



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

## **COMBINED AUTHORITY BOARD**

**Date: Wednesday, 29 November 2023**

**Democratic Services**

Edwina Adefehinti  
Interim Chief Officer Legal and Governance  
Monitoring Officer

**10:00 AM**

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

**Council Chamber, Peterborough Town Hall, Bridge Street,  
Peterborough, PE1 1HF**

## **AGENDA**

**Open to Public and Press**

- 1 Announcements, Apologies for Absence and Declarations of Interest**
- 2 Combined Authority Board and Committee Membership Update November 2023 5 - 7**
- 3 Minutes of the previous meeting 8 - 20**
- 4 Petitions**

<b>5</b>	<b>Public Questions</b>	
	Arrangements for asking a public question can be viewed here - <a href="https://www.cambridgeshirepeterborough-ca.gov.uk">Public Questions - Cambridgeshire &amp; Peterborough Combined Authority (cambridgeshirepeterborough-ca.gov.uk)</a>	
<b>6</b>	<b>Forward Plan - November 2023</b>	<b>21 - 51</b>
<b>7</b>	<b>Breach of the Members' Code of Conduct by Mayor Nik Johnson</b>	<b>52 - 54</b>
<b>8</b>	<b>Chief Executive Highlights Report</b>	<b>55 - 61</b>
<b>9</b>	<b>Improvement Plan Update</b>	<b>62 - 93</b>
<b>10</b>	<b>Single Assurance Framework</b>	<b>94 - 148</b>
<b>11</b>	<b>Revisions to the Cambridgeshire and Peterborough Combined Authority Constitution - Scheme of Delegation</b>	<b>149 - 181</b>
<b>12</b>	<b>Corporate Performance Report Q2 2023/24</b>	<b>182 - 223</b>
<b>13</b>	<b>Budget Update</b>	<b>224 - 249</b>
<b>14</b>	<b>Draft 2024/25 Corporate Strategy and Budget and Medium-Term Financial Plan</b>	<b>250 - 278</b>
<b>15</b>	<b>Appointment of a Director to CPCA Subsidiary Company</b>	<b>279 - 280</b>
<b>16</b>	<b>Statutory and Senior Appointments</b>	<b>281 - 283</b>
<b>17</b>	<b>Recognising Care Experience as an Equally Protected Characteristic</b>	<b>284 - 288</b>
<b>18</b>	<b>Recommendations from Transport and Infrastructure Committee</b>	<b>289 - 293</b>
<b>19</b>	<b>Exclusion of the Press and Public</b>	
	To determine whether the public and press be excluded from the meeting in accordance with Section 100(A)(4) of the Local Government Act 1972 as amended, as the following item of business has an exempt appendix and the discussion may involve the disclosure of exempt information as defined in Part 1 of schedule 12A of the Act; information relating to the financial or	

business affairs of any particular person (including the authority holding that information).

**20 GSENZH Local Net Zero Accelerator Programme**

- Information relating to the financial or business affairs of any particular person (including the authority holding that information);

### COVID-19

The legal provision for virtual meetings no longer exists and meetings of the Combined Authority therefore take place physically and are open to the public. Public access to meetings is managed in accordance with current COVID-19 regulations and therefore if you wish to attend a meeting of the Combined Authority, please contact the Committee Clerk who will be able to advise you further.

The Combined Authority Board comprises the following members:

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

Mayor Dr Nik Johnson

Al Kingsley

Councillor Anna Bailey

Councillor Chris Boden

Councillor Sarah Conboy

Cllr Mohammed Farooq

Councillor Lucy Nethsingha

Councillor Anna Smith

Councillor Bridget Smith

Councillor Edna Murphy (Non-voting Member)

John O'Brien (Non-voting Member)

Darryl Preston (Non-voting Member)

Clerk Name:	Alison Marston
Clerk Telephone:	
Clerk Email:	<a href="mailto:alison.marston@cambridgeshirepeterborough-ca.gov.uk">alison.marston@cambridgeshirepeterborough-ca.gov.uk</a>



<b>Combined Authority Board</b>		Agenda Item
<b>29 November 2023</b>		<b>2</b>
Title:	Combined Authority Board and Committee Membership Update November 2023	
Report of:	Edwina Adefehinti, Interim Chief Officer Legal and Governance and Monitoring Officer	
Lead Member:	Councillor Edna Murphy, Lead Member Governance	
Public Report:	Yes	
Key Decision:	No	
Voting Arrangements:	No vote required	

**Recommendations:**

A	Note the appointment by Cambridgeshire County Council of Councillor Bradnam as the Member and Councillor Atkins as the substitute on the Overview and Scrutiny Committee for the remainder of the municipal year 2023-24.
B	Note the change in membership and substitutes at the Combined Authority Board and its thematic committees following the change in leadership at Peterborough City Council on 1 November 2023.
C	Note the change in membership and substitutes from the Conservative Group at Peterborough City Council on the Combined Authority's regulatory committees and.
D	Note the temporary change in substitute by Fenland District Council for the Audit and Governance Committee meeting on 17 November 2023.
E	Note the temporary change in substitute representative of the Labour Party on the Human Resources Committee on 16 November 2023.
F	Note the appointment of a Peterborough 1 <sup>st</sup> representative to the Overview and Scrutiny Committee from Peterborough City Council.

**Strategic Objective(s):**

The content of this report demonstrates the work of the Combined Authority towards all the strategic objective(s):

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

## 1. Purpose

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

## 2. Proposal

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

## 3. Background

3.1	Cambridgeshire County Council has advised on 24 October 2023 that it has amended its Liberal Democrat representatives on the Combined Authority's Overview and Scrutiny Committee; with Councillor Anna Bradnam to be the committee member and Councillor Michael Atkins the substitute. This change was accepted by the Monitoring Officer on 2 November 2023 and took immediate effect.																	
3.2	<p>Following their Council meeting on 1 November 2023, Peterborough City Council has advised of a change of leadership at their authority, with subsequent changes to their representatives on committees and the Combined Authority Board:</p> <table border="1"> <tr> <td>• CA Board</td> <td>Councillor Mohammed Farooq (member) Councillor John Howard (substitute)</td> <td></td> </tr> <tr> <td>• Transport and Infrastructure Committee</td> <td>Councillor Gavin Elsey (member) Councillor Peter Hiller (substitute)</td> <td></td> </tr> <tr> <td>• Skills and Employment Committee</td> <td>Councillor Peter Hiller (member) Councillor John Howard (substitute)</td> <td></td> </tr> <tr> <td>• Environment and Sustainable Communities Committee</td> <td>Councillor Gavin Elsey (member) Councillor Nicola Day (substitute)</td> <td></td> </tr> <tr> <td rowspan="2">• Human Resources Committee</td> <td>Councillor Jackie Allen (member) Councillor Steve Allen (substitute)</td> <td>Conservative</td> </tr> <tr> <td>Councillor John Howard (member) Councillor Mohammed Farooq (substitute)</td> <td>Peterboro' 1st</td> </tr> </table> <p>These changes were accepted by the Monitoring Officer and took effect from 2 November 2023.</p>	• CA Board	Councillor Mohammed Farooq (member) Councillor John Howard (substitute)		• Transport and Infrastructure Committee	Councillor Gavin Elsey (member) Councillor Peter Hiller (substitute)		• Skills and Employment Committee	Councillor Peter Hiller (member) Councillor John Howard (substitute)		• Environment and Sustainable Communities Committee	Councillor Gavin Elsey (member) Councillor Nicola Day (substitute)		• Human Resources Committee	Councillor Jackie Allen (member) Councillor Steve Allen (substitute)	Conservative	Councillor John Howard (member) Councillor Mohammed Farooq (substitute)	Peterboro' 1st
• CA Board	Councillor Mohammed Farooq (member) Councillor John Howard (substitute)																	
• Transport and Infrastructure Committee	Councillor Gavin Elsey (member) Councillor Peter Hiller (substitute)																	
• Skills and Employment Committee	Councillor Peter Hiller (member) Councillor John Howard (substitute)																	
• Environment and Sustainable Communities Committee	Councillor Gavin Elsey (member) Councillor Nicola Day (substitute)																	
• Human Resources Committee	Councillor Jackie Allen (member) Councillor Steve Allen (substitute)	Conservative																
	Councillor John Howard (member) Councillor Mohammed Farooq (substitute)	Peterboro' 1st																
3.3	<p>On 6 November 2023, Peterborough City Council advised of a change in Conservative membership on the Combined Authority's regulatory committees:</p> <table border="1"> <tr> <td>• Overview and Scrutiny Committee</td> <td>Councillor Wayne Fitzgerald (member) Councillor Steve Allen (substitute)</td> </tr> </table> <p>These changes were accepted by the Monitoring Officer on that date and took immediate effect.</p>	• Overview and Scrutiny Committee	Councillor Wayne Fitzgerald (member) Councillor Steve Allen (substitute)															
• Overview and Scrutiny Committee	Councillor Wayne Fitzgerald (member) Councillor Steve Allen (substitute)																	
3.4	On 6 November 2023, Fenland District Council advised of a temporary change in the substitute member for the Combined Authority's Audit and Governance Committee. The substitute for the 17 November 2023 meeting would be Councillor Haq Nawaz; reverting back to Councillor Susan Wallwork following that meeting. The change was accepted by the Monitoring Officer on the same day.																	

