CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

OVERVIEW & SCRUTINY COMMITTEE

Date:Monday, 18 September 2023

11:00 AM

Bourges Viersen Rooms, Town Hall, Peterborough [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)

4   Minutes of the Previous Meeting

To approve the minutes of the meeting held on 24th July 2023

15 **Date of next meeting:**

Monday, 27th November 2023 at 11.00 a.m. at Civic Suite, Huntingdonshire DC

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

Councillor Michael Atkins

Councillor David Brown

Councillor Charlotte Cane

Councillor Andy Coles

Cllr Maureen Davis

Councillor Mark Goldsack

Cllr Tim Griffin

Cllr Mohammed Haseeb

Councillor Martin Hassall

Councillor Anne Hay

Councillor Jon Neish

Councillor Judith Rippeth

Cllr Martin Smart

Councillor Aidan Van de Weyer

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

Overview and Scrutiny Committee

Monday 24th July 2023

Venue:	Civic Suite, Pathfinder House, Huntingdon PE29 3TN
Time:	11.00 – 12.56
Present:	Cllr Andy Coles — Peterborough City Council Cllr Noreen Bi — Peterborough City Council Cllr David Brown — East Cambs District Council Cllr Caroline Shepherd — East Cambs District Council Cllr Maureen Davis — Fenland District Council Cllr Anne Hay — Fenland District Council Cllr Tim Griffin — Cambridge City Council Cllr Martin Smart — Cambridge City Council Cllr Martin Hassall — Huntingdonshire District Council Cllr Steve Corney — Huntingdonshire District Council Cllr Judith Rippeth — South Cambs District Council Cllr Peter Fane — South District Council Cllr Anna Bradnam — Cambridgeshire County Council Cllr Steve Count — Cambridge County Council
Apologies	Cllr Michael Atkins — Cambridgeshire County Council Cllr Charlotte Cane — East Cambs District Council Cllr Mark Goldsack — Cambridgeshire County Council Cllr Mohammed Haseeb — Peterborough City Council Cllr Jon Neish — Huntingdonshire District Council Cllr Aiden Van de Weyer — South Cambs District Council

Minutes:	
1	**Apologies for Absence**
1.1	Apologies received from Cllr Atkins, substituted by Cllr Bradnam, Cllr Goldsack substituted by Cllr Count, Cllr Cane substituted by Cllr Shepherd, Cllr Neish substituted by Cllr Corney, Cllr Haseeb substituted by Cllr Bi who has been temporarily appointed as substitute to the Committee for this meeting and Cllr Van de Weyer substituted by Cllr Fane.
2	**Declarations of Interest**
2.1	No declarations of interest received.
3	**Public Questions**
3.1	No public questions received.
4	**Minutes of the Previous Meeting & Action Log**
4.1	The minutes be amended at 9.3 to state that 'the strategy was welcomed but was somewhat wordy and members would welcome a succinct summary be provided at the commencement of the paper.'
4.2	That the minutes of the meeting held on 19 June 2023 be approved as a correct record and that the Action Log be noted.

5	**Improvement Plan**
5.1	The Committee received the report which set out for the Overview and Scrutiny the progress made on identified areas of improvement and provided an update on the procurement review which had been undertaken by PWC.
5.2	The following points were raised during the discussion:- • The reference within the report to 'increasing and improving' the governance and decision making at the CPCA reflected the points raised by the Independent Improvement Board about co-opting Independent councillors. Both the A&G Committee and the O&S Committee had considered reports on this at their June meetings. Officer agreed to look at the wording to rephrase from 'would' to 'could'. • The Committee were assured by the indicated green trend regarding staffing levels. The Executive Director advised that the CA had more capacity than before but there was still a need to rely on some interim cover. The areas where recruitment was proving challenging was in legal and finance which was a national issue. • Members raised concerns around the amber rating for partnership working and highlighted issues that had been reported around lack of consultation between the Mayor and the Peterborough City Council Leader on the Local Transport Plan. Officers advised that the organisation was significantly better than six months ago in this area; there had been work done on officer partnership working and new governance arrangements were in place but acknowledged further work needed to be done at the political level. • Members raised some confusion over the report stating that 50% of contracts had been awarded directly while also stating that direct awards should be awarded sparingly. The Executive Director advised that once the PWC recommendations had been adopted by the Board that interim resources would be brought in to review the current contracts and begin work on the contract register. Some key contracts would be done early but this would be completed on a rolling basis. • Learning from best practice at other constituent councils had been part of the work undertaken when rewriting the procedure rules for the procurement services. • The procurement hub being set up would be for the CPCA to share its own documentation within the organisation with specialist areas around skills, transport etc. Once that specialist knowledge was in place this could then be shared with constituent councils; the hub would be an opportunity to share best practice and knowledge. • Each workstream that made up the improvement work was important with a CMT lead appointed. The procurement workstream had the largest financial impact for the authority. • The resources for the recruitment required would come from the improvement budget but next year this would need to be considered as part of the MTFP. • In response to a query about Best Value; officers advised that Best Value was heavily regulated by statute under the 1999 Act. It meant that local authorities and combined authorities had to ensure that any decisions made had to be legal; that the right processes for decision making, strategies and policies were in place and that they would bring the best value to the taxpayer; this did not necessarily mean financial value but could also mean in terms of impact. • Members raised a concern that best value was not mentioned within the policy strategy for procurement; the Executive Director advised that as best value was a statutory responsibility officers would always consider efficiencies and effectiveness as part of how the organisation operates however recognised that further improvements could be made to the strategy and committed to draw out the importance of best value on a stronger basis and would advise the CA Board on the 26th July of this change prior to their approval.

	• In response to a query around the scheme of delegation the Executive Director advised that there could be a lack of clarity but that the CA had contract procedural rules which were far more detailed. At the September Board the Single Assurance Framework would be brought which would have a series of delegations attached to it which would deal with the issues around delegations.
	• Once the structure was in place for the procurement team officers could then ensure there was confidence that contracts had been procured according to the correct procedures.
	• Once recruitment had been completed further training for staff could be carried out. Where permanent staff could not be recruited interim cover would be put in place to ensure best value was met.
5.3	The Committee RESOLVED:- a) To note the report b) To recommended to the CA Board that Best Value is made more implicit within the policy and that a codicil to that effect is presented to the CA Board for them to approve at their meeting on the 26th of July 2023.
6	**Implementing the Scrutiny Function**
6.1	The Committee received the report which provided an update on the progress in delivering the outcomes unanimously agreed by the OSC in June and requested that the Committee considered nominations to appoint the Scrutiny Rapporteurs for each of the Combined Authority Committees and proposed a work programme for consideration by the OSC which included the suggested informal meeting dates where the OSC would review the performance dashboard, major projects dashboard, improvement plan highlight report and the forward plan to help inform their work for the year.
6.2	As there were many substitute members in attendance at the meeting the Committee requested that the appointment of the rapporteurs was deferred to a later meeting. The Scrutiny Officer advised that the Committee could appoint at the informal session on the 30th of August to allow the rapporteurs to start work in September. The appointments could then be ratified at the public meeting on the 18th of September.
6.3	The Committee requested that further information be provided regarding the time commitments for the rapporteur roles and a more detailed job description be circulated to members prior to the 30th of August meeting.
6.4	The Committee also requested that expressions of interest in the rapporteur roles be submitted via email to the Scrutiny Officer in case of low attendance at the informal session on the 30th of August.
6.5	Committee RESOLVED to:- a) to note the progress made in implementing the recommendations agreed on 19 June 2023 to deliver new Overview & Scrutiny arrangements. b) defer nominating and appointing members to rapporteur roles for Thematic Committees until the informal session on the 30th of August with the appointments made on this date to be ratified at the September meeting. c) approve the draft work programme for 2023/24 attached at Appendix 2.
6.6	**ACTION** 1) Appointments of the rapporteurs be added to the work programme for the informal session on 30th August and the public meeting in September for ratification. 2) Scrutiny Officer to circulate job description to members prior to the 30th of August session including time commitments and reporting back processes.

	3) Scrutiny Officer to email Committee to invite expressions of interest for rapporteur roles prior to the 30^{th of} August informal session.
7	**Access to Information**
7.1	The Committee received the report which presented the Access to Information Protocol and requested its feedback, endorsement and comments before it is presented to the Combined Authority Board to approve.
7.2	The following points were raised during the discussion:- • The Committee queried why there was a need for the Committee to demonstrate a need for information; the Monitoring Officer advised that the protocol outlined what was required by statute. • The Monitoring Officer advised that the additional rights outlined in legislation only applied to business that had been transacted; if pre-scrutiny was being adopted then there would be limitations to the information provided. • The Monitoring Officer advised that if information was requested in relation to a piece of work that O&S was involved with then that was where scrutiny would have the additional rights as outlined in the protocol. • Members requested that the policy reflect that information should also be shared with substitute members of the Committee. • The Committee felt that they should be provided with all information to allow them to scrutinise unless there was a significant reason not to and that reason should be provided. • Committee queried who decided what 'need to know' was and without some further clarity around this in the protocol it would be difficult to support recommending it to the CA Board. • In response to a query the Monitoring Officer advised that The Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 provided the Committee with more rights to information than the Freedom of Information Act, however there was a difference between a right to information under the legislation and a need for information which was directed by case law. • The Monitoring Officer confirmed that if information was refused to the Committee that this would be done in consultation with the Monitoring Officer. • The Committee discussed that they could not support or recommend the protocol as it currently stood to the CA Board for approval and would like officers to bring back an alternative version to September's meeting taking into consideration the concerns raised by members during the discussion.
7.3	Cllr Bradnam proposed and was seconded by Cllr Smart that officer's re-word the protocol to reflect that the focus should be what the Committee could request and have access to rather than highlighting what they could not and that greater clarity around the 'need' for information be included. The Committee voted unanimously in favour.
7.4	The Committee RESOLVED:- a) Not to endorse the Access to Information Protocol and request that an alternative protocol be brought back to a later meeting for the members to consider.
8	**Combined Authority Forward Plan – Lead Members' Updates**

8.1	The Committee had agreed to defer the appointment of Lead Rapporteurs and therefore there was no member update.
9	**CA Board Agenda**
9.1	The Chair advised members that in future to enable the CA Board item to be more effective that the Chair and Vice Chair would identify an item from the Board agenda which could be scrutinised in greater detail by the Committee (for example at the September meeting the LTCP could be discussed with relevant officers invited to answer any questions about the report.) The Committee Agreed to support this way forward.
9.2	The Committee submitted no questions to the CA Board.
10	**Date of next meeting**
10.1	1) Informal O&S meeting – 30th August 2023 Time TBC Venue – Virtual via Teams Microsoft. 2) Public OSC meeting - Monday 18th September at 11am. Venue: 1am at Bourges Viersen Rooms, Town Hall, Peterborough PE1 1HF

Meeting Closed: 12.56pm

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 24th July 2023

Item	Report title	Lead officer	Action	Response	Status
6.6	Implementing the Scrutiny Function	Anne Gardiner	Appointments of the rapporteurs be added to the work programme for the informal session on 30th August and the public meeting in September for ratification.	Rapporteurs discussed and appointments to Skills and Employment Committee agreed for ratification at September meeting. Expressions of interest for 18th September made and rapporteurs for the other committees to be appointed at September meeting.	CLOSED
		Anne Gardiner	Scrutiny Officer to circulate job description to members prior to the 30th of August session including time commitments and reporting back processes.	Job Description circulated on the 18/08/23	CLOSED
		Anne Gardiner	Scrutiny Officer to email Committee to invite expressions of interest for rapporteur roles prior to the 30th of August informal session.	Email sent on 18/08/23	CLOSED
7.4	Access to Information Protocol	Edwina Adefehinti	Committee requested that the protocol was re-worded and brought back to Septembers meeting.	Scheduled for the September meeting	CLOSED

Minutes of the Meeting 19th June 2023

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

Minutes of the Meeting 20th 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: • Transport Schemes • IT and software requirements Communications and the building of an effective public relations and influencing delivery operation.	Ongoing	Open

Item	Report title	Lead officer	Action	Response	Status
11.	Demand Responsive Transport	Tim Bellamy	Transport officers to: 1. Investigate the Dial-A-Ride mapping exercise, referred to at a CCC meeting, and report back to the Committee. 2. Provide the Committee with the details of any section 106 contributions to DRT services.	As part of our Network Review work, we are continuing to engage with CCC on a range of issues including dial-a-ride, education transport (home-to-school) and a number of other factors. The Network Review will be presented to the TIC, Board and O&S in due course where mapping of a service network will be presented. No Section 106 monies are used to fund DRT services. Report to be brought to September meeting	CLOSED

Overview and Scrutiny Committee

18 September 2023

Title:	Performance Management Framework and Corporate Performance Report Q1 2023/24
Report of:	Jules Ient, Interim Policy Manager
Lead Member:	Cllr Edna Murphy
Public Report:	Yes
Key Decision:	No
Voting Arrangements:	A simple majority of all Members present and voting

Recommendations:

A	Note the draft Performance Management Framework and plans for further development.
B	Scrutinise performance information relating to the Combined Authority's Corporate Key Performance Indicators.
C	Scrutinise performance information relating to the Combined Authority's Most Complex Programmes and Projects.
D	Scrutinise performance information relating to the Combined Authority's Headline Priority Activities.
E	Note progress to evaluate the impact of the Devolution Deal Investment Fund in a Gateway Review.
F	Review and comment on the relevance and accessibility of the performance information presented in this report.

Strategic Objective(s):

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

X	Achieving ambitious skills and employment opportunities
X	Achieving good growth
X	Increased connectivity
X	Enabling resilient communities
X	Achieving best value and high performance

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.

1.	Purpose
1.1	Section 2.1 and Appendix 1 present the Performance Management Framework, for Members to note.
1.2	Section 2.2 describes plans for further development of the Performance Management Framework, for Members to note.
1.3	Sections 2.3, 2.4, 2.5 and Appendix 2 present Corporate Key Performance Indicators (KPIs) performance information in a Red Amber Green rating summary, an exception report, Balanced Scorecard and Dashboard, for Members' scrutiny and comment.
1.4	Section 2.6 and Appendix 3 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.
1.5	Section 2.7 presents Headline Priority Activities performance information in narrative form, for Members' scrutiny and comment.
1.6	Section 2.8 presents an update on the planned evaluation of the impact of the Combined Authority's Devolution Deal, for Members to note.

2.	Proposal
2.1	**Performance Management Framework (PMF)** The draft PMF is presented in Appendix 1 and will be presented to Board for approval on 20 September 2023. The PMF will ensure that there is a consistent, streamlined and joined-up approach to performance. It has been co-produced through a working group of constituent authority officers who are experts in performance management. Members and officers from across the Combined Authority, including Overview and Scrutiny Committee and Audit and Governance Committee, have also been actively engaged in developing the Framework. The Department for Levelling Up Housing & Communities' English Devolution Accountability Framework (EDAF), published in March 2023, provides guidance on how Mayoral Combined Authorities should be accountable to local scrutiny, the public and the UK government. The Combined Authority's PMF will support us to comply with the standards in the EDAF, and we are seeking to go beyond the spirit of EDAF in delivering good governance and strong measures of accountability. The PMF will sit within the proposed Single Assurance Framework (SAF). The proposed SAF sets out the processes, approach and criteria that demonstrate to government the robust assurance, appraisal and value for money considerations that are used to develop and deliver projects and programmes to a high standard, maximising the opportunity to realise benefits whilst ensuring effective stewardship of public funds. The PMF is based on the Combined Authority's Golden Thread of performance management (see graphic below), that will ensure our outcomes, plans and measures at all levels of the Combined Authority are aligned to our Corporate Strategy. The PMF will support the scrutiny of performance information relating to the achievement of outcomes and outputs relating to all five strategic objectives, strengthening scrutiny and accountability in line with expectations outlined in the EDAF. The PMF will also be a key policy that supports the organisation to achieve best value and high performance.

Golden Thread linking corporate, operational and individual outcomes, plans and measures
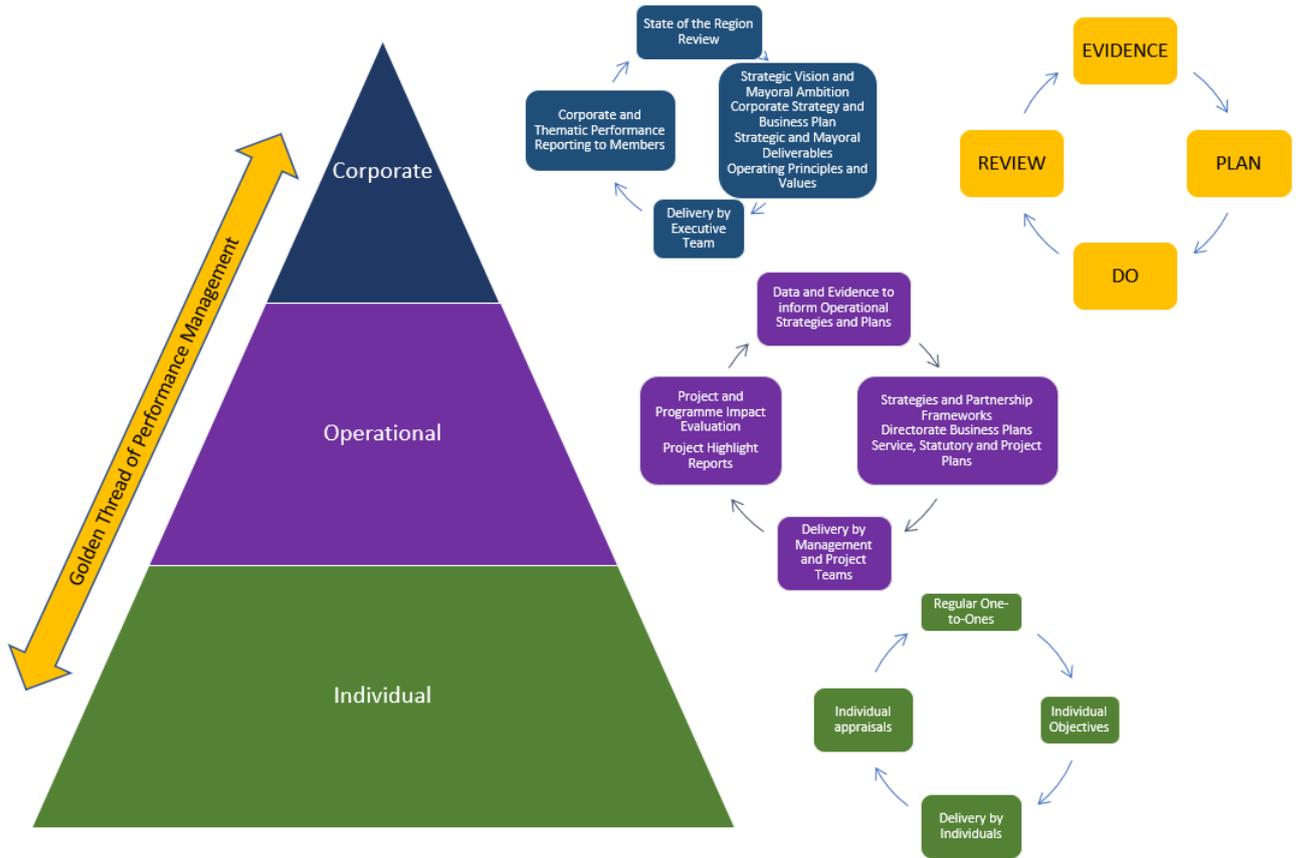
2.2	**Planned further development of Performance Management Framework (PMF)**

The Combined Authority recognises that it can take 2-3 years to develop and embed a new performance management system. Whilst the PMF is a major step on this journey, further work is planned to refine how the Combined Authority measures and manages performance. This work will be continue to include looking at best practice and experts including Professor Andy Neely, a member of the Business Board, Pro-Vice-Chancellor for Enterprise and Business Relations at the University of Cambridge and former Head of the Institute for Manufacturing (IfM).

Implementation of performance reporting against KPIs has started at the Corporate level. However, the intention is phase the roll out of quarterly Thematic Performance Reports encompassing Dashboards of Key Performance Indicators (KPIs) and an exception report of Red rated KPIs. 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).

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

A limitation of the balanced scorecard is that whilst metrics are bundled into KPIs, RAG rating is analysed and presented at metric level rather than KPI level. Work is planned to develop and agree

weightings for the metrics making up each indicator. This will enable the RAG rating of the indicators as well as the metrics.

Work is ongoing to set and agree targets relating to the Corporate KPIs, where appropriate. Once targets are in place, RAG rating of performance against target will be also be introduced in addition to RAG rating against direction for improvement. This rating system will provide a clear and standardised approach to evaluating KPI performance based on predefined criteria. It will allow for easy comparison and understanding of performance levels and offer clear visual cues, making it easier to identify areas of concern or success at a glance.

In the future there will also be an opportunity to strengthen the framework through alignment of the State of the Region KPIs with partner KPIs. The intention is to collaborate with constituent councils and the Integrated Care System to co-produce a shared set of State of the Region KPIs.

Establishing and embedding a performance management culture is new to many areas of Combined Authority activity and the organisation as a whole. The Combined Authority is making significant strides forward but we recognise further effort will be required to establish and embed reporting, before it becomes routine. Cross-organisational collaboration will be critical in ensuring accurate data collection, targets and performance commentary are captured.

As we strive to make our performance data more accessible a Projects Performance Dashboard will be published on our website, which will include reporting on all Combined Authority projects. It will offer an overview of how the Combined Authority projects are performing including how many are red, amber and green. The Dashboard will be able to be filtered by area so residents, stakeholders or members can view the projects we are delivering in their area.

In line with the EDAF we will seek to develop Mayoral Question Time events that will enable the public to question the Mayor and members on a broad range of topics including the economy and growth, transport, skills and digital connectivity. We will explore a mixture of face to face and virtual events. This could include face to face events taking place in accessible venues across the region. Questions that cannot be answered sufficiently at the event will receive a full written answer.

We will create a relevant, reliable and accessible 'State of the Region' review of the current state of the Cambridgeshire and Peterborough Region. The review will assess the impact of recent macro-economic factors on how residents live and businesses operate. It will inform conversations about the contribution the region is making regionally, nationally and internationally. We will ensure this evidence base adds value to what is already being done locally and is aligned with locally established methodologies and reporting measures. Findings from the review will be presented accessibly in a suite of communications resources including a report, short animated video, slides, infographics and an interactive dashboard embedded in the Cambridgeshire Insight website. We will seek to refresh the evidence base annually, funding permitting.

| 2.3 | **Corporate Key Performance Indicators (KPIs) Balanced Scorecard and Dashboard** |
| | |

The Combined Authority's Corporate KPIs Balanced Scorecard and Dashboard is presented in Appendix 2. The Balanced Scorecard summarises the performance of 27 metrics grouped into 20 KPIs. The information presented for each metric comprises:
- Mapping to Combined Authority strategic objective
- Mapping to indicator of progress
- Ownership
- Reporting period

- Date of latest available data
- Direction for improvement
- Previous period performance
- Current period performance
- Direction of travel
- Red Amber Green (RAG) rating of direction of travel compared to direction for improvement.

A dashboard for each metric presents summary performance information, data visualisation, target (where available), metric description, commentary, actions and links to data source(s). Some of these indicators cover the position of the wider Cambridgeshire & Peterborough Area where the outcome and the ability to change the indicator does not lie wholly or mainly with the Combined Authority. These indicators are shown in a separate table in section 2.5 as State of the Region indicators.

2.4	**Summary of Corporate KPIs RAG ratings and exception report for Corporate KPIs owned by CPCA**

Indicators are classed as owned by the CPCA when the ability to change the indicator lies wholly or mainly with the Combined Authority. A summary of RAG ratings for these metrics and exception report for those that are Red rated is as follows:

RAG rating	Description	Number of metrics	Proportion of metrics
Red	change in performance from previous period to current period is in the opposite direction to direction for improvement	1	8.5%
Amber	performance is unchanged from previous to current period	1	8.5%
Green	change in performance from previous period to current period is in line with direction for improvement	10	83%
Total		12	100.0%

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

Direction for Improvement	Current Period	Previous Period	Direction of Travel	Change in Performance	RAG Rating
↑	91%	93%	↓	-2%	Red

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. 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.

As at the end of July, the percentage of budget expected to be spent is 91%, compared with the 93% indicated in June. Of the variance, more than 2/3 is revenue, with only 1/3 capital.

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.

| 2.5 | **Summary of RAG ratings for State of the Region Corporate KPIs** |

Indicators are classed as State of the Region when the ability to change the indicator does not lie wholly or mainly with the Combined Authority. A summary of RAG ratings for these metrics is as follows:

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

| 2.6 | **Summary of Most Complex Programmes and Projects RAG ratings and exception report** |

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

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

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

In Q1 there are no Red rated Most Complex Programmes and Projects.

| 2.7 | **Headline Priority Activities** |

	Ahead of the Autumn Statement, the Combined Authority is working to scope out our key lobbying requests to Government. This proactive work is being done in partnership with the Business Board and will result in a public affairs campaign in the lead up to the Chancellor's Announcement and strategic reaction following it.

The external review into communications, engagement and public affairs is on track with a draft report and recommendations being shared with the Combined Authority's Corporate Management Team in September. These recommendations will be discussed and shared with contributors and will inform the future focus and structure of a efficient and highly effective, fit for the future communications, engagement and public affairs function. The implementation of these recommendations will take place through Autumn and Winter but work has already begun to implement some immediate improvements which can be made at pace in the short-term and have both an instant and lasting positive impact.

A Senior Communications Manager has been recruited on an interim basis for six months, to provide additional leadership capacity within Communications and Engagement. The Head of Communications and Engagement role remains unfilled, pending the review outcomes. |
| 2.8 | **Planned evaluation of the impact of the Combined Authority's Devolution Deal**

Work is underway to procure a supplier to develop the Combined Authority's Mid-Term Report, the next phase of the current Gateway Review process. Soft market testing was completed through August and open invitation to tender was sent to potential suppliers in early September. The deadline for potential suppliers to submit their tender responses is early October with delivery scheduled to commence by mid October. The supplier will be appointed to work with the Combined Authority to deliver the Mid-Term Report against the specification set-out in the approved Local Evaluation Framework. In July, Combined Authority Board allocated £125,000 to support the delivery of the Mid-Term Report which will need to be submitted to The Department for Levelling Up, Housing and Communities by the end of January 2024. |

3.	**Background**

3.1	**Improvement Plan**

The development of a Performance Management Framework was included as an action within the October 2022 Outline Improvement Plan. It is now sits as an action within the Project Plans & Delivery Workstream..

The workstream has a focus on the development and delivery of key frameworks that the Combined Authority requires to be improved, updated or developed, those frameworks are as follows:
1. Performance Management Framework
2. Single Assurance Framework
3. Risk Management Framework

The key outcomes for the workstream to deliver are as follows:
☐ Agreement by the CPCA and Partners of a Single Assurance Framework
☐ Agreement of a Performance Management Framework and reporting dashboard
☐ Adoption of a new corporate risk management framework
☐ A revised PMO with expanded responsibility for corporate performance

A reporting dashboard has been developed and is to be included on our website later this year. This is a database of Combined Authority projects including RAG status, project update and location.

The next steps are to develop an Implementation Plan to support staff understand requirements within the frameworks, and to review PMO capacity and capability to deliver what is set out within the Frameworks. These elements are due to be completed Q3. |
| 3.2 | **Stakeholder engagement** |

	The PMF and corporate reporting approach have been co-produced with a range of external and internal stakeholders.
	- A workshop was held with **Overview and Scrutiny Committee members** in July to test and challenge the developing KPIs to ensure they are truly reflective of the strategic objectives and provide a true reflection of performance against delivering the Corporate Strategy. - Improved performance management was a key aspect of the Improvement Plan endorsed by Board in October 2022. Following the approval of the plan, a **Chief Executive Lead** was allocated to the Performance Management elements within the plan. Since this we have continued to work closely with the lead to shape the work on Performance, Assurance and Risk Management. **Chief Executives** have been kept informed on progress. Most recently on 23 August, our approach to performance was discussed by the CEOs of the Constituent Councils. Feedback from this group has been taken on board and resulted in changes to this paper. - In early 2023 the Chief Executives nominated officers from their authorities to engage with us on performance management, as well as assurance and risk. Following this we developed a **Partner Working Group,** consisting of nominated officers from all CPCA constituent councils. (4 sessions covering the Single Assurance Framework, Performance Management Framework and Risk Management Framework, May – Aug 2023). These meetings have allowed us to share how partners currently report on performance, and how we should report going forward. It has also allowed discussions for opportunities for closer working and sharing of data. Most recently this group met on 22 August 2023 where the PMF was reviewed. As we continue to further refine the PMF, we will continue to work closely with partners in co-production. **M10 Assurance Network** – 3 sessions – May-August 2023. In this group we have had discussions regarding the various Combined Authority's Single Assurance Frameworks which has helped us to learn from others regarding best practice, on assurance and performance processes. - The PMF and performance report have also been co-produced with Combined Authority colleagues from across all CPCA service areas, and an **Internal Working Group** has also been established. The membership of this was decided by the Corporate Management Team, thereby ensuring views and engagement from across the organisation.
3.3	**Best practice review** We have undertaken an extensive performance reporting peer review, examining the approaches adopted by other Combined Authorities, including Greater Manchester, South Yorkshire and Liverpool City Region. This comparative analysis has informed the methodology we are employing in our performance reporting. We have taken a cue from these Combined Authorities in crafting a set of metrics that are relevant to Cambridgeshire and Peterborough and aligned with our strategic objectives. Each metric is accompanied by a description, providing a contextual backdrop for understanding its significance. We use the integration of time-series data visualisations that offer a snapshot view of the performance. To enhance insight, we have also integrated commentary sections that delve deeper into the data with a section on actions that the Combined Authority are currently taking to improve performance. Our dashboard for each metric follows a 1–page format, which is the standard for other Combined Authorities. Moreover, we have taken strides to cluster related metrics, thus effectively illustrating the overall progress towards specific indicators.
3.4	**National government policy** On 16 March 2023, DLUHC published the English Devolution Accountability Framework. This provides guidance to Mayoral Combined Authorities and other institutions with devolved powers and is structured around three key forms of accountability: - local scrutiny and checks and balances - accountability to the public - accountability to the UK government Regarding local scrutiny, the framework includes the following statements:

	- An Overview and Scrutiny Committee's role is to review and scrutinise the institution's decisions (whether planned, underway or implemented) and to make reports and recommendations to the authority on the discharge of its functions and on matters that affect the authority's area or residents. [It is] crucial that [Combined Authority Overview and Scrutiny] committees can recruit committed, motivated members and, crucially and retain them in post for more than one year to allow appropriate training, build knowledge and maintain focus on key policy and performance issues. - It is crucial that local scrutiny of institutions with devolved powers sets new standards for holding their institutions to account for delivery. - To that end, the government will develop a new Scrutiny Protocol for all institutions with devolved functions on the relationship between the mayor/elected leader, the institution and its scrutiny/audit functions. It will do this working with the currently established mayoral combined authorities, the GLA and those areas which have agreed devolution deals for their areas, as well as organisations such as the Centre for Governance and Scrutiny. - The Scrutiny Protocol will focus on ensuring that each institution has a sustained culture of scrutiny. Membership on committees should be prized and competed for. Retention of members for several years should be common. Members should be able to devote the time to the role. And the committees should have the profile and cachet to ensure that their findings are brought to the attention of the public wherever necessary. - Committees should have easy access to relevant data to support their role. They should be supported by a well-resourced team of clerks, regular training opportunities and access to research and analysis capability. - Government recognises that this will take significant change and the development of the Scrutiny Protocol is an opportunity to explore innovative ideas. The Protocol will be developed during 2023 with a view to publishing later in year, and will be incorporated into the next iteration of this framework. Successfully implementing the Protocol will be a key factor when determining eligibility for single funding settlements and deeper devolution deals.
3.5	**Legislation and guidance** Article 10 of the Combined Authorities (Overview and Scrutiny, Access to information and Audit Committees) Order 2017 states that Members of the Combined Authority OSC have enhanced rights to access information under the control of the Combined Authority or the Mayor. Statutory guidance 'Overview and scrutiny: statutory guidance for councils and combined authorities' was published by the Department for Levelling Up, Housing and Communities in 2019. It states that, when considering what information scrutiny needs in order to carry out its work, scrutiny members and the executive should consider scrutiny's role and the legal rights that committees and their individual members have, as well as their need to receive timely and accurate information to carry out their duties effectively. Scrutiny members should have access to a regularly available source of key information about the management of the authority – particularly on performance, management and risk. The Centre for Governance and Scrutiny (CfGS) published 'Overview and scrutiny in combined authorities: a plain English guide' in 2021. The section 'Getting, and using, information to support prioritising work' states that scrutiny members should have access to a regularly available source of key information about the management of the authority – particularly on performance, management and risk. It continues that "the consideration of detailed performance and finance data (and other data-heavy reports and presentations) at a formal committee is also a practice that tends to be ineffective. It is often best that such "regularly available sources of information", as described in the statutory guidance, is shared with members between meetings, with member briefings convened if there is felt to be a specific, justified need for face-to-face conversations. Having access to this information means that members can then make more informed choices about what issues they actually escalate to committee for discussion. This reflects the need for councillors to drive the work process, rather than having reports and information brought to them merely for information and comment.
3.6	**CPCA's Constitution** Chapter 4 Rule 4.2.2 of the CPCA constitution states that the Combined Authority Board is directly responsible for driving output of key deliverables/performance measures for achieving good growth

and ensuring that Thematic Committees and the Business Board are driving delivery of good growth key deliverables as they relate to each Thematic Committee remit. In addition, Rule 4.3.3 states that the adoption of, and any amendment to or withdrawal of the Performance Management Framework is a function that is reserved to the Combined Authority Board.

