshire continue to support LRNS with the first draft due by June 2024 and final adoption by March 2025.	Cambridgeshire County Council (On behalf of CPCA)	Delivering

	2. Through 2024, continue to develop and grow a fund for nature-based solutions through a 'Fund for Nature and the Environment' to attract more private sector investment.		Three landscape projects as part of the £1M funds available for nature projects are currently in progress. Nature fund currently being delivered with a further call in 2024.	Natural Cambridgeshire	Delivering
	3. Ensure we have an effective BNG system for Cambridgeshire and Peterborough that maximises outcomes.		Local planning authorities have put in place BNG guidance.  Local planning authorities have recruited new/additional ecologist roles.  Natural Cambridgeshire, with WT BCN leading, is developing an interactive BNG Opportunities platform to assist delivery.  Advice currently being provided through the BNG register on sustainable land use. There is a fund for biodiversity work and there is a strong focus on adaptation, climate risk and impact on climate change.	Planning Authorities	Delivering
	4. Keep under review opportunities for climate outcomes related to public open space.		Rebranded to Cambridgeshire and Peterborough Parks Partnership (CP3).  The Steering group considering future of CP3 given funding constraints.	Future Parks	Delivering
Soils & Peat	1. Increase the area mapped of peatland assets.		Fenland SOIL set up as an organisation to identify assets, farming practices and advise on peat issues. Three Internal Drainage Board Districts (approx 10% of The Fens) mapping with report available in July 2023. Further funding received from Defra Palludiculture Exploration Fund will extend to a further 4 IDBs, taking coverage of the Fens to 25%. Funding is still needed to role this out across the rest of the Fens.	Fenland Soil	Delivering
	2. Immediate -identify operating costs/impacts to shift farming practice to sustainable farming practice.		Project commissioned Andersons Consultants to examine raising of water tables and identify the costs to changed farming practices to minimise GHG emissions in Cambridgeshire & Peterborough. Project will help inform farming practice, restoration of peatland and identify cost. Report has Report to be signed off in December 2023 and the Fenland SOIL response will focus on getting Defra support for a focused 'pathway' of support to take options for practical change forward.	Fenland Soil	Delivering
	3. Immediate - demonstrate practical projects working with landowners on restoration		Fenland SOIL and the Fens Partnership administered by Lincs Wildlife Trust both received Defra funding from the Discover Grant to identify sites to restore peatland it to its natural state. These are Pan-Fens projects which include Lincolnshire and West Norfolk. This work will demonstrate some of what is practical and possibly what is not practical.	Fenland Soil	Delivering

			Fenland SOIL is also a part of Defra's Lowland Peat 3 project extending the GHG emissions monitoring from different systems.		
Water	1. Support existing partnerships and plans to deliver water efficiency, supply, storage and manage flood risk including Future Fens Integrated Adaptation Plan, and Future Fens Project. Ensure strategies by agencies and stakeholders are aligned and complementary.		<p><a href="#">Regional Water Resources Plan</a> approved and published December 2023. The Regional Plan set out the strategic approach to public water supply and relevant infrastructure. One reservoir location has been identified in Cambridgeshire; with a discussion about how to maximise wider benefits.</p> <p>Chalk Streams Environment project funding agreed by CPCA Board in Nov 2022.</p> <p>Funding for Future Fens Adaption Plan agreed.</p>	Water Resources East	Delivering
	2. Ongoing- update/include policies in local plans that actively tackle water issues;		Fenland & Greater Cambridge local plans currently under review. Government to introduce mandatory requirement for sustainable urban storm drainage systems, anticipated 2024. Public consultation expected later 2023.	Local Planning authority	Influencing
	3. Immediate - Collaborate on land management changes and understanding of what we plan for in terms of flood defences for the future.		<p>Future Fens Great Ouse Baseline study completed. Fen2100+ project to develop a Strategy and investment programme by 2026/27.</p> <p>CCC commissioned a project to identify flood risk and land management with the report due December 2023. Site visits to all 16 towns and villages, analysis of flood risk, review of existing information, gap analysis. Stakeholder Workshop 14 December workshop to gather information from all water boards to understand about flood risk and complement each other works. Concept solutions for 11 locations.</p>	Environment Agency	Influencing
	4. By March 2025, review pilot projects for innovative and nature-based solutions for flood/water management		<p>CCC partnership with Anglia Water (joint funded) to manage surface water and manage biodiversity in March. The construction will be delayed and the designs should be finalised. This is a pilot to measure if it can be replicated. (£1.5m).</p> <p>Defra funding to implement for natural flood management £725K application – results in Spring.</p> <p>CPCA joint funded project, CCC, Connecting Cambridgeshire &amp; HDC the internet of things to work out water levels to make it more available. Install 30 devices and open data platform. Water level telemetry and Internet of Things.</p>	CCC/PCC and Anglian Water	Influencing