3.5	For the meeting on 16 November 2023, the substitute representative for the Labour Party on the Combined Authority's Human Resources Committee was temporarily changed to Councillor Neil Shailer. This change was accepted by the Monitoring Officer.
3.6	Following changes to political proportionality across the Combined Authority area, on 17 November 2023, Peterborough City Council advised of the subsequent membership change to their representatives on the Combined Authority's Overview and Scrutiny Committee. Along with the Conservative member and substitute noted in para 3.3 above, the nominated representative from the Peterborough 1 <sup>st</sup> Group to sit on the Committee is Councillor John Fox. The Monitoring Officer accepted the change on 21 November 2023.

#### 4. Appendices

4.1	None
-----	------

#### 5. Implications

##### Financial Implications

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

##### Legal Implications

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

##### Public Health Implications

5.3	None
-----	------

##### Environmental & Climate Change Implications

5.4	Neutral
-----	---------

##### Other Significant Implications

5.5	None
-----	------

##### Background Papers

5.6	None
-----	------



# Combined Authority Board

**Wednesday 20 September 2023**

Venue:	Council Chamber, Town Hall, Peterborough, PE1 1HF	
Time:	10.00 to 14.20 (break from 12.50 to 13.45)	
Present:	Mayor Dr Nik Johnson Councillor A Smith Councillor L Nethsingha Councillor A Bailey Councillor C Boden Councillor W Fitzgerald Councillor S Conboy Councillor J Williams A Kingsley	Cambridge City Council (Statutory Deputy Mayor) Cambridgeshire County Council East Cambridgeshire District Council Fenland District Council Peterborough City Council Huntingdonshire District Council South Cambridgeshire District Council (substitute) Chair of the Business Board
Co-Opted Members (non-voting):	Councillor E Murphy D Preston J O'Brien	Cambridgeshire and Peterborough Fire Authority Police and Crime Commissioner Cambridgeshire and Peterborough Integrated Care Board
Apologies	Councillor B Smith	South Cambridgeshire District Council

## Minutes:

<b>1</b>	<b>Announcements, Apologies for Absence and Declarations of Interest</b>
	Apologies for absence were reported as set out above. There were no declarations of interest.
<b>2</b>	<b>Combined Authority Membership Update September 2023</b>
	<p>The Mayor announced that the Combined Authority's Overview and Scrutiny Committee has appointed Rapporteurs to the three Thematic Committees; they will be shadowing the work of those committees to feedback to Overview and Scrutiny on any areas they may wish to scrutinise in more depth. The Members appointed are listed below:</p> <ul style="list-style-type: none"><li>• Skills and Employment – Councillors Judith Rippeth and Andy Coles</li><li>• Environment and Sustainable Communities – Councillors Martin Hassall and Mark Goldsack</li><li>• Transport &amp; Infrastructure – Councillors Aiden Van de Weyer and Jon Neish</li></ul> <p>The Board were also advised that a temporary change to the Labour substitute for the Human Resources Committee had been made; with Councillor Simon Smith to substitute at the meeting on 27 September 2023.</p> <p>It was resolved to:</p> <p>A Note the appointments to the Combined Authority Board from the Business Board: with the representative to be Al Kingsley, and the substitute to be Andy Neely, as Chair and Vice Chair of the Business Board respectively.</p> <p>B Note the temporary change to Cambridgeshire County Council's substitute member on the Transport and Infrastructure Committee from 12 September 2023 to 14 September 2023.</p>
<b>3</b>	<b>Minutes</b>
	The minutes of the meetings on 26 July 2023 were approved as an accurate record and signed by the Mayor. The minutes action log was noted.



<b>4</b>	<b>Petitions</b>
	No petitions were received.
<b>5</b>	<b>Public Questions</b>
	One public question was received in advance of the meeting in accordance with the procedure rules in the Constitution. A copy of the question and response can be viewed <a href="#">here</a> when available.
<b>6</b>	<b>Forward Plan</b>
	Proposed by Mayor, seconded by Councillor Anna Smith. It was resolved to: A Approve the Forward Plan for September 2023
<b>7</b>	<b>Combined Authority Chief Executive Highlights Report</b>
	The Chief Executive introduced the report and highlighted key points to Board members. He then handed over to Al Kinglsey as the new Chair of the Business Board, who explained how the adapting role of the Business Board will support all strands within the Combined Authority and is key to further develop relationships with stakeholders and community groups across the region. During discussion, John O'Brien advocated deeper conversations with the health sector regarding the work on bus reform. This is key for patients as well as the workforce. It was resolved to: A Note the content of the report.
<b>8</b>	<b>Improvement Plan Update</b>
	The Interim Director, Transformation Programme, introduced the report explaining that the content had already been considered by both the Audit and Governance and Overview and Scrutiny Committees, as well as the Independent Improvement Board. During discussion members noted how pleasing it was to see the progress being made and congratulated those involved. The Mayor drew attention to the significant amount of time the Board Members are being asked to give for development. Whilst they are keen to engage, the amount of hours requested over a relatively short period of time is significant. Officers confirmed they would look at how that could be better organised, taking into account the other commitments all the Board Members have. It was resolved unanimously: A To note the progress on the key areas of concern identified by the External Auditor in June 2022 and in the Best Value Notice received in January 2023 B To note the observations on progress following the meeting of the Independent Improvement Board meeting on 11 September
<b>9</b>	<b>Budget Update Report</b>
	The Executive Director, Resources and Performance, introduced the report and highlighted key points. During discussion members raised the following: <ul style="list-style-type: none"> <li>As the costs of Civil Parking Enforcement are understood to have gone up considerably, a query was raised regarding the Combined Authority's £150k contribution and whether that will be increased. Officers confirmed that there are two separate budgets, one for the roll-out and legal work and one for implementation. It is the implementation costs that may go up, further detail will be acquired and sent to the Members.</li> <li>The FE Cold Spots project is vitally important and close to many hearts, we need to ensure this is only a short delay.</li> <li>The A141 and St Ives work is important to unlock housing targets and for economic development.</li> <li>The public transport concessionary fares are an important part of encouraging people onto buses, we need to be supporting the DFT campaign and engaging with the public as much as possible.</li> <li>The Health and Wellbeing Strategy Skills is a good example of how we can be a trailblazer, working in collaborative way.</li> </ul>

	<p>On being proposed by the Mayor, seconded by Councillor Anna Smith, it was resolved to: [8 in favour, 1 abstention]</p> <p>A Note the financial position of the Combined Authority</p> <p>B Approve the reprofiling of the Market Towns programme budgets as set out in section 6.</p> <p>C Approve the proposed use of unbudgeted Treasury Management loan interest to fund the proposals set out in section 7.</p>
<b>10</b>	<b>Corporate Strategy &amp; Medium-Term Financial Plan Refresh Process</b>
	<p>The Executive Director, Resources and Performance, introduced the report and highlighted key points. During discussion, members noted:</p> <ul style="list-style-type: none"> <li>• The process shows a significant shift forward in terms of transparency and opportunities for engagement. It looks very constructive in terms of bringing together governance and oversight.</li> <li>• A huge amount of work has been put into this to ensure we have a process everyone is involved in, including good consultation and good discussion. It was noted that it should be the Board Members, not the Leaders who submit alternative budget proposals (to be amended in the high-level overview).</li> </ul> <p>On being proposed by the Mayor, seconded by Councillor Lucy Nethsingha, it was resolved to: [8 in favour, 1 abstention]</p> <p>A To approve the proposed timetable and process to refresh the Corporate Strategy and the Medium-Term Financial Plan (MTFP).</p>
<b>11</b>	<b>Single Assurance Framework (SAF)</b>
	<p>The Mayor introduced the item, emphasising the amount of work that had gone into developing the framework and how it is a positive example of the Combined Authority and its Constituent Councils working in close partnership with each other.</p> <p>The Governance Improvement Lead explained that the framework, if approved, would go for consideration by Government and would undergo assessment against the requirements of the English Devolution Accountability Framework by DLUHC, with DfT and DfE assessment of transport and adult education and skills specifics.</p> <p>The SAF seeks to provide appropriate and consistent consideration of new concepts to drive the Combined Authority's strategic objectives, improve standards of project development and appraisal with clear roles and responsibilities, provide cleared lines of accountability and better inform decision-makers from a technical assurance perspective.</p> <p>Councillor Edna Murphy, as Lead Member for Governance, commented that this framework has been intensely worked on in a collegiate and inclusive manner. It has engagement and new ways of working at its core. The SAF is fundamental but in order to make it real it has to live and breathe in the minds of the officers who have the responsibility of delivery.</p> <p>It was queried and confirmed that where a concept is proposed that is specific to a single Constituent Council area, that Constituent Council will be formally consulted and their view provided to the Board when considering that concept. More detail on that will be in the guidance which is still being developed.</p> <p>Officers confirmed that the implementation plan is to be brought to the next Combined Authority Board meeting: this will include a change management process outlining tolerances for business case variance for consideration.</p> <p>Board Members thanked officers for the work that has gone into this framework and the productive discussion that has taken place during its production.</p> <p>On being proposed by Councillor Murphy, seconded by the Mayor, it was resolved to: [8 in favour, 1 abstention]</p> <p>A To approve the Single Assurance Framework, attached at Appendix A, for submission to Government.</p> <p>B To note the developing terms of reference for the Investment Committee and Investment Panel, attached at Appendix B and C, and provides feedback on their content.</p>