Chapter 7 Rules 7.2.1, 7.3.1 and 7.4.1 state that the Transport and Infrastructure Committee, Environment & Sustainable Communities Committee and Skills & Employment Committee are accountable for driving delivery of strategic performance measures and performance management of key performance measures from the Corporate Plan, within remit of the relevant Committee.

Chapter 13 Rule 13.3.6 states that the Audit & Governance Committee shall monitor the Combined Authority's risk and performance management arrangements, including reviewing the risk register, progress with mitigating actions and assurances.

Chapter 17 Rules 17.3.10, 17.3.11, 17.3.17 and 17.3.22 state that the Combined Authority's Shareholder Board will have a role in ensuring proper governance of the Authority's Subsidiaries, such role to include

- monitoring performance and information from each Subsidiary, in particular on financial and other risks and escalating such risks within the Authority as appropriate
- agree a mechanism to communicate the shareholder's views to the Subsidiary by effecting systematic engagement between the Chair/Chief Executive Officer and shareholder role to assure effective performance against strategy and governance.

Reporting to the Board on the performance of the Subsidiary Companies

3.7		**Evolution of Performance Management**

On 19 October 2022, Board resolved to adopt an Improvement Framework including, as Workstream E, Project Outcome E2: A robust and effective PMF is in place in support of strategic framework and governance arrangements.

On 25 January 2023, Board approved the CPCA Corporate Strategy and Business Plan 2023-25. This set out four strategic objectives with 23 associated outputs that show what the Combined Authority is achieving in the short term. The strategy also sets out the outcomes that describe what it is that the CPCA really wants to provide for the people living in the area. The strategy states that monitoring outcomes is important as this is the point at which there will be material change and improvement in the life of people living and working in Cambridgeshire and Peterborough.

On 22 March 2023, Board noted a proposed reframed focus for outstanding improvement activity to be delivered that requires a continued corporate focus. Relating to Theme E2, actions are:

- The scoping, development and implementation of the PMF by the autumn of 2023.
- Until that date an interim PMF to be developed to provide increased assurance around project and programme delivery.

On 31 May 2023, Board resolved to agree a fifth strategic objective of 'Achieving Best Value and High Performance'. This objective was proposed so that CPCA can clearly demonstrate Best Value and High Performance to a range of stakeholders and ensure that managerial focus and wider scrutiny is concentrated on this theme as well as the other four strategic objectives already approved.

On 9 June 2023, A&G reviewed and assessed plans to develop and implement an interim performance management framework.

On 19 June 2023, OSC noted the progress to develop and implement an interim performance management framework and a performance management framework.

On 20 July 2023, Board resolved to note a working list of Corporate KPIs and corporate reporting approach, and consider progress of initial performance data. During discussion, members:

- requested that reporting on progress on the recommendations of the Independent Climate Commission be included.
- recognised that things are sometime beyond our control so recognition of things not going to plan is not a reflection on staff.
- welcomed efforts to measure what members' value rather than what is easy to measure.
- flagged the opportunity to engage with partners like the Integrated Care Board and the Police Crime Commissioner to identify areas where we can work more closely together.

4.	**Appendices**
4.1	Appendix A – Performance Management Framework
4.2	Appendix B – Corporate KPIs Balanced Scorecard and Dashboard Q1 2023/24
4.3	Appendix C – Most Complex Programmes and Projects Dashboard Q1 2023/24

5.	**Implications**
	Financial Implications
5.1	The recommendations above have no direct financial impact. However, work is ongoing to further develop the Performance Management Framework to provide the CPCA with a stronger evidence base, which has the potential to support more effective decision making relating to best value. This may include additional costs relating to: • Commissioning research • New data sets • Software subscriptions • New analyst post • Staff training
	Legal Implications
5.2	This report needs to be seen in the context of the legal and constitutional nature of the CPCA itself. Under Section 3 of the Local Government Act 1999 (as amended by s137 of the Local Government & Public Involvement in Health Act 2007), the CPCA is under a general duty to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. Whilst there may be Legal implications as a result of the delivery of the CPCA's Corporate Plan and its Priorities, there are no direct Legal implications as a consequence of the delivery of this performance report.
	Public Health Implications
5.3	This proposal will provide the CPCA with a stronger evidence base, which has the potential to support more effective decision making relating to public health impact.
	Environmental & Climate Change Implications
5.4	This proposal will provide the CPCA with a stronger evidence base, which has the potential to support more effective decision making relating to environmental and climate change impact.
	Other Significant Implications
5.5	This proposal will provide the CPCA with a stronger evidence base, which has the potential to support more effective decision making relating to equality, diversity and inclusion impact.
	Background Papers
5.6	English Devolution Accountability Framework CfGS-CA-Scrutiny-Guidance-2nd-Edition-SINGLE-PAGES.pdf

Performance Management Framework

2023-2025

Version History

Revision Number	Revision Date	Nature of Revision	Created by
V1	September 2023	First publication	Programme Office
	Next review September 2024		

Contents

Introduction

Performance management is central to delivering our vision:

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

The Performance Management Framework (PMF) ensures that there is a consistent, streamlined and joined-up approach to performance.

Effective performance management comes from a clear idea of where we want to get to, what impact we want to have and how we will do that.

For the Combined Authority, this began with our Devolution Deal (2017) which set out powers and funding afforded by devolution, and our performance target of doubling the size of the economy and creating more good jobs. Also at the heart of the deal was a commitment to:

- achieve a skills base that matches business needs, providing world class connectivity and transport systems, and
- accelerating the delivery of the mix of new homes and sustainable communities.

Our 2023-25 Corporate Strategy built on the Devolution Deal. The strategy identifies four strategic priority areas and sets out performance management baselines, based on the Sustainable Growth Ambition Statement. A fifth Corporate Priority was adopted by Board in May 2023 – achieving best value & high performance.

This PMF is for our staff, members, partners and the public. It sets out why and how we do performance management.

Performance management is about how we consistently plan and manage improvements to our services and how we demonstrate our accountability to the public, government and other stakeholders. It enables our decision makers, both elected members and officers, to take necessary action based on facts about our performance. It assists the public and our funders to see whether we are delivering what we are committed to delivering and achieving what we set out to achieve.

Good performance management offers many benefits including:

- supporting our vision for Cambridgeshire & Peterborough

- driving and embedding a culture of continuous improvement

- giving clarity on key objectives and targets – where we are and where we want to be

- enabling us to understand whether we are on track to achieve our objectives and desired outcomes

- helping us make informed choices about how to change our activities to improve service delivery and value for money

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- helping us measure the progress of our strategies and plans

- promoting accountability and transparency

- enabling us to demonstrate best value

- instilling confidence across our organisation, our service-users and stakeholders

The Department for Levelling Up Housing & Communities' English Devolution Accountability Framework (EDAF), published in March 2023, provides guidance on how Mayoral Combined Authorities should be accountable to local scrutiny, the public and the UK government. Our Performance Management Framework supports us to comply with the standards in the EDAF.

This Framework will sit within a broader proposed Single Assurance Framework (SAF). The SAF sets out the processes, approach and criteria that demonstrates to government the robust assurance, appraisal and value for money considerations that are in place to develop and deliver projects and programmes to a high standard. This maximises the opportunity to realise benefits, whilst ensuring stewardship of public funds.

The PMF will be a key tool in successfully delivering the SAF. It will ensure that appropriate pipeline and project oversight is provided by both officers and politicians and provides performance data on project development and delivery to drive performance review considerations.

Approach

We will approach performance management as a continuous cycle, based on an Evidence, Plan, Do, Review model. We will collect, analyse and interpret information. We will create insights and make judgements to understand the links between cause and effect. Based on this understanding, we will take decisions, make plans and act on our decisions. Then we will collect further data to learn and review. This is illustrated in Figure 1.
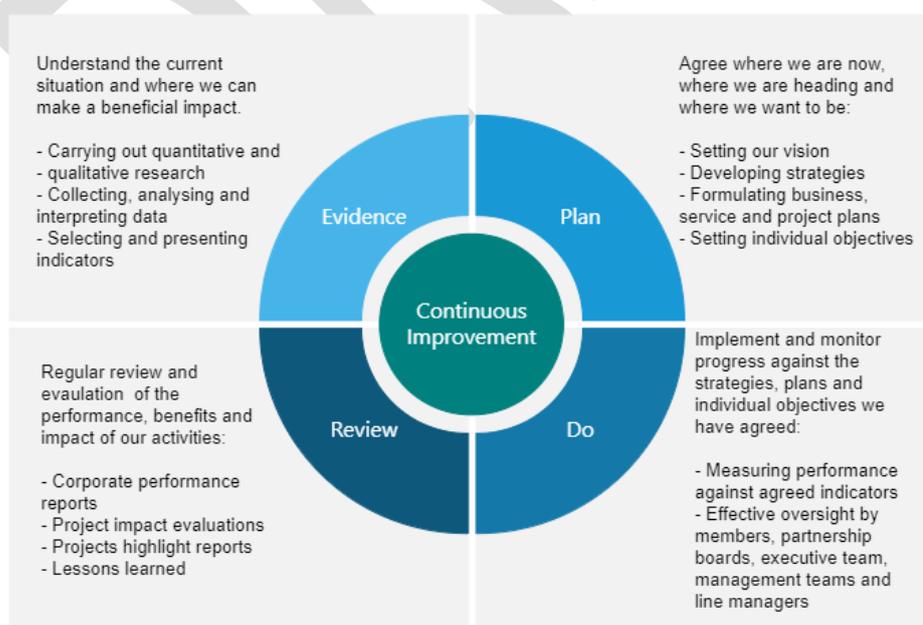
Figure 1 - Evidence, Plan, Do, Review model

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A Golden Thread of performance management will ensure that our outcomes, plans and measures at all levels of the Combined Authority are aligned to our Corporate Strategy. This is illustrated in Figure 2. Our strategies and plans are listed in Appendix 1 and our Corporate Key Performance Indicators are listed in Appendix 3.
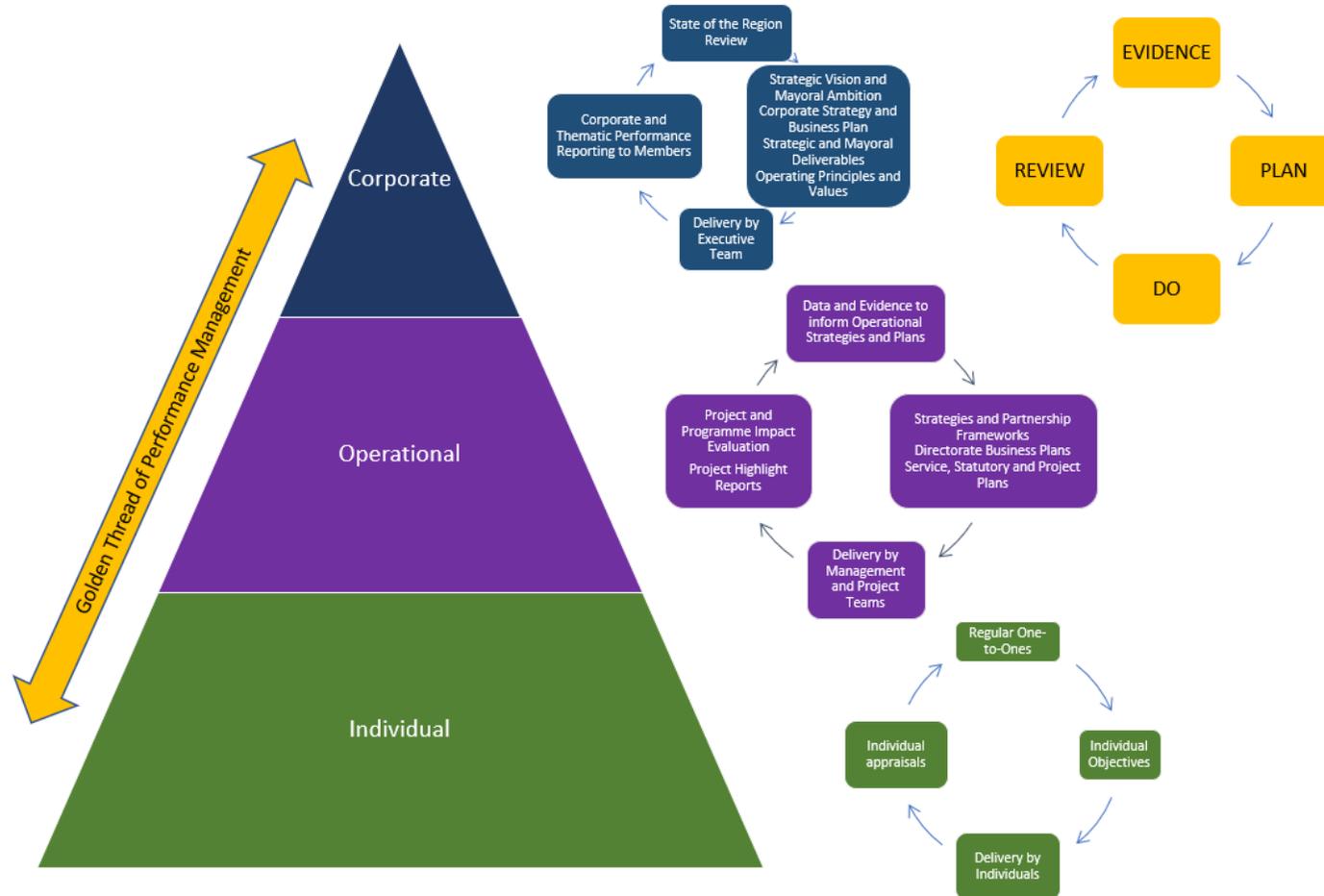
Figure 2 - Golden Thread linking corporate, operational and individual outcomes, plans and measures

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How we will do performance management

Quality standards

To be effective, our performance management system will meet the following quality standards:

- **Accessible**: our stakeholders can access and understand our performance information. As such an easy to access performance dashboard will be available to all Constituent Authorities, Chief Executives and Leaders, as well as any other interested stakeholder.

- **Joined Up:** our performance information presents the big picture at a Cambridgeshire & Peterborough level.

- **Accountable:** we provide relevant information to the right people at the right time.

- **Flexible:** our performance management framework can adapt to a changing environment. If information on performance is requested the Combined Authority, it will be flexible to meet the demands of partners.

- **Value for Money:** the cost of our performance management is proportional to its benefit. This will be continually reviewed.

Key performance indicators

Our performance information needs to be relevant, reliable, clear, fit for use and balanced. We will collect, sort, analyse and interpret data to produce meaningful information, including key performance indicators (KPIs).

We will collect data from several sources, including:

- Office for National Statistics (ONS)

- Nomis

- Cambridgeshire Insight

- Government Websites (GOV.UK databases, council data)

- Cambridge Ahead

- Sector Research Data

- Internal performance data

We will use quality assurance to ensure that our measurements and calculation of indicators are accurate and based on reliable data sources.

We will ensure our measures are fit for use by all our stakeholders, for example by developing an optimal number and mix of measurements to support our decision making.

We will establish a comprehensive list of Corporate KPIs, with a balanced scorecard approach encompassing resident, internal process, learning and growth, and financial perspectives. Each indicator will link directly to one of our strategic priorities.

We will ensure there is the right blend of financial and non-financial, and leading and lagging indicators. Lagging indicators measure whether we have reached our goals. Leading indicators help us understand whether we are delivering the activities that will lead to our goals. This helps us work out how confident to be about whether we will achieve them.

Having a comparison available is very useful in interpreting performance indicators. We will use indicators that have a standardised definition for councils across the country where possible. This will enable comparison to:

- other authorities in Cambridgeshire & Peterborough

- similar geographies

- other Combined Authority areas

- national averages in England or UK

Where appropriate, we will develop and agree targets with our partners and members. This will allow us to understand where we are, where we need to get to and whether we are off track.

We will develop a RAG rating system to assess the performance of the KPIs. We will RAG rate compared to direction for improvement and compared to target. This rating system will provide a clear and standardised approach to evaluating KPI performance based on predefined criteria. It will allow for easy comparison and understanding of performance levels and offer clear visual cues, making it easier to identify areas of concern or success at a glance. The KPIs RAG Rating categories are set out in Appendix 5.

We will seek to align our indicators with our constituent councils and refine our approach to set new standards of best practice.

We will ensure that our KPIs are relevant by adding and removing them in response to changes to our corporate priorities, strategies and operating models. To ensure correct oversight, our Board will approve any changes to our KPIs from Q4 2023/24 and a formal procedure will be followed.

Accountability to local scrutiny
In line with the EDAF we are committed to being accountable to local scrutiny.

Corporate performance reports
We will produce quarterly Corporate Performance Reports encompassing:
- Balanced Scorecard of Corporate Key Performance Indicators (KPIs)
- Most Complex Programmes and Projects
- Priority Activities
- Original Devolution Deal (through our Investment Fund Gateway Review)

The quarterly Corporate Performance Reports will be scrutinised by our Corporate Management Team (CMT), Overview and Scrutiny Committee and the Combined Authority Board.

We will report our performance against KPIs in a Balanced Scorecard. This will include information about targets, direction for improvement, performance (current period), performance (previous period), change in performance and RAG rating. If there are any Red rated KPIs, this will be escalated to members via the Corporate Performance Report along with a summary of the planned actions to improve performance. Our September 2023 Balance Scorecard is set out in Appendix 3.

The Combined Authority is accountable for multiple projects or programmes, each of which are reported in line with our Single Assurance Framework.

The quarterly Corporate Performance Report will contain a focused report on our most complex projects, which will be those considered most significant at the time of the report, in terms of value, strategic fit and where there would be significant impact if the project fails to deliver. To reach the proposed list we will use the Corporate Prioritisation approach, whilst also considering the stage of project and financial value. The list of projects in this report will be adaptable, if a project complexity changes it will be added or removed. A Combined Authority Member will also be able to request the addition of a project. Any changes to the list will be declared in the Corporate Reports. See Appendix 4 for the September 2023 Most Complex Programmes and Projects Report.

We will also explore other methods of rapidly escalating performance issues in-between board cycles.

Thematic performance reports

We will produce quarterly Thematic Performance Reports encompassing Dashboards of Key Performance Indicators (KPIs) and an exception report of Red rated KPIs.

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 and Business Board).

We will also explore other methods of rapidly escalating performance issues in-between committee cycles.

Directorate Business Plan Performance Reporting

Each Combined Authority Directorate has a Business Plan in place, scrutinised regularly by Executive Directors and management teams. Progress against the priority activities within those Business Plans will be scrutinised by members as part of Corporate Performance Reports.

Project reporting

All Combined Authority funded projects, regardless of the budget, must report to the Combined Authority Programme Office. The frequency and complexity of this report is proportionate and based on the stage of project and risk.

All projects in delivery must do a full highlight report. In delivery is defined as a project that is post-business case stage, delivering outputs beyond development stage. All projects at pre-delivery stage including concept or business case, must do a simplified report. Any project on our pipeline can pause reporting until either it drops off our pipeline or it receives funding for delivery.

The frequency of reporting will be based on the level of risk, which are linked to the proposed SAF thresholds and delivery route guidance:
- If the expected delivery costs are up to £1m then a report is developed quarterly,
- If between £1m and up to £5m then it is developed every two months, and
- If it is over £5m then it is developed every month.

The responsible Executive Director can change frequency of reporting by exception, in agreement with the Programme Office.

A project can be reported at a programme level, but in that situation, there would still need to be an individual RAG rating for each project in that programme.

The project manager and delivery team in many circumstances will not be internal to the Combined Authority. In this circumstance, it is the delivery team external to the Combined Authority who are responsible for completion of the report. Nevertheless, all projects have an allocated internal representative. It is the responsibility of this internal representative / contract manager to review progress of reporting against the contract or funding agreement and escalate if off track. The Single Project Register is a vehicle to escalate these issues, where the contract manager must keep the project line up to date.

Each project has a RAG rating and an arrow indicating direction of travel. Any red RAG or project direction moving towards red is to be escalated to the Director for Resources and Performance through a monthly meeting between the Programme Office and the Director.

Monthly meetings take place between the Programme Office, Finance and Service Teams to review performance.

Accountability to the public

We are committed to being accountable to the public.

Committee Meetings

Our Board and Committee meetings are open to the public and livestreamed on our YouTube channel. We publish our Corporate Performance Reports in the Meetings section of our website.

The Mayor will attend Overview & Scrutiny meetings three times a year to provide an update on the work of the Combined Authority.

Mayoral Question Time

In line with the EDAF we will seek to develop Mayoral Question Time events that will enable the public to question the Mayor and members on a broad range of topics including the economy and growth, transport, skills and digital connectivity. We will explore a mixture of face to face and virtual events. This could include face to face events taking place in accessible venues across the region. Questions that cannot be answered sufficiently at the event will receive a full written answer.

Social and Digital Media

Key findings from Corporate Performance Reports will be communicated through social media and press releases.   We will take the initial data source and identify points of interest for the public. We will create social media content that communicates these messages in a relatable way and sets them in the context of the Combined Authority's strategic objectives. To ensure that we are driving meaningful two-way engagement, we will not just use social media to broadcast our messages but to proactively engage with our target audience by asking questions and seeking feedback. The channels we currently use include LinkedIn, X (formally Twitter), Facebook, YouTube.

Performance Dashboard

A Performance Dashboard will be published on our website, which includes reporting on all Combined Authority projects. It will offer an overview of how the Combined Authority projects are performing including how many are red, amber and green.

The Dashboard will be able to be filtered by area so residents, stakeholders or members can view the projects we are delivering in their area. It will be available on our website so can be easily accessed. Filters are used so that the user can quicky find the data relevant to them.
It can be filtered by:
- RAG Status
- District (unless it is a district wide project)
- Directorate
- Activity Type/Service e.g. Transport, Skills etc.

The dashboard will include spatial data points, and the data can be drilled down to a project level where more information can be found on individual projects.

We will also use the Combined Authority's website to publish reports and news articles relating to our performance as well as this framework.

Engagement with Partners

Partners will be made aware of findings at an early stage and will help to shape our reports through sharing of good news stories and key risks and issues. Lessons learned will be captured through our lessons software (Microsoft PowerApps) which captures all lessons learned in the Combined Authority. These are shared with partners to enable a community of learning and collaboration.

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A Partner Working Group has been established with Combined Authority partners. It is a forum where Assurance, Performance and Risk officers can share ideas and lessons. Similarly, the Combined Authority is a member of a network of Mayoral Combined Authority officers.

State of the Region Review and Cambridgeshire Insight

We will create a relevant, reliable and accessible 'State of the Region' review of the current state of the Cambridgeshire and Peterborough Region. The review will assess the impact of recent macro-economic factors on how residents live and businesses operate. It will inform conversations about the contribution the region is making regionally, nationally and internationally. We will ensure this evidence base adds value to what is already being done locally and is aligned with locally established methodologies and reporting measures. We will ensure that the evidence base meets the needs of stakeholders from diverse sectors including local government, voluntary, community and business.

Findings from the review will be presented accessibly in a suite of communications resources including a report, short animated video, slides, infographics and an interactive dashboard embedded in the Cambridgeshire Insight website. We will seek to refresh the evidence base annually, funding permitting.

Accountability to the UK Government

We are committed to being accountable to the UK government.

As a local authority the Combined Authority is subject to the requirements of the Local Government Accountability Framework. It adheres to this framework and is supported by its governance framework, internal and external audit arrangements, existing assurance framework and annual reporting of its accounts and the Annual Governance Statement.

The Combined Authority provides accountability to government through its assurance framework which demonstrates to government robust assurance, project appraisal and value for money processes.

The new (SAF) will deliver enhanced processes, protocols, criteria, templates and decision-making in support of the stewardship of public funds, whilst raising standards of initiation, business case development and decision-making. This, in turn, will enhance the realisation of intended benefits and deliver the strategic objectives of the Combined Authority.

The SAF sets out within its Annexes how it meets Value for Money and reporting requirements from central government departments including the Department for Transport and Department for Education.

As an example, as written in the SAF, the Combined Authority produces an Annual Assurance Report on the delivery of its Adult Education Budget functions in line with wider monitoring and evaluation requirements and the English Devolution Accountability Framework. This is reported to Department for Education in January each year.

Department for Levelling Up, Housing and Communities (DLUHC)

As part of devolution, all Combined Authorities and Growth Deals are expected to undergo a five yearly Gateway Review of effectiveness, with DLUHC setting the requirements for this process. The purpose of the Gateway Review is to evaluate the impact of interventions funded by each Investment Fund on local economic growth, and the process by which these interventions were agreed and implemented.

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The following four interventions will be subject to impact evaluation for the Combined Authority's next Gateway Review in 2025:

- Covid Micro Grants
- Market Towns (Phase 1)
- University of Peterborough
- Enabling Digital Connectivity

The Combined Authority has produced a Local Evaluation Framework as the first stage of the 2025 Gateway Review involving tailored logic models covering activity by intervention areas with a plan for intervention-level evaluations. The Local Evaluation Framework has been approved by DLUHC. A Mid-term Report will be submitted in February 2024 and a Final Report and Contextual Report by the end of October 2025.

Staff Performance

A new performance review ("appraisal") was piloted in March 2023, with individuals completing the reviews by the end of April 2023. For staff with less than a year's service, it was determined that those who had passed probation would have an appraisal.

This pilot was reviewed over the summer, and it was agreed that this would be renamed, from appraisal, to "LEAP – Learning, Excellence, Achievement and Performance".

The performance cycle going forward will be:
- Your LEAP Review to be completed by the end of April each year
- Your LEAP Mid-Year Review completed by the end of October each year

Alongside these reviews, there is an expectation that staff will meet with their line managers one-to-one at least once a month.

The Combined Authority's adopted CIVIL Values and Behaviours play a key role in these discussions across the year. In the Reviews and One-to-One meetings, there will be an open discussion around the Values and Behaviours and how the individual is positively demonstrating these. By encouraging discussions across the year, this will build confidence and allow both the individual and manager to confidently discuss all the Values and Behaviours.

The objectives set in the LEAP Review are reviewed during every One-to-One meeting, to monitor progress and identify when more support may be needed.

The LEAP Review rating will be two separate ratings. One rating will be for "what" the employee is doing (what objectives have been delivered), and the other rating will be "how" (how the employee is displaying the Values and Behaviours).

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Figure 3 - The Employee Performance Cycle

Roles and Responsibilities

All Combined Authority staff, members, partners, scrutiny and audit are responsible for performance management in Cambridgeshire & Peterborough.

The Combined Authority Board are the only body able to approve, amend or withdraw this framework. They are responsible for driving performance of key deliverables and performance measures for achieving good growth.

Overview & Scrutiny Committee are responsible for scrutinising our work and decisions. They ensure the work is to standard and that decisions made by Board and Committees will achieve our desired outcomes.

Audit & Government Committee's role is to ensure we are spending public money properly and have the right systems and processes in place to manage our finances correctly and meet our legal and regulatory responsibilities.

The Programme Office, Finance and Policy and Insight teams work together to ensure performance data remains up to date. The Policy and Insight team is responsible for ensuring KPIs are developed and updated. The Programme Office and Finance Team are responsible for reporting on projects and programmes.

The HR team are responsible for ensuring staff are aware of the appraisals process each year, and it is line managers who are responsible for completing the appraisal.

A full list of roles & responsibilities is set out in Appendix 2.

How our culture will support performance management

An effective performance management system must be underpinned by a strong performance management culture.

Values

Our five values **(CIVIL)** are central to our culture, driving everything we do. Our employees embody these values to help us all work toward a common purpose.

Figure 4 - Civil Values

Excellent performance management will demonstrate our values by:

- encouraging open, honest and inclusive debate on performance, and working with partners to ensure they receive the necessary information to make informed decisions (demonstrating our value '**Collaborative**').

- being open and transparent about our performance outcomes – good and bad (demonstrating our value '**Integrity**').

- ensuring at the heart of our performance management is to seek inclusive good growth for an equitable, resilient, healthier, and connected region (demonstrating our value '**Vision**').

- positively challenging why we do things the way we do based on data and evidence (demonstrating our value '**Innovation**').

- using our resources wisely to deliver on our priorities to the community (demonstrating our value '**Leadership**').

Establishing and embedding a performance management culture is new to many areas of Combined Authority activity and the organisation as a whole. Stakeholder engagement, awareness and capability will be key. We are making significant strides forward, although progress has sometimes been slow due to the newness of the process. Further effort will be required to establish and embed performance reporting. Cross-organisational collaboration will be critical to ensuring that accurate data collection, targets and performance commentary are captured.

Knowledge, skills and behaviours

We will ensure that our people have the right skills, capabilities and behaviours that enable them to deliver in their role. Our leaders will be confident to focus on performance. They will create the environments that enable our people to be accountable. Our employees will review

the services they provide to the public. They will suggest better ways to deliver individual, team and corporate outcomes.

All staff will be provided with performance training appropriate to their role. We will develop this training to support members and staff to engage with data and to embed this framework. It will will be delivered via workshops, online seminars and one to one support as appropriate.

Those identified with increasing responsibility for performance and reporting may be required to attend additional specific risk training. A training schedule is to be held by the Programme Office to ensure regular training is made available.

Monitoring & Evaluation of the Framework

The Corporate Management Team will regularly review the overall Performance Management Framework to ensure that it continues to meet the needs of the Combined Authority and is further refined and continually improved over time.

The Audit & Governance Committee will review the Performance Management Framework on an annual basis to ensure that it is fit for purpose and working effectively. The Framework will be subject to review by Internal Audit on an annual basis. The outcome from this will inform the Annual Head of Internal Audit Opinion.

The Combined Authority Board will approve any amendment to the Performance Management Framework.

Appendix 1: Combined Authority strategies and plans

Documents	Date and link
Devolution Deal	Cambridgeshire and Peterborough Devolution Deal 2017
Corporate Strategy	Corporate Strategy and Business Plan 2023-25
Mayoral Ambition Statement	Mayoral Ambition Statement 2023
Strategies and Plans	Cambridgeshire and Peterborough Advanced Manufacturing Strategy 2021
	Cambridgeshire and Peterborough Climate Action Plan (2022)
	Cambridgeshire and Peterborough Digital Connectivity Strategy 2021-2025
	Cambridgeshire and Peterborough Digital Sector Strategy 2019
	Cambridgeshire and Peterborough Economic Growth Strategy 2022
	Cambridgeshire and Peterborough Local Transport Plan 2020
	CPCA Bus Strategy 2023
	CPCA Employment and Skills Strategy 2022
	CPCA Housing Strategy 2018
	CPCA Medium Term Financial Plan 2023-27
	CPCA Sustainable Growth Ambition Statement 2022
	CPCA Agri-tech Sector Strategic Action Plan
	CPCA Life Science Strategy

Appendix 2: Roles and Responsibilities

Role	Responsibility
Combined Authority Board	A reserved function for the adoption of, and any amendment to or withdrawal of the Performance Management Framework. Also, a reserved function for the adoption of any major strategy, this includes all the strategies within our performance framework golden thread. Responsibility for driving performance of key deliverables/ performance measures for achieving good growth and ensuring that Thematic Committees and the Business Board are driving delivery of good growth key deliverables as they relate to each Thematic Committee remit.
Thematic Committees	Drive delivery of key strategic performance measures within thematic strategy, service plan and corporate plan. Oversight and management of the development and delivery of thematic business cases, programmes and projects, ensuring that they are contributing to the delivery of CPCA Strategic Objectives and the Annual Business Plan. The Thematic Committees are Environment & Sustainable Communities Committee, Skills & Employment Committee, Transport & Infrastructure Committee
Audit & Governance Committee	This committee ensures we are spending public money properly and have the right systems in place to manage our finances correctly and meet our legal and regulatory responsibilities. It is responsible for reviewing performance to ensure financials are being managed correctly and the right systems are in place.
Overview & Scrutiny Committee	This Committee scrutinises the work and decisions made by the Cambridgeshire and Peterborough Combined Authority. As such are involved in ensuring the work is to standard and that the decisions made by Board and Committees will lead to hitting our performing measures.
Human Resources Committee	Development, management and review of human resources policy to assist delivery of the Combined Authority's strategic objectives.
Executive Team	Executive Team responsible for management of performance against Corporate Plan and mayoral priorities.
Regional Chief Executives	Responsible for reviewing CPCA performance and when appropriate using the data to make decisions, or request further information.
Executive Directors	Responsible for development of their Directorate Business Plans. Strategic accountability and responsibility for leading and directing the performance of their strategic service area via their Heads of Service. Contributing to the setting of the Council's priorities by Elected Members. Ensuring performance improvement methods are utilised to improve service delivery where necessary. Quarterly reporting on Performance to CMT and Service Committee twice yearly.

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Heads of Service	Heads of Service are responsible for performance against Business Plans and any framework that falls within their remit.
Line Managers	Line managers are responsible for performance of their staff in line with appraisal framework.
HR Team	The HR team are responsible for ensuring line managers measure performance in line with the appraisal framework.
Programme Office, Policy and Insight and Finance Teams	The Programme Office, Finance and Policy Analysts work together to ensure performance data remains UpToDate to support this decision making. The Policy Analysts are responsible for ensuring KPIs and progress against targets are updated, and the Programme Office and Finance are responsible for reporting on project and programme progress. All data is gathered and presented to decision makers through reporting.
Combined Authority Employees	Individuals have a responsibility to undertake tasks allocated in accordance with their role. Performance is discussed during regular One-to-Ones with line manager and during annual Learning, Excellence, Achievement and Performance (LEAP) Reviews and employees are supported to develop the skills and knowledge required to undertake their role. Everyone should understand how their work contributes to the delivery of the Council's key priorities. Engagement in continuous improvement processes is expected and encouraged and employees should feel able to contribute to performance improvement activity.