			Natural Cambridgeshire convened a meeting with OFWAT, Defra, the EA, water companies and NFU to address short-medium issues on water scarcity.		
Waste	1. Immediate - Informing and enabling our communities in Cambridgeshire and Peterborough to reduce, reuse and recycle their waste through the facilitated development of circular waste economies with the aim of reducing the emissions from the collection, treatment and disposal of waste.		Government plans to implement the changes to the national collections have been delayed until 2026. Ahead of this the Strategy will be updated and modernised. EPR is coming in which will reduce tonnage of dry recycling and residual waste. Implementation of food waste collections is planned in March 2026. It is predicted this measure should reduce food wastage and increase tonnages collected for processing, moving waste up the hierarchy.	RECAP	Delivering
	2. Ongoing - Within the priorities of individual authorities, funding and contracts, move toward low carbon (electric, biofuels etc) waste vehicles to cut transport emissions from waste. This includes investigating RECAP wide tender opportunities for low carbon diesel alternative fuels building on the pilot projects at Waterbeach and Peterborough Highways.		RECAP currently engaged with SENZH and getting support through their Big Engine Decarbonisation Information Exchange to look at options for alternative fuel and decarbonisation.  A workshop to be organised across service areas to share learning and experience on HVO, electrified and other low carbon fleet.	RECAP	Delivering
Evaluation and Monitoring/ Research	1. Undertake full review of Climate Action Plan by March 2025. To include risk based analysis of delivery of CPICC recommendations/net zero targets.		The 2024 refresh looks to link actions to the CPCA Midterm Financial Plan.  Innovate UK Funding secured to develop a process for Locally Determined Contributions for the area.	CPCA	Delivering
	2. By March 2025 CPICC Undertake deep dives into different sectors e.g. supply chain maturity for retrofits or economic benefit to low carbon living			CPCA	Delivering
	3. By March 2025, identify and quantify the key climate risks that will affect the region and develop a strategic adaption response to manage those risks.		CPCA has approved the funding to carry out a collaboration across CPCA public sector bodies. A scoping workshop was held in July 2023.	CPCA	Delivering
	4. Ongoing - Monitor, evaluate, and review this Action Plan, with an annual update by each March.		The Action Plan is reported every quarter to members and actions refreshed annually by March.	CPCA	Delivering



<b>Agenda Item 10</b>	<b>Appendix</b>
<b>Climate Change</b>	<b>D</b>

<b>Environment &amp; Sustainable Communities Committee</b>	Agenda Item
<b>11 March 2024</b>	<b>10</b>

<b>Title:</b>	Budget and Performance Report
<b>Report of:</b>	Tim Greenwood, Finance Manager
<b>Lead Member:</b>	Councillor Bridget Smith, Chair of the Environment and Sustainable Communities Committee
<b>Public Report:</b>	Yes
<b>Key Decision:</b>	No
<b>Voting Arrangements:</b>	No vote required.

<b>Recommendations:</b>	
A	Note the financial position of the Environment and Sustainable Communities Division for the financial year 23/24 to January 2024

<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	Achieving best value and high performance

<b>1. Purpose</b>	
1.1	To provide an update of the financial position for 2023/24 and to provide analysis against the 2023/24 budgets, up to the period ending January 2024

<b>2. Background</b>	
2.1	At the last meeting, the Committee was provided with an analysis of the 2023/24 performance against budget to November 2023. This report provides an update covering up to January 2024.

<b>3. Revenue Expenditure</b>	
-------------------------------	--

3.1 A breakdown of the Environment and Sustainable Communities Revenue Expenditure for the period to 31 January 2024 is set out in Table 1 below.