12	<p><b>Risk Management Framework</b></p> <p>The Head of Programme Management introduced the report and highlighted key points to Board members.</p> <p>During discussion, members noted:</p> <ul style="list-style-type: none"> <li>• Risk management can be a challenge for everyone, not just officers, and should be at the forefront of all of our minds.</li> <li>• It is essential that a no blame culture is embedded.</li> <li>• The framework is a strong piece of work, with clear visibility in terms of risk appetite. From a business perspective risk appetite is only effective if you have the right feed in of information to generate the assessment of risk. Business Board members can provide a valuable insight into this.</li> </ul> <p>On being proposed by Councillor Murphy, seconded by the Mayor, it was resolved to: [8 in favour, 1 abstention]</p> <p>A Approve the Risk Management Framework and Procedure</p>
13	<p><b>Performance Management Framework and Corporate Performance Report Q1 2023-24</b></p> <p>The Interim Policy Manager introduced the report and highlighted key points to Board members. It was noted that there was a late amendment to the indicators that had not been pulled through to the final report: metric 16 (number of contract waivers submitted) should be 2 not 1; with a RAG rating of amber, not green.</p> <p>During discussion, members requested detail to be included in the future specifying which period is addressed as “current”.</p> <p>Members thanked officers for the hard work done, particularly with working out what needs to be assessed and how those things can be measured rather than picking things that are easy to assess.</p> <p>On being proposed by the Mayor, seconded by Councillor Nethsingha, it was resolved to: [8 in favour, 1 abstention]</p> <ul style="list-style-type: none"> <li>• Approve the Performance Management Framework</li> <li>• Scrutinise performance information relating to the Combined Authority’s Corporate Key Performance Indicators.</li> <li>• Scrutinise performance information relating to the Combined Authority’s Most Complex Programmes and Projects.</li> <li>• Scrutinise performance information relating to the Combined Authority’s Headline Priority Activities.</li> <li>• Note progress to evaluate the impact of the Devolution Deal Investment Fund in a Gateway Review</li> <li>• Review and comment on the relevance and accessibility of the performance information presented in this report.</li> </ul>
14	<p><b>Review of the Constitution</b></p>
14a.	<p><b>Procurement Update</b></p> <p>The Executive Director, Resources and Performance, introduced the report and highlighted key points to Board members. He explained that the procurement guidelines were for internal use and will be an integral part of how we take contract management forward.</p> <p>Following the approval of the new contract procedure rules and procurement process at the meeting in July, the guidelines were requested to come back to Board when available.</p> <p>It was resolved to:</p> <p>A To note the contents of the Procurement Guidance attached as an appendix to the report, as requested at the Board meeting in July 2023</p>

14b.	<b>Members Access to Information</b>
	<p>The Interim Chief Officer Legal and Governance and Monitoring Officer, introduced the report and highlighted key points to Board members.</p> <p>The draft protocol had been approved by the Combined Authority’s Overview and Scrutiny Committee on 18 September 2023 with an amendment to the wording of paragraph 2 to read:</p> <p><i>The CPCA will adopt a default position of sharing information held on request, with overview and scrutiny committee members. However, there may exceptionally be instances where confidential and exempt documents cannot be provided to members for example because this may result in legal proceedings against the CPCA, if confidentiality is breached. In those instances, where it is determined that a copy of a document or part of any such document cannot be shared with overview and scrutiny committee members, officers should provide the overview and scrutiny committee with a written statement setting out its reasons for that decision.</i></p> <p>Members discussed in depth the circumstances where information would not be able to be provided to them and the possible implications of that. Whilst some of the Board Members felt uncomfortable with this, the Monitoring Officer explained that this is in line with legislation and is only in exceptional circumstances.</p> <p>The proposal was put forward that a register could be established of which documents were not available to Members and reasons why; to give reassurance that the process was being undertaken properly. The possibility was raised that this register in itself would also be open to abuse and would be difficult to put into practise without identifying the confidential issues. Officers agreed to explore options around the idea and to prepare a briefing note for the Board Members.</p> <p>On being proposed by Councillor Murphy, seconded by the Mayor, it was resolved to: [5 in favour, 3 against, 1 abstention]</p> <ul style="list-style-type: none"> <li>A Endorse the Access to Information Protocol</li> <li>B Approve and adopt the Protocol and 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.</li> </ul>
14c.	<b>Co-option of Independent Members</b>
	<p>The Interim Chief Officer Legal and Governance and Monitoring Officer, introduced the report.</p> <p>It was clarified that only one independent Member is to be co-opted.</p> <p>On being proposed by Councillor Murphy, seconded by the Mayor, it was resolved to: [8 in favour, 1 abstention]</p> <ul style="list-style-type: none"> <li>A Review the suggested update to the Combined Authority constitution and adopt the proposed changes as revisions to the Constitution, so that a co-opted independent member and substitute from constituent authorities can be appointed.</li> <li>B To delegate the recruitment, selection and appointment of independent co-opted member(s) to the Audit and Governance Committee and that the arrangements for the selection of such members be delegated by the Audit &amp; Governance Committee to the Chairman of the Audit and Governance Committee in consultation with the Monitoring officer.</li> <li>C Agree that the role of any independent co-opted member(s) from a constituent authority is not remunerated but note that they will receive expenses in line with the authority’s current expenses policy.</li> </ul>
14d.	<b>Appointment of Independent Person</b>
	<p>The Interim Chief Officer Legal and Governance and Monitoring Officer, introduced the report and highlighted key points to Board members.</p> <p>It was clarified that the legislation states that Combined Authorities must appoint <i>at least one</i> independent person (not a member of a constituent council). The term of service of the current independent person who sits on the Audit and Governance Committee as chair is due to expire soon. The request for an additional independent person is to ensure that there is opportunity for planned succession, and that historic knowledge can be transferred to the additional independent person to ensure a smooth transition allowing sufficient time to familiarise themselves with the functions of the Audit &amp; Governance committee.</p>

	<p>On being proposed by Councillor Murphy, seconded by the Mayor, it was resolved to: [8 in favour, 1 abstention]</p> <p>A Comment on and agree that an additional independent person is appointed to sit on Audit Committee for a period of four years</p> <p>B Approve the amendments to the constitution as set out in the report</p> <p>C Delegate to the Executive Director of Resources and Performance and the Monitoring Officer, in consultation with the Chair of the Audit and Governance Committee, authority to finalise the role description, skills, competencies and person specification attached as Appendix A and to approve the advert.</p> <p>D Agree that the recruitment of the Independent Person be led by a panel consisting of the Chairman of the Audit and Governance Committee and three members of the three main political parties of the Audit and Governance committee supported by the Executive Director of Resources and Performance and the Monitoring Officer</p> <p>E Following the recruitment process, a report to formally appoint the Independent Person will be presented to a future CPCA Board meeting</p>
15	<p><b>Local Transport and Connectivity Plan</b></p>
	<p>The Interim Head of Transport introduced the report and highlighted key points to Board members. Two years of work including significant engagement with stakeholders, the public and business board has gone into this plan. There has been over a year of delays for the guidance but it is now expected in the autumn or winter of 2023.</p> <p>During discussion members made the following points:</p> <ul style="list-style-type: none"> <li>• Councillor Anna Bailey recognised the huge amount of work that has gone into this but felt that the measures proposed in the plan were too regressive; seeking to reduce and restrict access. A more ambitious plan for a public transport system is required to get people to want to use it. She felt concerned about how rural areas would be affected by value for money assessments and stressed that the Combined Authority should be using its resources outside the Greater Cambridge area as they have other resources. She saw the plan as having road charging at its heart and the people of the region do not want that.</li> <li>• Supporting those comments, Councillor Chris Boden reiterated that a one-size-fits-all approach does not work. He stated that it is not appropriate for the whole area to proceed along this path, especially at the same speed. He was disappointed to see only passing comments about autonomous vehicles and smart roads. While he would support a lot of things in the document, he felt he could not support it in its current form.</li> <li>• Councillor Lucy Nethsingha clarified that the plan is not entirely based on road pricing and that it has been very carefully worded to make that clear. Each district has been looked at individually with important things to the areas recognised. Not approving this plan will leave a large number of people trapped in their communities with difficulties accessing healthcare, employment and skills opportunities.</li> <li>• Stressing her disappointment in some of the other comments, Councillor Anna Smith reminded the Board of the amount of engagement that had taken place ahead of this report coming to the meeting. Every single council has had significant input into the plan through formal and informal engagement. The LTCP sets out a range of measures that <i>could</i> be used but the decisions on those choices would lie with the relevant constituent council.</li> <li>• Councillor Sarah Conboy stressed that the plan is not a prescriptive document but a framework which would be open for continuous review, allowing the Combined Authority to be dynamic and responsive. Decisions would continue to come to the Board allowing its members to work together to overcome them.</li> <li>• Councillor John Williams emphasised the diversity of Cambridgeshire and Peterborough and how, as such, the Combined Authority needs all the tools in the toolbox in order to deliver a sustainable transport system. He agreed that the plan is not prescriptive, instead allowing for decisions on what is best for a particular area.</li> <li>• Reminding the Board that the LTCP is a physical and digital plan, Al Kingsley confirmed that the Business Board have discussed it at length as transport and connectivity underpins almost every strategy for economic growth. The Business Board believe the plan provides a baseline to develop</li> </ul>