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Appendix 3: Balanced Scorecard of Corporate Key Performance Indicators Sep23

Scorecard Perspective	Strategic Objective	Indicator of progress	Metrics	Ownership	Reporting Period	Date of Latest Available Data	Direction for Improvement	Previous Period Performance	Current Period Performance	Direction of Travel	RAG Rating
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	2021	↑	26,704	28,649	↑	Green
			Metric 2: Total jobs in Cambridgeshire and Peterborough	All	Annual	2021	↑	519,000	516,000	↓	Red
			Metric 3: Number of jobs per working age person in Cambridgeshire and Peterborough	All	Annual	2021	↑	0.98	0.90	↓	Red
		Business Environment and Growth	Metric 4: Number of active businesses per 10,000 working age population	All	Annual	2021	↑	725	729	↑	Green
			Metric 5: Number of business startups per 10,000 working age population	All	Annual	2021	↑	80.56	88.05	↑	Green
		Housing and Social Well-being	Metric 6: New Housing Completions per 1000 of population	All	Annual	2021	↑	5.25	4.11	↓	Red
			Metric 7: Number of Local Super Output Areas in the 20% most deprived nationally	All	Every 4 years	2019	↓	54	62	↑	Red
	Ambitious Skills and Employment Opportunities	Workforce Educational Attainment and Skills	Metric 8: Proportion of the Cambridgeshire and Peterborough population with level three, four and above qualifications	All	Annual	2021	↑	62.60%	67.47%	↑	Green
			Metric 9: 19+ further education and skills achievements per 100,000 population	All	Annual	2021	↑	2,297	2,204	↓	Red
	Enabling Resilient Communities	Carbon Emissions Reduction	Metric 10: Total annual net CO2 emissions in Cambridgeshire and Peterborough	All	Annual	2021	↓	5,951	6,372	↑	Red
			Metric 11: Total CO2 from transport	All	Annual	2021	↓	1,947	2,189	↑	Red
		Energy Affordability and Fuel Poverty	Metric 12: Percentage of households in fuel poverty	All	Annual	2021	↓	12.90%	11.70%	↓	Green
		Biodiversity and Nature Conservation	Metric 13: Proportion of land (hectares) that is classed as nature rich	All	Every 2 years	2021	↑	11.50%	10.50%	↓	Red
	Improving Connectivity	Road Safety	Metric 14: Killed or seriously injured (KSI) casualties	All	Annual	2021	↓	395	435	↑	Red
		Sustainable Transportation	Metric 15: Mode share	All	Annual	2021	↑	9.03%	14.23%	↑	Green
Internal Process (CPCA Ownership)	Achieving Best Value and High Performance	Contract Management Efficiency	Metric 16: Number of contract waivers submitted	CPCA	Annual	Apr-23	↓	3	1	↓	Green
		On-Time Project Delivery Rate	Metric 17: Percentage of projects delivered on time	CPCA	Annual	2022	→	0%	100%	↑	Green
		Inclusive Website Experience	Metric 18: Website Accessibility Score	CPCA	Monthly	May-23	↑	0.82	0.82	→	Amber
		Data Security Awareness	Metric 19: Proportion of staff who have completed Data Protection and Information Security courses	CPCA	Monthly	Jun-23	↑	94%	97%	↑	Green
		Efficient FOI Request Handling	Metric 20: Number of FOI requests responded and completed within 20 days of review	CPCA	Annual	2022	↑	94%	100%	↑	Green
	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	2023	↑	7,711	11,972	↑	Green
	Ambitious Skills and Employment Opportunities	Advancing Education and Skills	Metric 22: Enrolments and achievements supported by adult education services funded by CA investment	CPCA	Annual	2022	↑	16740	19285	↑	Green
			Metric 23: Number of apprenticeships created by CA funded investment	CPCA	Quarterly	Apr-Jun 2023	↑	408	470	↑	Green
	Enabling Resilient Communities	Sustainable Housing, Energy and Infrastructure	Metric 24: Cumulative number of homes retrofitted through schemes led by the Greater South East Net Zero Hub	CPCA	Quarterly	Apr-Jun 2023	↑	2,727	3,141	↑	Green
	Improving Connectivity	Digital Connectivity	Metric 25: Gigabit broadband availability	CPCA	Annual	2022	↑	38%	71%	↑	Green
Learning and Growth (CPCA Ownership)	Achieving Best Value and High Performance	Stability of workforce	Metric 26: Proportion of staff feeling valued by the Combined Authority	CPCA	Bi-annual	Jun-23	↑	43%	58%	↑	Green
Financial (CPCA Ownership)	Achieving Best Value and High Performance	Financial Planning and Sustainability	Metric 27: Budget vs forecast loss/carried forward (current financial year)	CPCA	Quarterly	Jul-23	↑	93%	91%	↓	Red

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Appendix 4: Most Complex Programmes and Projects Report Sep23

Project/programme	Description	RAG	Direction of travel	Update/narrative on status	Next key milestone	Outcomes and Impacts	Number 1 risk and mitigation
Peterborough Station Quarter	Regeneration of the area around Peterborough Train Station – known as Station Quarter. A site consisting of circa 18 acres of underutilised land around the station.	Amber	→	Peterborough City Council appointed Arup to undertake the Masterplan Framework and develop the Outline Business Case for the Peterborough Station Quarter. Already a Masterplan Framework options Workshop has taken place with further workshop planned at the end of August. Peterborough Station Quarter is key to transforming connectivity, access and development opportunities for this area of Peterborough. The Combined Authority and Peterborough City Council met representatives of the Department for Levelling Up, Housing and Communities, Department for Transport and Active Travel England to provide an update on progress and discuss the next stages of the	Draft OBC – December 2023	- New Access to Western Entrance - Improved public access - Regeneration of City, increased footfall in city centre. - Enhanced passenger facilities - Range of commercial and retail spaces - Improved pedestrian and cycling routes and facilities - Increased GVA	Risk – Impacted cost increases potentially related to material inflation and labour cost increases, leading to impact on OBC and future deliverability. Mitigation – Once fully designed we will be looking at options to mitigate inflation, such as buying

		Amber		work, including progressing with the Outline Business Case.		- Reduction Co2	products early in the programme and storing them.
University of Peterborough	The Combined Authority, Peterborough City Council and Anglia Ruskin University (ARU) have been working closely together as partners and with key stakeholders in designing and building the university and research facility.	Amber	→	Phase 1 and 2 constructed and completed projects. Phase 3 construction underway and being delivered under contract to time and budget. The overall RAG status remains amber but the PropCo Board have reduced the outstanding red risk to amber because part of the issue has been resolved, therefore the overall status is moving in a positive direction with action plans to mitigate being made at pace.	Phase 3 construction and handover of second teaching building – Autumn 2024	- Increased productivity - Support economic development for region - Increased number of people in Higher Education and achieving degrees that are business focused - Increased graduates in area	Risk - Material supply shortages leading project delays and increased costs. Mitigation – PropCo1 has approved additional funding to cover increased costs (in additional to existing project contingency).
Net Zero Programme	A capital fund comprising Sustainable Warmth (Local Authority Delivery Phase 3 and	Amber	→	Home Upgrade Grant Phase 2 is now in mobilisation. Sustainable Warmth is due to complete at the end of this month. LAD3 funds should be fully spent, and HUG1 will have an underspend of c. £8.5m.	- Procurement of contractors for HUG2 in June, and	- Co2 reduction - Percentage households living in fuel poverty reduced	Risk – Financial risk on meeting parameters of the programme in

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	Home Upgrade Grant Phase 1), and Home Upgrade Grant Phase 2.	Orange		It is amber due to a) HUG2 significant risk as new delivery model not yet tested or proven b) we have procurement delays and do not have contracts signed although procurements are ongoing.	appointment of contractors in July - Continued delivery of LAD2 to September 23	- 3,792 homes upgraded from LAD3. - 4,419 homes upgraded from HUG 1&2	particular cost caps, batch approvals and inflationary pressures, leading to reduction in Properties receiving measures. Mitigation – Bi-weekly meetings with the Department and weekly meetings with contractors to review the pipeline and any financial pressures.
Bus Reform Programme	Delivering better public transport to our citizens. This is through work on a Bus Strategy to work on potential Franchise or	Green		As £4.6m of BSIP+ funding has been obtained, we are re-evaluating the franchising and EP options. ZEBRA buses have launched successfully. TING is running well and DRT analysis project is well launched. New projects started are (1) to analyse and record roadside	Submitting proposal to DfT for BSIP+ roll out – End of October 2023 (timing change from	- Increased patronage on public transport - Stability and expansion of network to re-establish connectivity,	Risk – Failing to maintain service quality whilst keeping prices down, leading to continued cuts

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	Enhanced Partnership solution. As well as Zero Emission Buses, Demand Responsive Transport (TING), and Bus Service Improvement Plan.	Green		infrastructure and (2) to investigate through ticketing. We have started developing a feasibility scheme for replacing the old Peterborough bus garage with one appropriate for investment in electrification - this is currently being pushed forward by PCC.	August as DfT timescales changed)	frequency and reliability. - Reduction car traffic - Reduce C02 Emissions	by bus providers. Mitigation – Network Review will devise a new and more efficient bus network, increasing attractiveness to bus providers.
Adult Education Provision	To provide Adult Education that can be accessed by employers and individuals to fund a huge range of training. The programme also includes a Level 3 adult education offer through Free Courses for Jobs.	Green	→	Programme is on target for delivery. As of July 2023, there have been 18,136 enrolments onto AEB funded courses, across 10,123 learners. This is compared to 15,914 enrolments at the same period last year. There have been 545 enrolments to date for Free Courses for Jobs, across 534 learners. This is compared to 277 enrolments at the same period last year. We have successfully procured 15 new providers to ensure we have additional capacity to deliver AEB, plus we have contracted the "recycled" underspends.	Doubling enrolments in Level 3 – August 2023 Outcomes for learners – on-going	- Employee jobs - Growth (GVA) - Enrolments onto Adult Education courses - Double enrolments in Level 3 courses.	Risk – Providers failing to achieve targets set in the contracts lead to CA not achieving its targets in the Employment & Skills Strategy. Mitigation – Expanded the marketplace of providers, strengthened

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		![Green]					performance management and compliance.
Business Growth Service	The Service consists of 5 workstreams, these are: 1.A Growth Coaching Service 2. An Inward Investment Service 3.A Skills Brokerage Service including Careers Hub 4.A Capital Growth Investment Fund 5. A Growth Hub service	Amber	→	Programme jobs committed is 29.5% (+1,239) ahead of target (5,434) in Year 3 which leaves only 52 to deliver the overall jobs target set for the programme (5,486) by December 2023. Growth Coaching and Inward Investment service lines have over performed whilst Equity and CapEx Grants are slightly below expectations against service line targets. Skills service outcomes remain a concern with only 481 apprenticeships confirmed against an overall target of 1,400. Despite a marked improvement in performance, the project status remains at Amber+ for the programme.	Continued delivery to December 2023 (please note elements of the Service will be continued subject to funding Board approvals)	- Growth (GVA) - New Jobs (5278) - Apprenticeships (1400) - 1705 Additional training	Risk – Recover – Orient – Adapt – Regrow (ROAR) grants behind expenditure profile due to incomplete audit trains in European Regional Development Fund documentation from delivery partner. Mitigation – Review is underway following the published report by Independent Consultant, due for first

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| Market Town Masterplans | Masterplans developed to provide an evidence base and a set of priorities for the market towns to consider to realise their future economic growth potential. Phase 1 provided the investment to implement masterplans. Phase 2 providing investment to strengthen local communities and groups and to support social enterprises and community-owned businesses. | Green | → | Phase 1 investment fully committed and delivery underway, with a portfolio of 52 projects. A total of 26 projects are now completed, 17 projects are 'in delivery' (to be completed by March 2024), 5 projects are 'in delivery' (completion expected March 2025) 1 project 'in delivery' (completion expected March 2026), and 2 projects have been cancelled (and budget reallocated within the programmes project portfolio). Delivery partners have been procured for the Phase 2 of the Programme - Stream 1 Community Ownership of Local Businesses (Plunkett Foundation), Stream 2 Social Enterprise Hubs (Social Enterprise East England) and Stream 3 STEM roadshow Exhibitions (Cambridge Science Centre). Social Enterprise East of England also commissioned to undertake additional Strategy development work and to deliver of impact growth business pilot programme for the sector. | To complete procurement of delivery partners for phase 2 and to mobilise delivery by end of July 2023. | - 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 | draft end of July.

Risk – Delivery timescale slippage, leading to underspend against budget.

Mitigation – To seek Board approval to reprofile budget spend. |

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Appendix 5: KPIs RAG Rating categories

RAG rating compared to Direction for Improvement

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

RAG rating compared to Target

RAG Rating	Description
Red	Current performance is off target by more than 10%
Amber	Current performance is off target by 10% or less
Green	Current performance is on target by up to 5% over target
Blue	Current performance is on target by more than 5%
Baseline	Indicates performance is currently being tracked to inform the target setting process
Contextual	These measures track key activity being undertaken, to present a rounded view of information relevant to the service area, without a performance target
In Development	Measure has been agreed, but data collection, target setting, and dashboard are in development

Corporate Performance Report Q1 2023/24
Corporate KPIs Balanced Scorecard and Dashboard

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

Scorecard Perspective	Strategic Objective	Indicator of progress	Metrics	Ownership	Reporting Period	Date of Latest Available Data	Direction for Improvement	Previous Period Performance	Current Period Performance	Direction of Travel	RAG Rating
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	2021	↑	26,704	28,649	↑	Green
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			Metric 3: Number of jobs per working age person in Cambridgeshire and Peterborough	All	Annual	2021	↑	0.98	0.90	↓	Red
		Business Environment and Growth	Metric 4: Number of active businesses per 10,000 working age population	All	Annual	2021	↑	725	729	↑	Green
			Metric 5: Number of business startups per 10,000 working age population	All	Annual	2021	↑	80.56	88.05	↑	Green
		Housing and Social Well-being	Metric 6: New Housing Completions per 1000 of population	All	Annual	2021	↑	5.25	4.11	↓	Red
			Metric 7: Number of Local Super Output Areas in the 20% most deprived nationally	All	Every 4 years	2019	↓	54	62	↑	Red
	Ambitious Skills and Employment Opportunities	Workforce Educational Attainment and Skills	Metric 8: Proportion of the Cambridgeshire and Peterborough population with level three, four and above qualifications	All	Annual	2021	↑	62.60%	67.47%	↑	Green
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	Enabling Resilient Communities	Carbon Emissions Reduction	Metric 10: Total annual net CO2 emissions in Cambridgeshire and Peterborough	All	Annual	2021	↓	5,951	6,372	↑	Red
			Metric 11: Total CO2 from transport	All	Annual	2021	↓	1,947	2,189	↑	Red
		Energy Affordability and Fuel Poverty	Metric 12: Percentage of households in fuel poverty	All	Annual	2021	↓	12.90%	11.70%	↓	Green
		Biodiversity and Nature Conservation	Metric 13: Proportion of land (hectares) that is classed as nature rich	All	Every 2 years	2021	↑	11.50%	10.50%	↓	Red
	Improving Connectivity	Road Safety	Metric 14: Killed or seriously injured (KSI) casualties	All	Annual	2021	↓	395	435	↑	Red
		Sustainable Transportation	Metric 15: Mode share	All	Annual	2021	↑	9.03%	14.23%	↑	Green
Internal Process (CPCA Ownership)	Achieving Best Value and High Performance	Contract Management Efficiency	Metric 16: Number of contract waivers submitted	CPCA	Annual	Apr-23	↓	3	1	↓	Green
		On-Time Project Delivery Rate	Metric 17: Percentage of projects delivered on time	CPCA	Annual	2022	→	0%	100%	↑	Green
		Inclusive Website Experience	Metric 18: Website Accessibility Score	CPCA	Monthly	May-23	↑	0.82	0.82	→	Amber
		Data Security Awareness	Metric 19: Proportion of staff who have completed Data Protection and Information Security courses	CPCA	Monthly	Jun-23	↑	94%	97%	↑	Green
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	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	2023	↑	7,711	11,972	↑	Green
	Ambitious Skills and Employment Opportunities	Advancing Education and Skills	Metric 22: Enrolments and achievements supported by adult education services funded by CA investment	CPCA	Annual	2022	↑	16740	19285	↑	Green
			Metric 23: Number of apprenticeships created by CA funded investment	CPCA	Quarterly	Apr-Jun 2023	↑	408	470	↑	Green
	Enabling Resilient Communities	Sustainable Housing, Energy and Infrastructure	Metric 24: Cumulative number of homes retrofitted through schemes led by the Greater South East Net Zero Hub	CPCA	Quarterly	Apr-Jun 2023	↑	2,727	3,141	↑	Green
	Improving Connectivity	Digital Connectivity	Metric 25: Gigabit broadband availability	CPCA	Annual	2022	↑	38%	71%	↑	Green
Learning and Growth	Achieving Best Value and	Stability of workforce	Metric 26: Proportion of staff feeling valued by the Combined Authority	CPCA	Bi-annual	Jun-23	↑	43%	58%	↑	Green
Financial (CPCA	Achieving Best Value and	Financial Planning and	Metric 27: Budget vs forecast loss/carried forward (current financial year)	CPCA	Quarterly	Jul-23	↑	93%	91%	↓	Red

Commentary

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.

The GVA for C&P was £22,765 in 2015. By 2016, it experienced a growth rate of approximately 5.00%, reaching £23,891. The upward trend continued in 2017, with a growth rate of around 6.28%, resulting in a GVA of £25,397. In 2018, the GVA grew by about 3.19%, reaching £26,212. The positive trajectory persisted, and in 2019, the GVA rose by approximately 3.33% to £27,090. Despite the challenges of the 2020 Covid-19 pandemic, the region's GVA remained resilient at £26,704, 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 £28,649. The data provides an objective view of the region's economic progression over the specified timeframe. The consistent growth rates underscore C&P's role in the broader economic landscape and its capacity to navigate through diverse circumstances. The GVA figures, analysed in terms of growth rates, offer insights into the region's economic performance, showcasing upward trends that reflect its contribution to economic vitality and adaptability.

Target (£billion)	Direction for Improvement	Current Period	Previous Period	Direction of Travel	Change in Performance	RAG Rating
£27,272	↑	£28,649	£26,704	↑	6.79%	Green

Metric Description

Gross Value Added is an indicator of the CPCA's 'Achieving Good Growth' strategic objective. 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 move away from the spirit of the 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 essential 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.

Gross Value Added for Cambridgeshire and Peterborough Area (£billion)

Legend: Cambridgeshire and Peterborough — 2040 Target (CPCA) — Cambridgeshire and Peterborough (CPIER 2018 trajectory)

Dataset Link(s)

https://www.ons.gov.uk/economy/grossdomesticproductgdp/datasets/regionalgrossvalueaddedbalancedbyindustrylocalauthoritiesbyitl1region
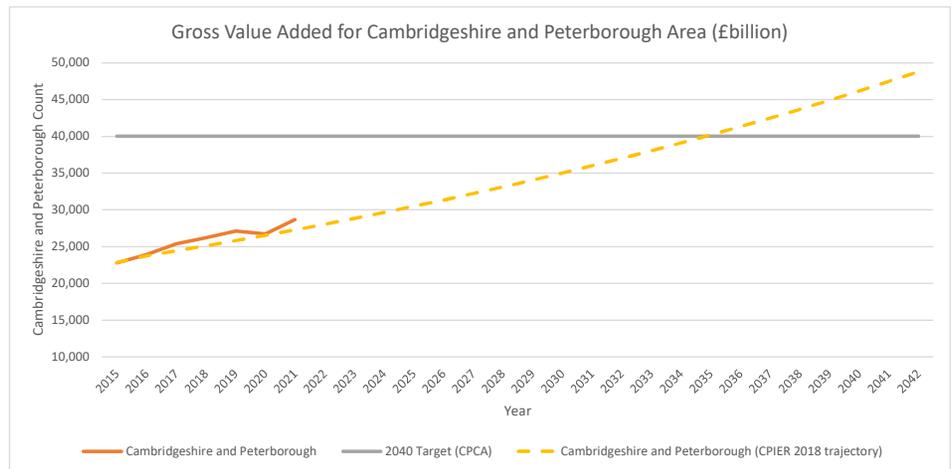
Actions

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.

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Commentary

The time series data provides insight into the employment landscape within the region. From 2015 to 2021, the number of jobs in Cambridgeshire and Peterborough generally showed an upward trajectory. The region experienced consistent growth, with the total jobs increasing from 483,000 in 2015 to 519,000 in 2020. However, 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. It is important to note that the COVID-19 pandemic's impact is likely to have contributed to the minor dip in job numbers in 2021.

Target	Direction for Improvement	Current Period	Previous Period	Direction of Travel	Change in Performance	RAG Rating
TBC	↑	516,000	519,000	↓	-0.58%	Red

Metric Description

This metric measures the total number of jobs within Cambridgeshire and Peterborough. It provides insights into the overall employment opportunities available in the current economy.

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.

Total jobs in Cambridgeshire and Peterborough

Dataset Link(s)

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

Actions

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

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

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CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

Commentary

Cambridgeshire and Peterborough (C&P) consistently demonstrates 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. This indicates an increase in employment opportunities relative to the working-age population. In comparison, England's metric started at 0.84 in 2015, and sees a gradual rise 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. This potentially signifies a relatively robust job market and economic landscape within the region over this timeframe.

Target	Direction for Improvement	Current Period	Previous Period	Direction of Travel	Change in Performance	RAG Rating
TBC	↑	0.90	0.98	↓	-8.16%	Red

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 like for like 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.

Number of jobs per working age person in Cambridgeshire and Peterborough

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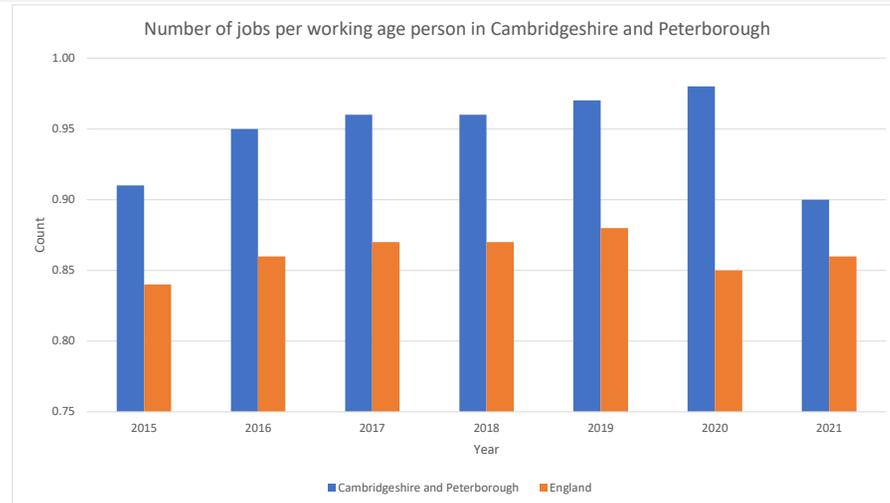
https://www.nomisweb.co.uk/reports/lmp/comb/1853882376/report.aspx#tabjobs (ONS job density)

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

Actions

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

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

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

Commentary

The number of active businesses in Cambridgeshire and Peterborough (C&P) has shown consistent growth from 2016 to 2021. The region's entrepreneurial ecosystem has shown resilience, demonstrating continuous business development and expansion, despite challenging economic conditions experienced during the COVID-19 pandemic. Currently there are no specified targets for the number of active businesses in C&P. However, the C&P's impact on the performance of individual businesses may be influenced by various factors beyond the authority's direct control. While C&P has provided a conducive environment and support for business growth, the overall performance of businesses is also influenced by broader economic trends, market conditions, industry dynamics, and individual business strategies.

Target	Direction for Improvement	Current Period	Previous Period	Direction of Travel	Change in Performance	RAG Rating
TBC	↑	729	725	↑	0.50%	Green

Metric Description

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

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

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

Number of active businesses per 10,000 working age population

Dataset Link(s)

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

Actions

Metric 5: Number of business startups per 10,000 working age population
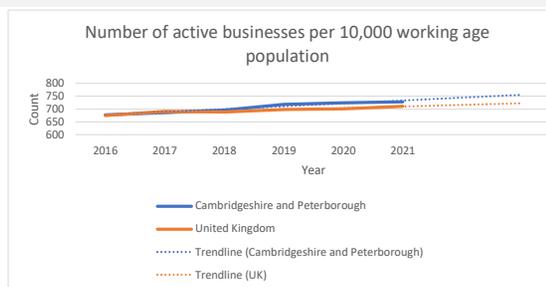
Commentary

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

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

Target	Direction for Improvement	Current Period	Previous Period	Direction of Travel	Change in Performance	RAG Rating
TBC	↑	88.05	80.56	↑	9.30%	Green

Metric Description

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

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

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

Number of business startups per 10,000 working age population

Dataset Link(s)

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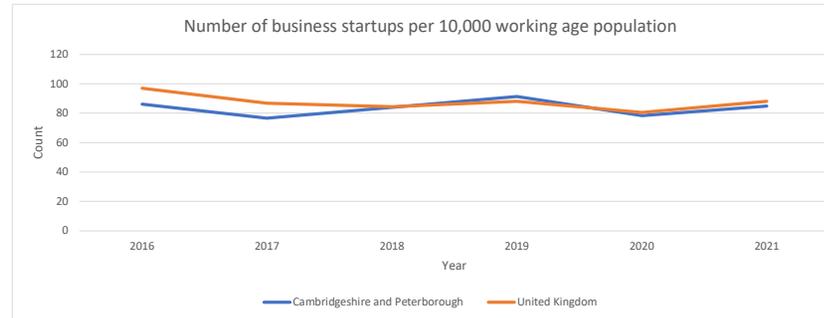
Actions

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

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CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

Metric 6: New Housing Completions per 1000 of population

Commentary

The figures reveal a trend in the density of new housing completions relative to the population over these years for Cambridgeshire and Peterborough (C&P). Starting at 4.14 new housing completions per 1000 of the population in 2015, there was a dip to 3.35 in 2016. The following years saw fluctuations, with an increase to 3.59 in 2017 and a slight decline to 3.75 in 2018. The trend then continued upwards, reaching 4.31 in 2019. The data highlights a significant surge to 5.25 new completions. The completions then saw a decline to 4.11 in 2021.

Comparing these figures to the regional and national averages, the data indicates that C&P's housing completions per 1000 of the population have consistently been higher than those in the East region and the national average for England. While C&P experienced fluctuations, the East region's averages remained relatively lower, with East of England starting at 2.45 in 2015 and reaching 3.52 in 2021. Similarly, England's averages started at 2.60 in 2015 and reached 3.09 in 2021. These comparisons emphasize C&P's housing development relative to its population but does not necessarily show that this is enough for demand of housing.

Over the last twenty years, England's housing stock has gone up by 19% compared to Cambridgeshire and Peterborough's stock, which has gone up by 29% as per the 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.

Target	Direction for Improvement	Current Period	Previous Period	Direction of Travel	Change in Performance	RAG Rating
TBC	↑	4.11	5.25	↓	-21.55%	Red

Metric Description

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

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

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

New housing completions per 1000 of population

Dataset Link(s)

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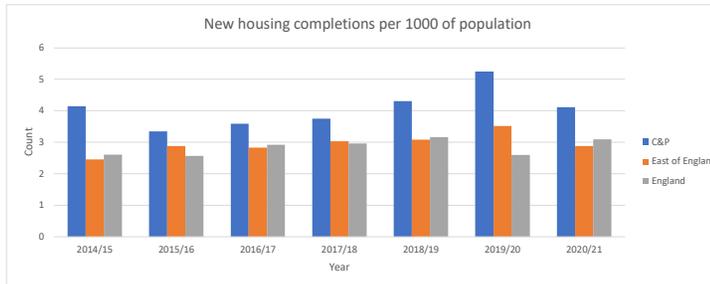
Actions

Our consituent 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.

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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 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.

Target	Direction for Improvement	Current Period	Previous Period	Direction of Travel	Change in Performance	RAG Rating
TBC	↓	62	54	↑	12.90%	Red

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.

Cambridgeshire and Peterborough LSOAs in the top 20% most relatively deprived nationally

National scores of deprivation in C&P by type of deprivation
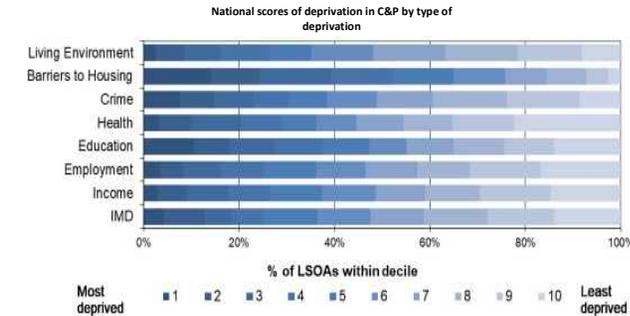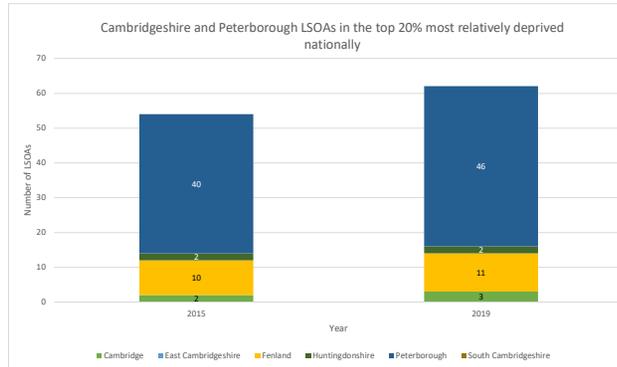
Dataset Link(s)

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_-_IoD2019_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.

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CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

Commentary

The census data compares the proportion of individuals in Cambridgeshire and Peterborough with level 3, 4, and above qualifications in 2011 and 2021,.

In 2011, 52.41% of the working-age population in Cambridgeshire and Peterborough held qualifications at level 3, 4, and above. Over the course of a decade, this figure saw a notable increase to 67.47% in 2021. This growth indicates a substantial improvement in the educational attainment of the working-age population within the region.

In 2011, the proportion of individuals with level 3, 4, and above qualifications was 52.41% in Cambridgeshire and Peterborough, while the national average for England was slightly lower at 49.75%. By 2021, both the region and the national average had risen significantly, with Cambridgeshire and Peterborough standing at 67.47%, still above the national average of 66.06%. This means that the proportion of individuals with level 3, 4, and above qualifications in Cambridgeshire and Peterborough grew by approximately 28.70% from 2011 to 2021. The data reveals a positive trend in educational attainment for the working-age population in Cambridgeshire and Peterborough, with consistent progress over the past decade. This could have significant implications for the region's workforce and economic development.

Target	Direction for Improvement	Current Period	Previous Period	Direction of Travel	Change in Performance	RAG Rating
TBC	↑	67.47%	52.41%	↑	15.06%	Green

Metric Description

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

The data for this indicator is obtained from the Census 2011 and 2021 data specifically calculating data from the population by age and highest level of qualifications tables.

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.

Proportion of the Cambridgeshire and Peterborough population with level three, four and above qualifications

Dataset Link(s)
https://www.ons.gov.uk/datasets/TS067/editions/2021/versions/3
https://www.ons.gov.uk/datasets/TS007/editions/2021/versions/3
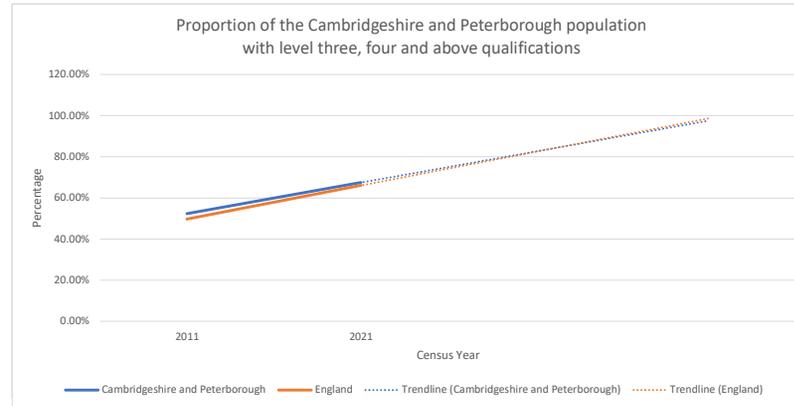
Actions
The CA is actively marketing Level 3 courses. As outlined in the Employment and Skills Strategy, the CA is committed to doubling Level 3 qualifications that we commission year on year. We continue to develop Level 3 Skills Bootcamps and have commissioned new courses in more sectors for this academic 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.

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

Commentary

This presents data for both Cambridgeshire and Peterborough (C&P) and England across the years 2017 to 2021. In Cambridgeshire and Peterborough, the metric began in 2017 at 3928 achievements per 100,000 population. Subsequent years saw fluctuations, with a decline to 3400 in 2018. Notably, a significant drop occurred in 2019 to 2214, followed by a slight recovery in 2020 to 2297. However, in 2021, the metric decreased again to 2204. Comparatively, England's achievements commenced higher in 2017 at 4760, followed by decreases to 4419 in 2018 and 3453 in 2019. A small improvement occurred in 2020 to 3250, yet the trend continued downward to 3117 in 2021.This data reveals that both regions experienced fluctuations in further education and skills achievements. The data emphasises the evolving nature of educational accomplishments within both the local and national context over these years.

Target	Direction for Improvement	Current Period	Previous Period	Direction of Travel	Change in Performance	RAG Rating
TBC	↑	2204	2297	↓	-4.21%	Red

Metric Description

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

The data for this metric is 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 a 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.