**Table 1**

Environment and Sustainable Communities Revenue Expenditure	23/24 Actual YTD £k	23/24 Budget YTD £k	23/24 Variance YTD £k	23/24 Budget FY £k	23/24 FO FY £k	23/24 Variance FY £k	23/24 Deferral £k
Climate Change	31	40	-9	50	50	0	-
Environment and Spatial Planning Staff	162	206	-44	248	248	0	-
Huntingdonshire Biodiversity for all - Revenue	0	40	-40	100	100	0	-
Natural Cambridgeshire	70	64	6	80	80	0	-
Developing climate evidence and data	0	0	0	150	150	0	-
Delivering the Climate Action Plan	0	0	0	110	110	0	-
Future Fens	0	0	0	70	70	0	-
Local Area Energy Plan	0	0	0	60	60	0	-
GSE Net Zero Investment Design	13	523	-510	12	12	0	-
HUG1 - Revenue	118	372	-254	433	433	0	-
LAD3 - Revenue - (Sustainable Warmth)	764	1214	-450	2429	2429	0	-
Local Energy Advice Demonstrator	315	0	315	2170	2170	0	-
Net Zero Hub Core	2583	233	2350	3825	3825	0	-
Rural Communities Energy Fund	145	277	-132	445	445	0	-
Public Sector Decarbonisation	125	412	-287	1222	1222	0	-
<b>Total Environment Revenue Expenditure</b>	<b>4,326</b>	<b>3,381</b>	<b>945</b>	<b>11,404</b>	<b>11,404</b>	<b>0</b>	<b>-</b>

3.2 Expenditure to date is higher than budget to date.

3.3 Forecast outturn is expected to be in line with budget.

#### 4. Capital Expenditure

4.1 A breakdown of the Environment and Sustainable Communities Capital Expenditure for the period to 31 January 2024 is set out in Table 2 below.

**Table 2**

Environment and Sustainable Communities Capital Expenditure	23/24 Actual YTD £k	23/24 Budget YTD £k	23/24 Variance YTD £k	23/24 Budget FY £k	23/24 FO FY £k	23/24 Variance FY £k	23/24 Deferral £k
Care Home Retrofit Programme	0	1,600	-1600	2,000	500	-1500	1500
Huntingdonshire Biodiversity for all - Capital	0	580	-580	800	245	-555	555
Logan's Meadow Local Nature Reserve wetland extension	0	184	-184	280	280	0	-
Nature and Environment Investment Fund	0	200	-200	250	250	0	-
Net Zero Villages Programme	0	800	-800	1000	0	-1000	1000
HUG1 - Capital	1815	2799	-984	2799	2799	0	0
HUG2 A Capital 23/24	0	0	0	22338	22338	0	0
LAD3 - Capital (Sustainable Warmth)	4660	11281	-6621	7447	7447	0	0
<b>Total Environment Capital Expenditure</b>	<b>6,475</b>	<b>17,444</b>	<b>-10,969</b>	<b>36,914</b>	<b>33,859</b>	<b>-3,055</b>	<b>3055</b>

4.2	Whilst expenditure to date is lower than budget all projects except the care home retrofit programme, Huntingdon Biodiversity and Net Zero Villages are expected to spend to budget by the end of the financial year.
4.3	Forecast outturn shows an underspend against budget of £3.0m. This is in respect of the projects named above which are expected to slip into the following financial year. This is for various reasons including slow uptake to the programmes and delays in legal agreements.

## 5. Implications

### Financial Implications

5.1 | There are no financial implications other than those included in the main body of the report.

### Legal Implications

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

### Public Health Implications

5.3 | N/A

### Environmental & Climate Change Implications

5.4 | These budgets are designed to generate environmental benefits.

### Other Significant Implications

5.5 | N/A

### Background Papers

5.6 | None



<b>Overview and Scrutiny Committee</b>		Agenda Item
<b>18 March 2023</b>		<b>12</b>
Title:	Draft O&S Committee Annual Report	
Report of:	Anne Gardiner, Governance Manager & Statutory Scrutiny Officer	
Lead Member:	Cllr Charlotte Cane	
Public Report:	Yes	
Key Decision:	N/A	
Voting Arrangements:	A simple majority of all Members	

<b>Recommendations:</b>	
A	Comment on the draft Annual Report of the Chair of Overview and Scrutiny Committee for 2023/24 (Appendix 1) before it is submitted to the CA Board at its AGM on the 5 <sup>th</sup> June.
B	Approve the draft report subject to agreed changes.