	<p>opportunities on a regional basis, although there will be need to develop clarity on key priorities. The Business Board are in support of the LTCP.</p> <ul style="list-style-type: none"> <li>• Darryl Preston stated he was pleased to see safety is featuring strongly in the plan, particularly in Cambridgeshire where we have a number of serious road traffic collisions. Crime prevention is also key as people won't use cycle routes if they think their bike will be stolen at the other end.</li> <li>• The Integrated Care Board has a strong interest in the plan regarding access for patients and their workforce, and John O'Brien confirmed that this framework would allow opportunities for engagement in those elements.</li> <li>• Councillor Edna Murphy was very supportive of the plan, commenting that it was insightful, thorough and enabling.</li> <li>• As all other Combined Authority Board Members had taken the opportunity to comment on the report and plan, the Mayor invited Councillor Wayne Fitzgerald to add a few words but he confirmed he had nothing to add.</li> <li>• The Mayor confirmed he was fully behind the plan and wanted to thank all the officers for their dedication and hard work putting it together.</li> </ul> <p>On being proposed by the Mayor, seconded by Councillor Lucy Nethsingha, the recommendations were put to the vote. [6 in favour, 3 against]</p> <p>The approval of the Local Transport and Connectivity Plan required 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.</p> <p>The vote did not meet those criteria as Peterborough City Council voted against the recommendation and therefore the Local Transport and Connectivity Plan was not approved.</p>
	<p style="text-align: center;">---o0o--- Meeting adjourned from 12:50 to 13:45 Councillor Boden, Councillor Conboy and Darryl Preston left the meeting during the break. ---o0o---</p>
16	<p><b>Recommendations from the Skills and Employment Committee</b></p>
	<p>The Board was advised that all recommendations had been supported by the Skills and Employment Committee at its meeting on 4 September 2023.</p> <p>On being proposed by Councillor Nethsingha, seconded by the Mayor, it was resolved to approve all the recommendations as set out below: [6 for, 1 abstention]</p> <p><b>Skills Bootcamps 2024-25 FY</b></p> <ul style="list-style-type: none"> <li>A Approve the submission of the grant proposal to Department for Education (DfE) for Skills Bootcamp funding for the 2024-25 Financial Year (FY)</li> <li>B To delegate authority to the Executive Director for Economy and Growth to procure, enter into, award and extend contracts (subject to confirmation of grant funding approval from the Department for Education).</li> </ul> <p><b>UK SPF Skills Projects Mobilisation and Succession Planning for Skills Brokerage Services</b></p> <ul style="list-style-type: none"> <li>A Delegate authority to the Executive Director Economy and Growth to proceed to implement plans to mobilise UK Shared Prosperity Fund (SPF) People and Skills funded projects as outlined</li> <li>B Approve the proposal outlined to bring together the Careers and Enterprise Company (CEC) funded Careers Hub delivery and the UKSPF funded People and Skills projects to provide a successive service to the Growth Works with Skills Programme, and delegate authority to the Executive Director Economy and Growth to proceed to engage in financial, legal and procurement activities as necessary to enact mobilisation plans.</li> <li>C To approve the virements across the revenue budgets within the Medium-Term Finance Plan to create the appropriate delivery budgets set out in Appendix 1.</li> </ul>

17 **Recommendations from the Transport and Infrastructure Committee**

The Board was advised that all recommendations had been supported unanimously by the Transport and Infrastructure Committee at its meeting on 13 September 2023.

**Electric Vehicles (EV)**

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

- A (subject to confirmation of receipt of funding) approve the drawdown of £403,440 of the LEVI Capability Fund to be spent in financial years 2023/2024 and 2024/2025
- B delegate authority to the Interim Head of Transport in consultation with the Chief Finance Officer and Monitoring Officer to enter into Grant Funding Agreements with Cambridgeshire County Council and Peterborough City Council
- C delegate authority to the Interim Head of Transport in consultation with the Chief Finance Officer and Monitoring Officer to enter into one or more contracts with a consultant as needed to continue the development of the overarching programme

**Bus Network Review – initial recommendations**

Members requested that alternative proposals need to be included within the consultation. Officers were thanked for the hard work and effort put in to keep constituent councils informed.

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

- A approve the extension of 51 bus service contracts to March 2025
- B approve the extension of the Ting contract to March 2024

**Bus Reform – draft outline business case**

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

- A delegate authority to the Executive Director of Place and Connectivity to commission a review from an independent auditor of the Bus Franchising Assessment in accordance with the provisions of the Bus Services Act.

**Depot for Electric Buses, Peterborough**

On being proposed by the Mayor, seconded by Councillor Anna Smith, it was resolved to defer this item until further work on due diligence was carried out to assess the impact on this project of the LTCP not being approved, to ensure compliance with good governance.

[4 in favour, 2 against, 1 abstention]

**ITSO Approved Support Contracts for ENCTS**

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

- A approve for the Host Operator Processing System (HOPS) and Smartcard Services to continue to be outsourced
- B delegate authority to the Interim Head of Transport, or any subsequent permanent postholder, in consultation with the Chief Finance Officer and Monitoring Officer to:
  - approve the procurement of replacement HOPS and Smartcard Services through an Integrated Transport Smartcard Organisation (ITSO) approved framework for a period of 5 years to commence on 1 April 2024
  - award a contract or contracts for HOPS and Smartcard Services following the procurement via a framework
  - enter into and execute the contract or contracts for HOPS and Smartcard Services

---o0o---

*Councillor Fitzgerald left the meeting*

---o0o---

18	<b>Recommendations from the Business Board</b>
	<p>The Board was advised that the following recommendation had been supported unanimously by the Business Board at its meeting on 4 September 2023.</p> <p>On being proposed by A Kingsley seconded by the Mayor it was resolved unanimously to approve the recommendation as set out below:</p> <p><b>Net Zero Training Centre – Project Change Request</b></p> <p>A Approve the proposed project change</p>

Mayor



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

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

<b>Minute</b>	<b>Report Title</b>	<b>Lead Officer</b>	<b>Action</b>	<b>Response</b>	<b>Status</b>
235.	OneCAM Ltd Audit report	Edwina Adefehinti	To take learning from the OneCAM Ltd audit report and raise the concerns expressed in the meeting, including around potential Officer conflicts of interest, with the Audit and Governance Committee.	<p>The Deputy Monitoring Officer is taking a report to the March meeting of the Audit and Governance Committee along with a new conflict guidance which has already been drafted and discussed with the Executive team. The guidance will be taken to a Leaders' strategy meeting, Audit and Governance Committee and Audits in June 2023.</p> <p>Also, our internal auditors have been commissioned to audit the companies of the CPCA.</p> <p>Deep dive audit completed in draft form. Audit will be reported to A&amp; G and then CA Board in June and July.</p> <p>The MO will bring a report to the CA Board in January 2024.</p>	Open
333.	Mayor's Draft Budget and Mayoral Precept 2023-24 and 2023/24 Budget and Medium-term Financial Plan 2023 to 2027	Edwina Adefehinti / Alison Marston	The Deputy Mayor noted the Board's comments around the timing of the issuing of papers, and this might be something which could be picked up as part of future reviews of the Constitution, along with the request for more discussions.	<p>There is nothing further that can be added to the Constitution presently because a budget setting protocol is being developed by the Finance team. Once that is agreed and approved it can then be incorporated into the Constitution</p> <p>The Finance team have started to operate the budget setting process.</p>	Closed