Further education and skills achievements per 100,000

Dataset Link(s)

https://department-for-education.shinyapps.io/local-skills-dashboard/
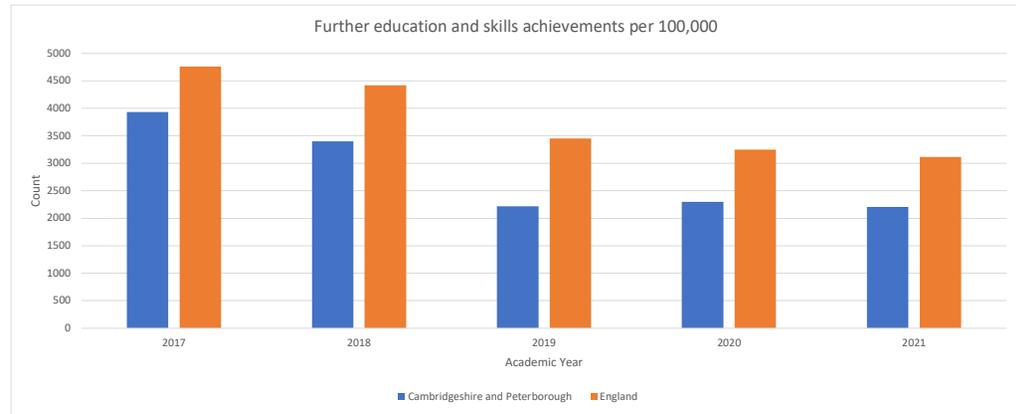
Actions

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.

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CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

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 efforts to curb carbon emissions. A 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.

Target	Direction for Improvement	Current Period	Previous Period	Direction of Travel	Change in Performance	RAG Rating
5674	↓	6372	5951	↑	6.61%	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. As for the whole of C&P, the target to achieve net zero is 2050 and 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.

Total annual net CO2 emissions in Cambridgeshire and Peterborough (ktCO2)

Legend: Industry Total, Commercial Total, Public Sector Total, Domestic Total, Transport Total, Land Use and Agriculture Total, Agriculture Total, Waste Management Total, C&P total, Target Trajectory (Cambridge and Peterborough)

CO2 emissions in Cambridgeshire and Peterborough per capita (tCO2)

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 is planned for November 2023 to review the ongoing challenge of meeting the statutory responsibility of reaching net zero by 2050, and agree actions to accelerate improved performance.

Our main lever of direct impact is through our transport responsibilities. As Strategic Transport Authority we are 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.

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CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

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.

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.

Target	Direction for Improvement	Current Period	Previous Period	Direction of Travel	Change in Performance	RAG Rating
TBC	↓	2,189	1,947	↑	11.04%	Red

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 is 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.

Total CO2 from transport (ktCO2)

Legend: Road Transport (A roads), Road Transport (Motorways), Road Transport (Minor roads), Diesel Railways, Transport 'Other', Cambridgeshire and Peterborough Total

CO2 from transport per capita (tCO2)

Legend: UK, Cambridgeshire and Peterborough

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 campaining 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.

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Metric 12: Percentage of households in fuel poverty

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. The data reflects fluctuations in the percentage of households experiencing fuel poverty in the region. This trend underlines the importance of consistent efforts to address energy equity and provide support to vulnerable households.

Target	Direction for Improvement	Current Period	Previous Period	Direction of Travel	Change in Performance	RAG Rating
TBC	↓	11.70%	12.90%	↓	-1.20%	Green

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

Percentage of households in fuel poverty

Dataset Link(s)

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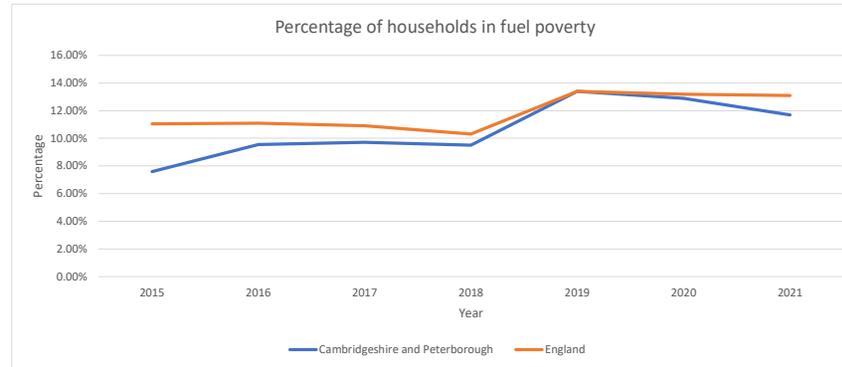
Actions

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.

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

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%.

We are looking into the data to understand this decrease.

Target	Direction for Improvement	Current Period	Previous Period	Direction of Travel	Change in Performance	RAG Rating
TBC	↑	10.50%	11.50%	↓	-1.00%	Red

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.

AREA OF NATURE RICH HABITAT

Dataset Link(s)

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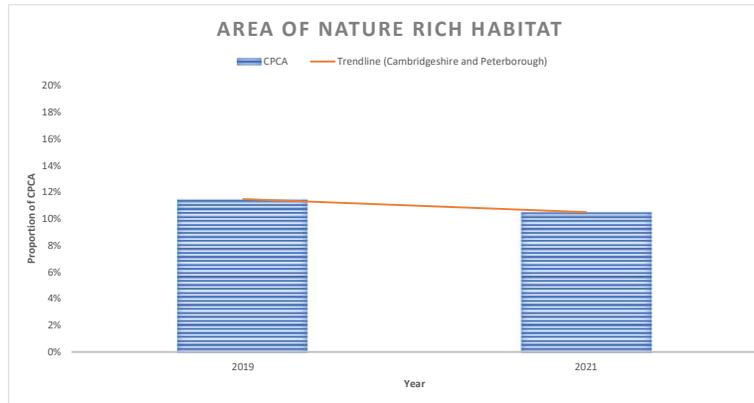
Actions

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

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

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

Commentary

The graph depicts a fluctuating trend in the number of KSI casualties within Cambridgeshire and Peterborough (C&P) during the specified period. While commendable progress in reducing KSI casualties took place during 2018 to 2020, however the KSI count rose in 2021.This decrease in 2020 may be due to the effects of Covid-19 travel restrctions. The target set for 2030 from Vision Zero is 234 KSI casualties but the CA has calculated the trajectory of how this target can be achieved. This represents an ambitious goal for reducing road traffic accidents' severity. A linear trendline shows that current levels of progress may not be enough to reach the target by 2030. Continued implementation of road safety measures and interventions offer the chance to sustain the downward trend in KSI casualties and improve overall road safety in the area.

Target	Direction for Improvement	Current Period	Previous Period	Direction of Travel	Change in Performance	RAG Rating
353	↓	435	395	↑	9.20%	Red

Metric Description

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

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.

Killed and seriously injured (KSI) counts

Legend:
— Cambridgeshire and Peterborough
— Target trajectory
···· Trendline (Cambridgeshire and Peterborough)

Dataset Link(s)
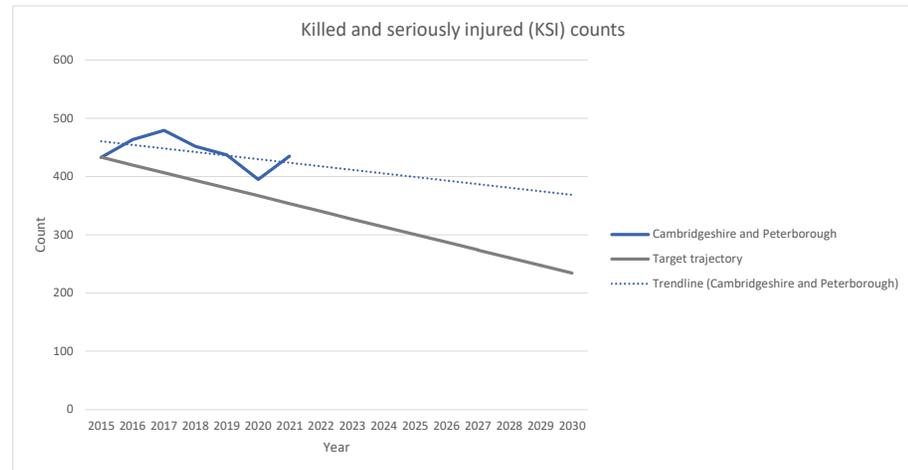
https://roadtraffic.dft.gov.uk/custom-downloads/road-accidents

Actions

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Commentary

The data provides insights into the mode share patterns within Cambridgeshire and Peterborough (C&P) from 2019 to 2021. The modes of transportation include walking, cycling, motorcycles (including mopeds, scooters and motor cycle combinations), cars, light goods vehicles (LGV), heavy goods vehicles (HGV), and buses. The sustainable mode share comprises walking, cycling, and bus usage. Observing the years from 2019 to 2021, we can identify notable trends and shifts.

Walking and cycling witnessed fluctuations over the years. Travelling by walking through the Cambridge City boundary, River Cam Screenline and Market Towns in 2019 was the highest reaching its peak at 45,023 entries and exits. However, 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 have not recovered to pre-pandemic levels.
Car usage remained dominant throughout the years, with a slight increase in the number of trips. Car travel continues to be the primary mode of transportation within the C&P region. Particularly in 2020, the proportion of car travel increased, due to the effects of Covid-19.
Motorcycles and light goods vehicles usage displayed minor variations across the years, indicating relative stability in these modes.
Bus usage showcased fluctuations, showed an increase in 2019, and then a subsequent decrease in 2020. This might reflect changing preferences or external factors influencing public transportation.
Sustainable mode share experienced fluctuations. 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 underscores 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 upward and downward shifts in sustainable mode share reveal the nature of transportation behavior and the ongoing need for policies that encourage eco-friendly modes of commuting.

Target	Direction for Improvement	Current Period	Previous Period	Direction of Travel	Change in Performance	RAG Rating
TBC	↑	14.23%	9.03%	↑	5.20%	Green

Metric Description

This metric offers insights into the distribution of transportation modes used by individuals within Cambridgeshire and Peterborough. 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 is sourced from the Cambridgeshire County Council's official road traffic data repository. The data is 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 includes, 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. The data has a limitation of incompleteness since only Cambridge, East Cambridgeshire, Fenland and Huntingdonshire have reported data for this metric. Another limitation is that there are no specific mention of eletric-powered transport modes in the data for example, electric scooters.

Mode share 2019

Mode share 2020

Mode share 2021

Dataset Link(s)

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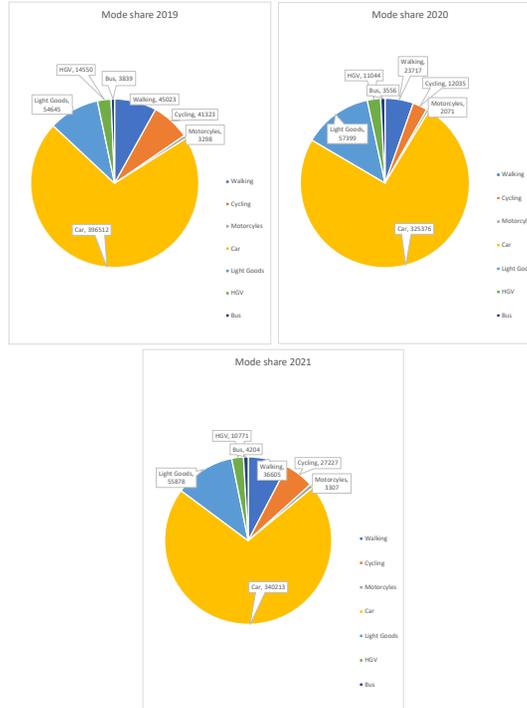
Actions

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 Authority have been strong advocates in 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.

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CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

Metric 16: Number of contract waivers submitted

Commentary

The goal is to reduce the number of waivers submitted over time. A decrease in waivers suggests that the Combined Authority's (CA) procurement processes are well-aligned with its needs, minimizing 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 reflects ongoing efforts to manage contract waivers while aiming for balance. In April 2022, both submitted and active waivers started at 0. From May 2022, some waivers emerged, showing an evolving focus. Active waivers increased gradually, demonstrating attention to contractual dynamics. By March 2023, a significant increase was seen, indicating responsive management. April 2023 showed a controlled number of active waivers, aligning with the goal. This data narrative showcases the commitment to manage contract waivers, aiming to minimize submissions while maintaining active waivers within reasonable limits.

Target	Direction for Improvement	Current Period	Previous Period	Direction of Travel	Change in Performance	RAG Rating
TBC	↓	1.00	3.00	↓	-67%	Green

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 contract waivers submitted 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 data for this metric is collected through the internal tracking system used by the procurement office. Whenever a waiver request is submitted, it is logged and recorded in the system. This enables the CA to accurately track the number of waivers submitted 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.

Contract Waivers Submitted

Y-axis: Rolling 12 month avergae (0–9); X-axis: Month (Apr-22 to Apr-23)

Legend: Submitted Waivers — Active Waivers

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 begininng 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

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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 2022/3, 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 aim to consistently improve and eventually attain a 100% success rate in project timeliness.

Target	Direction for Improvement	Current Period	Previous Period	Direction of Travel	Change in Performance	RAG Rating
100%	→	100%	0%	↑	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.

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.

Percentage of projects completed to time - to agreed completion date
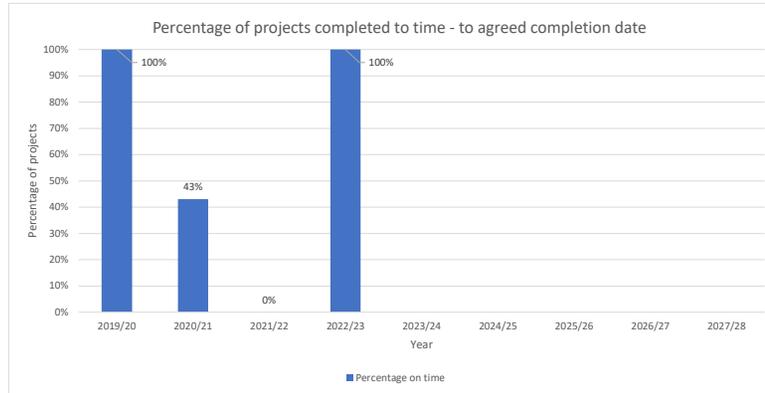
Financial year	Projects completed	Projects on time - agreed
2019/20	1	1
2020/21	7	3
2021/22	4	0
2022/23	2	2

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.

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Commentary

Data presented on a monthly basis for a four-month time series shows a small declining trend in website accessibility. At the end of Q4 2023/24 (March23), the score was 83%. This had slightly fallen to 82% by May 2023 and was unchanged at the end of Q1 2023/24 (June23).

Target	Direction for Improvement	Current Period	Previous Period	Direction of Travel	Change in Performance	RAG Rating
TBC	↑	82%	82%	→	0%	Amber

Metric Description

This 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.

Website Accessibility Score

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

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

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

Commentary

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. October 2022 is low because this was when the Information Security course was first introduced and not many had completed the course. The percentage who have completed the courses then increased in November and December.

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. It does not, however, indicate the effectiveness of the training in everyday work or changing of behaviours.

Target	Direction for Improvement	Current Period	Previous Period	Direction of Travel	Change in Performance	RAG Rating
100%	↑	96.9%	94.0%	↑	2.9%	Green

Metric Description

This indicator measure the percentages 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.

Proportion of staff who have completed Data Protection and Information Security courses
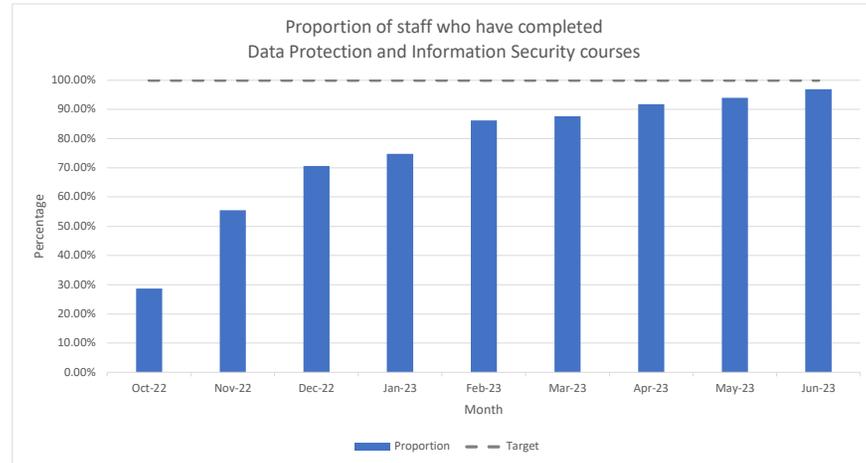
Dataset Link(s)

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.

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

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

Commentary

The aim is for 90% or above of requests to be completed within the statutory 20 days. However, it should be noted that there is a provision within the FOI/EIRs Acts for extensions to be applied. In 2020, the 90% was not achieved but some of the reasons were for exensions to be considered under the public interest test.

Target	Direction for Improvement	Current Period	Previous Period	Direction of Travel	Change in Performance	RAG Rating
90%	↑	100%	94%	↑	6%	Green

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. Achieving 90% of requests completed within 20 days is the standard for the ICO and the CA have used this as a target and show effective practice

There is a limitation in measuring this metric. FOI requests can vary significantly in complexity and scope, ranging from simple inquiries 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.

FOI requests responded and completed within 20 days of review
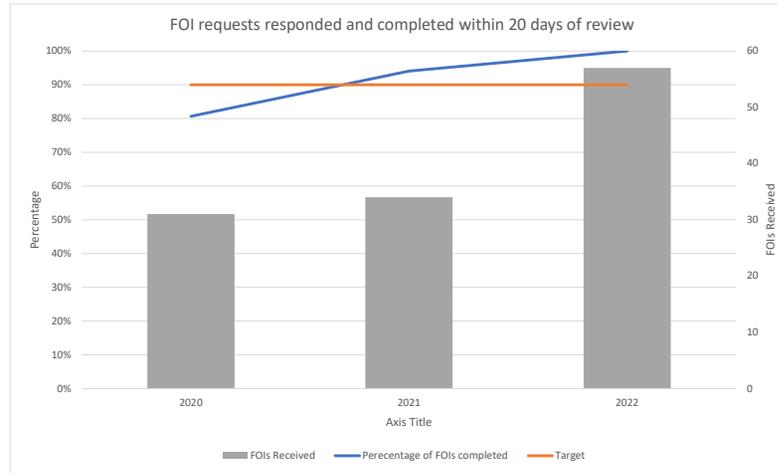
Year	2020	2021	2022
FOIs completed	80.65%	94.12%	100.00%
Target	90.00%	90.00%	90.00%
Received	31	34	57
Over 20 days	6	2	0

Dataset Link(s)

Actions

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

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CAMBRIDGESHIRE & PETERBOROUGH
COMBINED AUTHORITY

Commentary

Growth has been positive but has also been impacted by a number of economic factors including COVID, Brexit and the current slow down nationally in growth and the cost of living crisis. The CA has seen real resilience within the projects we support which continue to perform well and deliver their outcomes. The job totals are cumulative figures.

Target	Direction for Improvement	Current Period	Previous Period	Direction of Travel	Change in Performance	RAG Rating
6,835	↑	11,972	7,711	↑	36%	Green

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 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.

Jobs created and supported by key CA Economy and Growth funds (cumulative)
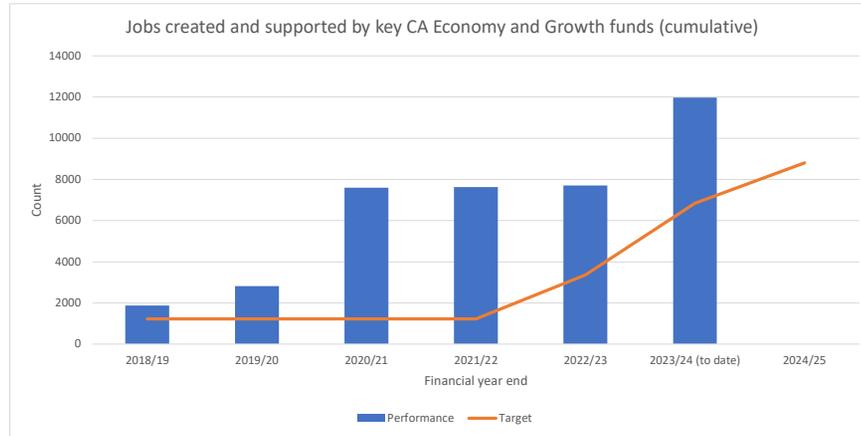
Dataset Link(s)

Link to E&G Implementation Plan
https://cambridgeshirepeterborough.sharepoint.com/:w:/s/ChiefExecutiveOffice-03PolicyAndStrategy/Ef4OTFckNBJGgO-yPAYIOiUBxZjgEau5fKKyHCeRtiNM7g?e=hli8kt

Actions

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

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Commentary

In 2019/20 and 2020/21, the national lock-downs due to the Covid-19 Pandemic meant that colleges and training centres were closed. While delivery transitioned online, enrolments were below pre-pandemic levels. During the 2021/22 academic year, performance greatly improved with an 8% increase in enrolments and participation. Mid-year data for 2022/23 shows an upward trajectory, with a 19% increase in enrolments compared to the same period last year.

Target	Direction for Improvement	Current Period	Previous Period	Direction of Travel	Change in Performance	RAG Rating
17,000	↑	19,285	16,740	↑	13.20%	Green

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 is shown through as academic years, with a combination of enrolments and achievements along with targets starting from 2021/22. The current period performance is also to date and to be put in consideration when examining the data.

Enrolments onto and achievements supported by adult education services funded by CA investment
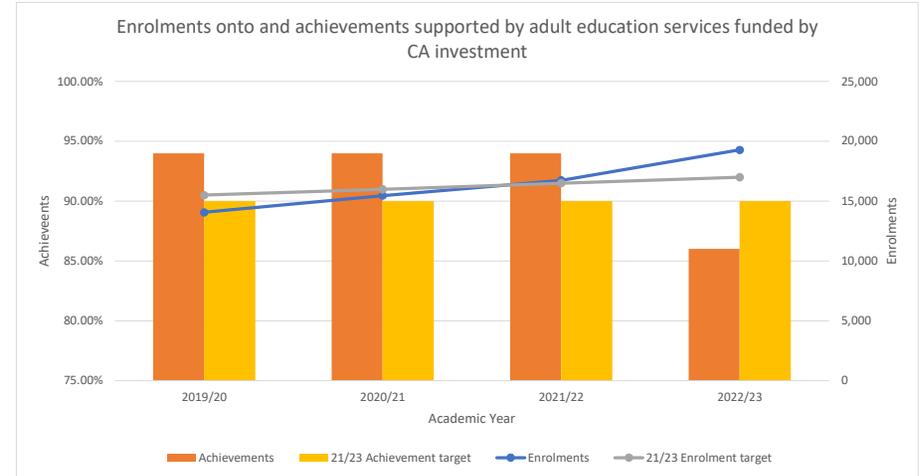
Dataset Link(s)

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.

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

Commentary

The number of apprenticeships created has grown steadily in the reporting period. At the end of December 2022, the cumulative total since programme start was 317. At the end of Q1 2024/25 (June) this had risen to 470. However, this growth rate is lower than planned.

Recent macro-economic and labour market conditions have compounded barriers already known to exist in the uptake of apprenticeships. Across England for 2022/23 Apprenticeship starts were down by 4.1% to 195,600 compared to 203,990 reported for the same period in the previous year.

Target	Direction for Improvement	Current Period	Previous Period	Direction of Travel	Change in Performance	RAG Rating
950	↑	470	408	↑	13.19%	Green

Metric Description

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

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

It is important to consider the limitations of the metric for improvement. By having a numbers of apprenticeship, geographical considerations should also noted. The distributions of where these apprenticeships are taking place in the CA region will be helpful in improving the provision and targeting the regions where the service is needed.

Number of apprenticeships by CA funded investment (cumulative since programme start in 2020)
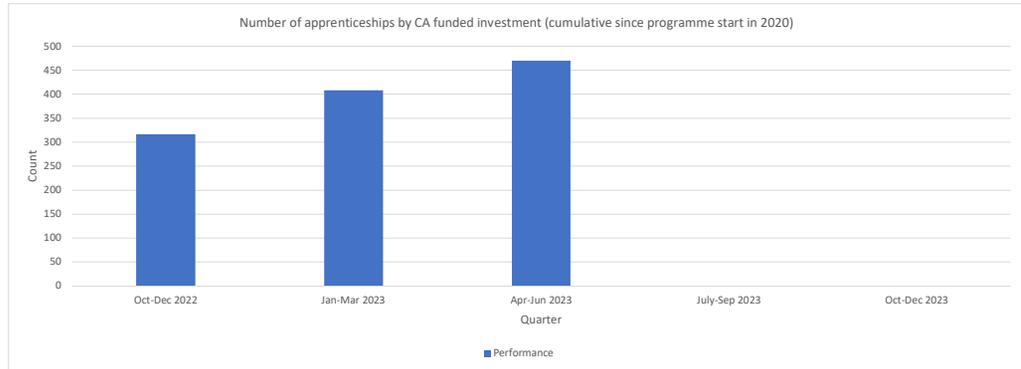
Dataset Link(s)

Actions

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

1. Working with the NHS & Public Sector to increase capability and influence creation of more Apprenticeships
2. Focus on the Manufacturing sector to support the development of technical skills leading to engineering as a progression route will support the much-needed boost to capability in manufacturing and engineering organisations.
3. Closer work with Schools, Colleges and Universities . As levy payers, these institutes have a high numbers 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.

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

Commentary

LAD3 is expected to complete retrofit of homes by end of September 2023 with final scheme closure following. It is currently delivering approximately to target from the Managed Closure agreed with DESNZ. HUG1 has been a difficult scheme to deliver within the scheme rules and cost caps with many homes found to be undeliverable due to these and other issues such difficulties in providing ventilation to the required standard. HUG1 is expected to complete retrofit of homes by end of March 2023, with a small number of exceptional installations agreed with DESNZ for installation by end of May 2023, with final scheme closure following, as reflected in the target. The RAG rating of the GSENZH delivery currently with DESNZ is Amber reflecting this delivery performance.

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

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

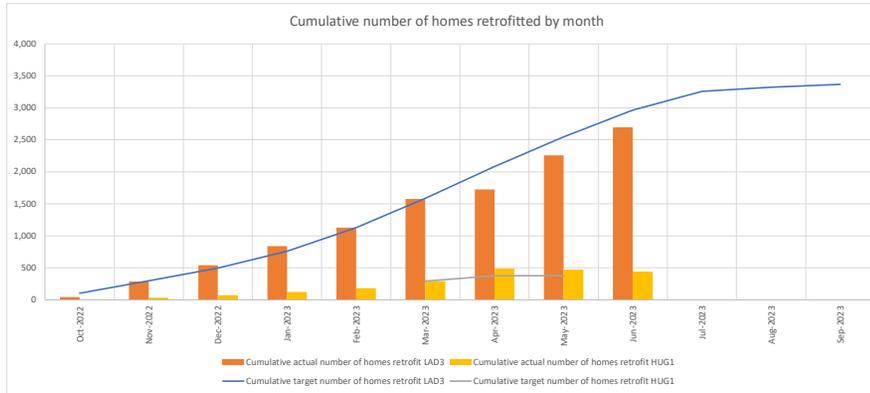|	Target	Direction for Improvement	Current Period	Previous Period	Direction of Travel	Change in Performance	RAG Rating
LAD3	2,966	↑	2,699	2257	↑	16.38%	Green
HUG1	377	↓	442	470	↓	-6.33%	Green

Metric Description

This indicator measures the cumulative count of homes that have completed retrofit aimed at improving energy efficiency, through schemes led by the Greater South East Net Zero Hub (GSENZH). The purpose of retrofit is to raise the energy efficiency ratings of low income and low EPC rated homes (those rated D, E, F or G) and also support low-income households with the transition to low-carbon heating. The Department for Energy Security & Net Zero (DESNZ) and the GSENZH expect retrofit to result in:
a) 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.
b) Deliver cost-effective carbon savings to carbon budgets and progress towards the UK's target for net zero by 2050.
c) Deploy low carbon heating, supporting the transition away from fossil fuel-based heating and supporting supply chain growth of the clean heating sector.
d) Support clean growth and ensure homes are thermally comfortable, efficient, with a reduced impact on the environment and well-adapted to climate change.
e) Support economic resilience and a green recovery in response to the economic impacts of Covid-19.
f) Deliver better quality, safer, more energy efficient homes in rural areas.
This reflects the CA's commitment to sustainability and its efforts to mitigate climate change.

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

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

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

Cumulative number of homes retrofitted by month

Legend: Cumulative actual number of homes retrofit LAD3; Cumulative actual number of homes retrofit HUG1; Cumulative target number of homes retrofit LAD3; Cumulative target number of homes retrofit HUG1

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 scheme.
Continue delivery of retrofit in homes through LAD3 scheme.
Continue to mobilise delivery of HUG2 scheme.

Commentary

In 2020, the region had a broadband availability of 23%, slightly below the national average of 25%. However, in 2021, there was a significant increase in availability to 38%, surpassing the England average of 46%. This notable improvement indicates the region's efforts to enhance digital connectivity. Moving forward, the performance continued upward in 2022, with both the region and England at 71%, aligning in availability. The target for 2025 has been set to 85% by government and the Combined Authority calculated the target trajectory to reach the 85% target. Looking at the notable increase of gigabit broad in C&P from 2020 to 2022, C&P is looking to achieve the 85% target earlier than 2025.

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

Target	Direction for Improvement	Current Period	Previous Period	Direction of Travel	Change in Performance	RAG Rating
55%	↑	71%	38%	↑	33%	Green

Metric Description

Gigabit Broadband Availability

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.

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

Back to scorecard

Metric 26: Proportion of staff feeling valued by the Combined Authority
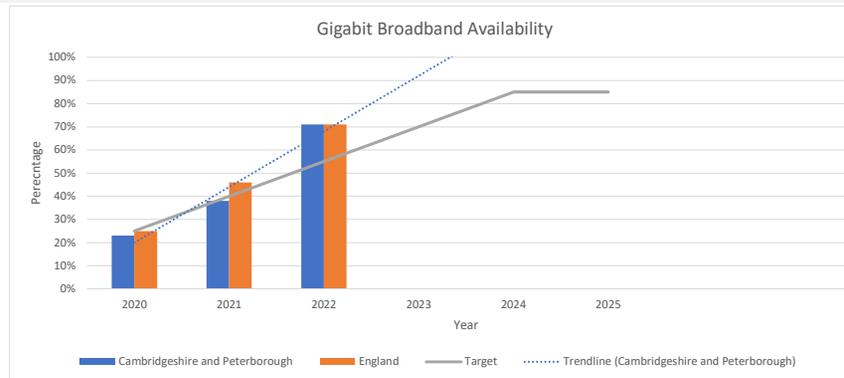
Commentary

In January 2023, the recorded percentage of staff feeling valued was 42.55%, below the target of 65%. The subsequent data point, observed in June 2023, reflects a significant improvement, with the percentage of staff feeling valued rising to 58.33%. Despite this progress, the percentage still remains below the desired target, indicating the continued necessity for initiatives that bolster employee satisfaction and perceived value.

Target	Direction for Improvement	Current Period	Previous Period	Direction of Travel	Change in Performance	RAG Rating
65%	↑	58.33%	42.55%	↑	15.78%	Green

Metric Description

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

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

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

Proportion of staff feeling valued by the Combined Authority
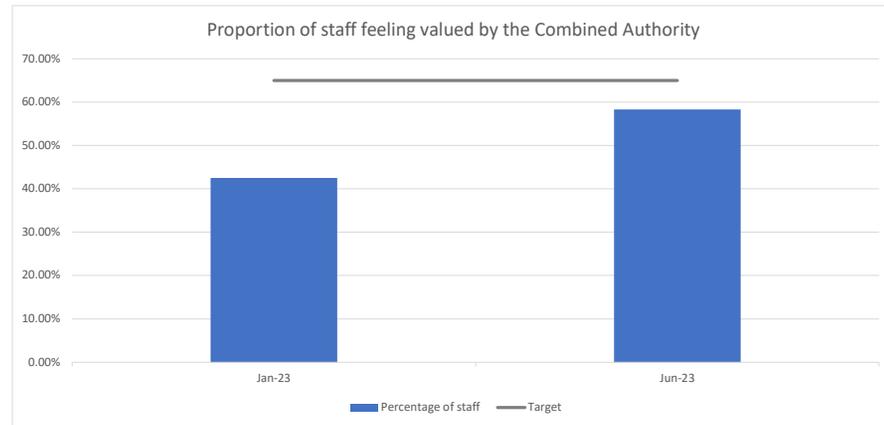
Dataset Link(s)

Actions

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

Commentary

As at the end of July, the percentage of budget expected to be spent is 91%, compared with the 93% indicated in June.

Of the variance, more than 2/3 is revenue, with only 1/3 capital.

Target	Direction for Improvement	Current Period	Previous Period	Direction of Travel	Change in Performance	RAG Rating
TBC	↑	91%	93%	↓	-2%	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.

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.

Budget vs forecast loss/carried forward (current financial year)
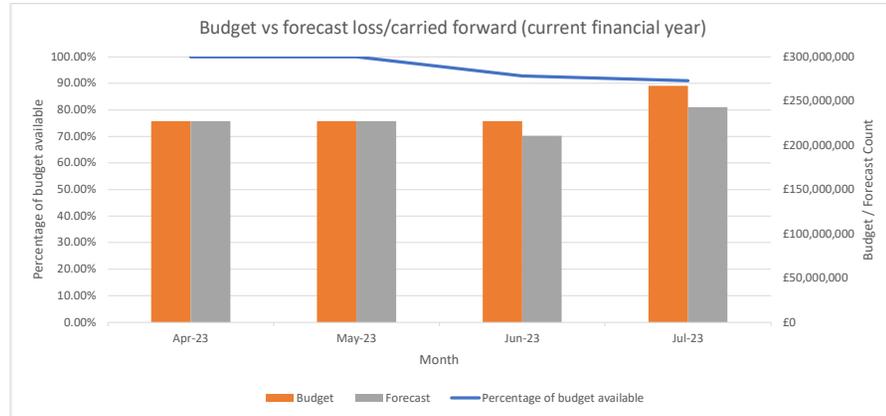
Dataset Link(s)

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.