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

<b>1. Purpose</b>	
1.1	The report requests that the Committee review the draft annual report (Appendix 1) and provide comment and suggestions before approving it to be presented to the CA Board at its AGM on the 5 <sup>th</sup> June.

<b>2. Proposal</b>	
2.1	It is considered good practice for Overview and Scrutiny Committee's to prepare an Annual report to be presented to the Combined Authority Board to inform them of work undertaken.
2.2	The Draft Annual Report of the Chair of Overview and Scrutiny Committee is a summary of the work carried out by the Committee over the municipal year 2023/24 and proposes work that may be carried out for the next municipal year. This should provide an opportunity for the CA Board to

	comment on the work of the O&S Committee and suggest any areas of work they feel the committee could add to their work programme for the 24/25 municipal year.
--	--

### 3. Background

3.1	<p>The Overview and Scrutiny Committee has been in operation since May 2017. The Committee met seven times during the 2023/24 municipal year.</p> <p>At the June Overview and Scrutiny meeting the members agreed to support the implementation of Option A of the new ways of working which created a new strategic focus for the Committee supported by informal planning meetings and the commissioning of deep dive reviews.</p>
3.2	The Committee has held 6 informal meetings and has started work to implement the new ways of working with further work on the development of the Committee to be undertaken during the 24/25 municipal year.

### 4. Appendices

4.1	Draft OSC Annual Report
-----	-------------------------

### 5. Implications

#### Financial Implications

5.1	There are no direct financial implications within this report.
-----	--

#### Legal Implications

6.1	<p>The importance and legitimacy that scrutiny is afforded by the law should be recognised. Overview and Scrutiny was created to act as a check and balance on the executive and is a statutory requirement for all combined authorities.</p> <p>Although the existence of the function is set out in legislation, how it operates and how it is structured is left to individual Local Authorities. This provides for a high degree of flexibility and the ability to consider different topics and issues in the most appropriate way.</p> <p>Where there is a culture of trust and respect between the Scrutiny function and the Executive, the Scrutiny function can attain and deploy a great deal of influence ultimately benefiting both the combined authority and the residents of Cambridgeshire and Peterborough. Whilst the Committee has a legal duty to provide robust challenge to decision-makers it can also offer support and assistance wherever it can to help the Combined Authority meet these challenges.</p>
-----	--

#### Public Health Implications

7.1	
-----	--

#### Environmental & Climate Change Implications

8.1	
-----	--

#### Other Significant Implications

9.1	
-----	--

#### Background Papers

10.1	
------	--



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

# OVERVIEW AND SCRUTINY COMMITTEE

*Combined authorities need strong governance to work well.... A part of that strong governance is overview and scrutiny' CfGS 2017.*

## **FOREWORD FROM THE CHAIR & VICE CHAIR, COUNCILLOR CHARLOTTE CANE & COUNCILLOR JOHN FOX**

I am pleased to present the Overview & Scrutiny (O&S) Committee's Annual Report for the year 2023/24. I would like to thank the Members of the Committee for their hard work, knowledge and understanding of the issues that have come before the Committee, as well as the support they have provided to myself and the Vice Chair. I would also like to thank the Governance Manager and the various officers who have supported the Committee throughout the year, and welcome the expertise of the contributors who have spoken to the Committee.

It has been a privilege to chair this Committee which scrutinises decisions and issues affecting the everyday lives of the people of the Cambridgeshire & Peterborough area. This report highlights the key work it has undertaken in the past year.

Conducting effective scrutiny will always require us to move beyond simple challenge, working instead as a critical friend to the Mayor and the decision-making Committees. As Members we are ambassadors for our own communities, and as such are able to give genuine local insight. Members of the Committee have worked constructively and positively to add real value to the areas the Committee has considered.

As a Committee we have looked at many issues including the Combined Authority's budget and the Mayor's budget and have undertaken deep dives into the workstreams of the Combined Authority's improvement plan. I should recognise that the Members of the Committee have given a significant commitment as many are also Members of parish councils, city or district councils and the County Council. I would like to particularly thank all those who have volunteered for Lead member and Rapporteur roles. I hope, and expect, that the level of commitment shown by Members of the Committee will continue in years to come and that our ambitions as a Committee can develop still further.