Minute	Report Title	Lead Officer	Action	Response	Status
336.	Climate and Strategy Business Case January 2023	Steve Cox	Cllr Bailey asked for an agreed definition of net zero as there were variances in definition. She would also like to understand what monitoring would be put in place and where was the performance element.	<p>An explanation of net zero was discussed at the June Environment and Sustainable Communities Committee (ESC), the alignment of targets will be a theme for the Climate Summit on 9<sup>th</sup> November and reported back to ESC in January, ahead of the annual climate report to Board in March 24. Work is progressing to secure funds through CANNFUND, which covers the development of locally determined contributions.</p> <p>The Environment &amp; Sustainable Communities Committee will consider at its January meeting the outcome of a bid for Innovate UK funding for a project on assessing Locally Determined Contributions to Net Zero. Progress towards Net Zero emissions at the Combined Authority geographic scale is one of the Corporate KPIs that is reported to Board (noting that the data is updated and published by government on an annual basis).</p>	Open
367	Combined Authority Monthly Highlights Report: February 2023	Rob Bridge	The Chair of the Business Board noted that Cambridgeshire and Peterborough had not been included in the twelve areas identified in the Budget for investment zones. The newly appointed Executive Director for Economy and Growth had been involved in work around this in previous roles, and the Interim Chief Executive suggested an early discussion with the Board to inform what would be a substantial piece of work.	Discussions continue. It is clear that a great deal remains to be resolved around that announcement and future discussions will need to keep this concept in play.	Closed
<b>Annual General Meeting 31 May 2023</b>					
12	Calendar of Meetings	Edwina Adefehinti / Alison Marston	Members asked for the calendar to be compiled earlier in future as other constituent authorities plan some work around these dates. They also reiterated the desire for varying venues to be used for Board meetings, providing those venues were accessible for those using public transport.	Democratic services will contact constituent councils at the relevant time to collate dates. 2024/25 Committee calendar will be brought to CA Board in January 2024.	Open

Minute	Report Title	Lead Officer	Action	Response	Status
<b>Ordinary Meeting 31 May 2023</b>					
10	Additional CPCA equity investment into Peterborough HE Property Company Ltd	Richard Kenny	<p>Councillor B Smith asked whether Anglia Ruskin University will be investing the capital receipt from the sale of the building students are being relocated from. Officers confirmed they would make enquiries.</p> <p>Councillor Murphy queried around the timelines for students and the opening of new areas at the university. Officers agreed to bring an update to Board giving more details of the overall university project.</p>	<p>ARU has confirmed that it is their intention to reinvest capital receipts in the ongoing development of the University.</p> <p>Updates were taken to Skills and Employment Committee on 6 November 2023 and to Business Board on 13 November 2023</p>	Closed
<b>Meeting 26 July 2023</b>					
8	Budget Update Report	Nick Bell	Cllr B Smith requested that officers bring a report to a future meeting giving an update on the Cultural Strategy.	This will be included on the Board forward programme in due course.	Open
12	Corporate Performance Report – 2023/24 Baseline	Kate McFarlane	There is currently no mention of reporting on progress on the recommendations of the Independent Climate Commission: Members requested this to be included. Officers confirmed this can be considered under the priority activities.	Performance reporting against KPIs has started at the Corporate level. The intention is to phase the roll out of quarterly Thematic Performance Reports to the relevant thematic committees.	Closed
<b>Meeting 20 September 2023</b>					
8	Improvement Plan Update	Angela Probert	The Mayor drew attention to the significant amount of time the Board Members are being asked to give for development. Whilst they are keen to engage, the amount of hours requested over a relatively short period of time is significant. Officers confirmed they would look at how that could be better organised, taking into account the other commitments all the Board Members have.	Development activity being arranged will take account of Board Members commitments	Closed
9	Budget Update Report	Nick Bell	As the costs of Civil Parking Enforcement are understood to have gone up considerably, a query was raised regarding the Combined Authority's £150k contribution and whether that will be increased. Officers confirmed that there are two separate budgets, one for the roll-out and legal work and one for implementation. It is the implementation costs that may go up, further detail will be acquired and sent to the Members.	An email was sent to clarify the position on funding of Civil Parking Enforcement directly to Councillor Boden on 13 October 2023	Closed

Minute	Report Title	Lead Officer	Action	Response	Status
10	Corporate Strategy & Medium-Term Financial Plan Refresh Process	Nick Bell	It was noted that it should be the Board Members, not the Leaders who submit alternative budget proposals (to be amended in the high-level overview).	This has been amended in the high-level overview.	Closed
13	Performance Management Framework and Corporate Performance Report Q1 2023-24	Kate McFarlane	Members requested detail to be included in the future specifying which period is addressed as "current".	Included within reporting for Q2.	Closed
14b	Members Access to Information	Edwina Adefehinti	The proposal was put forward that a register could be established of which documents were not available to Members and reasons why; to give reassurance that the process was being undertaken properly. The possibility that this register in itself would also be open to abuse and would be difficult to put into practise without identifying the confidential issues. Officers agreed to explore options around the idea and to prepare a briefing note for the Board Members.	Briefing note sent to members on 28 <sup>th</sup> September 2023 by email advising how the register of undisclosed documents will work.	Closed



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

# Cambridgeshire and Peterborough Combined Authority Forward Plan of Executive Decisions

Published 17 November 2023

*Updated 20 November 2023*

**The Forward Plan is an indication of future decisions. It is subject to continual review and may be changed in line with any revisions to the priorities and plans of the CPCA.**

**It is re-published on a monthly basis to reflect such changes.**

## Purpose

The Forward Plan sets out all of the decisions to be taken by the Combined Authority Board, Thematic Committees or by way of a Mayoral Decision Notice in the coming months. This makes sure that local residents and organisations know what decisions are due to be taken and when.

The Forward Plan is a live document which is updated regularly and published on the [Combined Authority website](#) (click the 'Forward Plan' button to view). At least 28 clear days' notice will be given of any key decisions to be taken.

## What is a key decision?

A key decision is one which, in the view of the Overview and Scrutiny Committee, is likely to:

- i. result in the Combined Authority spending or saving a significant amount, compared with the budget for the service or function the decision relates to (usually £500,000 or more); or
- ii. have a significant effect on communities living or working in an area made up of two or more wards or electoral divisions in the area.

## Non-key decisions and update reports

For transparency, the Forward Plan also includes all non-key decisions and update reports to be considered by the Combined Authority Board and Thematic Committees.

## Access to reports

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

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

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

## **Notice of decisions**

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

## **Standing items at Thematic Committee meetings**

The following reports are standing items and will be considered by at each meeting of the relevant committee. The most recently published Forward Plan will also be included on the agenda for each Thematic Committee meeting:

### Environment and Sustainable Communities Committee

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

### Skills and Employment Committee

1. Budget Report
2. Employment and Skills Board Update

### Transport and Infrastructure Committee

1. Budget Report

## Combined Authority Board – 29 November 2023

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
1	Minutes of the Meeting on 20 September 2023 and Action Log	Cambridgeshire and Peterborough Combined Authority Board	29 Nov 2023	Decision	To approve the minutes of the previous meeting and review the action log.	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	None anticipated other than the report and relevant appendices.
2	Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	29 Nov 2023	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	None anticipated other than the report and relevant appendices.
3	Budget Monitor Update	Cambridgeshire and Peterborough Combined Authority Board	29 Nov 2023	Key Decisions KD2023/060 KD2023/061 <sup>1</sup>	To provide an update on the performance of the organisation against the agreed budgets for the year, propose investments to utilise the in-year treasury management interest surplus, and for the Mayor to consult the CA Board on the allocation of additional Highways Maintenance Funding awarded by the Department for Transport in November.	Relevant internal and external stakeholders	Rob Emery Assistant Director Finance	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.

<sup>1</sup> GENs published 20.11.23



	<b>Title of report</b>	<b>Decision maker</b>	<b>Date of decision</b>	<b>Decision required</b>	<b>Purpose of report</b>	<b>Consultation</b>	<b>Lead officer</b>	<b>Lead Member</b>	<b>Documents relevant to the decision submitted to the decision maker</b>
4	Review of the Constitution	Cambridgeshire and Peterborough Combined Authority Board	29 Nov 2023	Decision	To present to the Board the sections of the Constitution that have been reviewed/proposed amendments.	Relevant internal and external stakeholders including Audit & Governance Committee	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	None anticipated other than the report and relevant appendices.
4a.	Delegations to Officers	Cambridgeshire and Peterborough Combined Authority Board	29 Nov 2023	Key Decision KD2023/037	Proposed changes to the scheme of delegation following development of SAF and other governance related improvement work from the Improvement Programme.	Relevant internal and external stakeholders including Audit & Governance Committee	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	None anticipated other than the report and relevant appendices.
5	Improvement Plan Update	Cambridgeshire and Peterborough Combined Authority Board	29 Nov 2023	To note	To note progress on the Improvement Plan	Relevant internal and external stakeholders	Angela Probert Interim Programme Director - Transformation	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.
6	Single Assurance Framework Implementation & Resourcing Plan	Cambridgeshire and Peterborough Combined Authority Board	29 Nov 2023	Decision	To confirm Single Assurance Framework following Government clearance process and agree implementation date	Relevant internal and external stakeholders	Nick Bell Chief Finance Officer  Steve Cox Executive Director Place and Connectivity	Councillor Edna Murphy Lead Member for Governance	None anticipated other than the report and relevant appendices.
7	Recognising Care Experience as an Equally Protected Characteristic	Cambridgeshire and Peterborough Combined Authority Board	29 Nov 2023	Decision	To seek agreement to recognise Care Experience as a Protected Characteristic	Relevant internal and external stakeholders	Rob Bridge Chief Executive  Kate McFarlane Director, Policy and Engagement	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.