Back to scorecard

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

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

Corporate Performance Report Q1 2023/4

Most Complex programmes and projects update

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

Key: Direction of Travel

↑ Improving Trend

↓ Worsening Trend

→ No Change

Project/programme	Description	RAG	Direction of travel	Update/narrative on status	Next key milestone	Outcomes and Impacts	Number 1 risk and mitigation
Peterborough Station Quarter	Regeneration of the area around Peterborough Train Station – known as Station Quarter. A site consisting of circa 18 acres of underutilised land around the station.	Amber	→	Peterborough City Council appointed Arup to undertake the Masterplan Framework and develop the Outline Business Case for the Peterborough Station Quarter. Already a Masterplan Framework options Workshop has taken place with further workshop planned at the end of August. Peterborough Station Quarter is key to transforming connectivity, access and development opportunities for this area of Peterborough. The Combined Authority and Peterborough City Council met representatives of the Department for Levelling Up, Housing and Communities, Department for Transport and Active Travel England to provide an update on progress and discuss the next stages of the work, including progressing with the Outline Business Case.	Draft OBC – December 2023	- New Access to Western Entrance - Improved public access - Regeneration of City, increased footfall in city centre. - Enhanced passenger facilities - Range of commercial and retail spaces - Improved pedestrian and cycling routes and facilities - Increased GVA - Reduction Co2	Risk – Impacted cost increases potentially related to material inflation and labour cost increases, leading to impact on OBC and future deliverability. Mitigation – Once fully designed we will be looking at options to mitigate inflation, such as buying products early in the programme and storing them.
University of Peterborough	The Combined Authority, Peterborough City Council and Anglia Ruskin	Amber	→	Phase 1 and 2 constructed and completed projects. Phase 3 construction underway and being delivered under contract to time and	Phase 3 construction and	- Increased productivity	Risk - Material supply shortages leading project delays and increased costs.

	University (ARU) have been working closely together as partners and with key stakeholders in designing and building the university and research facility.	Amber (orange)		budget. The overall RAG status remains amber but the PropCo Board have reduced the outstanding red risk to amber because part of the issue has been resolved, therefore the overall status is moving in a positive direction with action plans to mitigate being made at pace.	handover of second teaching building – Autumn 2024	- Support economic development for region - Increased number of people in Higher Education and achieving degrees that are business focused - Increased graduates in area	Mitigation – PropCo1 has approved additional funding to cover increased costs (in additional to existing project contingency).
Net Zero Programme	A capital fund comprising Sustainable Warmth (Local Authority Delivery Phase 3 and Home Upgrade Grant Phase 1), and Home Upgrade Grant Phase 2.	Amber (orange)	→	Home Upgrade Grant Phase 2 is now in mobilisation. Sustainable Warmth is due to complete at the end of this month. LAD3 funds should be fully spent, and HUG1 will have an underspend of c. £8.5m. It is amber due to a) HUG2 significant risk as new delivery model not yet tested or proven b) we have procurement delays and do not have contracts signed although procurements are ongoing.	- Procurement of contractors for HUG2 in June, and appointment of contractors in July - Continued delivery of LAD2 to September 23	- Co2 reduction - Percentage households living in fuel poverty reduced - 3,792 homes upgraded from LAD3. - 4,419 homes upgraded from HUG 1&2	Risk – Financial risk on meeting parameters of the programme in particular cost caps, batch approvals and inflationary pressures, leading to reduction in Properties receiving measures. Mitigation – Bi-weekly meetings with the Department and weekly meetings with contractors to review the pipeline and any financial pressures.
Bus Reform Programme	Delivering better public transport to our citizens. This is through work on a Bus Strategy to work on	Green	→	As £4.6m of BSIP+ funding has been obtained, we are re-evaluating the franchising and EP options. ZEBRA buses have launched successfully. TING is running well and DRT	Submitting proposal to DfT for BSIP+ roll	- Increased patronage on public transport	Risk – Failing to maintain service quality whilst keeping prices down,

	potential Franchise or Enhanced Partnership solution. As well as Zero Emission Buses, Demand Responsive Transport (TING), and Bus Service Improvement Plan.	■		analysis project is well launched. New projects started are (1) to analyse and record roadside infrastructure and (2) to investigate through ticketing. We have started developing a feasibility scheme for replacing the old Peterborough bus garage with one appropriate for investment in electrification - this is currently being pushed forward by PCC.	out – End of October 2023 (timing change from August as DfT timescales changed)	- Stability and expansion of network to re-establish connectivity, frequency and reliability. - Reduction car traffic - Reduce C02 Emissions	leading to continued cuts by bus providers. Mitigation – Network Review will devise a new and more efficient bus network, increasing attractiveness to bus providers.
Adult Education Provision	To provide Adult Education that can be accessed by employers and individuals to fund a huge range of training. The programme also includes a Level 3 adult education offer through Free Courses for Jobs.	Green	→	Programme is on target for delivery. As of July 2023, there have been 18,136 enrolments onto AEB funded courses, across 10,123 learners. This is compared to 15,914 enrolments at the same period last year. There have been 545 enrolments to date for Free Courses for Jobs, across 534 learners. This is compared to 277 enrolments at the same period last year. We have successfully procured 15 new providers to ensure we have additional capacity to deliver AEB, plus we have contracted the "recycled" underspends.	Doubling enrolments in Level 3 – August 2023 Outcomes for learners – on-going	- Employee jobs - Growth (GVA) - Enrolments onto Adult Education courses - Double enrolments in Level 3 courses.	Risk – Providers failing to achieve targets set in the contracts lead to CA not achieving its targets in the Employment & Skills Strategy. Mitigation – Expanded the marketplace of providers, strengthened performance management and compliance.
Business Growth Service	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	Amber	→	Programme jobs committed is 29.5% (+1,239) ahead of target (5,434) in Year 3 which leaves only 52 to deliver the overall jobs target set for the programme (5,486) by December 2023. Growth Coaching and Inward Investment service lines have over performed whilst Equity and CapEx Grants are slightly below expectations against service line targets. Skills service outcomes remain a concern with only 481 apprenticeships	Continued delivery to December 2023 (please note elements of the Service will be	- Growth (GVA) - New Jobs (5278) - Apprenticeships (1400) - 1705 Additional training	Risk – Recover – Orient – Adapt – Regrow (ROAR) grants behind expenditure profile due to incomplete audit trains in European Regional Development Fund documentation from delivery partner.

	4.A Capital Growth Investment Fund 5. A Growth Hub service	Orange		confirmed against an overall target of 1,400. Despite a marked improvement in performance, the project status remains at Amber+ for the programme.	continued subject to funding Board approvals)		Mitigation – Review is underway following the published report by Independent Consultant, due for first draft end of July.
Market Town Masterplans	Masterplans developed to provide an evidence base and a set of priorities for the market towns to consider to realise their future economic growth potential. Phase 1 provided the investment to implement masterplans. Phase 2 providing investment to strengthen local communities and groups and to support social enterprises and community-owned businesses.	Green	→	Phase 1 investment fully committed and delivery underway, with a portfolio of 52 projects. A total of 26 projects are now completed, 17 projects are 'in delivery' (to be completed by March 2024), 5 projects are 'in delivery' (completion expected March 2025) 1 project 'in delivery' (completion expected March 2026), and 2 projects have been cancelled (and budget reallocated within the programmes project portfolio). Delivery partners have been procured for the Phase 2 of the Programme - Stream 1 Community Ownership of Local Businesses (Plunkett Foundation), Stream 2 Social Enterprise Hubs (Social Enterprise East England) and Stream 3 STEM roadshow Exhibitions (Cambridge Science Centre). Social Enterprise East of England also commissioned to undertake additional Strategy development work and to deliver of impact growth business pilot programme for the sector.	To complete procurement of delivery partners for phase 2 and to mobilise delivery by end of July 2023.	- 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	Risk – Delivery timescale slippage, leading to underspend against budget. Mitigation – To seek Board approval to reprofile budget spend.

Overview and Scrutiny Committee

18 September 2023

Title:	Improvement Framework with a specific focus on Project plans and delivery
Report of:	Angela Probert, Interim Director of Transformation Programme
Lead Member:	Mayor, Dr Nik Johnson
Public Report:	Yes
Key Decision:	No
Voting Arrangements:	A simple majority of all Members present and voting

Recommendations:	
A	Note the progress 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.
B	Consider the development of the Project plans and delivery plan to address identified areas of improvement.

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

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

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

1. Purpose	
1.1	The report updates the Committee on the progress in June against the key concerns and observations identified by the External Auditor in June and October 2022, the Best Value Notice received in January 2023 and DLUHC in February 2023.
1.1	The report also supports the 'deep dive' into the Project plans and delivery Improvement plan to be considered at the meeting on 18 September.

2. Proposal	
2.1	This report sets out for the Overview and Scrutiny the progress made on identified areas of improvement. This update will be presented to the Independent Improvement Board meeting on 11 September 2023 and a note from the Chair will be circulated to Overview and Scrutiny members in advance of the meeting scheduled for 18 September.
2.2	Attached as Appendix 1 is the programme highlight report setting out progress against the key improvement themes set out in paragraphs 2.3 to 2.10. A summary of key deliverables are set out in paragraph 2.3 below.
2.3	**Improvement plan progress** • Overall the programme is rated as 'Green' at the end of August 2023, meaning 'successful delivery of the Improvement Plan to time, cost and quality appears to be highly likely', reflecting the positive trends across the five themes set out in the highlight report. • The Improvement Group, chaired by the Executive Director, Resources and Performance continues to assess progress against the agreed plan and address any programme issues or risks. • The Improvement Group has also identified the key links between key deliverables set out in the Improvement Plan to ensure a programme wide focus on delivery is in place and dependencies managed.
2.4	**Governance and decision making (Green)** • The Procurement Code was approved by Audit & Governance Committee (A&G) on 7th July and Combined Authority Board on 26 July. • Officer / member protocols were agreed at the CA Board on 26 July. • Financial regulations have been agreed. • Informal meetings with Overview & Scrutiny Committee (O&S) have taken place to support the development of their requirements. • Officer support for the O&S is under review. • Constitutional changes have been agreed and the new constitution is on the CA website. • Member training is in place and underway. • Constituent authorities have been asked to nominate representatives for the new committees. • Constituent authorities have been asked to nominate representative for Advisory groups. • Engagement with Project delivery workstream is ongoing to ensure Single Assurance Framework (SAF) alignment.
2.5	**Procurement (Green)** • Revised Procurement Strategy has been agreed and signed off. • Revised Procurement Policy and Procedure has been agreed and signed off. • Revised Procurement Code has been agreed and signed off. • Operating Model for Procurement function has been agreed and signed off. • CA Board on the 26July agreed to recruit to the new Procurement structure with permanent staff. • Grant funding agreements have been drafted and are awaiting approval. • Procurement of E-Learning Procurement fundamentals training for all staff has been researched and meetings held with 11 providers. • Discussions with training providers to deliver the high-level Procurement & Contract Management training have taken place.
2.6	**Project plans and delivery (Green / Amber)** • DLUHC engagement has taken place on how to move forward with the required government clearance process for the Single Assurance Framework (SAF). The advice received is that the Local Growth & Assurance Unit within DLUHC will not be able to provide support for this until mid-September. Discussions with DLUHC have taken place to ensure resource is available to seek DLUHC, DfT, DfE Director approval of the SAF in September/ October/ November with an estimated four to six weeks being required for this process.

	• The draft performance management framework has been socialised via constituent authority engagement through the Partner Working Group throughout July and into August. Comments made (and report in the July improvement update note) have been incorporated into the proposed approach and documentation. The document has been shared with the Corporate Management Team, constituent Chief Executives and is due to be shared with Audit and Governance Committee and Leaders. It is due to go to Leaders on 30 August, to Audit and Governance on 08 September and on to CA Board on 20 September. • The risk management framework (RMF) has now been completed in draft and includes the latest risk appetite statement. Over August it has been shared with constituent Chief Executives and Leaders Strategy meeting in August.
2.7	**Partnership working (Green/Amber)** • Concerns regarding partnership working were set out in the Best Value Notice with the expectation that the Combined Authority significantly improved local partnership working arrangements, built on a unity of ambition and shared purpose. • Significant progress has been made in addressing the identified concerns relating to local partnership working arrangements across the constituent councils and broader stakeholder groups. • Stronger and more collegiate partnership working is reported across the constituent councils in areas covering the development of the proposed refresh of the CPIER and shaping the future vision. Deeper devolution has enabled the Combined Authority demonstrate strong and effective partnership both across constituent councils and also as part of the M10 Group of MCAs and the GLA. • The Corporate Management Team continue to meet with constituent authority leadership teams and role model collegiate behaviours and partnership working across the CA; this being recognised and reflected in the recent staff survey. • The rescoped focus on partnership working will be: 1. That it is principles not a framework that needs to be embedded 2. That there is now substantial evidence that partnership working isn't broken across the local authorities and the MCA 3. That the further work commissioned outside of the Improvement Programme will take on the wider developments of the partnership landscape as part of mapping our delivery systems, essential for further devolution, but more generally in any case.
2.8	**Confidence, culture and capacity (Green)** Ambition and priorities • The CA Board in July approved the funding to enable commencement of State of the Region Review and development of a Vision for Cambridgeshire and Peterborough. • New approach to Corporate Performance Reporting taken to July CA Board. Comments have been received, significant progress noted and on track for Q1 reporting at September CA Board. Leadership • Planning of Member Development sessions has commenced with a review of existing sessions across the constituent councils to explore options for joined up approaches and to avoid duplication. • Options for further briefing sessions for members are being explored, following the positive feedback from the All Member Induction. • Member Induction Pack launched. • A series of seminars for internal staff which are being led by Executive Directors has commenced.

	Values and behaviours
	• Launched the first "You said, we listened" staff video, highlighting feedback and resulting actions from the last staff survey, demonstrating areas of improvement and how we plan to address remaining areas of concern for staff.
	• Scheduled the next staff conference and issued a "save the date" card.
	• Options are being explored for the next staff survey to ensure that we can incorporate the lessons learned from previous surveys.
	• Several HR Policies were approved by HR Committee in the period. These focussed on and introduced policies regarding equality, diversity and inclusion, flexible working, professional development, menopause support and pregnancy loss. Updates to compassionate and family leave were also included.
2.9	**Independent Improvement Board engagement** • The Independent Improvement Board (IIB) continues to meet formally on a bi-monthly basis where it receives a report by the Chief Executive on the progress of the Improvement plan. The CA Board attended the IIB meeting in June and it is proposed that members attend at the meeting in September. At the conclusion of each meeting the Chair reports to the CA Board and other key stakeholders areas of assurance and those that require further focus. • The Chief Executive and senior officers continue to engage with IIB members on a regular basis and the new IIB Chair is currently meeting with key stakeholders as part of his induction.
2.10	**Conclusion of investigations and safeguarding of staff** Indications are that significant progress will be made over September and October with the conclusion being reached by the end of the calendar year.

3. Background

3.1	The Combined Authority Board meeting in May 2023 agreed the improvement plan to directly address the concerns raised by The External Auditor in June and October 2022, February 2023 and the Best Value Notice received in January 2023: 1. Governance and decision making 2. Project Plans and delivery 3. Procurement 4. Partnership working 5. Confidence, culture and capacity And also: 6. Improvement plan progress 7. Independent Improvement Board engagement 8. Conclusion of code of conduct investigation and safeguarding of staff
3.2	The Independent Improvement Board (IIB) in May agreed the 'RAG rating' system to report progress against identified areas of activity set out in paragraph 3.1. Activity reported to the IIB on 17 July and in this report uses the agreed RAG to measure progress against agreed outcomes and planned activity. The Improvement highlight report and RAG descriptions are set out in Appendix 1.
3.3	Project plans and delivery is a key theme of the CPCA Improvement plan and attached as Appendices 2 and 3 are key documents to support the deep dive by Overview and Scrutiny Committee.

4. Appendices

4.1	Appendix 1 - Improvement Highlight report July / August 2023 Appendix 2 – Project plans and delivery deep dive

	Appendix 3 - Risk Management Framework and Procedure

5. Implications

Financial Implications	
5.1	The Board in July approved an additional £250K to fund the Improvement Programme to the end of January 2024 and it is anticipated that these funds will cover all the required activity to that point.

Legal Implications	
6.1	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. The Combined Authority has taken actions and continues to take action seeking to improve the governance of the Combined Authority in line with the Combined Authority's Constitution and promote the Combined Authority's statutory duty of best value and continuous improvement. The CPCA's Audit Committee is defined by the Local Government Act 2000 and its purpose is to give assurance to elected members and the public about the governance, financial reporting and performance of the Council. This committee is therefore able to review, assess and scrutinise the information provided to them in this report in order to provide assurance.

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

Improvement Plan Phase 2
Programme Level Highlight Report for the Period:
Period - 1 July 2023 - 31 August 2023

Lead Executive Director Overview

I am pleased to present the highlight report for the Improvement Plan for the two months to 31st August 2023.

In the last formal highlight report I set out the five themes of this phase of our improvement journey and how these focus tightly upon the expectations- based upon their advice and feedback - of our Independent Improvement Board, DLUHC and the external auditor to ensure that our priorities for improvement reflect those of our partners and stakeholders.

After a period where we convened the necessary resources, governance and processes to deliver our outcomes, this report shows positive and genuine progress in achieving the clear targets and milestones set out in the overall improvement plan. We have rightly set ourselves a high bar for our improvement journey - both in terms of the outcomes to be achieved and the pace of change required to demonstrate our commitment to this journey - and I am pleased to set out that the overall progress clearly demonstrates this commitment .

Overall, the direction of travel, as demonstrated by the agreed RAG ratings, is encouraging with three of the themes reporting a rating of 'Green' for a second consecutive month, meaning that delivery of all the agreed outcomes to time and budget is considered by the CMT workstream lead to be highly likely.

For the remaining two themes, 'Project Planning and delivery' and 'Partnership working' the RAG rating is green/amber. The RAG rating for Project Planning and Delivery is again rated as green amber and whilst the work on the SAF project has seen significant progress in August we are still reliant on DLUHC approving the proposals and the Authority is not in control of when this will occur. We continue to work positively with DLUHC colleagues on this and therefore the RAG rating of Green/Amber is a cautious reflection of the importance of this outstanding action. I also highlighted the close links between the work on Partnership working and the Single Assurance Framework and our continuing discussions with Government on enhanced Devolved powers for the CPCA. In this context the presentation of the SAF to the Combined Authority Board in September is a major milestone.

Regarding the Partnership working theme of improvement I am pleased to report that the scope for the partnership working theme is now revised in line with feedback from stakeholders. I expect that the positive direction of travel for the RAG rating of this theme will continue when I next report to Board.

Overall the programme is rated as 'Green' at the end of August 2023, meaning 'successful delivery of the Improvement Plan to time, cost and quality appears to be highly likely', reflecting the positive trends across all five themes. I continue to be confident of progress and achievement as we move

Individual Workstream Status		
Workstream	**this period**	**last period**
Governance and decision making	green	green
Procurement	green	green
Project, Planning and delivery	green/amber	green/amber
Partnership working	green/amber	amber
Confidence, Culture and Capacity	green	green/amber

Item 6

Governance and Decision Making

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

Project Outcomes:
- Plan for embedding new structures
- Review membership of committees, & advisory groups
- Review of BB role & role of BAP
- Review role of Mayoral Advisory Group
- Develop Terms of Reference for each group
- Create Financial Regs, Procurement Code & SAF
- Consideration of EDAF Requirements
- Internal review of governance arrangements by A&G
- Recruitment of permanent staff into interim posts:
- Monitoring Officer
- Head of HR
- Place Director
- Review independent councillor representation
- Guidance documents and training
- Member renumeration
- Review role of Scrutiny function
- Review non-councillor membership in groups (CIPF code)

Workstream Sponsor:	Nick Bell
Project Manager/s	Louisa Simpson
PMO (Programme Management Office) Support:	Heidi Robinson
Agreed Completion Date	31/03/2024
Forecast Completion Date	31/03/2024
Reporting Period:	01/07/2023 - 31/08/2023
Governance and Decision Making - Project Status	**This Period:**	Green
	Previous Period:	Green

Governance and Decision Making - Project Manager update:

Key Activities:
The project workstream have met and have moved forward a number of key activities linked to the Improvement Plan, the key activities undertaken this period:
> Procurement Code approved by Audit &Governance A&G) Committee on 7th July and Combined Authority(CA) Board on 26th July - this delivered milestone 3
> developemnt of new arrangements for the Business Board (BB) - delivery towards milestone 4
> Development of the Economic Development Group- linked to the BB - delivery towards milestone 4

> Scope and review officer support requirements to Overview &Scrutiny (O&S) and met with committee memers to discuss requirements - delivery to support milestone 2
> Additional risks identified and Risk Register updated - delivered milestone 2
> Financial regulations have been agreed - supported delivery milestone 3
> Training analysis for staff undertaken - supported milestone 1 next period
> Constitutional changes have been agreed and the new constitution is on the website - supports milestone 2 for next period
> Renumeration Board will be looking at O&S, A&G and the BB payments to bring them up to date - supports milestone 2 & 3 for the next period
> Member training is in place and underway - continued delivery of milestone 1 for next period
> Membership of new Committees- LA partners have been asked to nominate reps - supports milestone 2 for next period
> Membership of Advisory Groups- LA partners have been asked to nominate reps - supports milestone 2 for next period
> Engagement with Project Delivery workstream to ensure Single Assurance Framework alignment - supports milestone 4 for next period

Engagement:
The workstream group during July and August, the engagement with the wider CPCA on changes is a work in progress. As key milestones are met, communication is in place to support the roll out & CMT discuss changes at their meetings. The CA Board members are engaged in change discussions at Leaders Strategy Meetings.
A&G met on the 6th July and agreed the procurement code which was ratified at CA Board on the 26th July.
A meeting took place to move forward the changes to the BB structure & related groups on the 13th July.
O&S met to scope out officer support requirements on the 24th July.

Concerns/Issues:
There are no concerns relating to the changes proposed to governance & decision making, the links to other areas of the Improvement Plan have been worked through and are now noted in Project Plan. The links to outcomes in other workstreams are not dependencies and will not impact delivery of the outcomes associated with Governance & Decision Making.

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

Governance and Decision Making - Workstream Sponsor comments:

I'm pleased to note that the workstream is on track to compete to the timtetable. I note that further work has also been undertaken to develop role & responsibilities of Business Board and roll out a new operating mechanism for O&S. Now that preparation work is underway for review of Audit & Governance at 7th September meeting and development of wider accountability framework, which will feed into the Devo 2 work.

Governance and Decision Making - Key Milestones this Period	
1	Finalise the Risk Register
2	Agree renumeration policy for members of O&S
3	Agree Procurement Code
4	BB Membership agreed & changes implemented
Governance and Decision Making - Key Milestones Planned for Next Period	
1	Roll out officer training & Governance Guides
2	Agree role of the BB, BAP & develop the EDG

3	Agree officer support required for O&S Committee	
4	Align Governance Workstream with SAF delivery plan	

Governance and Decision Making - Key Milestones Project Risks		
	Risk Description	**Mitigation**
1	Inflexibility of Constitution	There are levels of felxibility that have been agreed within the new constitution that enable reactive decisions, this is also refceted in the SAF
2	Scrutiny role not agreed by committee	Working with O&S to ensure they are comfortable with the proposed changes.
3	Perception Gov arrangements not fit for purpose - internal review/peer review-Jan/DLUHC/IIB	Lead officers to work closely with the internal review and peer review teams to ensure understanding of the arrangements Closely manage reviews to ensure context understood.. identified offcer alongside peer review and Angela internal review... also PMO resource
Governance and Decision Making Report Completed By:		Louisa Simpson
Completion Date:		21/08/2023

Procurement

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

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

Workstream Sponsor:	Nick Bell
Project Manager/s	Louisa Simpson
PMO (Programme Management Office) Support:	Heidi Robinson
Agreed Completion Date	31/12/2023
Forecast Completion Date	31/12/2023
Reporting Period:	01/07/2023 - 31/08/2023

Procurement - Project Status	**This Period:**	Green
	Previous Period:	Green

Procurement - Project Manager update:

Activities:
The following activities took place during July & August:
> A detailed action plan (project plan) was agreed at the project subgroup meeting to deliver the required changes to the procurement delivery in the CA - this delivered milestone 2
> A revised Procurement Strategy was agreed and signed off - delivered milestone 4
> A revised Procurement Policy & Procedure was agreed and signed off - delivered milestone 2
> A revised Procurement Code was agreed & signed off - supported delivery of milestone 1, 2 & 4
> An operating Model was agreed & signed off - linked to milestone 1 in this month's delivery
Combined Authority Board on the 26th July approved the following:
> Recruitment Approach - agreement to recruit to the new structure, interim in place currently to be replaced by permanent staff - to deliver Milestone 1
Key tasks undertaken this period:
> Grant Funding Agreements drafted and awaiting approval, this has been contracted out - supports Milestone 5 for the next period
> Procurement of E-Learning Procurement fundamentals training for all staff - researched and met with 11 providers - supports delivery of milestone 3 for the next period
> Conversations with further training providers to deliver the high-level Procurement & Contract Management training - supports delivery of milestone 3 for the next period
> Additional risks identified and Risk Register updated - this is an ongoing task and remains on the agenda at each subgroup meeting.

Engagement:
The subgroup meet fortnightly to monitor progress with meetings to move forward actions taking place with key officers in the interim.
O&S met on the 24th July and agreed recommendations for the structure model, strategy & policy for procurement to be ratified at CA Board on the 26th July
Meeting with contractor to agree remit for the GFA & T&C work - 20th July
Engagement with the team developing the SAF continues meeting held 3rd July.

Issues/Concerns:
Currently there are no risks or concerns, the delivery of the action plan and outcomes is on target and is happening at a pace. The timeline is tight but there is support in place from within HR, Finance & Legal to ensure delivery remains on track.

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

Procurement - Workstream Sponsor comments:

This essential workstream is progressing to timetable which is pleasing as a deliberator ambitious timetable was set at the outset. As we move to embedding the recommendations of the report, I'm pleased to note increased engagement with staff members and partners.

	Procurement - Key Milestones this Period
1	Agree the preferred delivery structure for procurement function
2	Development of a detailed stage 2 action plan
3	Procurement Strategy & Procedure agreed & signed off
4	Revised Procurement Policy completed

	Procurement - Key Milestones Planned for Next Period
1	Recruitment to new structure - including Contract Manager
2	Update to current contract register
3	Procure training for all staff
4	Establish Procurement Hub
5	Meeting to agree standard GFA & T&C for standard contract documents

	Procurement - Key Milestones Project Risks	
	Risk Description	**Mitigation**
1	Delegated Procurement Authority not agreed	Working closely with the board to ensure there is agreement of the delgated financial options.
2	Fail to demonstrate best value in Procurement	The documents being developed are focused on achieving the outcomes required to achieve best value. We have engaged external support to ensure delivery on time.
3	Procurement Policy & statutory requirements not met	The Policy has been developed in partnership with sector experts, and is being reviewed and monitored on a regular basis. The Policy is being familiarised with partner districts to ensure it fits with their policies.

Procurement Report Completed By:	Louisa Simpson
Completion Date:	21/08/2023

Project Plans and Delivery

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

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

Workstream Sponsor:	Steve Cox
Project Manager/s	Jodie Townsend
PMO (Programme Management Office) Support:	Thomas Farmer
Agreed Completion Date	30th September 2023
Forecast Completion Date	30th September 2023
Reporting Period:	01/07/2023 - 31/08/2023

Project Plans and Delivery - Project Status	**This Period:**	Green / Amber
	Previous Period:	Green / Amber

Project Plans and Delivery - Project Manager update:

Key Activity
Single Assurance Framework (SAF):

The SAF project has seen a significant shift in focus in August with a completed draft of the SAF including the relevant annex's, and the content has been shared with Corporate Management Team(CMT) to provide an opportunity for review and check.

The Project Plans & Delivery Working Group continues to meet and update the CMT Workstream Sponsor. These meetings have now developed to provide Performance Management Framework and Risk Management Framework overview on top of what was already being focused on development of the SAF.

There has been a significant step up in Constituent Authority engagement through the Partner Working Group through throughout July and into August that has seen a real contribution to the development of the Concept Paper, SAF Template, business case approach and the SAF phase 1 process.

The July Leader's Strategy Meeting engagement proved to be both supportive and valuable, providing the steer that was required on a number of key elements.

The Corporate Prioritisation prpcess within the SAF, that aligns it to the priorities of the CA has also been a key focus in July with testing of the existing approach with CPCA Business Areas being undertaken. Although the prioritisation approach will not be a part of the SAF content it is a key part of the overall process and so needs to be agreed during SAF development. The prpjecft team expect this willbe finilsed through further discussion during August and CMT will subsequently be engaged.

Conversations have taken place with DLUHC regarding interpretation of Governement's English Devolution Accountability Framework requirements for the SAF.

Engagement

Engagement

In addition to the political engagement detailed above, the SAF draft will be shared with the Public Service Board (to engage Constituent Council CEXs) to inform discussions at the meeting on 23 August and agree approach to the Leader's Strategy Meeting (LSM) meeting scheduled for 30 August, the intention at present is to engage LSM and provide an overview of SAF phase key process and a discussion on the levels of assurance required within the SAF At the time of writing this report these meetings had not taken place.

DLUHC engagement has taken place on how to move forward with the required government clearance process for the SAF, advice received is that the Local Growth & Assurance Unit within DLUHC will not be able to provide support for this until mid-September. This is the key risk to the completion of the project to timetable and is detailed below. Discussions with DLUHC have taken place to ensure resource is available to seek DLUHC, DfT, DfE Director approval of the SAF in September/ October/ November with an estimated 4-6 weeks being required for this process.

A SAF engagement video has been produced for CPCA staff to explain what the SAF is and the progress to date in its development.

Performance Management Framework:

The draft performance management framework has also been socialised with constituent authority engagement through the Partner Working Group throughout July and into August that has seen both engagement, understanding and a real contribution to the development of the Performance Management Framework. Over the last few months, the group have helped shape our approach to performance, supporting the development of the July Performance Report. In August, the group were sent an early version of the framework for comment, and a meeting was set up to take attendees through the document. A lot of feedback has been received and subsequent edits to the document has been made.

The document has also been shared with senior managers and partners and is due to be shared with O&S and Leaders. It is due to go to Leaders and to an informal O&S meeting on 30 August, and on to Board on 20 September.

The project continues to time and the final version should be ready by the end of August following Leaders and O&S feedback.

Risk Management Framework:

The draft framework has also been the subject of wider socialisation in July and August and there has been a significant step up in Constituent Authority engagement through the Partner Working Group. In August partners were sent an early version of the framework for comment, and a meeting was set up to take attendees through the document. A lot of feedback has been received and subsequent edits to the document has been made.

The document has also been shared with CMT, CEXs and is due to be shared with A&G and Leaders. It is due to go to Leaders on 30 August, to A&G on 08 September and on to Board on 20 September.

The final product will be ready following Leaders and A&G feedback in early September.

Key Issues:
The key issues for the prpject relate only to the SAF element:
1. The timeframe for completion of the Draft SAF document is extremely challenging and involves significantly tight turnaround of feedback and drafting to meet required deadlines to take through Corporate Management Team, Public Service Board, Leaders Strategy Meeting, Audit & Governance Committee, Overview & Scrutiny Committee and to meet submission deadlines for the 20 September Board meeting.
2. Engagement with DLUHC remains a key concern. The delay in getting a clear response on moving forward with Government clearance process has required significant amendment to the overall project plan as a result. Although engagement has now been made, advice on EDAF received, and a clear timeframe agreed to ensure clearance before the November Board meeting there is still a concern that document and approach has been developed without DLUHC direct engagement.
3. The development of the Corporate Prioritisation approach has been delayed due to availability of key resource, lack of clarity on the ask and development of approach not considered fir for purpose.

RAG Rating Rationale
Single Assurance Framework:

The rating of Green/ Amber has been assigned, as although significant progress in line with the Project Plan continues and is on track with the required engagement and consideration requirements in preparation for the Board in September, the project has not been assigned a Green rating due to the delay in DLUHC engagement and the need for this to ebnsure Government clearance.

Project Plans and Delivery - Workstream Sponsor comments:

As significant progress continues within the development all 3 frameworks against a very demanding backdrop of engagement requirements, it is particularly pleasing to see the level of engagement being provided by Constituent Authority partners through the Partner Working Group.

I am relieved that DLUHC contact has finally been made on SAF clearance and anticipate that process, once it begins, should be relatively straightforward.

A monumental effort has gone into producing a Draft SAF document that is able to enter the pre-meeting cycle for Audit & Governance Committee and Board in September. Similarly the amount of work that has gone into getting the Performance Management Framework ready for the same process should be recognised, I look forward to consideration of all 3 frameworks in September.