Cllr Charlotte Cane

Cllr John Fox

Annual Report:  
2023/24

### Contacts:

Chair: Cllr Charlotte Cane  
[Charlotte.cane@eastcambs.gov.uk](mailto:Charlotte.cane@eastcambs.gov.uk)

Vice Chair: Cllr John Fox  
[John.fox@peterborough.gov.uk](mailto:John.fox@peterborough.gov.uk)

Governance Manager:  
Anne Gardiner  
[anne.gardiner@cambridgeshirepeterborough-ca.gov.uk](mailto:anne.gardiner@cambridgeshirepeterborough-ca.gov.uk)

# Contents

INTRODUCTION.....	3
MEMBERSHIP AND MEETINGS.....	4
RAPORTEURS .....	5
KEY ACTIVITIES.....	6-7
IMPROVEMENT WORK.....	7
ATTENDANCE & MEMBER DEVELOPMENT.....	8
LOOKING FORWARD.....	9

## INTRODUCTION

The Cities and Local Government Devolution Act 2016 specified that all Combined Authorities establish at least one Overview and Scrutiny Committee.

The CPCA O&S Committee was established by the Combined Authority in May 2017.

The role of the Overview and Scrutiny Committee is to:

- ❖ Review or scrutinise decisions and actions taken by the Combined Authority or the Mayor.
- ❖ Make reports or recommendations to the Combined Authority Board
- ❖ Make reports or recommendations to the Mayor: with respect to the discharge of any functions that are the responsibility of the authority and on matters that affect the authority's area or the inhabitants of the area;
- ❖ In the exercise of its functions set out in the Constitution, the power of the Committee shall include the doing of anything which is calculated to facilitate or is conducive or incidental to the discharge of those functions.

The key benefits of Overview and Scrutiny at the CPCA may be seen as:

Providing an open and transparent forum in which to examine whether policies and strategies of the Combined Authority are meeting the needs of Cambridgeshire and Peterborough.

The Committee has the power of influence; it can make evidence-based recommendations that are informed by key stakeholders and partners of the Combined Authority, expert advice, public opinion and members experiences and knowledge – acting as a ‘critical friend’

The committee can challenge Combined Authority Board and the Mayor’s decisions. The Committee can ‘call-in’ a decision which has been made but not yet implemented. The Committee can:

- a) direct that a decision is not to be implemented while it is under review by the Committee, and
- b) recommend that the decision be reconsidered.

The O&S Committee’s Terms of Reference are at Annex A of this report.



## MEMBERSHIP AND MEETINGS

### Meetings

During 2023/24, the Overview and Scrutiny Committee met on the following dates:

- 19<sup>th</sup> June 2023
- 24<sup>th</sup> July 2023
- 18<sup>th</sup> September 2023
- 27<sup>th</sup> November 2023
- 9<sup>th</sup> January 2024
- 29<sup>th</sup> January 2024
- 18<sup>th</sup> March 2024

The Committee met seven times in total and all meetings were quorate.

### Membership

The membership comprises fourteen elected members with two members representing each of the Combined Authority's constituent councils. The political balance of the Committee reflects as closely as possible the political make up from across the County

The members for 2023/2024 were:

Table 1: Councillor O&S Committee Membership 2023/24 as at 1<sup>st</sup> March 2024:

Labour	Conservative	Liberal Democrats	Peterborough First
Cllr Griffin (Cambridge City)	Cllr Fitzgerald (Peterborough City)	Cllr Bradnam (Cambridgeshire County)	Cllr John Fox (Peterborough City)
Cllr Smart (Cambridge City)	Cllr Neish (Huntingdonshire)	Cllr Fane (South Cambs)	
	Cllr Goldsack (Cambridgeshire County)	Cllr Van de Weyer (South Cambs)	
	Cllr Hay (Fenland)	Cllr Cane (East Cambs)	
	Cllr Davis (Fenland)	Cllr Hassall (Huntingdonshire)	
	Cllr Brown (East Cambs)		

## RAPPORTEURS

Under the current governance arrangements, decision making is distributed between the Combined Authority Board and the Thematic Committees. There are three Thematic Committees, Employment & Skills, Environment & Sustainable Communities and Transport & Infrastructure. With significant decisions being taken by the Thematic Committees, the Overview and Scrutiny Committee has a role in scrutinising the work of those Committees. In order to do so, appointed members of O&S lead in respect of the work of each Thematic Committee; these members are called rapporteurs. Rapporteurs can attend the thematic committees and can submit questions on behalf of the O&S committee. The rapporteurs can also meet with relevant officers and Lead Members of the CA Board to discuss upcoming reports.