	<b>Title of report</b>	<b>Decision maker</b>	<b>Date of decision</b>	<b>Decision required</b>	<b>Purpose of report</b>	<b>Consultation</b>	<b>Lead officer</b>	<b>Lead Member</b>	<b>Documents relevant to the decision submitted to the decision maker</b>
8	Combined Authority Subsidiary Company Director Appointments	Cambridgeshire and Peterborough Combined Authority Board	29 Nov 2023	Decision	To approve a new director appointment for Peterborough HE Property Company Limited	Relevant internal and external stakeholders including	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.
9	Corporate Performance Report Q2 2023/24	Cambridgeshire and Peterborough Combined Authority Board	29 Nov 2023	Key Decision	To present the Corporate Performance Report Q2 2023/24 for Members' scrutiny	Relevant internal and external stakeholders	Jules Ient Interim Policy Manager	Councillor Edna Murphy Lead Member for Governance	None anticipated other than the report and relevant appendices.
10	Corporate Plan and MTFP	Cambridgeshire and Peterborough Combined Authority Board	29 Nov 2023	Key Decision KD203/052	To approve the draft Medium Term Financial Plan for public consultation and to note the developing Corporate Plan.	Relevant internal and external stakeholders	Nick Bell Executive Director Resources and Performance  Kate McFarlane Director, Policy and Engagement	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.
11	Statutory and Senior Appointments	Cambridgeshire and Peterborough Combined Authority Board	29 Nov 2023	Decision	To approve the appointment of the preferred candidate for a statutory appointment and to note the appointment of the preferred candidate for a senior appointment,	Relevant internal and external stakeholders	Rob Bridge Chief Executive	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.

## Recommendations from the Transport and Infrastructure Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
12	Peterborough Bus Depot <sup>2</sup>	Cambridgeshire and Peterborough Combined Authority Board	29 Nov 2023	Decision	To present an update on joint proposals with PCC to provide a bus depot in Peterborough, and to authorise grant funding towards feasibility work	Relevant internal and external stakeholders	Steve Cox Executive Director Place and Connectivity  Nick Sweeney Development Manager	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.
13	Bus Update	Transport and Infrastructure Committee	15 Nov 2023	Key Decision KD2023/046	To receive an update covering the network review, bus reform and potential ZEBRA and seek approval for the conducting of an audit of all our bus stops and a programme of work to improve them	Relevant internal and external stakeholders	Neal Byers Transport Consultant  Tim Bellamy Acting Assistant Director Transport  Steve Cox Executive Director Place and Connectivity	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.
14	Local Transport and Connectivity Plan <b>[New item]</b>	Cambridgeshire and Peterborough Combined Authority Board	29 Nov 2023	Key Decision KD2022/056 <sup>3</sup>	To approve the transport strategy for the region as contained within the Local Transport and Connectivity Plan ahead of submission to government.	Relevant internal and external stakeholders	Steve Cox Executive Director Place and Connectivity  Tim Bellamy Acting Assistant Director Transport	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.

<sup>2</sup> Recommendations from September Transport and Infrastructure Committee

<sup>3</sup> GEN published 20/11/23

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
15	BP Roundabout Non-Motorised User (NMU) Crossing Study <b>[New item]</b>	Cambridgeshire and Peterborough Combined Authority Board	29 Nov 2023	Key Decision KD2023/054 <sup>4</sup>	To approve the funding for the next stage of this project, from within the MTFP.	Relevant internal and external stakeholders	Robert Jones Transport Programme Manager Tim Bellamy Acting Assistant Director Transport Steve Cox Executive Director Place and Connectivity	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.
16	DEFRA's Air Quality Bid <b>[New item]</b>	Cambridgeshire and Peterborough Combined Authority Board	29 Nov 2023	Key Decision KD2023/055 <sup>5</sup>	To approve the drawdown of Air Quality Grant funding subject to DEFRA approving the bid	Relevant internal and external stakeholders	Yo Higton Active Travel Lead Tim Bellamy Acting Assistant Director Transport Steve Cox Executive Director Place and Connectivity	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.

<sup>4</sup> GEN published 20.11.23

<sup>5</sup> GEN published 20.11.23

## Skills and Employment Committee – 15 January 2024

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
17	AEB Annual Report to DfE	Skills and Employment Committee	15 Jan 2023	To note	To note performance on AEB delivery for the fourth year of devolution and approve the Annual Report to the DfE which forms part of our local assurance arrangements.	Relevant internal and external stakeholders, including the Business Board	Jaki Bradley – Interim Head of Adult Education Budget	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.
18	ESOL Local Planning Partnerships	Skills and Employment Committee	15 Jan 2023	To note	To receive the Annual Report from the ESOL Local Planning Partnerships and note the progress made in 2022/23	Relevant internal and external stakeholders, including the Business Board	Parminder Singh Garcha SRO – Adult Education	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.
19	Skills Bootcamps F/Y 2024/25	Skills and Employment Committee	15 Jan 2023	Key Decision KD2023/044	To recommend for CA Board to approve the acceptance of the grant for the 2024/25 financial year	Relevant internal and external stakeholders, including the Business Board	Melissa Gresswell Project Manager – Skills Bootcamps	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.
20	FE Cold Spots Feasibility Study	Skills and Employment Committee	15 Jan 2023	To note	To note the progress update on the feasibility studies for St Neots and East Cambridgeshire	Relevant internal and external stakeholders, including the Business Board	Parminder Singh Garcha SRO – Adult Education	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.

	<b>Title of report</b>	<b>Decision maker</b>	<b>Date of decision</b>	<b>Decision required</b>	<b>Purpose of report</b>	<b>Consultation</b>	<b>Lead officer</b>	<b>Lead Member</b>	<b>Documents relevant to the decision submitted to the decision maker</b>
21	Apprenticeships Strategy <b>[New item]</b>	Skills and Employment Committee	15 Jan 2023	To note	To receive an update on the Apprenticeship strategy progress to date	Relevant internal and external stakeholders, including the Business Board	Claire Paul Assistant Director Skills	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.

## Transport and Infrastructure Committee – 17 January 2024

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
22	Director's Highlight Report	Transport and Infrastructure Committee	17 Jan 2024	To note	To note the key activities of the Place and Connectivity Directorate in relation to transport and infrastructure	Relevant internal and external stakeholders	Steve Cox Executive Director Place and Connectivity	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.
23	Active Travel <b>[New item]</b>	Transport and Infrastructure Committee	17 Jan 2024	To note	To provide an update on Active Travel funding	Relevant internal and external stakeholders	Anna Graham Transport Programme Manager Tim Bellamy Acting Assistant Director Transport Steve Cox Executive Director Place and Connectivity	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.
24	E-Scooter Trial Extension <b>[New item]</b>	Transport and Infrastructure Committee	17 Jan 2024	Key Decision KD2023/057	To update members on the progress of the e-scooter trial and to recommend that CA Board approve an extension of the trial	Relevant internal and external stakeholders	Anna Graham Transport Programme Manager Tim Bellamy Acting Assistant Director Transport Steve Cox Executive Director Place and Connectivity	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.

	<b>Title of report</b>	<b>Decision maker</b>	<b>Date of decision</b>	<b>Decision required</b>	<b>Purpose of report</b>	<b>Consultation</b>	<b>Lead officer</b>	<b>Lead Member</b>	<b>Documents relevant to the decision submitted to the decision maker</b>
25	Kings Dyke <b>[New item]</b>	Transport and Infrastructure Committee	17 Jan 2024	To note	To update members on the Kings Dyke Project	Relevant internal and external stakeholders	Anna Graham Transport Programme Manager Tim Bellamy Acting Assistant Director Transport Steve Cox Executive Director Place and Connectivity	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.
26	Peterborough Station Quarter <b>[New item]</b>	Transport and Infrastructure Committee	17 Jan 2024	Key Decision KD2023/056	To provide an update on the progress of Peterborough Station Quarter and the outcome of the Outline Business Case, seeking approval for the next phase.	Relevant internal and external stakeholders	Anna Graham Transport Programme Manager Tim Bellamy Acting Assistant Director Transport Steve Cox Executive Director Place and Connectivity	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.
27	A47 Alliance Study <b>[New item]</b>	Transport and Infrastructure Committee	17 Jan 2024	To note	To provide an update on the outcome of the A47 Alliance high level study in to dualling the length of the A47 and the carbon impacts	Relevant internal and external stakeholders	Anna Graham Transport Programme Manager	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.



	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
							Tim Bellamy Acting Assistant Director Transport  Steve Cox Executive Director Place and Connectivity		
28	Electric Vehicles <b>[New item]</b>	Transport and Infrastructure Committee	17 Jan 2024	To note	To provide an update on Electric Vehicles and to seek comment on the Electric Vehicles Strategy	Relevant internal and external stakeholders	Emma White Acting Transport Strategy and Policy Manager  Tim Bellamy Acting Assistant Director Transport  Steve Cox Executive Director Place and Connectivity	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.
29	Bus Reform <b>[New item]</b>	Transport and Infrastructure Committee	17 Jan 2024	Key Decision KD2023/058	To recommend that CPCA consults the public on the reform of buses.	Relevant internal and external stakeholders	Neal Byers Transport Consultant  Tim Bellamy Acting Assistant Director Transport  Steve Cox Executive Director Place and Connectivity	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
30	Bus Strategy Update <b>[New item]</b>	Transport and Infrastructure Committee	17 Jan 2024	Key Decision KD2023/059	To provide an update on Bus Strategy work and recommend to the CPCA the outcome of the remaining bus service contracts	Relevant internal and external stakeholders	Neal Byers Transport Consultant Tim Bellamy Acting Assistant Director Transport Steve Cox Executive Director Place and Connectivity	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.