Project Plans and Delivery - Key Milestones/Activities this Period	
1	Complete Draft SAF document (August)
2	LSM positive steer on key elements (July)
3	Complete PMF/RMF document
4	Partner and Internal Working Group positive steer key elements of all frameworks
Project Plans and Delivery - Key Milestones Planned for Next Period	
1	Draft SAF and RMF Endorsement at Audit & Governance Committee
2	Begin official DLUHC-DfT-DfE review of draft SAF document
3	SAF, RMF, PMF document approval at Board
4	Official submission SAF document to DLUHC for EDAF clearance process
5	PMF endorsed by O&S at the informal Committee meeting
Project Plans and Delivery - Key Milestones Project Risks	

	Risk Description	Mitigation
1	Capacity of Project Manager	Wider support from PMO to be sought. Initial discussions have taken place
2	Project Plan requirements in context of engagement timeline requirements - SAF	Engagement with CPCA Chief Executive and Improvement Group
3	Lack of clarity on EDAF clearance criteria to inform SAF document - SAF	Engagement with CPCA Chief Executive and Improvement Group
4	Data is not reported that demonstrates poor performance. - SAF	Performance management culture has been built into Improvement Programme Culture and Capacity workstream.
5	Performance information is not relevant or meaningful for members. - PMF	Engagement with members on corporate performance approach including KPI list has ensured that information will be reported that members value.
6	Too much performance information is presented to members, making it inaccessible. - PMF	CMT to review which Corporate KPIs will be scrutinised by CMT and which by CAB.
7	CAB discussion is not informed by O&S recommendations. - PMF	O&S scrutiny has been scheduled into O&S workplan in an informal session well in advance of CAB.
8	CPCA is not seen to be improving its approach to corporate performance reporting. - PMF	Performance Management Framework will be presented to CAB in September. Reporting a meaningful set of data to Sep23 CAB in a 'good enough' approach has been prioritised over developing a much higher quality system over a longer time. Further development of the approach will take place over future months and years.
Project Plans and Delivery Report Completed By:		Jodie Townsend
Completion Date:		25/08/2023

Partnership Working	
Project Description: To enhance partnership working within the combined authority, enabling it to act as a bridge between the local area and government. This involves establishing a unified voice and offer through co-ordinated representation, policy alignment, and effective advocacy. The workstream aims to foster strategic partnerships, streamline communication channels, and influence policy development. Additionally, it seeks to secure funding and resources, facilitate joint problem-solving, and empower local governance.	
Project Outcomes: The Combined Authority should be the bridge between the local area, government and all local regional and national partners and stakeholders, providing a single unified voice and offer for the combined authority area.	

Workstream Sponsor:	Richard Kenny
Project Manager/s	Pete Tonks
PMO (Programme Management Office) Support:	Heidi Robinson
Agreed Completion Date	31/03/2024
Forecast Completion Date	31/03/2024
Reporting Period:	01/07/2023 - 31/08/2023

Partnership Working - Project Status	**This Period:**	Green / Amber
	Previous Period:	Amber

Partnership Working - Project Manager update:

The partnership workstream is now well designed and developed, as set out below.

1.The new principles will set out what success looks like for effective partnership working will be adopted and embedded into the values, behaviours and culture of how CPMCA works as a high performing organisation;
2.The evidence as recently discussed and agreed with Constituent Member Authorities CEOs, is that the relationships, collaboration and partnership working across the area are no longer broken (as suggested back in 2020) , and this evidence is now being fully collated and provided as a body of evidence by the Workstream;
3.A process for securing a clear sense of purpose and clarity about the partnership landscape across Cambridgeshire & Peterborough , both internal and external, is now emerging as part of additional commissioned work, to help develop and shape the underpinning delivery system for the MCA.

The RAG Rating for this workstream is Green/Amber. Scope for the workstream is now clearly defined and project tasks are on track to be delivered on time. Progress is to be monitored closely given the impact of Risk item 1 below.

Partnership Working - Workstream Sponsor comments:

The three elements of the partnership workstream are now well designed and in-flight, as set out above. These are:

1. The new Framework that will set out what success looks like for effective partnership working;
2. The development of a new joint working group to bring together both all of the constituent member authorities and directorates of the MCA to deliver the workstream as a collaborative endeavour in its own right;
3. The process for securing a clear sense of purpose and clarity about the partnership landscape, both internal and external, as the underpinning delivery system for the MCA.

In my view, point one is the primary task associated with the IP. Point two is a helpful mechanism for its delivery as well as delivering point 3 that sits outside of the frame of the IP, but is nevertheless an essential and important integral part to the effective functioning of the MCA.

Partnership Working - Key Milestones/Activities this Period	
1	First draft Partnership Working Framework complete
2	Mechanism for coordinated approach for the Improvement Programme to work with Constituent Councils agreed
3	Template issued to CPCA staff to gather information on existing stakeholders, partnerships and groups

Partnership Working - Key Milestones Planned for Next Period	
1	Review completed template from CPCA staff and define further analysis/deep dive approach
2	Deep dive into existing collaborations
3	Seek approval for Partnership Working Framework

Partnership Working - Key Milestones Project Risks		
	Risk Description	**Mitigation**
1	Defining, analysing and prioritising partnerships is resource intensive and there is a risk that there may not be enough capacity within the PMO to undertake this work.	Secure additional resource in the interim from PMO/wider CPCA.

2	There is a risk that if analysis approach is not robust or clearly defined then project efforts are focussed on partnerships that do not add the most value at the expense of those that do. This will not enhance effective partnership working.	Ensure Analysis Approach is clear and follows guidelines set out in the Partnership Working Framework (PWF).
3	Once the Improvement Plan is complete there is a risk that as focus is removed from partnership working, the partnerships will become ineffective.	Ensure the PWF is embedded in the Single Assurance Framework.
Partnership Working Report Completed By:		Peter Tonks
Completion Date:		25/08/2023

Confidence, Culture and Capacity	

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

Project Outcomes:
Ambition and Priorities:
- We are clear in our ambition and priorities for the combined authority region
- We have a well-established framework to work in partnership with key stakeholders to deliver this ambition
Values and Behaviours:
- Values and behaviours are embedded and owned by everyone (both officers and members) through day to day activities
- Values and behaviours are recognised as central to all CPCA practice and processes and there is collective ownership and responsibility for culture- living the values through day to day working activity
- Alignment to the values is recognised and celebrated, whilst non-aligned of 'behaviours' are addressed
- Peer reviews and feedback from partners identify CPCA is 'living its values
Leadership:
- Leadership at all levels of CPCA is seen as high quality, effective and in line with the agreed values and behaviours
Recruitment, Retention, Reward and Resources
- Balanced scorecard in place that reflects job satisfaction, employee turnover, absence etc.
- Workforce strategy agreed (up to 2025) that identifies key resourcing requirements and how they will be delivered.
- CPCA is viewed as a 'good' employer tested through staff surveys, exit interviews and external review

Workstream Sponsor:	Kate McFarlane
Project Manager/s	Pete Tonks
PMO (Programme Management Office) Support:	Heidi Robinson
Agreed Completion Date	31/03/2024
Forecast Completion Date	31/03/2024
Reporting Period:	01/07/2023 - 31/08/2023

Confidence, Culture and Capacity - Project Status	This Period:	Green
	Previous Period:	Green / Amber

Confidence, Culture and Capacity - Project Manager update:

Key Activities undertaken this period include:

Ambition and priorities
- July CA Board approval of funding to enable commencement of State of the Region Review and development of a Vision for Cambridgeshire and Peterborough.
- New approach to Corporate Performance Reporting taken to July CA Board. Comments received, significant progress noted and on track for Q1 reporting at September CA Board.

Leadership
- Planning of Member Development sessions has commenced with a review of existing sessions across the constituent councils to explore options for joined up approaches and to avoid duplication.
- Options for further Briefing Sessions for members are being explored, following the positive feedback from the All Member Induction.
- Member Induction Pack Launched.
- A series of seminars which are being led by Executive Directors has commenced.

Values and behaviours
- Launched the first video for staff called "You said, we listened", highlighting feedback and resulting actions from the last staff survey, demonstrating areas of improvement and how we plan to address remaining areas of concern for staff.
- Scheduled the next staff conference and issued a "save the date" card.
- Options are being explored for the next staff survey to ensure that we can incorporate the lessons learned from previous surveys.

Recruitment, retention, reward and resourcing
- Launched training in collaboration with Cambridgeshire County Council, providing staff with the opportunity to expand both personal skills (such as leadership) and core skills.
- Several HR Policies were approved by HR Committee in the period. These focussed on and introduced policies regarding equality, diversity and inclusion, flexible working, professional development, menopause support and pregnancy loss. Updates to compassionate

and family leave were also included.

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

Confidence, Culture and Capacity - Workstream Sponsor comments:

Work on this improvement theme which is on track has continued at pace, with some significant milestones achieved during this period including the adoption of a suite of new HR policies, Board approval to drawdown funding for the development of the State of the Region Review and a Shared Vision for Cambridge and Peterborough as a Place. The external communications review continues at pace along with the publication of our 2022/23 successes report highlighting what the CPCA delivered last year and the first "You Said, We've Listened" video which marked the launch of a new approach to communicating and engaging with staff. The project group is working well, there are adequate resources in place, an agreed project plan and during this period have seen both the completion of some activities as scheduled and scoping the development of future activities to ensure future milestones are met.

	Confidence, Culture and Capacity - Key Milestones/Activities this Period
1	Internal communications review and improvement commenced
2	Next staff conference planning has commenced
3	Corporate Performance Reporting - New approach taken to July Board
4	Approval of funding for State of the Region and development of Vision given at CA Board in July
5	Additional HR policies approved at HR Committee
6	Options for future staff surveys developed/considered
7	Board Development work commenced (Sub-Group set up and met, proposal developed)

	Confidence, Culture and Capacity - Key Milestones Planned for Next Period
1	Training collaboration with Cambridgeshire County Council to commence/Continue
2	Staff conference and survey planning to continue
3	State of the Region and Vision activities to commence/continue
4	Board and Member development activity planning to commence
5	External and internal communications review to continue

	Confidence, Culture and Capacity - Key Milestones Project Risks	
	Risk Description	**Mitigation**
1	The workstream encompasses many facets of the organisation and is intertwined with BAU activities. This means there is a risk of scope creep which could shift focus to tasks and activities that are not a priority and do not directly impact upon tangible outcomes for the Improvement Plan.	Clearly define what is in and out of scope. Do not add tasks or actions to the project plan without a whole project team review.
2	Members can be perceived as the 'face' of the CA given their public profiles/roles. If they are unwilling or unable to engage properly in developmental activities they may not demonstrate that change has happened/been effective (even if change been a success for officers and staff).	Continue to plan and support board/member development. Seek formal feedback. Encourage and track attendance at development sessions.
3	The Confidence, Capacity and Culture Workstream relies on acceptance of change across staff and members. Whilst, training sessions, process, workshops and internal communications will drive and encourage this, ultimately the change has to be accepted. Some staff and members may not accept the changes. Depending upon a number of factors (i.e. which staff or members do not accept, how their rejection of change is voiced/heard, how many staff/members do not accept change) the effect can be significant and can undermine the outcomes for the workstream.	Continue to outline the benefits of the changes via staff forums, conferences etc.

Confidence, Culture and Capacity - Report Completed By:	Peter Tonks
Completion Date	25/08/2023

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

Set out below is the methodology adopted.

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

APPENDIX 2: Project Plans & Delivery Deep Dive

18 September 2023

The following information is provided to OSC to assist in its undertaking of a Deep Dive into the Improvement Workstream: Project Plans & Delivery.

Project Plans & Delivery Workstream

The workstream has a focus on the development and delivery of key frameworks that the Combined Authority requires to be improved, updated or developed, those frameworks are as follows:

1. Performance Management Framework
2. Single Assurance Framework
3. Risk Management Framework

The key outcomes for the workstream to deliver are as follows:

☐ Agreement by the CPCA and Partners of a Single Assurance Framework
☐ Agreement of a Performance Management Framework and reporting dashboard
☐ Adoption of a new corporate risk management framework
☐ A revised PMO with expanded responsibility for corporate performance

The Combined Authority Board is scheduled to consider each of the 3 frameworks at its meeting on 20 September 2023. Click on the following link: **CMIS > Meetings** to access the Board papers for each of these items.

Please note the link will not work until Board papers are issued (13th October).

The OSC may want to consider the following key lines of enquiry when undertaking the deep dive:
☐ *What are the improvement objectives?*
☐ *What impact will frameworks have?*
☐ *How will frameworks support delivery of strong governance and accountability?*

In regard to scrutiny of the performance of the workstream the OSC may want to consider the following key lines of enquiry when undertaking the deep dive?
☐ *Is the workstream on track in meeting targets/objectives?*
☐ *What do the RAG ratings mean?*
☐ *How is performance against targets measured?*
☐ *What are the implications of not meeting a particular target?*
☐ *How have frameworks been developed?*
☐ *How do we compare with other organisations and partners?*

Performance Management Framework

Description:

The Performance Management Framework ensures that there is a consistent, streamlined and joined-up approach to performance. It has been co-produced through a working group of constituent authority officers who are experts in performance management, and Members and officers from across the CA, including O&S and A&G, are actively engaged in developing the Framework.

The Department for Levelling Up Housing & Communities' English Devolution Accountability Framework (EDAF), published in March 2023, provides guidance on how Mayoral Combined Authorities should be accountable to local scrutiny, the public and the UK government. Our Performance Management Framework supports us to comply with the standards in the EDAF.

The Framework is based upon the CPCA Golden Thread of performance management (see graphic below) and will ensure that our outcomes, plans and measures at all levels of the Combined Authority are aligned to our Corporate Strategy.
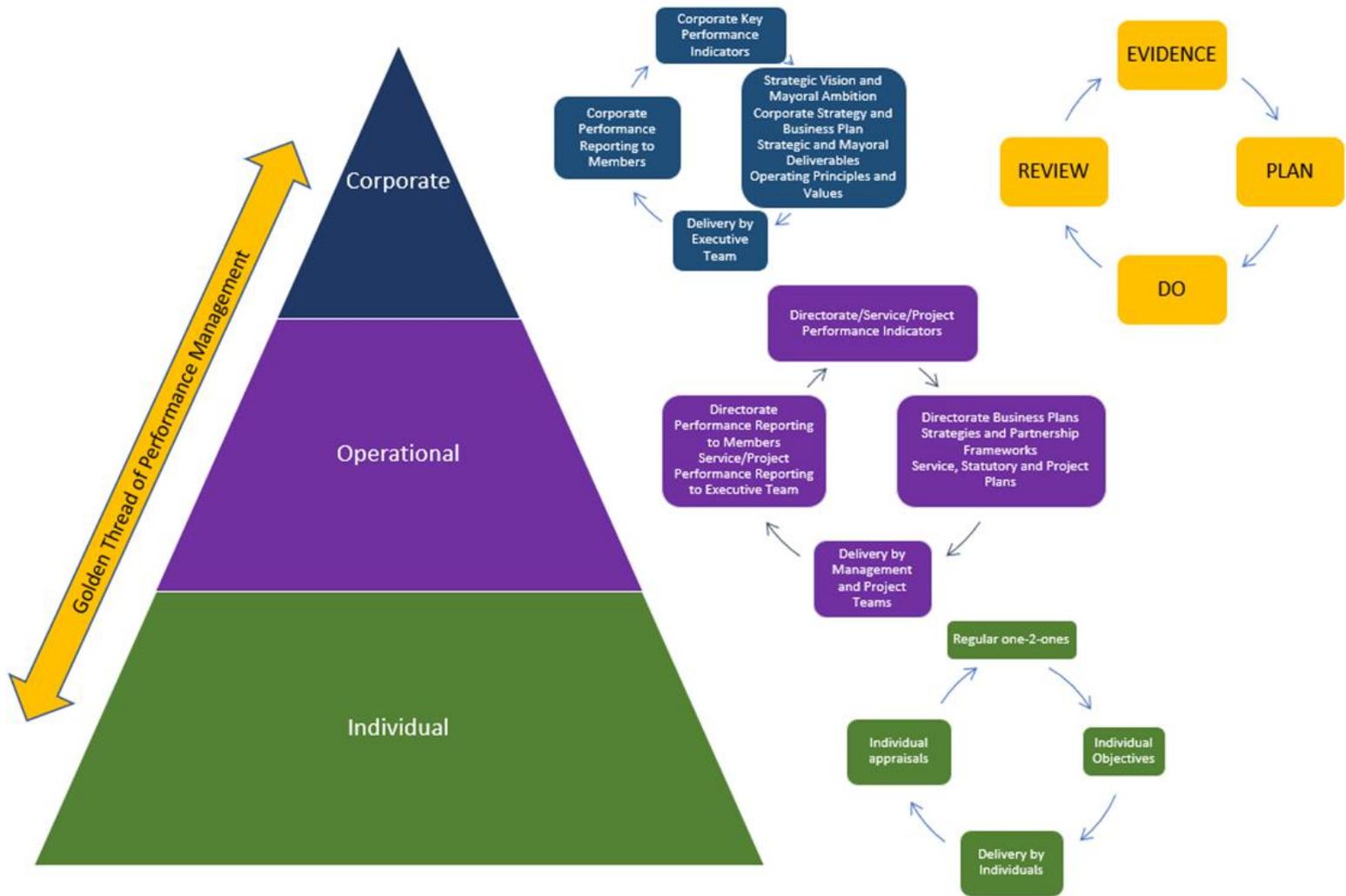
Workstream Objective:

The workstream objective is to ensure a robust and effective Performance Management Framework is in place. Performance reporting and the Performance Management Framework will support the scrutiny of performance information relating to the achievement of outcomes and outputs relating to all five strategic objectives, strengthening scrutiny and accountability in line with expectations outlined in the English Accountability Devolution Framework.

The Performance Management Framework will also be a key policy that supports the organisation to achieve best value and high performance.

Outputs:

The outputs will be as follows:

☐ New Performance Management Framework document
☐ New guidance and support offer to be built into an Implementation Plan, in support of the Frameworks
☐ Corporate Performance Report approach (first paper was taken to July Board)

Governance:

The Project Manager reports into the Project Plans & Delivery Improvement Workstream which is chaired by Steve Cox, who is the CMT sponsor. Steve subsequently reports into the Independent Improvement Board.

In addition to the Partner Working there is also an Internal Working Group to ensure CA Business Area input and an M10 Assurance Group to ensure that best practice approaches can be discussed amongst all of the ten Mayoral Combined Authorities.

Single Assurance Framework

Description:

The Single Assurance Framework, or SAF, is a set of systems, processes and protocols designed to provide the Combined Authority with a consistent approach for appraisal, assurance, risk management and performance throughout the lifecycle of projects and programmes.

The SAF sets out key processes for ensuring accountability, probity, transparency and legal compliance and for ensuring value for money is achieved across its investments.

The SAF will set out in simplest terms how an idea is turned into a project – how a project is developed through business cases – how the business case will provide assurance to the Combined Authority – how business cases are approved - how assurance is provided throughout the full lifecycle of a project – what the requirements are that are placed on a project once it enters the delivery phase.

Workstream Objectives:

The specific workstream objective for the SAF is: Agreement by the CPCA and Partners of a Single Assurance Framework. What does this actually mean? It means:

- ☐ a partnership approach to developing the SAF must be taken
- ☐ that Constituent Authorities are supportive of the SAF that is developed
- ☐ that the Combined Authority are supportive of the SAF that is developed

There is also an additional element to consider which is the requirement for the Single Assurance Framework to be signed off by Government. This process requires the SAF to receive DLUHC, DfT and DfE clearance as meeting requirements such as those set out in the English Devolution Accountability Framework.

The SAF is being developed to agreed design principles, these design principles have been approved by the Board and Regional CEXs and are as follows:

- ☐ Ensure appropriate protections for stewardship of public funds
- ☐ Deliver improvements in project development standards
- ☐ Create consistency, control & clarity across processes
- ☐ Provide appropriate and proportionate levels of assurance
- ☐ Deliver management of political and reputational risk
- ☐ Ensure alignment to HMT Green Book (and others)
- ☐ Provide appropriate approval delegations

Outputs:

The outputs will be as follows:

- ☐ New Single Assurance Framework document that will apply to all funding proposals that place a financial liability on the Combined Authority
- ☐ New templates, guidance and support offer in support of the SAF
- ☐ A SAF implementation Plan

Governance:

The governance around development of the SAF has been developed to specifically ensure that Constituent Authority partners are fully engaged in its development. All Constituent Authority Chief Executives have appointed key officers to a Partner Working Group to assist development of the SAF.

The Project Manager reports into the Project Plans & Delivery Improvement Workstream which is chaired by Steve Cox, who is the CMT sponsor. Steve subsequently reports into the Independent Improvement Board.

In addition to the Partner Working there is also an Internal Working Group to ensure CA Business Area input and an M10 Assurance Group to ensure that best practice approaches can be discussed amongst all of the ten Mayoral Combined Authorities.

Risk Management Framework

Description:

The development of a new Risk Management Framework and Procedure that meets the Orange Book (2020) best practice guidance. The Orange Book states that, in successful organisations, risk management enhances strategic planning and prioritisation, assists in achieving objectives and strengthens the ability to be agile to respond to the challenges faced. Therefore, if we are serious about meeting our objectives successfully, improving service delivery and achieving value for money, risk management must be an essential and integral part of planning and decision-making.

Workstream Objectives:

The Risk Management Framework sets out an enhanced and integrated approach that builds on our existing risk management practice. The Framework is intended to support the strategic and organisation-wide focus on risk, setting out the ambition, motivation and principles that frame our approach.

The Risk Management Procedure outlines the CA's approach to managing risk and outlines the tools and techniques involved in ensuring that this takes place effectively and in a consistent manner.

Outputs:

The outputs will be as follows:

- ☐ New Risk Management Framework document that will apply to all funding proposals that place a financial liability on the Combined Authority
- ☐ New Risk Management Procedure document that offers support and guidance on risk processes within the Combined Authority
- ☐ New templates, guidance and support offer in support of the RMF including the implementation of the 4Risk software
- ☐ A RMF implementation Plan including Risk training for all CPCA programme and project managers regarding the Framework, procedure and Risk use.

Governance:

The governance around development of the RMF has been developed to specifically ensure that Constituent Authority partners are fully engaged in its development. All Constituent Authority Chief Executives have appointed key officers to a Partner Working Group to assist development of the RMF.

The Project Manager reports into the Project Plans & Delivery Improvement Workstream which is chaired by Steve Cox, who is the CMT sponsor. Steve subsequently reports into the Independent Improvement Board.

In addition to the Partner Working there is also an Internal Working Group to ensure CA Business Area input and an M10 Assurance Group to ensure that best practice approaches can be discussed amongst all of the ten Mayoral Combined Authorities.

Combined Authority Board

20 Sept 2023

Agenda Item

X

Title:	Risk Management Framework and Procedure
Report of:	Nick Bell / Chris Bolton
Lead Member:	Cllr Edna Murphy
Public Report:	Yes
Key Decision:	*Include KD reference is yes*
Voting Arrangements:	A simple majority of all Members present and voting.

Recommendations:	
A	Approve the Risk Management Framework and Procedure

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
Delete as appropriate and include short explanation. Link to relevant sections in business plans.	

1.	**Purpose**
1.1	The purpose of this document is to seek approval for the CPCA's Risk Management Framework and Procedure, to assist its communication and understanding and to provide guidance to those with responsibilities for ensuring that it is applied effectively and consistently. (This information is supplied in Appendix 1).

2.	**Proposal**
2.1	The CPCA are accountable for delivering in a complex and changing environment. Managing risk and uncertainty is critical to the successful delivery of strategic aims.
	The Risk Management Framework sets out an enhanced and integrated approach that builds on our existing risk management practice. The Framework is intended to support the strategic and organisation-wide focus on risk, setting out the ambition, motivation and principles that frame our approach.
	The Risk Management Procedure outlines the CA's approach to managing risk and outlines the tools and techniques involved in ensuring that this takes place effectively and in a consistent manner.
	The CPCA is committed to implementing an organisation-wide risk management culture that exemplifies high levels of risk maturity and best practice in the identification, evaluation and effective management of risk in respect of current activities and new opportunities.
2.2	The Orange Book 5 principles are **governance, integration, collaboration, processes,** and **continual improvement.**
	The objective of this framework is to adapt these principles to the Combined Authority's ways of working, ensuring compliance with our Single Assurance Framework.
	This Framework sits within a broader Single Assurance Framework (SAF). The SAF sets out the processes, approach and criteria that demonstrate to government the robust assurance, appraisal and value for money considerations that are used to develop and deliver projects and programmes to a high standard, maximising the opportunity to realise benefits whilst ensuring effective stewardship of public funds.
	The Risk Management Framework is a key tool in successfully delivering the SAF. It ensures that appropriate pipeline and project oversight is provided by both officers and politicians and provides risk data on project development and delivery to drive performance review considerations.
	To embed the use of the Risk Management Framework and Procedure, risk training has been undertaken with following groups:
	Risk Management training for members of the A&G Committee
	Two risk Management sessions for members of the Audit and Governance Committee have now taken place:
	21st November 2022. 24th March 2023
	Risk Management training for CPCA and subsidiary companies Programme / Project Managers was delivered on 24th February 2023.

	Risk Appetite training for the Corporate Management team took place on the 27th April 2023. A risk appetite statement has been drafted. The Risk Appetite Statement is incorporated within the Risk Management Framework.
2.3	**Implementation of Risk Register software – 4Risk**
	In May, risk software was procured. (4Risk supplied by RSM). The investment in new corporate, web-based risk software will allow a central and auditable platform, for all programme/project managers to register risks associated across the work programme.
	Training in the use of the new software will be undertaken across all service areas and subsidiary companies this autumn.

3. Background

3.1	The Combined Authority (CA) Risk Management Framework has been based upon the principles of the HMT Orange Book (2020).
	The Orange Book states that, in successful organisations, risk management enhances strategic planning and prioritisation, assists in achieving objectives and strengthens the ability to be agile to respond to the challenges faced. Therefore, if we are serious about meeting our objectives successfully, improving service delivery and achieving value for money, risk management must be an essential and integral part of planning and decision-making.
	The Department for Levelling Up Housing & Communities (DLUHC) published its English Devolution Accountability Framework (EDAF) in March 2023. This provides guidance on how Mayoral Combined Authorities should be accountable to local scrutiny, the public and the UK government. Our Risk Management Framework supports our compliance with the standards in the EDAF.
	The Risk Management Framework was last approved in January 2020.
3.2	The Risk Management Framework and Procedure documents have been co-produced and co-designed with the following groups:
	M10 Assurance network – 3 sessions – May-Aug.
	Internal Officer Working Group – officers from across all CPCA service areas. (4 sessions covering the Single Assurance Framework, Performance Management Framework and Risk Management Framework, May - Aug).
	External Working Group – nominated officers from all CPCA constituent councils. (4 sessions covering the Single Assurance Framework, Performance Management Framework and Risk Management Framework, May - Aug).
3.3	Alternative options were not considered.

4. Appendices

4.1	Appendix 1. Risk Management Framework
	Appendix 2. Risk Management Procedure.

5. Implications

Financial Implications

5.1	
Legal Implications	
6.1	The Cities and Local Government Devolution Act 2016 established the requirement for Combined Authorities to appoint an audit committee whose functions include reviewing and assessing the authority's risk management, internal control and corporate governance arrangements However, under the CPCA constitution, Chapter 4, Rule 4.3.3, the Combined Authority Board has the responsibility for approving the adoption of, and any amendment to or withdrawal of the Risk Management framework.
Public Health Implications	
7.1	None
Environmental & Climate Change Implications	
8.1	None
Other Significant Implications	
9.1	
Background Papers	
10.1	

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

Item 7

		Agenda Item
Overview and Scrutiny Committee		**7**
18 September 2023		

Title:	Bus Network Review
Report of:	Neal Byers
Lead Member:	Cllr Anna Smith
Public Report:	Yes
Key Decision:	*N/A*
Voting Arrangements:	Simple majority of members voting

Recommendations:	
A	*To note and provide comments on the Bus Network Review*

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

1. Purpose	
1.1	The Combined Authority and its partners are seeking an approach to provide the 'best possible' tendered bus network within the funding available. The previous approach was limited as decision makers did not have a clear process and sufficient data. The Bus Network Review is required to enable the CPCA Board to make future decisions on a more structured and balanced basis.
1.2	The CPCA Board paper appended to this report provides the detail of the recommendations and considerations for the bus network review.

2. Proposal	
2.1	There is a medium-term vision to explore the best delivery model to recast the network and people's experience of it through Bus Reform i.e., Enhanced Partnership or Franchising. An immediate decision was taken to secure the existing network and retender services during 22/23 and 23/24. Over the 23/24 financial year, the Bus Network Review workstream was established. The approach will enable

	Leaders to make decisions for the 24/25 financial year for tendered services on a more structured and balanced basis. The Bus Network Review focuses on the tendered bus services. Bus Reform will provide a more strategic and ambitious response to the challenges faced by the bus system.
2.2	Members of the TIC had previously considered the Local Bus Service Assessment Framework which sets out the approach to be followed for the bus network review. This approach set out five stages to assess the network and provide recommendations. The framework had been updated to reflect the new Bus Strategy and recent feedback on the approach. This feedback included that the framework needs to consider both the need and affordability of service to establish value for money. The framework also needed to account for differences between urban and rural services. A key first step in the assessment framework is to understand if there is a need for intervention. This requirement remains to help ensure the limited budget is focused on supporting communities which would otherwise have no alternative bus service.
2.3	Members are asked to note and provide comments on the Bus Network Review to support decision by the CPCA Board and next steps for the work.

3. Background

3.1	The background to the report and recommendations are set out in the Appendix to this report.

4. Appendices

4.1	*Appendix A -* Bus Network Review report for Transport and Infrastructure Committee 13 September 2023 with recommendations for CA Board 20 September 2023

5. Implications

Financial Implications

5.1	The recommendation for extending 51 of the bus service contracts for 12 months from April 2024 and to extend the Ting contract until March 2024 is within the agreed MTFS.

Legal Implications

6.1	The extension of contracts has already been provided for within the contracts agreed with bus service providers. Some of the existing contracts under consideration include annual break point and the option to extend for a further year. Where services need to be retendered, this will be undertaken to enable services to continue.
	Procurement process will be carried out according to CPCA's Procurement Policy and guidance and relevant legislation.
	Decisions will follow the process laid down in the Bus Service Act 2017 and associated guidance

Public Health Implications

7.1	There is no significant Public Health Implications of the recommendations in this paper.

Environmental & Climate Change Implications

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

Other Significant Implications

9.1	There are no other significant implications associate to the recommendations in this paper. Future implications of decisions on bus reform will be presented to the Board as required.
Background Papers	
10.1	Bus Update, including Framework, 18 January 2023 TIC Paper

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

Transport & Infrastructure Committee	Agenda Item
13 September 2023	**8**

Title:	Bus Network Review – initial recommendations
Report of:	Neal Byers
Lead Member:	Cllr Anna Smith, Chair of Transport and Infrastructure Committee
Public Report:	Yes
Key Decision:	Yes
Voting Arrangements:	A vote in favour by at least two thirds of all members (or their substitute members) appointed by the Constituent Councils, to include the members appointed by Cambridgeshire County Council and Peterborough City Council, or their substitute members

Recommendations:	
A	To recommend to the CPCA Board the extension of 51 Bus Service contracts to March 2025.
B	To recommend 18 services are reviewed and that discussions with relevant local communities take place to help identify options for improvements (noting that 7 services have yet to be assessed). Also to request that further recommendations are brought back to TIC and the CPCA Board on these services alongside any new service or enhanced service proposals.
C	To recommend to the CPCA Board the extension of the Ting contract to March 2024 and for CPCA officers to undertake a review of the Ting service.
D	To present options and recommendations for investing BSIP+ funding to TIC and CPCA Board in November 2023.
E	To instruct the Executive Director of Place and Connectivity to report progress against these recommendations back through to the TIC and CPCA Board at appropriate intervals during the municipal year 2023/24.

Strategic Objective(s):	
The proposals within this report fit under the following strategic objective(s):	
	Achieving ambitious skills and employment opportunities
	Achieving good growth
X	Increased connectivity
	Enabling resilient communities
The proposal sets out three important workstreams to improve the bus network in the Combined Authority area. Buses are an essential part of providing connectivity to our communities.	

1.	Purpose
1.1	The Combined Authority and its partners are seeking an approach to provide the 'best possible' tendered bus network within the funding available. The previous approach was limited as decision makers did not have a clear process and sufficient data. The Bus Network Review is required to enable the CPCA Board to make future decisions on a more structured and balanced basis.
1.2	This paper sets out the initial findings of the Bus Network Review and sets out recommendations for services to be retained and further work required to complete the review.

2.	Proposal
2.1	There is a medium-term vision to explore the best delivery model to recast the network and people's experience of it through Bus Reform i.e., Enhanced Partnership or Franchising. An immediate decision was taken to secure the existing network and retender services during 22/23 and 23/24. Over the 23/24 financial year, the Bus Network Review workstream was established. The approach will enable Leaders to make decisions for the 24/25 financial year for tendered services on a more structured and balanced basis. The Bus Network Review focuses on the tendered bus services. Bus Reform will provide a more strategic and ambitious response to the challenges faced by the bus system.
2.2	Members had previously considered the Local Bus Service Assessment Framework which sets out the approach to be followed for the bus network review. This approach set out five stages to assess the network and provide recommendations. The framework had been updated to reflect the new Bus Strategy and recent feedback on the approach. This feedback included that the framework needs to consider both the need and affordability of service to establish value for money. The framework also needed to account for differences between urban and rural services. A key first step in the assessment framework is to understand if there is a need for intervention. This requirement remains to help ensure the limited budget is focused on supporting communities which would otherwise have no alternative bus service.
2.3	All existing tendered bus services will be assessed against the framework. The outcome of the analysis provides a ranking of each service against the objectives set out in the Local Bus Service Assessment Framework. This assessment has considered the need and affordability of each service. It has also considered the distance travelled for each service to help establish the value for money of more rural services.
2.4	**Budget for Tendered Services** The total budget available to support bus services in 2023/24 is £7,598,432. The current budget is funded through the Levy, Mayoral Precept, Bus Operator Service Grant and Bus Recovery Grant. The Bus Recovery Grant is not expected to be available in 2024/25. This fund represented £174,835 of the total budget. Subject to decisions yet to be taken on the 2024/25 budget, the budget for the next financial year would be £7,563,889.
2.5	Subject to other Board decisions, this budget could be further supplemented with funding from the CPCA's BSIP+ allocation, of up to £2.3m per annum over the financial years 2023/24 and 2024/25 (£4.6m in total). A decision on the allocation of this resource will be made at the same time as the final recommendations of the bus review. This will enable the CPCA Board to consider how many services could be supported. Broadly speaking, the more money available, the more services we can support.
2.6	**Undertaking the Bus Network Review** The bus network review is being undertaken in two phases. This report presents the findings of the first stage which sets out those services which are performing well, those which need to be reviewed and the next steps to review any newly proposed services. The focus of the next part of the report is on the assessment of the existing services. Recommendations are made to make the decision to retain many of the services as they are, with the next phase of work to focus on the remaining services and any new service proposals. The assessment of existing services considers the catchment of services, the performance of services and the impact of distance on the value for money of services.