In addition to shadowing the work of the thematic committees the rapporteurs can advise the rest of the committee on areas of interest that the O&S Committee may wish to scrutinise. By utilising the forward plan and identifying upcoming reports that O&S can feed into at an early stage and therefore add value to the work of the Combined Authority.

### Rapporteurs

<b>Committee</b>	<b>Rapporteurs</b>
Environment & Sustainable Communities Committee	Cllr Hassall & Cllr Goldsack
Transport & Infrastructure Committee	Cllr Neish & Cllr Van De Weyer
Employment & Skills Committee	Tim Griffin & Currently vacant

## KEY ACTIVITIES

The O&S Committee's key actions and recommendations during the year included:

- ❖ The Committee accepted the 'new ways of working' for the O&C Committee recommended following the governance review undertaken – the new ways of working involved the adoption of a new forward looking strategic pre-scrutiny way of working. Work has been undertaken by members and officers to adopt new processes with further work still to be done in the upcoming year. The Committee's new ways of working has been recognised as a published case study by the Centre for Governance and Scrutiny as an example of good governance, and demonstrating how a tailored approach to scrutiny, supported by specialized tools, can elevate decision-making, foster strategic partnerships, and enhance accountability. [CPCA Scrutiny Case Study](#)
- ❖ The Committee introduced holding informal O&S meetings two weeks prior to their formal meetings to review corporate KPIs, the Forward Plan, Performance and Major Project dashboards to identify work programme focus
- ❖ The Committee received regular updates on the Improvement Plan and carried out deep dives into the key workstreams. Following the deep dive into culture, capacity and confidence work stream and a particular focus on HR matters following suggestions from members, officers will now report information to HR Committee on a regular basis.
- ❖ The Mayor attended two meetings of the O&S Committee to answer questions from members on a range of matters.
- ❖ The Committee held an extraordinary meeting to discuss and make recommendations to the CA Board on the Budget Consultation.
- ❖ The Committee received and reviewed the Bus Strategy and the bus reform review and put questions to the Chair of Transport & Infrastructure Committee on the Local Transport and Connectivity Plan and the bus strategy and bus reform review.
- ❖ The Committee invited the Chair for Skills & Employment Committee to answer questions on the Skills strategy.
- ❖ The Committee reviewed, amended the Access to Information Protocol and recommended it for approval to the CA Board.
- ❖ The Committee discussed and questioned the Mayor on proposals for a Mayoral Precept and requested that the CA continue to consult with local communities on

- ❖ bus routes; that a set of KPI's be created; and that details of the bus routes, with costings, be provided; also that it was recognised that while buses were important and did need to be improved that other forms of public transport be considered.
- ❖ The Chair for the Committee started to attend all CA Board meetings to provide feedback from the Committee.

### IMPROVEMENT WORK

The Committee's work this year has been largely dominated by the work being undertaken by the Combined Authority in response to the letter received from the External Auditors in June 2022.

The Authority's external auditors wrote to the Chair of the Audit & Governance Committee on 1 June 2022 to notify him of their judgement that a value for money risk exists in the form of significant weakness in Cambridgeshire & Peterborough Combined Authority's governance arrangements. The external auditor letter identified actions for the Authority to take.

It recommended that:

- ensuring the safeguarding of the Authority's staff was of paramount importance
- the Authority urgently ensure that it has sufficient appropriate leadership capacity to be able to deliver its objectives and statutory responsibilities
- more formal intervention is required, and expeditious discussions with the Authority's sponsoring department to this end are time critical

The Committee have received updates from the Lead Officers for the Improvement Plan at all of their meetings since June and the Chairs of both O&S Committee and A&G Committee have been working closely with one another to monitor the work being done on the Improvement Plan.