## Environment and Sustainable Communities Committee – 22 January 2024

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
31	Director's Highlight Report	Environment and Sustainable Communities Committee	22 Jan 2024	To note	To note the key activities of the Place and Connectivity Directorate in relation to environment and sustainable communities	Relevant internal and external stakeholders	Steve Cox Executive Director Place and Connectivity	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated other than the report and relevant appendices.
32	Climate Summit Outcomes	Environment and Sustainable Communities Committee	22 Jan 2024	Decision	To agree any additional response to the Climate Summit outcomes	Relevant internal and external stakeholders	Steve Cox Executive Director, Place and Connectivity	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated other than the report and relevant appendices.
33	Climate Action Plan Review	Environment and Sustainable Communities Committee	22 Jan 2024	Key Decision KD2023/048	To agree revisions to the Climate Action Plan 2022-2025	Relevant internal and external stakeholders	Steve Cox Executive Director, Place and Connectivity	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated other than the report and relevant appendices.
34	Infrastructure Delivery Framework	Environment and Sustainable Communities Committee	22 Jan 2024	To note	To receive progress report on preparation of Infrastructure Delivery Framework	Relevant internal and external stakeholders	Steve Cox Executive Director, Place and Connectivity	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated other than the report and relevant appendices.
35	Cultural Services	Environment and Sustainable Communities Committee	22 Jan 2024 <sup>6</sup>	Decision	To approve the business case and associated funding to deliver the Cultural Services Project.	Relevant internal and external stakeholders	Steve Cox Executive Director Place and Connectivity	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated other than the report and

<sup>6</sup> Moved from November Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
									relevant appendices.
36	£100k Homes – Fordham <b>[New item]</b>	Environment and Sustainable Communities Committee	22 Jan 2024	Key Decision KD2023/053	To recommend for CA Board to authorise the conditional release of resale price obligations affecting 8 leasehold homes in Fordham.  Contractual obligations are to be replaced by agreements between leaseholders and the Local Housing Authority.	Relevant internal and external stakeholders	Nick Sweeney Development Manager  Steve Cox Executive Director Place and Connectivity	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated other than the report and relevant appendices.

## Combined Authority Board – 31 January 2024

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
37	Minutes of the Meeting on 29 November 2023 and Action Log	Cambridgeshire and Peterborough Combined Authority Board	31 Jan 2024	Decision	To approve the minutes of the previous meeting and review the action log.	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	None anticipated other than the report and relevant appendices.
38	Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	31 Jan 2024	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	None anticipated other than the report and relevant appendices.
39	Budget Monitor Update	Cambridgeshire and Peterborough Combined Authority Board	31 Jan 2024	Decision	To provide an update on the revenue and capital budgets for the year to date.	Relevant internal and external stakeholders	Nick Bell Chief Finance Officer	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.
40	Review of the Constitution	Cambridgeshire and Peterborough Combined Authority Board	31 Jan 2024	Decision	To present to the Board the sections of the Constitution that have been reviewed/proposed amendments.	Relevant internal and external stakeholders including Audit and Governance Committee	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	None anticipated other than the report and relevant appendices.
41	Delegations to Officers	Cambridgeshire and Peterborough Combined Authority Board	31 Jan 2024	Key Decision KD2023/040	Seeking delegated authority in order to enable expedient decisions regarding time sensitive matters	Relevant internal and external stakeholders including Audit and Governance Committee	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	None anticipated other than the report and relevant appendices.

	<b>Title of report</b>	<b>Decision maker</b>	<b>Date of decision</b>	<b>Decision required</b>	<b>Purpose of report</b>	<b>Consultation</b>	<b>Lead officer</b>	<b>Lead Member</b>	<b>Documents relevant to the decision submitted to the decision maker</b>
42	Improvement Plan Update	Cambridgeshire and Peterborough Combined Authority Board	31 Jan 2024	To note	To note progress on the Improvement Plan	Relevant internal and external stakeholders	Angela Probert Interim Programme Director - Transformation	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.

### Recommendations from the Skills and Employment Committee

	<b>Title of report</b>	<b>Decision maker</b>	<b>Date of decision</b>	<b>Decision required</b>	<b>Purpose of report</b>	<b>Consultation</b>	<b>Lead officer</b>	<b>Lead Member</b>	<b>Documents relevant to the decision submitted to the decision maker</b>
43	Skills Bootcamps F/Y 2024/25	Cambridgeshire and Peterborough Combined Authority Board	31 Jan 2024	Key Decision KD2023/044	To approve the acceptance of the grant for the 2024/25 financial year	Relevant internal and external stakeholders, including the Business Board	Melissa Gresswell Project Manager – Skills Bootcamps	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.

## Recommendations from the Environment and Sustainable Communities Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
44	£100k Homes – Fordham <b>[New item]</b>	Cambridgeshire and Peterborough Combined Authority Board	31 Jan 2024	Key Decision KD2023/053	To authorise the conditional release of resale price obligations affecting 8 leasehold homes in Fordham.  Contractual obligations are to be replaced by agreements between leaseholders and the Local Housing Authority.	Relevant internal and external stakeholders	Nick Sweeney Development Manager  Steve Cox Executive Director Place and Connectivity	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated other than the report and relevant appendices.

## Recommendations from the Transport and Infrastructure Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
45	E-Scooter Trial Extension <b>[New item]</b>	Cambridgeshire and Peterborough Combined Authority Board	31 Jan 2024	Key Decision KD2023/057	To update members on the progress of the e-scooter trial and to recommend that CA Board approve an extension of the trial	Relevant internal and external stakeholders	Anna Graham Transport Programme Manager  Tim Bellamy Acting Assistant Director Transport  Steve Cox Executive Director Place and Connectivity	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.
46	Bus Reform <b>[New item]</b>	Cambridgeshire and Peterborough Combined Authority Board	31 Jan 2024	Key Decision KD2023/058	To seek a decision to consult the public on the reform of buses.	Relevant internal and external stakeholders	Neal Byers Transport Consultant  Tim Bellamy Acting Assistant Director Transport  Steve Cox Executive Director Place and Connectivity	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.



	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
47	Bus Strategy Update <b>[New item]</b>	Cambridgeshire and Peterborough Combined Authority Board	31 Jan 2024	Key Decision KD2023/059	To provide an update on Bus Strategy work and recommend the outcome of the remaining bus service contracts.	Relevant internal and external stakeholders	Neal Byers Transport Consultant Tim Bellamy Acting Assistant Director Transport <a href="#">Steve Cox</a> Executive Director Place and Connectivity	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.

## Recommendations from the Business Board

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
48	Business Board Operating Model and Revised Constitution	Combined Authority Board	31 Jan 2024	Decision	To approve the updated Business Board Constitution	Relevant internal and external stakeholders	Domenico Cirillo Business Programmes and Business Board Manager	Al Kingsley Chair of the Business Board	None anticipated other than the report and relevant appendices.
49	Strategic Funding Management Review – January 2024	Combined Authority Board	31 Jan 2024	To note	To monitor and review programme performance, evaluation, outcomes and risks, including approval of reinvestments.	Relevant internal and external stakeholders	Steve Clarke Acting Assistant Director Business, Trade and Investment	Al Kingsley Chair of the Business Board	None anticipated other than the report and relevant appendices.
50	Business and Social Investment Fund Update	Combined Authority Board	31 Jan 2024	To note		Relevant internal and external stakeholders	Steve Clarke Acting Assistant Director Business, Trade and Investment	Al Kingsley Chair of the Business Board	None anticipated other than the report and relevant appendices.

## Human Resources Committee – 5 February 2024

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
51	HR Policies <b>[New item]</b>	HR Committee	5 Feb 2024	Decision	To approve the attached Policies	Trade Unions	Nicky McLoughlin	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices

## Skills and Employment Committee – 4 March 2024

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
52	AEB Funding Policy Changes for 2024/25	Skills and Employment Committee	4 Mar 2024	Decision	To approve the implementation of AEB funding policy changes for the 2024/25 academic year	Relevant internal and external stakeholders, including the Business Board	Jaki Bradley Interim Head of Adult Education Budget	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.
53	Mid-Year Skills Performance Review	Skills and Employment Committee	4 Mar 2024	To note	To note mid-year performance on all Skills programmes for the 2023/24 academic year	Relevant internal and external stakeholders, including the Business Board	Claire Paul Interim Assistant Director Skills	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.
54	Growth Works Evaluation	Skills and Employment Committee	4 Mar 2024	To note	To receive and note the evaluation findings	Relevant internal and external stakeholders, including the Business Board	Steve Clarke Acting Assistant Director Business, Trade and Investment	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.
55	Local Innovation Fund	Skills and Employment Committee	4 Mar 2024	To note	To receive an update on in-year performance and proposals for 2024/25	Relevant internal and external stakeholders, including the Business Board	Jaki Bradley Interim Head of Adult Education Budget	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.
56	FE Cold Spots Feasibility Study	Skills and Employment Committee	4 Mar 2024	Decision	To recommend the CA Board approve the recommendations of the feasibility studies for St Neots and East Cambridgeshire	Relevant internal and external stakeholders, including the Business Board	Parminder Singh Garcha SRO – Adult Education	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.