2.7	**Assessment of the Need for bus service**

This assessment identifies whether the services are connecting people to key centres and amenities (work, training, healthcare and leisure):

- 41 of the routes provide services to a catchment of over 10,000 people within 400m of a bus stop.
  - 40 of these serve 4 or more different types of amenity (Hospital, GP, pharmacy, education, work, shops or market town)
  - 1 of these serves 3 different types of amenity
- 11 of the routes provide services to a catchment of between 9,999 and 5,000 people within 400m of a bus stop.
  - All 11 serve 4 or more different types of amenity (Hospital, GP, pharmacy, education, work, shops or market town)
- 17 of the routes provide services to a catchment of between 4,999 and 1000 people within 400m of a bus stop.
  - 12 of these serve 4 or more different types of amenity
  - 4 of these: serve 3 different types of amenity, 1 serves 2 different types of amenity
  - These services tend to support the rural communities. 7 connect to places outside of the CPCA area.
- 6 of the routes provide services to a catchment of under 1,000 people within 400m of a bus stop.
  - These services tend to support the rural communities and all also connect to places outside of the CPCA area.

2.8	**Assessment of performance of bus services**

This assessment identifies whether we are achieving value for money against the £12 per passenger journey benchmark, including when we consider the distance covered by the service. The assessment is based on a single trip, it covers all passengers, which includes concessionary travel. It includes any revenue which is returned from the contracts to the CPCA to provide a net cost.

- 49 services are below the £12 benchmark
- 2 services are between £12 and £13
- 11 services are between £13 and £24 per passenger journey
- 8 services above £24 per passenger journey

The assessment also considers the distance travelled by each service, by assessing the cost per passenger per km. This assessment shows that when distance is factored in:

- 60 services are below a £1 per passenger journey per km benchmark
- 6 services are between £1 and £2 per passenger journey per km
- 4 services are above £2 per passenger journey per km

Decisions to continue services are informed by all of the metrics, alongside input from local councillors and community groups to provide a balanced view across the need for and performance of bus services.

2.9	**Initial recommendations for scheduled services**

51 services are performing well in terms of the need and performance. Two of those are marginally above the £12 per passenger journey. These services should be retained and promoted to ensure continued viability. CPCA will work with operators and communities to further improve the use of these services.

Eight need to be reviewed to identify options to meet the community need, whilst using public funds prudently. The relevant local authority leaders and members of the community will be engaged to explore alternative proposals, including an option to link with home to school services. For six of the eight services the cost passenger journey per km benchmark is above two. Two of the eight are below

the £1 per passenger journey per km, showing a difference when the distance of the services is considered.

Eleven are above the £12 per passenger journey benchmark but are meeting a community need. Of these eleven, nine are below the £1 per passenger journey per km. One service is between £1 and £2 and one service is above £2. These services should be further examined to identify changes which could improve the performance. A recommendation for each service should be developed with input from relevant local authority leaders and communities.

Seven of the services still require data to be provided on passenger numbers to enable the analysis to be complete for all services.

Using the baseline assessment, the opportunity to improve contracted service or to introduce new services can be undertaken.

| 2.10 | The following table summarises the first phase of service which are proposed to be continued and the phase 2 services which are to be reviewed. |

Phase 1 services recommended to be confirmed continued with no further investigation needed:

Service route	Service no
Cambridge - Dry Drayton - Papworth Everard	8
St Ives - Bar Hill	1A
Cambridge City Centre - Grafton - Beehive - Addenbrookes	114
Ely - Chatteris	Ely Zipper 2
Ely - Little Downham	125
Ely City Circular	9A
March - Manea/Benwick	56
Gt Thurlow - Cambridge	16A
Newmarket - Dullingham - Linton	46A
St Ives - Chatteris - March	302
Huntingdon - Spaldwick - Kimbolton - Huntingdon	400
Haslingfield - Bassingbourn - Royston	15
Huntingdon - Leighton Bromswold - Huntingdon	401
Whittlesford - Duxford - Saffron Walden	101
Cambridge - Burwell - Newmarket	11
Landbeach - Cambridge	19
Ely - Upware	117
Cambridge - Newnham	199
St Neots - Longstowe - Orwell - Arrington - Croydon - The Hatleys	C2
Horse Fair - Tesco	68
Brinkley - Dullingham - Newmarket	47
Longstanton - Swavsey	5A
Ely - Brandon Creek	129
Huntingdon - Papworth Everard - Cambridge Biomedical Campus	X2
Peterborough City Centre - Maxey	62
Newmarket - Soham - Ely	112
Wisbech - Manea	56
Cambridge - Royston	26
St Ives - Somersham - Ramsey	21
Peterborough - Ramsey	31
Wisbech - Long Sutton	50
Peterborough - Keys Park	63
Cambridge - Cambourne - St Neots	18
Ely - Witcham	Ely Zipper

Newmarket - Kirtling - Cheveley - Newmarket	902
Cambridge City Centre - Madingley Road park&ride	PR1
Isleham - Snailwell - Newmarket	204
Newmarket - Dullingham - Brinkley - Newmarket	904
Wisbech - March	46
Parnwell - City Hospital	4
Peterborough City Centre - Newark Sainsbury's	61
Cambridge - Papworth Everard - Huntingdon	X3
Dullingham - Newmarket	903
Ashley - Cheveley - Newmarket	901
St Ives - Fenstanton - Boxworth	V4
Paston - Bretton	2
Bretton - Park Farm	3
Welland - Yaxley	5
Peterborough - Hampton	6
Orton - Werrington	1
Huntingdon - St Neots	66/X3

Phase 2 services where further review is recommended:

Service route	Service no
Duxford - Whittlesford - Sawston - Whittlesford - Duxford	7A
Cottenham - Chatteris - March	8A
Peterborough: City Hospital - Hampton	29
Over - St Ives	15
Cambridge - Fowlmere - Barley	31
Newmarket - Fulbourn - Teversham - Newmarket Road Park & Ride	18
St Ives - Somersham - Ramsey	301
St Ives - Somersham - Woodhurst	22A
Peterborough - Upwood	415
Cambridge - Orwell - Wrestlingworth	75
St Neots - The Offords - Buckden	65
March Town Service	33A
Royston - Bassingbourn - Guilden Morden	17
St Neots - Kimbolton - Tilbrook	150
Newmarket - Fordham - Soham - Stuntney - Ely	12
Haverhill - Linton - Burrough Green	19
Eynesbury - St Neots - Eaton Ford/Eaton Socon - St Neots - Eynesbury	61
Huntingdon - Ramsey - Chatteris	305
West Huntingdonshire Demand Responsive Transport	Ting

Service requiring further information before assessment can be completed:

Service route	Service no
Cambridge - Cambourne	Citi4
St Ives - Pidley - Warboys	22
Peterborough: Queensgate - Lynch Wood	23
Ely - Cottenham - Impington	110
Newmarket - Isleham	203
St Ives - Pidley	22X
Peterborough: Queensgate - Lynch Wood	23A

2.11	**Identifying changes to the bus network**
	There are two ways for new services or changes to services to be proposed.
	Commercial services
	Under the current system, where the service is an existing commercial service, the request should be directed to the relevant operator and the CPCA bus team notified. CPCA can support the request but cannot require it of the operator. Operators are keen to understand opportunities to enhance the network, where there is evidence of demand and is likely to be commercially viable.
	Tendered services
	Where CPCA tenders the service, the request should be made to CPCA. CPCA officers will consider the request as part of the bus network review. If the change provides an overall benefit and is likely to provide value for money, the CPCA can put forward the service alongside other services for consideration. It should be noted that, under the current system, CPCA cannot tender services which could abstract significant patronage from commercial services. This constraint leads to the tendered network focusing on filling the gaps in the commercial network. To support the review CPCA will engage with education, business and representative community groups.
	Those existing tendered services which are to be reviewed will be further examined by the bus team to identify opportunities for efficiency and alterations to provide better value for money. Under the current system, the CPCA cannot use any profits from one route to subsidise another. This examination includes opportunities to link with home to school services.
2.12	**DRT within the bus network review**
	In parallel to the Bus Network Review, a review of Demand Response Transport (DRT), as a way to complement scheduled bus services, has been undertaken. The review of DRT highlights that the DRT approach can be suitable for providing connections to some communities and that there is scope to trial a further four pilots in the CPCA area. The suggested pilot areas are: Wittering area, Wisbech area, East Cambridgeshire and Longstanton.
	Each of the four trial areas have been estimated to cost £300k per trial per year, based on using two vehicles. The option to introduce a new subsidised service, whether that be scheduled or demand responsive should be taken as part of the bus network review.
2.13	To support decision on the pilot DRT services, each will be assessed against the metrics used for the bus network review. This assessment will be undertaken ahead of the final recommendations on the bus review and presented to members of the Committee and CPCA Board in November for consideration.
2.14	This paper is also seeking agreement to extend the existing Ting DRT service contract to March 2024. This short-term extension is requested to enable officers to undertake and report on a review of the Ting service. The review is intended to provide members with a more detailed assessment of the service and inform a future recommendation on the next steps for the service. This report will be prepared and brought back to members in November as part of the Bus Network Review.
2.15	Alongside the existing service, CPCA has undertaken research to examine the Future Role of DRT in Cambridgeshire and Peterborough. The research was commissioned to examine the application of Demand Responsive Transport across the UK and provide an understanding of applicability to the Combined Authority area within the short (less than two years), medium (two to five years) and long term (10 to 20 years).
2.16	The report sets out recommendations that would enable the delivery of a new mode of public transport in Demand Responsive. Moreover the recommendations create the foundation from which to create a one-system approach to public transport. This would be achieved through integrating area-wide transport modes through ticketing and MaaS (Mobility as a Service) Benefits of this approach include: • Improved access to employment and education/training centres. • Improved economic growth of peri-urban areas through a reliable Public Transport offering. • Reduced Isolation in rural communities through increasing connectivity • A means by which residents can make a modal shift to less polluting alternatives to the car.

	The Future role of DRT in Cambridgeshire and Peterborough report makes the following recommendations to take place within the short (less than two years), medium (two to five years) and long term (10 to 20 years). The medium and long-term recommendations are relevant for consideration as part of Bus Reform. For the purpose of the Bus Network Review the focus is on the short term.
2.17	**Potential for DRT within two to three years:** Implementation of up to four new pilot schemes to test different models of DRT. The addition of these Pilots will result in a DRT pilot taking place in four constituent local authority districts. An evaluation of the success of the pilots will take place at the end of year three. Options that are currently being considered are: • Wittering area - Wittering, Wansford, Ailsworth, Castor and Long Thorpe are poorly served by public transport. There is an opportunity to trial a DRT service where previous timetabled services have proved unviable and current provision by Lincolnshire's Call Connect does not meet needs. If patterns emerged then next step would be to introduce timetabled or semi-scheduled elements. • Wisbech area - Wisbech and villages north of A47 between Wisbech and Guyhirn are served by limited fixed bus route services. DRT could improve levels of availability and choice of destinations, connecting with other bus services so to reach more distant destinations, including March, Peterborough or King's Lynn. • East Cambridgeshire – Ely and nearby villages have had previous successes such as the previous pilot and initiatives such as the Ely Zipper service. A DRT service could provide more flexible travel options and integration with other types of service such as buses and trains to more distant destinations. • Longstanton area – While Longstanton benefits from Park & Ride Facility on the Busway between St Ives and Cambridge, much of the surrounding area is poorly served by transport links. A DRT zone that encompasses Over, Swavesey, Boxworth, Dry Drayton, Madingley, Bar Hill, Oakington and Longstanton could demonstrate the principle of connecting peri-urban populations to the busway. This service could be branded as an extension of the busway itself. Procure an areawide DDRT back office. • The Combined Authority taking responsibility for the back-office system would allow consistency in interactions with users. A change in transport operator would not require a different application. Such a unified approach would create a seamless experience for the users, with the familiarity of one app aiding re-usability. Design and implement integrated ticketing between DRT and scheduled buses. • Integrated ticketing is seen as a key ingredient of success in an evaluation of 6 Local Link DRT services in Greater Manchester. Integration aids ease of use, promoting the mode of travel through being hassle-free, affordable and legitimises viability through being seeing as synonymous with scheduled buses. Undertake a feasibility study into the scope of a potential MaaS application for CPCA area. • Integration with other transport modes within a single platform will provide users with an easier and more intuitive experience. MaaS may help raise awareness of DRT services and how it can complement planned fixed-route transport.
2.18	**Review of the existing Ting Service** CPCA officers have undertaken an initial review of the Ting service which is operating in Huntingdonshire. The review was undertaken to identify any improvements which could be made to enhance the performance of the service. The recommendations of the initial review highlight a mix of operational and technical improvements. These improvements include: reducing trips which abstract from schedules bus services and trips which are wholly within St Neots. Review the pricing of the service. Improve the data provision to CPCA to enable more effective monitoring of performance. The improvements identified will be discussed with the operator and CPCA officers will review the performance of the service and the operator's response to the proposed improvement to inform a further recommendation on the Ting service.

2.19	**Engagement on Bus Network Review and opportunities**
	CPCA officers will work with Leaders and local authorities to undertake engagement on the services which are to be reviewed and to identify opportunities to enhance the network. CPCA officers will undertake the engagement ahead of the recommendations which are planned to be brought back to CPCA Board in November. The review and engagement will be developed to support feedback from communities, education establishments and businesses. Inputs from this engagement will help to inform both the review of the current network and what changes might be possible, within the available budget.
2.20	**BSIP+ Options**
	CPCA and partners have been working to develop a draft BSIP. Ahead of the competition of the BSIP, the Department for Transport confirmed a revenue allocation for CPCA for this and next financial year. The total allocation was £4.6m. DfT has defined the types of interventions the funding is intended to be used for, as follows:
	• The funding must be spent on bus measures.
	• Funding decisions should be based on local circumstances and need.
	• The Authority can enhance the frequency of existing services, expand routes or provide new services using this funding.
	• Ensuring existing connections are maintained.
	• Ambitious new fares initiatives
	• The funding should not be used to support generic marketing or advertising
2.21	In developing the draft BSIP the following priorities emerged:
	• Enhancing the bus network so people can depend on it to get to important places such as healthcare facilities, educational institutions, and employment centres
	• Providing bus priority to improve the reliability of existing services
	• Providing a multi-operator ticket which is available across CPCA (including support for young people)
	• Transforming the quality of stops and shelters, with reliable real-time information on-street and online
	• Expanding the Electric Bus fleet
	Of these priorities, enhancing the network and providing a multi operator ticket provide the 'best fit' to the requirements of the BSIP+ funding. The analysis will be further developed and a recommendation on the use of BSIP+ will be proposed alongside the final recommendation for the Bus Network Review.
2.22	**Supporting actions Bus Network Review**
	The bus network review is yet to be complete, but the following further actions have been identified through the work to date:
	• Investment is needed by CPCA in Marketing and Promotion to increase patronage. This should align with activities proposed by operators to encourage use of the services. There is also an important role for local councillors to support and promote bus services.
	• Investment into monitoring and evaluation officer/contract is needed to increase rigour in the data available to support network planning. By working more closely with operators, CPCA will be able to identify concerns and promote successful services.
	• CPCA should undertake a review of tendered service contracts to support cooperation and enforcement.
	These actions will be further developed, and recommendations brought back to the TIC and CPCA Board to summarise next steps for the bus network review.

3. Background

3.1	**Bus Network Review**
	The Bus Network Review is being undertaken to support decisions on the future network. To inform the development of the approach, officers have reviewed the approach of other transport authorities, including Liverpool City Region, South Yorkshire Mayoral Combined Authority, Hertfordshire, and Oxfordshire. All authorities consider the need for a service and the affordability of the service. Walking distance to a bus

	is the most common metric to establish need. Cost per passenger journey is also the most widely used metric for measuring the performance on contract.
3.2	All of these authorities shared the common challenges of managing the affordability of the network in the face of increasing pressures on local budgets. The approach undertaken for the Bus Network Review is largely consistent with the approach adopted by others.

4. Appendices

4.1	None

5. Implications

Financial Implications

5.1	The recommendation for extending 51 of the bus service contracts for 12 months from April 2024 and to extend the Ting contract until March is within the agreed MTFS.

Legal Implications

6.1	The extension of contracts has already been provided for within the contracts agreed with bus service providers. Some of the existing contracts under consideration include annual break point and the option to extend for a further year. Where services need to be retendered, this will be undertaken to enable services to continue.

Public Health Implications

7.1	There is no significant Public Health Implications of the recommendations in this paper.

Environmental & Climate Change Implications

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

Other Significant Implications

9.1	There are no other significant implications associate to the recommendations in this paper. Future implications of decisions on bus reform will be presented to the TIC as required.

Background Papers

10.1	Bus Update, including Framework, 18 January 2023 TIC Paper

CAMBRIDGESHIRE & PETERBOROUGH
COMBINED AUTHORITY

Overview and Scrutiny Committee	Agenda Item
18 September 2023	**8**

Title:	Increased Connectivity Priority Area – focus on Powered Two Wheelers and Road Safety
Report of:	Tim Bellamy, Head of Transport
Lead Member:	Cllr Anna Smith, Chair of Transport and Infrastructure Committee
Public Report:	Yes
Key Decision:	No
Voting Arrangements:	Simple majority of members voting

Recommendations:

A	Note the developing e-scooter scheme and associated legislation
B	Note work on Vision Zero

Strategic Objective(s):

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

X	Increased connectivity
X	Enabling resilient communities

1. Purpose

1.1	To provide an update on the development of the e-scooters, including the emerging position with regards to the legislation, for Members to note.
1.2	To provide an update on the work of Vision Zero in addressing a key performance indicator for the Combined Authority to reduce the number of people killed or seriously injured on the region's road network.

2. Proposal

EScooters

2.1	When parliamentary time allows, government intends to introduce a new vehicle category of 'Low Speed Zero Emission Vehicles' (LZEVs) to sit alongside other existing vehicle categories. Therefore, creating a new flexible regulatory space for micro mobility. Secondary legislation will enable government to decide which vehicles are placed in this category on a case-by-case basis. Government intends to re-classify e-scooters as LZEVs first, subject to consultation.

2.2	In addition to creating a new vehicle class further legislation will look to introduce a new licencing framework. The licencing framework would cover shared cycles, e-cycles, e-scooters as well as future LZEVs.
2.3	Any business above a certain size wanting to run a public rental scheme will need a licence to do so from their local authority. Currently the thinking is that licencing issuing powers will be granted to the Strategic Transport Authority. The Combined Authority, as the Strategic Transport Authority will have discretion over how many licences they grant and to which operators.
2.4	Government's current view is that the licencing framework will contain standardised licence conditions, bespoke licence conditions, application and appeals processes and enforcement powers.
2.5	The standardised conditions could include minimum vehicle compliance, technical and safety standards, and data sharing. Bespoke conditions provide the Transport Authority with the flexibility to determine and set specific conditions for the area, which could include fleet size, operating area, approach to bike/e-scooter parking and potentially introduce a fee to operate.
2.6	The DfT aims to ensure that the application process for licences is competitive, coherent and sector specific and is expected to be accompanied by an appeals process.
2.7	It is intended under the licencing framework to make it a criminal offence to operate a rental scheme without a licence. Additionally, subject to engagement and through secondary legislation the DfT hope to introduce civil enforcement powers to tackle non-compliance by operators within the framework, such as financial penalties and warning notices.
2.8	Currently, no timeframe has been set for the introduction of legislation for the creation of the new vehicle category or licencing framework. However, for the Combined Authority there is a number of areas to consider with the potential for shared rental schemes to be licenced. The Combined Authority would need to agree its bespoke requirements, such as number of licences, locations of operation and fleet size.
2.9	Additionally, with the potential granting of licencing powers comes the responsibility of not only issuing licence(s) but ensuring that the requirement of the licence(s) is being met and how this work may be funded. It may be that it is funded through a profit-sharing requirement with any licensee – but further work would be needed to determine the best way forward.
2.10	In the meantime, the current trial continues to the end of May 2024 and the next steps for the trials is not yet known.
	Vision Zero
2.11	The emerging Local Transport and Connectivity Plan stated that the Combined Authority "*will continue to work closely with the Cambridgeshire and Peterborough Vision Zero Partnership to achieve our overarching safety goals – with regular direction given to and from the Combined Authority Board. [With] the aim of Vision Zero is to have zero road fatalities or life-changing injuries on the region's transport system by 2050. This will ensure we contribute to the global commitment to improve road safety made through the Stockholm Declaration. This ambition sets the tone of what we are seeking to achieve. We will continue to adopt local targets to measure and monitor progress. Given the international adoption of a 2030 target of a 50% reduction in road deaths and serious injuries using a 2021 baseline, this is a suitable target for the Vision Zero Partnership*".
2.12	The Vision Zero Partnership is committed to preventing all road deaths across Cambridgeshire and Peterborough and to significantly reduce the severity of injuries and subsequent costs and social impacts from road traffic collisions. Vision Zero is a road safety partnership strategy adopted and built on, incorporating the international Safe System policy approach for Cambridgeshire and Peterborough.
2.13	The overall vision and long-term goal for the Vision Zero Partnership is to achieve Vision Zero, where no people are killed or severely injured on the partnership's roads. This will be achieved by the adoption of local targets to measure and monitor progress. Given the international adoption of a 2030 target of a 50% reduction in road deaths and serious injuries, this is a suitable target for the Vision Zero Partnership. The aims of the Vision Zero partnership are: • To prevent road users from being killed or seriously injured (KSI) through a coordinated approach, using Safe System principles. • To reduce the social impact of road casualties at an individual, family, and community level.

	• To reduce the cost to public agencies in dealing with the impact of road collisions.
	• To develop a financially sustainable model of delivering road safety activity across Cambridgeshire and Peterborough.
2.14	The Vision Zero structure formalises the relationship with the people of Cambridgeshire and Peterborough. Essentially the strategy is a mechanism for empowering and working with local communities to harness their energy to deliver local priorities, like road safety. It provides an opportunity for local communities to influence the activities undertaken by the partnership, in return for providing a resource to enhance the capabilities of the partner organisations. It means that the public has an opportunity to influence all levels of the Partnership.
2.15	The Vision Zero Partnership develop and implement a number of initiatives, including *RideFree* that focuses on improving the environment for the motorcycle users. The Vision Zero Partnership was heavily involved in the development of the scheme and its role now is to promote the benefits of *RideFree* and signpost new riders to local trainers who are delivering it. *RideFree* Initiative *RideFree* is an initiative developed in the East of England between Highways England, the Driver, and Vehicle Standards Agency (DVSA), road safety partnerships (including the Vision Zero Partnership), motorcycle industry representatives and approved training bodies. *RideFree* involved a lengthy evidence-led process. It started with a review of motorcycle initiatives in the East of England, alongside in-depth collision analysis. These revealed that young motorcyclists were often not the focus of road safety interventions, despite being involved in collisions. Experts from the region came together to understand the reasons why young motorcyclists are involved in collisions, examining the casualty data and other research.
2.16	A 'behavioural diagnosis' was performed, to understand the influences on behaviour and the opportunities to engage with them. The result was the development of two enhanced versions of Compulsory Basic Training (CBT), created with industry experts and psychologists. These were tested in a randomised controlled trial (RCT) to understand the effect of the enhancements.
2.17	The results were positive, particularly for the version involving pre-eLearning. As such, DVSA is rolling out the scheme nationally to enable all young novice riders to benefit from being better prepared and having the time to improve their knowledge and attitudes before their training.
2.18	*RideFree* is a good example of partnership working and of looking out and up to other agencies who can support the development of an evidence-led scheme (national government, industry associations and research bodies). *RideFree* embedded data and evaluation in its development and has been recognised in national road safety awards.

3. Background	
3.1	In the summer of 2020, the Department for Transport (DfT) fast tracked the introduction of trials for e-scooters to support a green restart of local transport. The Combined Authority with its partners and operator VOI, launched in October 2020 the e-scooter trial in Cambridge.
3.2	At its meeting on 19 October the Combined Authority Board approved the extension of the e-scooter trial in Cambridge to 31 May 2024.
3.3	In the May 2022 Queens Speech, the government announced its intention to introduce legislation on the future of transport, including a new vehicle category, as part of a Transport Bill.

4. Appendices	
4.1	Appendix A – E-Scooter Safety and Carbon Information: Briefing Note

5. Implications	
Financial Implications	
5.1	None.
Legal Implications	
6.1	There are no legal implications for CPCA as a result of this report.
Public Health Implications	
7.1	None.
Environmental & Climate Change Implications	
8.1	None.
Other Significant Implications	
9.1	None.
Background Papers	
10.1	None.

E-Scooter Safety and Carbon Information: Briefing Note

04/09/2023

Version History

Revision Number	Revision Date	Nature of Revision	Checked by	Reviewed by	Approved by

Purpose

At its pre-meeting of the Overview and Scrutiny Group, the Combined Authority Transport and Infrastructure Committee asked for e-scooter safety. This update includes data on carbon savings.

The briefing provides an overview of national and local safety information and Cambridge specific carbon saving data.

National Safety Data

In December 2022, the Department of Transport (DfT) published the National Evaluation of E-scooter Trial Findings Report. It includes data collected between July 2020 to December 2021 and focuses on the e-scooter trial areas.

At a national level, 14.5 million trips were made between July 2020 until the end of December 2021. Over the period, an average e-scooter trial trip length was 2.2km and took 14 minutes.

The national evaluation noted that 5 percent of e-scooter users had experienced a collision in the previous 12 months. Less experienced users reported the majority of collisions, for the most part these did not involve other road users with the main contributing factor reported by users being rider error. The evaluation highlighted that with more experience and training, particularly for new users, could help improve rental e-scooter safety.

The National Evaluation of E-scooter Trial Findings report can be found here, National evaluation of e-scooter trials (publishing.service.gov.uk).

More recently, the DfT published on 24 May 2023, 'Reported road casualties Great Britain: e-scooter factsheet 2022.' The factsheet examines the main trends in collisions involving e-scooters and the casualties involved, collected in STATS19 reportable incidents. This data is provisional and final figures are expected in the Autumn of 2023.

The provisional data is for 2022, as supplied by police forces up to 5 May 2023 – some police forces were unable to supply data or complete data. E-scooter is not one of the designated vehicle types collected in a STATS19 reportable collisions, as such they would be classed as other vehicle and can only be identified using a free text box.

The factsheet covers both rental and privately owned e-scooters and can be found by following the link, Reported road casualties Great Britain: e-Scooter factsheet 2022 - GOV.UK (www.gov.uk)

Key points highlighted by the factsheet are,
- There were 1,369 collisions involving e-scooters, compared to 1,352 in 2021.
- Of all collisions involving e-scooters, 342 included only one e-scooter with no other vehicles involved in the collision (single vehicle collision), compared to 324 in 2021.
- there were 1,458 casualties in collisions involving e-scooters, compared to 1,434 in 2021.
- of all casualties in collisions involving e-scooters, 1,117 were e-scooter users, compared to 1,102 in 2021.

3

- there were 12 killed in collisions involving e-scooters (11 of whom were e-scooter riders) compared to 10 in 2021.
- our best estimate, after adjusting for changes in reporting by police, is that there were 421 seriously injured and 1,025 slightly injured in collisions involving e-scooters, this compares to 418 and 1,006 respectively in 2021.
- Excluding e-scooter casualties themselves the main types of other road users involved in collisions involving e-scooters are pedestrians and cyclists.
- The three most common type of injuries sustained in collisions involving e-scooters (to the e-scooter users or others) are all of slight severity.

Cambridge Safety Data

As part of the e-scooter trial, and in line with DfT legislation, Voi captures and reports on accident data to the CPCA and to the DfT monthly. Voi captures these incidents through three main channels:

1. In-app incident reporting, used primarily for users
2. Through their customer service/support channel, allowing observers of an accident to make a report even if they are a user
3. Proactively through customer outreach for anyone leaving a negative review (i.e. if a user leaves a negative review at the end of their ride, Voi's customer service team reaches out proactively to ask if they are OK or if they had an accident. This goes above and beyond expectations of DfT legislation.)

Through the ease of reporting and the numerous reporting channels, Voi captures a large amount of data in relation to incidents, likely more than any other mode of transport (e.g., private bicycles would not have this, and due to no claims implications, drivers are not encouraged to report minor issues when driving).

To date, there have been 77 reported serious incidents in Cambridge, across 2.3 million journeys, meaning 1 in every 30,000 trips has been reported to have a serious incident in line with DfT definitions, and a median of 16 serious injuries per 1 million km travelled. Comparing this to local or national cycling data is very difficult, due to the differences in reporting channels as referenced above, likely leading to an underreporting of other travel modes. There is no discernible difference between accident rates reported on Voi's e-bikes or e-scooters in Cambridge.

It should be noted that there is a number of safety measures in operation within the Cambridge trial,
- Online safety test;
- Online safety school;
- In person safety events that include free helmet promotions;
- The app has a reaction test to mitigate intoxicated use;
- Helmet selfie which awards loyalty points for wearing a helmet; and
- Users can opt to reduce the speed from 12.5mph to 9mph.

Cambridge Trial Carbon Data

To date in Cambridge, there have been 2.3 million rides on Voi's e-scooters and e-bikes. Voi runs bi-annual (summer and winter) surveys where it asks users in Cambridgeshire what mode of transportation they would have taken if they did not take an e-bike or e-scooter on their last trip and uses this to inform modal shift statistics. The summary of this shows that 33% of trips would have been taken by private or rental car (taxi or car share) instead, and 10% of trips replacing bus services.

Voi worked with Dr Manos Chaniotakis (Lecturer in Transport Modelling and Machine Learning at University College London), to understand what this is equivalent to in terms of carbon saving. Summary below:

- CO_2e reduction in tonnes: 350
- Air quality PM2.5 reduction in kg: 70
- Car trips replaced: 825,000

Table for Comparison:

Equivalencies		Comparison	source
1 tonne CO_2	0.22	Car driven for one year	EPA
1 tonne CO_2	427.75	litres of gasoline burned	EPA
1 tonne CO_2	501	kg of coal burned	EPA
1 tonne CO_2	0.5	CO2 budget per capita	Ecochain /Greenpeace
1 tonne CO_2	185	steaks	Ecochain
1 tonne CO_2	121,643	smartphone charges	EPA

Overview & Scrutiny Committee

18 September 2023

Title:	Corporate Strategy & Medium Term Financial Plan Refresh Process
Report of:	Kate McFarlane, Head of Policy and Executive Support and Nick Bell, Executive Director (Resources & Performance)
Lead Member:	Edna Murphy (Lead Member for Governance)
Public Report:	Yes
Key Decision:	No
Voting Arrangements:	N/A

Recommendations:

A	To note and comment upon the proposed timetable and process to refresh the Corporate Strategy and the Medium Term Financial Plan (MTFP).

Strategic Objective(s):

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

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

1. Purpose

1.1 This paper provides Overview & Scrutiny with a draft timeline and process to refresh both the Corporate Strategy and the MTFP and provides an opportunity for Overview & Scrutiny to make any comments or recommendations on the process before it is considered for approval by the Combined Authority Board on the 20th September.

2. Proposal

2.1 It is a statutory requirement for the Combined Authority and the Mayor to set approved budgets each year and to do that in sufficient time to inform its constituent councils so that they can reflect necessary budget implications within their own approved budgets for the following financial year. In practice this means that the Combined Authority budgets (there are separate budgets for the Combined Authority and the Mayor) need to be approved by the end of January preceding the financial year to which they relate.