The Committee have carried out deep dives into the following areas of the improvement workstream:

- Procurement
- Project Plans & Delivery
- Confidence, culture & capacity
- Governance & decision making

## ATTENDANCE & MEMBER DEVELOPMENT

### Attendance

<b>Date of Meeting</b>	<b>Number of members attended</b>	<b>Substitutes sent</b>	<b>Meeting Quorate</b>
19 <sup>th</sup> June 2023	14	2	Yes
24 <sup>th</sup> July 2023	14	6	Yes
18 <sup>th</sup> September 2023	13	0	Yes
27 <sup>th</sup> November 2023	12	1	Yes
9 <sup>th</sup> January 2024	10	1	Yes
29 <sup>th</sup> January 2024	12	1	Yes
18 <sup>th</sup> March 2024	TBC	TBC	

There was a programme of Members' development sessions through the year involving:

<b><u>Development Session</u></b>	<b><u>Attendance</u></b>
O&S Ways of Working Workshop	10
KPI Training	11
Subsidiary Companies Training	7
Budget Scrutiny Training	8

### Call Ins

There was no occasion for the use of call in this year.

### Task & Finish Groups

The Committee did not set up any Task and Finish Groups this year.

## LOOKING FORWARD

The O&S Committee will continue to scrutinise the progress made by the CPCA Board and officers to satisfy the ongoing DLUHC concerns and will continue to receive updates on the improvement plan.

The Mayor is scheduled to attend at least two meetings in the next municipal year and also a specific Mayor's Question Time will be held in September.

The Committee have requested that all Chair's for the Thematic Committees attend at least one OSC meeting in the municipal year.

The Committee will be provided with a new report template which should help to focus the committee's enquiries and help to ensure that the necessary information is provided to members in a helpful and succinct manner.

The Committee will aim to utilise the forward plan of the Combined Authority to help inform their work programme and identify areas of strategic importance for consideration. Officers will support this with providing a scoring matrix on items on the forward plan to help determine the most important items and those of greatest impact to the Cambridgeshire and Peterborough area. By identifying items early on the Committee should be in a position to really add value into policy formation and upcoming proposals of the Combined Authority.

With the publication of the [Scrutiny Protocol](#) it is clear that scrutiny will need to play an important role in ensuring high levels of accountability required for future devolution deals. The Committee will receive specific strategic scrutiny training and hold a ways of working/work programming workshop before their first meeting in the new municipal year to ensure that future work with the CA Board and senior officers will develop effective engagement of the scrutiny function going forward that will add value to the work of the Combined Authority.

Cllr Charlotte Cane

Chair

Overview and Scrutiny Committee

Cllr John Fox

Vice Chair

Overview and Scrutiny Committee



<b>Overview &amp; Scrutiny Committee</b>		Agenda Item
<b>8 March 2024</b>		<b>14</b>
Title:	O&S Committee Draft Work Programme	
Report of:	Anne Gardiner	
Lead Member:	Cllr Edna Murphy	
Public Report:	Yes	
Key Decision:	NA	
Voting Arrangements:	Majority of members present	

<b>Recommendations:</b>	
A	The Committee is requested to note the draft work programme for the municipal year 2024/25 as shown at Appendix 1 and discuss items for the work programme.
B	The Committee is requested to note the proposed induction session on the 18 <sup>th</sup> June and the work programming/ways of working workshop scheduled for 17 <sup>th</sup> June.

<b>1. Purpose</b>	
1.1	Discuss the draft work programme and suggest items to be added for future meetings.

<b>2. Proposal</b>	
2.1	The Committee review the work programme at Appendix 1 for comments and approval for the municipal year 2024/25.
2.2	Committee to note that in response to member feedback that a new report template will be introduced at the first meeting in the new municipal year which will be more focused towards scrutiny requirements and will provide the information needed by members in a succinct manner.
2.3	Committee to note the proposal that the first informal session for the Committee be used as a ways of working/work programming workshop on the 18 <sup>th</sup> June following a strategic scrutiny induction session arranged for the 17 <sup>th</sup> June.

<b>3. Background</b>	
3.1	In accordance with the Constitution, the Overview & Scrutiny Committee is responsible for setting its own work programme.

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

## 4. Appendices

4.1	Appendix A – O&S Draft Work Programme 2024 - 2025
-----	---

## 5. Implications

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



Background Papers	
10.1	None

## OVERVIEW & SCRUTINY WORK PROGRAMME 2024/25

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

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

<b>Informal OSC Session (CPCA Meeting Room, Pathfinder House, Huntingdonshire DC)</b>		
18 <sup>th</sup> June 2024 – 10am		
Item:	Information:	Lead Officer:
Work Programming & Ways of Working Workshop		Anne Gardiner
<b>Overview &amp; Scrutiny Committee</b>		
1 <sup>st</sup> July 2024		
Item:	Purpose:	Lead Officer:
<b>Combined Authority Improvement</b>		
Improvement Plan Highlight Report	Review and challenge progress in delivering the improvement plan – deep dive into partnership working	Angela Probert
<b>Combined Authority Performance</b>		
Corporate Performance Report Q4 23/24		Jules Ient
State of the Region		
<b>Accountability</b>		
Mayor in Attendance	To receive and question the Mayor on an update on CPCA performance and development of Mayoral ambitions	Mayor Nik Johnson

<b>Mayor's Question Time</b>
12 <sup>th</sup> September 2024 10am
Overview & Scrutiny Committee to hold a special session to question the Mayor on agreed topics.

<b>Informal OSC Session (Virtual via Teams)</b>		
8 <sup>th</sup> October 2024 – 10am		
Item:	Information:	Lead Officer:
Corporate Performance	Corporate Performance Dashboard	
Priority Projects Performance and Overview	Major Projects Dashboard	
Future Decision-Making	Forward Plan	
Improvement Plan		
<b>Overview &amp; Scrutiny Committee</b>		
7 <sup>th</sup> November 2024		
Item:	Purpose:	Lead Officer:
<b>Combined Authority Improvement</b>		
Improvement Plan Highlight Report	Review and challenge progress in delivering the improvement plan	Angela Probert
<b>Combined Authority Performance</b>		
Corporate Performance Report Q2 24/25		Jules Ient
<b>Accountability</b>		
Chair for Transport Committee in attendance		
Chair for Environment & Skills in attendance		
<b>Combined Authority Budget and Corporate Plan Refresh</b>		
2025/26 Draft Budget Proposals		

<b>Informal OSC Session (Virtual via Teams)</b>		
17 <sup>th</sup> December 2024		
Item:	Information:	Lead Officer:
Corporate Performance	Corporate Performance Dashboard	
Priority Projects Performance and Overview	Major Projects Dashboard	
Future Decision-Making	Forward Plan	

Improvement Plan		
<b>Overview &amp; Scrutiny Committee</b> 16 <sup>th</sup> January 2025		
<b>Item:</b>	<b>Purpose:</b>	<b>Lead Officer:</b>
<b>Combined Authority Improvement</b>		
Improvement Plan Highlight Report	Review and challenge progress in delivering the improvement plan	Angela Probert
<b>Accountability</b>		
Chair for Skills & Employment in attendance		
<b>Combined Authority Budget</b>		
Budget Proposals	Review and challenge draft budget proposals and consultation response and impact	

<b>Informal OSC Session (Virtual via Teams)</b> 11 <sup>th</sup> March 2025		
<b>Item:</b>	<b>Information:</b>	<b>Lead Officer:</b>
Corporate Performance	Corporate Performance Dashboard	
Priority Projects Performance and Overview	Major Projects Dashboard	
Future Decision-Making	Forward Plan	
<b>Overview &amp; Scrutiny Committee</b> 27 <sup>th</sup> March 2025		
<b>Item:</b>	<b>Purpose:</b>	<b>Lead Officer:</b>
<b>Combined Authority Improvement</b>		
Improvement Plan Highlight Report	Review and challenge progress in delivering the improvement plan	Angela Probert
<b>Combined Authority Performance</b>		
Corporate Performance Report Q3 24/25		Jules lent
<b>Accountability</b>		
Mayor in attendance	To receive and question the Mayor on an update on CPCA performance and development of Mayoral ambitions	Mayor Nik Johnson

## Overview & Scrutiny Training programme 2024/25

Date:	Item:	Provider:	Purpose:	Lead:
13 <sup>th</sup> June 2024	Cyber Security & Data Protection	CPCA		
17 <sup>th</sup> June 2024	OSC – Strategic Scrutiny	Bethan Evans	Induction session for members on the strategic function of the Committee	Anne Gardiner
26 <sup>th</sup> June 2024	Difference between CA and Constituent Councils	David McGrath		
15 <sup>th</sup> July 2024	Code of Conduct	TBC		
16 <sup>th</sup> July 2024	Procurement	CPCA		
6 <sup>th</sup> November 2024	Draft Budget Scrutiny	David McGrath		