2.2	Part of the Combined Authority's Improvement Programme has ensured that the building blocks that other Mayoral Combined Authorities would expect to have in terms of short, medium and long term planning are in place at CPCA. This Improvement was partially addressed in January 2023 when a 2023-2025 Corporate Strategy was approved which set out key multi-year strategic objectives for the Combined Authority and the key activities planned to deliver these objectives. Also in January 2023 a multi-year MTFP was approved (rather than a simple annual budget) to help identify the resources required to deliver key activities that spanned more than one year. However there was no formal alignment between the Corporate Strategy process and the MTFP process, whereas best practice is that the Corporate Strategy priorities should determine the MTFP (which effectively becomes a financial expression of the Corporate Strategy).
2.3	As much work was undertaken to develop a new Corporate Strategy that was approved in January 2023, it is proposed that this process, whilst aligning the processes for determining the Corporate Strategy and MTFP for the first time, focuses more on a refresh of the existing Corporate Strategy (informed by a 6 month review of the existing Corporate Strategy), rather than a more fundamental review. This is considered appropriate because of both the extensive work undertaken to develop the existing Corporate Strategy and the fact that next year will be the last one of the current Mayoralty prior to the next Mayoral election. It should be noted tat there will be a strong link between the Corporate Strategy and the Single Assurance Framework (SAF) which is being developed, as the Corporate Strategy will help determine the prioritisation of projects via the SAF process.
2.4	The proposed process to develop the refreshed Corporate Strategy and the MTFP is shown in outline at Appendix A. This covers, at high level, the proposed engagement with Leaders of constituent councils, Overview & Scrutiny, Thematic Committees, the Combined Authority Board, Members of the public and Chief Executives and Section 151 Officers from constituent councils. A more detailed plan of internal activity has been developed for officers that underpins the diagram in Appendix A and work has already commenced internally on developing the information required for the process.
2.5	In summary there are four main stages to the process, as described below.
2.6	**Stage 1 –** running from mid August to 20th September. This is the stage we are currently in and it encompasses development and consultation of the process to refresh the Corporate Strategy and develop the MTFP. The draft process has already been shared with constituent councils Section 151 officers and Chief Executives and, informally through Leaders' Strategy Meeting, with the Leaders of constituent councils. Their comments have been included in the draft process. Early input from the Thematic Committees is sought at their September meetings to inform the second stage of the process. This Stage will end on 20th September when the Board approves the final process to be used.
2.7	**Stage 2 –** running from the 20th September to late October. During this stage much of the internal work to refresh the Corporate Strategy and develop the MTFP will be completed. For the Corporate Strategy this will include a 6 month review of the existing Corporate Strategy, a review of planned activities for 2024-25 and officer suggestions for other activities which could be considered for approval in the refreshed Corporate Strategy. For the MTFP this will include a full reprice of the existing MTFP given forecast inflation and known income, savings and pressures that were not included in the original MTFP, as well as officer identified options for potential efficiencies and investments. During this phase there will be consultation with Chief Executives and Section 151 Officers in constituent councils and the stage will end with a workshop for the Board to provide them with the refreshed/repriced detail and any officer options. This will be held in late October.
2.8	**Stege 3 –** running from late October to the 29th November. This is the stage during which Board Members consider what activities they would like to see included in the refreshed Corporate Strategy and what proposals they would like to make for the MTFP. The Section 73 Officer of the Combined Authority will make himself available to any of the Board Members – either individually or in subsets of the Board -to provide any further detail on the repriced MTFP and to ensure that any proposals being considered by Board Members are both affordable and legal from a Section 73 perspective. There will be an opportunity for Overview & Scrutiny, at its meeting on 27th November, to consider any Corporate Strategy and MTFP proposals which have been published for consideration by the Board on the 29th November. This stage will conclude on 29th November when the Board considers any options and approves a draft Corporate Strategy and MTFP for consultation.

2.9	**Stage 4 –** running from 29th November to 31st January. This is the main consultation stage for the draft refreshed Corporate Strategy and MTFP. During this stage there will be internal consultation at informal meetings of thematic committees and Overview & Scrutiny, together with wider consultation with constituent councils, the general public in Cambridgeshire and Peterborough and other key stakeholders. The Section 73 Officer will continue to make himself available to Board Members should they wish to consider developing amendments to the draft Corporate Strategy and MTFP during this stage, Whilst it is anticipated that any potential amendments should be discussed openly and transparently with Board colleagues during what is this year an extended MTFP development process, all amendment proposals will need to be with the Section 73 Officer by 17th January at the latest to ensure there is sufficient time to consider those amendments from a Section 73 perspective prior to the Board on the 31st January. This stage (and the overall process) concludes on the 31st January when the Board approves the refreshed Corporate Strategy and the MTFP.

3. Background

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

4. Appendices

4.1	*Appendix A – High Level Overview of proposed process to refresh Corporate Strategy and develop MTFP*

5. Implications

Financial Implications	
5.1	There are no direct financial implications from the issues contained in the report.
Legal Implications	
6.1	Under powers granted by the Combined Authorities (Finance) Order 2017, elected Mayors may raise a precept on Constituent Authorities Council Tax bills under section 107G of the Local Democracy Economic Development and Construction Act 2009. A Mayoral Precept may only be issued in relation to the costs of the Mayor or of discharging Mayoral Functions. The Mayoral functions are set out in Article 12 of the Cambridgeshire and Peterborough Combined. Further, under Section 25 of the Local Government Act 2003, the Authority's Chief Financial Officer (the Treasurer) is required to report on the robustness of the estimates made for the purposes of the budget and levy calculations and the adequacy of the proposed reserves. This information enables a longer-term view of the overall financial position to be taken. This report is submitted to the Board in accordance with the Budget procedure rules. The CPCA has a statutory duty to have regard to the report of the Chief Finance Officer when making decisions about its budget calculations. The legal and governance processes that need to be completed including consideration by Overview and Scrutiny Committee and the Combined Authority Board.

	As a public authority which has the power to levy for transport functions and to raise a precept, the Cambridgeshire and Peterborough Combined Authority must set a budget every year which is agreed through its formal decision-making processes.
	Some savings proposals may only be delivered after specific statutory or other legal procedures have been followed and/or consultation taken place. Where consultation is required, the CPCA cannot rule out the possibility that they may change their minds on the proposal because of the responses to a consultation, and further reports to the CPCA Board may be required.
	If General Fund Reserves are used to support the budget, they may need to be reimbursed at the earliest opportunity to provide the necessary, margin of safety in future years.
	Apart from statutory duties relating to specific proposals the CPCA must consider its obligations under the Equality Act.

Public Health Implications	
7.1	None directly

Environmental & Climate Change Implications	
8.1	None directly

Other Significant Implications	
9.1	

Background Papers	
10.1	

Month	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Leaders	**30th** LSM review timetable and engagement plan, and scrutinise Q1 corporate performance data		**Mid-Oct** first budget workshop with LSM to review 're-costed' budget position and provide steer on key assumptions 'wants' (Transport Levy, Mayoral Precept)	**Late-Oct to Mid Nov** Officers work with Leaders (individually or in sets) to deep dive the budget and discuss potential proposals for consultation	LSM briefing on refreshed Corp Strategy and Mayoral Ambitions Officers continue to engage with Leaders on potential budget proposals/alternatives	**Date TBC** LSM Briefing on updates to draft budget - Gov announcements/ awards **By 17th January-** Leaders to submit alternative budget proposals	Leaders review draft Thematic Business Plans
OSC		**18th** September O&S review timetable and MTFP process	**22nd** O&S independently facilitated workshop on draft budget **27th** O&S meeting ahead of CA Board will have view of the draft budget and Q2 performance data		**Date TBD** informal O&S have a workshop to approve draft budget along with refreshed CS and MA to develop their formal response to the consultation	**29th** O&S see proposed budget and alternatives	
Thematic Committees		Thematic Committees receive their area's 'rolled forward' MTFP for discussion		Thematic Committees presented 're-costed' MTFP.		Informal thematic Committees to comment on final draft	Thematic Committees approve draft Thematic Business Plans
Public Engagement				**21st** Proposed draft budget and consultation timetable published	Consultation takes place in December and early January	**23rd** Final draft budget published along with proposed amendments	
Combined Authority Board		**20th Sep** CAB Board scrutinise Q1 corporate performance data and receive the MTFP setting plan for approval		**29th** CA Board receive draft budget to approve for consultation and scrutinise Q2 performance data		**18-22nd** S73 officer reviews proposals, writes and circulates impact assessments to CA Board Members. **31st** CA Board vote on draft budget and amendments and refreshed CS and MA	

Month	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Chief Execs	**23rd Aug** - Proposed MTFP and Business Plan timetable presetned to CEO's group		**Early Oct** CEOs group presented with re-costed MTFP and opportunities list ahead of mid-Oct LSM	**Mid Nov** CEOs early sight of draft MTFP incorprating feedback from Oct LSM	CEOs written to as part of formal consultation with Constituent Authorities	**Mid Jan** CEOs early sight of final propsed MTFP	
CFOs	**Date TBC** (late Aug/easrly Sept) CFO's group presented rolled-forward MTFP	CCC and PCC review 22/23 closing transport levy position and baseline 24/25 position	**Early Oct** CFOs group presented with re-costed MTFP and opportunities list ahead of mid-Oct LSM	**Mid Nov** CEOs early sight of draft MTFP incorprating feedback from Oct LSM		**Mid Jan** CFOs early sight of final propsed MTFP	
Internal Processes	Roll-forward MTFP	Internal engagement on pressures and opportunities	Drafting budget papers and updates based on Leader engagement	Finalise Draft Budget and Consultation plan **29th** CA Board approve draft budget and consultation plan	Consultation Period Continue to update deaft budget for Gov announcements	Alternative budget proposals from Leaders reviewed **31st** CA Board approve final budget	Formal Levy and Council Tax notifications issued Budget Build

Overview and Scrutiny Committee

18 September 2023

Title:	Access to Information
Report of:	Edwina Adefehinti
Lead Member:	Edna Murphy (Lead Member for Governance)
Public Report:	Yes
Key Decision:	No
Voting Arrangements:	Simple majority

Recommendations: This committee is requested to	
A	Endorse the Access to Information Protocol.
B	Recommend to the Combined Authority Board to approve and adopt the Protocol and to delegate to the Monitoring Officer to circulate the Protocol to all members and substitutes of the Combined Authority Board, Business Board and Committees as a reference point for members.

Strategic Objective(s):	
The proposals within this report fit under the following strategic objective(s):	
5	Achieving Best Value and High Performance
	The issue of Members being able to access the information they require to fulfil their roles effectively has been identified by the Overview & Scrutiny Committee. The purpose of the Access to Information protocol is to clarify the rights of Members to access information held by the Combined Authority and set out the expectations of officers responding to requests for information.

1. Purpose	
1.1	The purpose of this report is to set out a protocol that can be adopted by the Combined Authority to clarify the rights of members to access to information held the Combined Authority.

2. Proposal	
2.1	The Protocol is being presented to the Overview & Scrutiny Committee for its feedback, endorsement and comments before it is presented to the Combined Authority Board to approve

	before rolling out to all Members and substitutes of the Combined Authority Board, Business Board and Committees.

3. Background

3.1	Members from the Overview and Scrutiny Committee have expressed concerns about their ability to access information held by the Combined Authority, which would assist them in their role.
	At present the rights of a Members to request access to information held by the Combined Authority are set out in the Constitution under Section 10, Rules 10.6(*Additional Access for Members of the Authority*) and 10.7 (*Additional Rights of Access to Documents for Members of the Overview & Scrutiny Committee*)
	Given the comments from Overview & Scrutiny members, it has become apparent that there is a lack of clarity amongst Members on their rights to access information. As such it was decided that Access to Information Protocol would be created to clarify the existing access arrangements available in the Council's Constitution. A draft of the Protocol is attached as Appendix A to this report.
3.2	An Overview & Scrutiny committee needs access to relevant information the authority holds, and to receive it in good time, if it is to do its job effectively. This need is recognised in law, with members of Overview & Sscrutiny committees enjoying powers to access information.
	In particular, regulations give enhanced powers to a scrutiny member to access exempt or confidential information. This is in addition to existing rights for members to have access to information to perform their duties, including common law rights to request information and rights to request information under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004.
	When considering what information scrutiny needs to carry out its work, scrutiny members and the executive should consider scrutiny's role and the legal rights that committees and their individual members have, as well as their need to receive timely and accurate information to carry out their duties effectively.
	Scrutiny members should have access to a regularly available source of key information about the management of the authority – particularly on performance, management, and risk. Where a protocol exists and scrutiny members are given support to understand it, the potential for what officers might consider unfocused and unproductive requests is reduced as members will be able to frame their requests from a more informed position.
	Officers should speak to scrutiny members to ensure they understand the reasons why information is needed, thereby making the authority better able to provide information that is relevant and timely, as well as ensuring that the authority complies with legal requirements.
	The law recognises that there might be instances where it is legitimate for an authority to withhold information and places a requirement on the executive to provide the scrutiny committee with a written statement setting out its reasons for that decision.

4. Appendices

4.1	Appendix A- Draft Members Access to Information Protocol

5. Implications	
Financial Implications	
5.1	No financial implication presently but there may be financial implication on the appointment of the member(s)
Legal Implications	
6.1	The Protocol has been written having regard to relevant legislation and case law, as outlined in the introduction of the Protocol. It has also been informed by guidance produced by the Local Government Association and the Centre for Governance & Scrutiny.
6.2	Section 10 of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 provides additional rights of access to documents for members of overview and scrutiny committees
	10.— (1) Subject to paragraph (3), a member of an overview and scrutiny committee or a sub-committee of such a committee is entitled to a copy of any document which—
	(a)is in the possession or under the control of the combined authority or the mayor ; and
	(b)contains material relating to—
	(i)any business that has been transacted at a meeting of a decision-making body of that authority; or
	(ii)any decision that has been made by an individual member of that combined authority.
	(2) Subject to paragraph (3), where a member of an overview and scrutiny committee or a sub-committee of such a committee requests a document which falls within paragraph (1), the combined authority or the mayor must provide that document as soon as reasonably practicable and in any case no later than 10 clear days after the combined authority receives the request.
	(3) No member of an overview and scrutiny committee is entitled to a copy—
	(a)of any such document or part of a document as contains exempt or confidential information unless that information is relevant to—
	(i)an action or decision that that member is reviewing or scrutinising; or
	(ii)any review contained in any programme of work of such a committee or sub-committee of such a committee; or
	*(b)of a document or part of a document containing advice provided by a political adviser (**1**).*
6.3	*(4) Where the combined authority or the mayor determines that a member of an overview and scrutiny committee is not entitled to a copy of a document or part of any such document for a reason set out in paragraph (3), it must provide the overview and scrutiny committee with a written statement setting out its reasons for that decision.*
	(5) In this article, references to an overview and scrutiny committee include references to a sub-committee of such a committee.

6.4	The law above does not require a document to be open to inspection if it appears to the proper officer (being the officer designated by the authority for these purposes) or that the information being sought does not contain material relating to any business that has been transacted at a meeting of a decision-making body of that authority; or any decision that has been made by an individual member of that combined authority.
6.5	Under common law principles members have the right to access information held by their authority where it is reasonably necessary to enable the member to properly perform their duties as a councillor. However, if the member's motive for seeing documents is indirect, improper or ulterior this may be raised as a bar to their entitlement. If a member is a member of a particular committee or sub-committee, then they have the right to inspect documents relating to the business of that committee or sub-committee. If not a member of that committee or sub-committee, the councillor would have to show good cause why sight of them is necessary to perform their duties (See *R v. Clerk to Lancashire Police Committee ex parte Hook* [1980] Q.B. 603).
6.6	A member must not disclose information given to them in confidence nor disclose information acquired which they believe is of a confidential nature, unless they: a) have received the consent of a person authorised to give it; or b) are required by law to do so. If information is accessed using the Freedom of Information / Environmental Information Regulations provisions the information can be regarded as public and the member may share the information with others. If on the other hand the Member has accessed the information via the provisions of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 or the common law 'need to know' then in some cases the information may still be confidential, and the Member will be bound by confidentiality. In that case Members should not publish or otherwise disclose the information to a third party.
Public Health Implications	
7.1	None directly
Environmental & Climate Change Implications	
8.1	None Directly
Other Significant Implications	
9.1	None Directly
Background Papers	
10.1	None

Access to Information Protocol

Scope

1. This protocol applies to all formal meetings of the Cambridgeshire and Peterborough Combined Authority. References to meetings of the Combined Authority include meetings of the Combined Authority Board, Business Board, any committee or sub-committee appointed by the Combined Authority. These provisions do not affect any other rights to information arising under any standing orders of the Combined Authority, or by law.

Summary

2. Generally, members will have a access to information if it is required for them to fulfil their role or they are part of a committee or working group that is scrutinising a particular matter. Members will also have access to documents that are to be discussed at an impending meeting. However, members will have additional rights to access documents if it relates to any review contained in any programme of work of such a committee or sub-committee of such a committee. However, there will be instances where confidential and exempt documents cannot be provided to members as this may result in legal proceedings against the CPCA, if confidentiality is breached.

Members Rights to Information

3. Members are free to request from the Cambridgeshire and Peterborough Combined such information as they may reasonably need in order to assist them in discharging their role as members, having regard to any special responsibility, e.g. Lead member, chair of the Cambridgeshire and Peterborough Combined Board or committee.

4. The legal rights of members to inspect Cambridgeshire and Peterborough Combined Authority documents arise partly from statute and partly from the common law (judicial decisions).

5. Members have the ability to ask for information in accordance with their legal rights. This right extends to such information, explanation and advice as they may reasonably need in order to assist them in discharging their role as a member of the Cambridgeshire and Peterborough Combined Authority. This can range from a request for general information about some aspect of the Cambridgeshire and Peterborough Combined Authority's activities to a request for specific information on behalf of a constituent. Such approaches should normally be directed to the Head of Paid Service or the Monitoring Officer or Statutory Scrutiny Officer.

6. In cases of doubt, members should approach the Monitoring Officer for assistance.

7. As regards the legal rights of members to inspect Cambridgeshire and Peterborough Combined Authority documents, these are covered partly by statute and partly by the common law.

8. Members have a statutory right to inspect any Cambridgeshire and Peterborough Combined Authority document which contains material relating to any business which is to be transacted by the Cambridgeshire and Peterborough Combined Authority. This right applies irrespective of whether the member is a member of the Committee or Subcommittee concerned and extends not only to reports which are to be submitted to the meeting, but also to any relevant background papers. This right does not, however, apply to documents relating to certain items which may appear as a confidential item on the agenda for a meeting.

9. The much broader common law rights of members remains intact and are based on the principle that any member has a right to inspect Cambridgeshire and Peterborough Combined Authority documents so far as his/her access to the document is reasonably necessary to enable the members properly to perform his/her duties as a member of the Cambridgeshire and Peterborough Combined Authority. This principle is commonly referred to as the 'need to know' principle.

10. The exercise of this common law right depends therefore, upon an individual member being able to demonstrate that she/he has the necessary 'need to know'. In this respect a member has no right to 'a roving commission' to go and examine documents of the Cambridgeshire and Peterborough Combined Authority. Mere curiosity is not sufficient. The crucial question is the determination of the 'need to know'. This question must initially be determined by the Head of Paid Service (with advice from the Monitoring Officer). In the event of dispute, the question falls to be determined by the Monitoring Officer in association with the Head of Paid Service.

11. Member's 'need to know' will normally be presumed where the information clearly relates to the discharge of a function of Cambridgeshire and Peterborough Combined Authority.

12. Whilst the term 'Cambridgeshire and Peterborough Combined Authority document' is very broad and includes for example, any document produced with Cambridgeshire and Peterborough Combined Authority resources, it is accepted by convention that a member of one party group will not have a 'need to know' and therefore, a right to inspect, a document which forms part of the internal workings of another party group.

13. Further and more detailed advice regarding members' rights to inspect Cambridgeshire and Peterborough Combined Authority documents may be obtained from the Monitoring Officer.

14. Finally, any Cambridgeshire and Peterborough Combined Authority information provided to a member must only be used by the member for the purpose for which it was provided, i.e. in connection with the proper performance of the member's duties as a member of the Cambridgeshire and Peterborough Combined Authority. Therefore, for example, early drafts of Committee reports/briefing papers are not suitable for public disclosure and should not be used other than for the purpose for which they were supplied.

Correspondence

15. Correspondence between an individual member and an officer should not normally be copied (by the officer) to any other member without the consent of that member and vice versa. Correspondence includes both hard copy memoranda or letters and email.

16. Most official letters on behalf of the Cambridgeshire and Peterborough Combined Authority will normally be sent in the name of the appropriate officer rather in the name of a member, particularly when dealing with operational or service delivery matters. However, it will be appropriate in certain circumstances (e.g. representations to Government) for correspondence to be sent in the name of member(s) or the Mayor of Cambridgeshire and Peterborough Combined Authority. Letters which create legal obligations or give instructions on behalf of the Cambridgeshire and Peterborough Combined Authority and which are sent out in the name of a member should always be agreed in consultation with the Head of Paid Service, and on legal matters on advice from the Monitoring Officer.

Publicity and Press Release

17. Cambridgeshire and Peterborough Combined Authority is accountable to the residents of the Cambridgeshire and Peterborough area. Accountability requires local understanding.

This will be promoted by the Authority, explaining its objectives and policies to the electors and ratepayers.

18. Publicity is, however, a sensitive matter in any political environment because of the impact it can have. Expenditure on publicity can be significant. It is essential, therefore, to ensure that decisions on publicity are properly made in accordance with clear principles of good practice. The Government has issued a code of Recommended Practice on Local Authority Publicity. The purpose of the Code is to set out such principles. The Code affects the conventions that should apply to all publicity at public expense and which traditionally have applied in both central and local government. The Code requires that all local authorities shall have regard to its provisions in coming to any decision on publicity.

19. Officers and members of the Cambridgeshire and Peterborough Combined Authority will, therefore, in making decisions on publicity, take account of the provisions of this Code. If in doubt, officers and/or members should initially seek advice from the Corporate Communications Manager who will refer the matter to the Head of Paid Service. Particular care should be paid to any publicity used by the Cambridgeshire and Peterborough Combined Authority around the time of an election. Particular advice will be given on this by the Monitoring Officer as appropriate.

20. For the sake of clarity the Code does not apply to press releases and publicity that members may arrange and distribute in their individual political capacity rather than through the Cambridgeshire and Peterborough Combined. Members should not use Cambridgeshire and Peterborough Combined resources for party political purposes.

The Statutory Position

21. Section 100F of the Local Government Act 1972 (as amended) (the Act) provides that any document that is in the possession or under the control of a principal council(which includes a Combined Authority), and contains material relating to any business to be transacted at a meeting of the Council or a committee or sub-committee of the Council, shall be open to inspection by any member of the Council.

22. This does not require the document to be disclosed if it appears to the Proper Officer that it contains exempt information under Schedule 12A of the Act. However, under the Local Government (Access to Information) (Variation) Order 2006, the document will still be open to inspection by members if it contains the following:

(a) Information relating to the financial or business affairs of any particular person (including the Council holding that information), except to the extent that the information relates to any terms proposed or to be proposed by or to the Council in the course of negotiations for a contract; or

(b) Information which reveals that the Council proposes:
(i) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
(ii) to make an order or direction under any enactment.

All agendas, reports and other documents and proceedings of committees and sub-committees shall be treated as confidential and shall not be disclosed unless and until they become public in the ordinary course of the Council's business.

The Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017

23. Section 10 of the 2017 Order provides additional rights of access to documents for members of overview and scrutiny committees.

(1) Subject to paragraph (3), a member of an overview and scrutiny committee or a sub-committee of such a committee is entitled to a copy of any document which—

(a)is in the possession or under the control of the combined authority or the mayor; and

(b)contains material relating to—

(i)any business that has been transacted at a meeting of a decision-making body of that authority; or

(ii)any decision that has been made by an individual member of that combined authority.

(2) Subject to paragraph (3), where a member of an overview and scrutiny committee or a sub-committee of such a committee requests a document which falls within paragraph (1), the combined authority or the mayor must provide that document as soon as reasonably practicable and in any case no later than 10 clear days after the combined authority receives the request.

(3) No member of an overview and scrutiny committee is entitled to a copy—

(a)of any such document or part of a document as contains exempt or confidential information unless that information is relevant to—

(i)an action or decision that that member is reviewing or scrutinising; or

(ii)any review contained in any programme of work of such a committee or sub-committee of such a committee; or

(b)of a document or part of a document containing advice provided by a political adviser.

(4) Where the combined authority or the mayor determines that a member of an overview and scrutiny committee is not entitled to a copy of a document or part of any such document for a reason set out in paragraph (3), it must provide the overview and scrutiny committee with a written statement setting out its reasons for that decision.

(5) In this article, references to an overview and scrutiny committee include references to a sub-committee of such a committee.

24. Where the Executive determines to refuse such a request it must provide the Overview & Scrutiny committee with a written statement setting out its reasons for that decision.

FOIA and EIR

25. Members can, like a member of the general public, also request information from the Cambridgeshire and Peterborough Combined Authority under the Freedom of Information Act 2000 (FOIA) and the Environmental Information Regulations 2004 (EIR). The Information Commissioner's Office publishes guidance on access rights and the exemptions that may be applicable under FOIA and EIR.

Local authority accounts

26. The Local Audit and Accountability Act 2014, and the Accounts and Audit Regulations 2015 provide a right to inspect, question and make objections to the Cambridgeshire and Peterborough Combined Authority's auditor, take copies of statements of accounts and auditors' reports. These rights are explained fully in the National Audit Office guidance but are restricted to prevent access to documents containing personal information about staff.

27. In addition, s.228(3) of the Act provides that: "The accounts of a local authority and of any proper officer of a local authority shall be open to the inspection of any member of the authority, and any such member may make a copy of or extract from the accounts".

The common law 'need to know'

28. Under common law principles, all members have the right to access information held by their authority where it is reasonably necessary to enable them to properly perform their duties as a member.

29. However, there will be instances in which members may not be allowed access to information if the information is not needed as part of fulfilling their role.,

30. If a member is a member of a particular committee or sub-committee, then they have the right to inspect documents relating to the business of that committee or sub-committee. If not a member of that committee or sub-committee, the member would have to show good cause why sight of them is necessary to perform their duties.

Notice of Meetings

31. The Cambridgeshire and Peterborough Combined Authority will give at least five clear days' notice of any meeting by posting details of the meeting at offices and on its website. Where exceptionally this period of notice cannot be given, notice will be given as soon as the meeting is convened.

Access to agendas and reports before meetings

32. The Cambridgeshire and Peterborough Combined Authority will publish the agenda and reports (that are not exempt from publication) on its website at least five clear days before the meeting, or if a meeting is convened at less than five clear days' notice as soon as it is convened.

Papers

33. The report author will set out in every report a list of those documents (called background papers) relating to the subject matter of the report which in their opinion:

(a) discloses any facts or matters on which the report or an important part of the report is based; and

(b) have been relied on to a material extent in preparing the report; and

(c) do not include:
(i) published works or
(ii) exempt or confidential information

34. Background papers are published on the Cambridgeshire and Peterborough Combined Authority's website and available for public inspection at Cambridgeshire and Peterborough Combined Authority offices.

35. The Cambridgeshire and Peterborough Combined Authority will make background papers available for public inspection for four years after the date of the meeting/decision.

Supply of copies

36. The Cambridgeshire and Peterborough Combined Authority will supply copies of any agenda, reports and background papers that are open to public inspection to any person, electronically (wherever possible) or, on payment of a charge for copying and postage, in hard copy.

Access to minutes etc after meetings

37. The Cambridgeshire and Peterborough Combined Authority will retain and make available copies of the following for six years after a meeting or the taking of a decision:

(a) the minutes of the meeting and/or records of decision taken, together with the reasons, excluding any part of the minutes that discloses exempt or confidential information and also

excluding, if appropriate in the opinion of the Monitoring Officer any part of the minutes of proceedings when the meeting was not open to the public;

(b) a summary of any proceedings not open to the public where the minutes open to inspection would not provide a reasonably fair and coherent record;

(c) the agenda for the meeting; and

(d) reports relating to items when the meeting was open to the public.

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

Overview and Scrutiny Committee

18 September 2023

Agenda Item

12

Title:	Appointment of Rapporteurs to Thematic Committees
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 members to the Rapporteur roles for the Transport & Infrastructure Committee and the Environment & Sustainable Communities Committee.
B	Ratify the appointments agreed at the informal meeting on 30 August 2023 for the Rapporteurs for the Skills & 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 further details regarding the Rapporteur Lead Roles and requests that the committee considers nominations to appoint as the Scrutiny Rapporteurs for each of the Combined Authority Thematic Committees.
1.2	The report requests that the Committee ratify the appointments made to the Skills and Employment Committee at the informal session on 30 August 2023.

2. Proposal

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

3. Background

3.1	At the meeting of the Overview and Scrutiny on 19 June 2023, the members agreed to support the implementation of Option A which would create a new strategic focus for the Committee supported by informal planning meetings and the commissioning of deep dive reviews.
3.2	At the meeting of the Overview and Scrutiny on 24 July 2023, due to the high number of substitutes present the Committee agreed to defer the decision of appointing the rapporteurs until they next met informally on 30 August 2023. At that informal meeting, Cllr Coles and Cllr Rippeth were appointed as the Rapporteurs for the Skills and Employment Committee; these appointments need to be ratified at the public meeting.
3.3	Rapporteurs for the Transport and Infrastructure Committee and the Environment and Sustainable Communities Committee were not made at the informal session as there were no expressions of interest made and members present requested that further detail on the rapporteur roles be brought to the September meeting.

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: O&S Meeting – March 2023
10.2	June 2023 Overview & Scrutiny Committee: O&S Meeting – June 2023
10.3	July 2023 Overview & Scrutiny Committee: O&S Meeting – July 2023

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.

Rapporteurs to make links with relevant officers and Chair of Thematic Committee to discuss upcoming items on agenda.	Rapporteurs to review thematic committee papers and submit questions if required to relevant Thematic Committee.	Rapporteur to observe Thematic Committee meeting and ask questions if submitted.	Rapporteur to provide verbal update under standing item at each O&S meeting for consideration on whether further O&S is required.	Rapporteur to act on any comments provided by O&S and feedback to relevant Chair & Executive Director.

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.

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

Overview & Scrutiny Committee	Agenda Item
18 September 2023	**14**

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

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

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

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

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

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:

"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."

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: |

- Do we understand the benefits scrutiny would bring to this issue?

- How could we best carry out work on this subject?

- What would be the best outcome of this work?

- How would this work engage with the activity of the executive and other decision-makers, including partners?

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.

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.

4. Appendices

4.1	Appendix A – O&S Draft Work Programme 2023 - 2024

5. Implications

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

OVERVIEW & SCRUTINY WORK PROGRAMME 2023/24

It should be noted that the following items will be standard considerations at every meeting of the OSC:
- o Minutes of previous OSC
- o Public Questions
- o Combined Authority Forward Plan - Rapporteur Updates – Deep Dive Updates
- o CA Board Agenda
- o OSC Work Programme

Informal OSC Session (Virtual via Teams)
30 August 2023

Item:	Information:	Lead Officer:
Corporate Performance	Corporate Performance Dashboard	
Priority Projects Performance and Overview	Major Projects Dashboard	
Future Decision-Making	Forward Plan	
Area of focus – Increased Connectivity		

Overview & Scrutiny Committee (Town Hall, Peterborough City Council)
18 September 2023

Item:	Purpose:	Lead Officer:
Combined Authority Improvement		
Improvement Plan Highlight Report	Review and challenge progress in delivering the improvement plan phase 2	Angela Probert
Combined Authority Performance		
Corporate Performance Report Q1 2023/24		Jules Ient
Increased Connectivity: Bus Network Review		Steve Cox Tim Bellamy Neal Byers
Accountability		
Increased Connectivity (Corporate Plan) Priority Area Transport & Infrastructure Committee	To review Corporate Plan objectives under Increased Connectivity priority area, test and challenge approach and performance/ progress – focus on Powered Two Wheelers & Road Safety	Transport & Infrastructure Committee Chair Steve Cox Tim Bellamy

Combined Authority Budget		
Corporate Plan & Medium Term Financial Plan Refresh Process	Review and challenge MTFP ability to deliver Corporate Plan and developing budget proposals	Nick Bell

Informal OSC Session (Virtual via Teams)
1 November 2023

Item:	Information:	Lead Officer:
Corporate Performance	Corporate Performance Dashboard	
Priority Projects Performance and Overview	Major Projects Dashboard	
Future Decision-Making	Forward Plan	
Area of focus – Achieving Good Growth		

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

Item:	Purpose:	Lead Officer:
Combined Authority Improvement		
Improvement Plan Highlight Report	Review and challenge progress in delivering the improvement plan phase 2 + identified priority areas	Angela Probert
Combined Authority Performance		
Corporate Performance Report Q2 2023/24		Jules Ient
Achieving Good Growth: Economic Growth Implementation Plan and CPIER 2	To review Corporate Plan objectives under Achieving Good Growth priority area, test and challenge approach and performance/ progress in developing CPIER 2	Rob Bridge Kate McFarlane
Combined Authority Budget		
2024/25 Budget Consultation	Review and challenge proposed budget consultation plans	Nick Bell

Informal OSC Session (Virtual via Teams) 9 January 2024		
Item:	**Information:**	**Lead Officer:**
Corporate Performance	Corporate Performance Dashboard	
Priority Projects Performance and Overview	Major Projects Dashboard	
Future Decision-Making	Forward Plan	
Area of focus – Skills & Employment		
Overview & Scrutiny Committee (Pathfinder House, Huntingdonshire Council) **29 January 2024**		
Item:	**Purpose:**	**Lead Officer:**
Combined Authority Improvement		
Improvement Plan Highlight Report	Review and challenge progress in delivering the improvement plan phase 2 + identified priority areas	Angela Probert
Combined Authority Performance		
Corporate Performance Report Q3 2023/24		Jules Ient
Skills & Employment: Delivery of lifelong learning and workforce skills	To review Corporate Plan objectives under Skills & Employment priority area, test and challenge approach and performance/ progress in developing CPIER 2	Rob Bridge Kate McFarlane
Accountability		
Skills & Employment (Corporate Plan) Priority Area Skills & Employment Committee	To review Corporate Plan objectives under Skills & Employment priority area, test and challenge approach and performance/ progress	Chair of Skills & Employment Committee Richard Kenny Fliss Miller
Mayor: Mid-Year Update	To receive and question the Mayor on mid-year update on CPCA performance and development of Mayoral ambitions	Mayor
Combined Authority Budget		
2024/25 Draft Budget Proposals	Review and challenge draft budget proposals and consultation response and impact	Nick Bell

Informal OSC Session (Virtual via Teams)
14 February 2024

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

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

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

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

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