	<b>Title of report</b>	<b>Decision maker</b>	<b>Date of decision</b>	<b>Decision required</b>	<b>Purpose of report</b>	<b>Consultation</b>	<b>Lead officer</b>	<b>Lead Member</b>	<b>Documents relevant to the decision submitted to the decision maker</b>
57	LSIP and LSIF Update	Skills and Employment Committee	4 Mar 2024 <sup>7</sup>	To note	To receive a progress report against the LSIP and LISF programme of work	Relevant internal and external stakeholders, including the Business Board	Laura Guymer Strategic Careers Hub Lead	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.

---

<sup>7</sup> Moved from January Committee

## Environment and Sustainable Communities Committee – 11 March 2024

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
58	Director's Highlight Report	Environment and Sustainable Communities Committee	11 Mar 2024	To note	To note the key activities of the Place and Connectivity Directorate in relation to environment and sustainable communities	Relevant internal and external stakeholders	Steve Cox Executive Director Place and Connectivity	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated other than the report and relevant appendices.
59	Environment and Sustainable Communities Thematic Performance Report Q3	Environment and Sustainable Communities Committee	11 Mar 2024	To note	To receive the quarterly performance report	Relevant internal and external stakeholders	Kate McFarlane Director, Policy & Engagement	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated other than the report and relevant appendices.
60	Infrastructure Delivery Framework	Environment and Sustainable Communities Committee	11 Mar 2024	Key Decision KD2023/049	To agree Infrastructure Delivery Framework	Relevant internal and external stakeholders	Steve Cox Executive Director, Place and Connectivity	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated other than the report and relevant appendices.

## Transport and Infrastructure Committee – 13 March 2024

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
61	Director's Highlight Report	Transport and Infrastructure Committee	13 Mar 2024	To note	To note the key activities of the Place and Connectivity Directorate in relation to transport and infrastructure	Relevant internal and external stakeholders	Steve Cox Executive Director Place and Connectivity	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.

## Combined Authority Board – 20 March 2024

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
62	Minutes of the Meeting on 31 January 2024 and Action Log	Cambridgeshire and Peterborough Combined Authority Board	20 Mar 2024	Decision	To approve the minutes of the previous meeting and review the action log.	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	None anticipated other than the report and relevant appendices.
63	Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	20 Mar 2024	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	None anticipated other than the report and relevant appendices.
64	Budget Monitor Update	Cambridgeshire and Peterborough Combined Authority Board	20 Mar 2024	Decision	To provide an update on the revenue and capital budgets for the year to date.	Relevant internal and external stakeholders	Nick Bell Chief Finance Officer	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.
65	Review of the Constitution	Cambridgeshire and Peterborough Combined Authority Board	20 Mar 2024	Decision	To present to the Board the sections of the Constitution that have been reviewed/proposed amendments.	Relevant internal and external stakeholders including Audit and Governance Committee	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	None anticipated other than the report and relevant appendices.
66	Delegations to Officers	Cambridgeshire and Peterborough Combined Authority Board	20 Mar 2024	Key Decision KD2023/041	Seeking delegated authority in order to enable expedient decisions regarding time sensitive matters	Relevant internal and external stakeholders including Audit and Governance Committee	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	None anticipated other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
67	Corporate Performance Report Q3 2023/24	Cambridgeshire and Peterborough Combined Authority Board	20 Mar 2024 <sup>8</sup>	Decision	To present the Corporate Performance Report Q3 2023/24 for Members' scrutiny	Relevant internal and external stakeholders	Jules Ient Interim Policy Manager	Councillor Edna Murphy Lead Member for Governance	None anticipated other than the report and relevant appendices.
68	Culture Strategy <b>[New item]</b>	Cambridgeshire and Peterborough Combined Authority Board	20 Mar 2024	To note	To note progress on the development of a Culture Strategy	Relevant internal and external stakeholders	Jules Ient Interim Policy Manager	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.
69	State of the Region Report <b>[New item]</b>	Cambridgeshire and Peterborough Combined Authority Board	20 Mar 2024	To note	To note the findings of the State of the Region review	Relevant internal and external stakeholders	Jules Ient Interim Policy Manager	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.

<sup>8</sup> Moved from January meeting



### Recommendations from the Skills and Employment Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
70	FE Cold Spots Feasibility Study	Skills and Employment Committee	20 Mar 2024	Decision	To approve the recommendations of the feasibility studies for St Neots and East Cambridgeshire	Relevant internal and external stakeholders, including the Business Board	Parminder Singh Garcha SRO – Adult Education	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.

### Recommendations from the Environment and Sustainable Communities Committee

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

### Recommendations from the Transport and Infrastructure Committee

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

## Recommendations from the Business Board

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

FP/11/23

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

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

We need to know:

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



<b>Combined Authority Board</b>		Agenda Item
<b>29 November 2023</b>		<b>7</b>
Title:	Breach of the Members' Code of Conduct by Mayor Nik Johnson	
Report of:	Edwina Adefehinti, Chief Officer Legal and Governance and Monitoring Officer	
Lead Member:	Edna Murphy (Lead Member for Governance)	
Public Report:	Yes	
Key Decision:	No	
Voting Arrangements:	N/A	

### Recommendations:

A	Note the findings of the Hearing Panel, subcommittee of the Audit & Governance Committee
---	--

### Strategic Objective(s):

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

Achieving Best Value and High Performance
---

### 1. Purpose

1.1	The Hearing Panel, subcommittee of the Audit and Governance Committee found Mayor Nik Johnson had breached the CPCA's code of conduct. One of the sanctions is that the findings of the Panel should be reported to the CPCA Board.
1.2	To advise the CPCA Board of the findings of the Hearing Panel in relation to breaches of the members code of conduct by Mayor Nik Johnson.

### 2. Proposal

2.1	The CPCA Board notes the breaches of the Members' Code of Conduct by Mayor Nik Johnson, as detailed below.
-----	--

### 3. Background

3.1	The Hearing Panel met on 14 <sup>th</sup> November 2023, to consider a report by an independent investigator. The Hearing panel was a cross party committee consisting of John Pye as the
-----	---

	<p>Independent Chair, Cllr Andy Coles, Cllr Simon Smith and Cllr Mark Inskip who are members of the Audit &amp; Governance Committee.</p> <p>The Panel considered three complaints:</p> <p>The First Complaint was expressed as a "whistleblowing" complaint. The first complaint was received by the former Monitoring Officer, Robert Parkin in October 2021 and was considered as a whistleblowing complaint. This complaint was anonymous and, further to an investigation, the complaint was considered in light of the Member Code of Conduct. The complaint highlighted specific behaviours at the CPCA, especially those of the Mayor, and an ex-employee towards a Senior Officer. The complaint also mentioned the 'toxic culture' within the Mayor's office.</p> <p>Following the conclusion of that process, the Monitoring Officer determined on 22 April 2022, taking account of the views of the Independent Person, that the First Complaint should be formally investigated in accordance with Part 19 of the Code as a potential Code of Conduct breach/es against the Mayor.</p> <p>Following the appointment of the independent investigator two further complaints relating to the actions of the Mayor were received on 9 May 2022 (the <b>Second Complaint</b>) and 11 May 2022 (the <b>Third Complaint</b>).</p> <p>The second complaint was made by an ex-employee and was forwarded to the Monitoring Officer on 11<sup>th</sup> May 2022. This complaint was in regard to the Mayor speaking to the press following the resignation of an ex-employee. The complainant stated that the Mayor supporting the ex-employee led to the complainant losing their job at the CPCA; that the Mayor was leaking confidential information to another ex-employee which resulted in the ex employee contacting the complainant inappropriately.</p> <p>The third complaint was made by an ex worker of the CPCA. The complaint was made on 11<sup>th</sup> May 2022. The complainant stated that it was made clear that a letter had been shared and that the Mayor's press interview at the time put the CPCA at risk and that the Mayor should refrain from discussing CPCA employment matters. The complainant highlighted other instances where the Mayor disputed officer decisions without evidence despite being advised how he should engage with Officers.</p> <p>A summary of all the allegations is contained in the attached decision notice at page 8.</p>
3.2	<p>The independent investigator concluded that Mayor Nik had breached the members' code of conduct in relation to Civility and Disrepute.</p>
3.3	<p>The hearing Panel sought representations from the legal adviser to the Panel, from the CPCA's independent person, from the independent investigator and from the Mayor's legal representative, in deciding whether or not to publish the Investigator's Report, the options were to publish either a full or a redacted version of the Report, or not to publish at all. After deliberation, the Panel decided unanimously not to publish the Investigator's Report.</p>
3.4	<p>The Hearing panel unanimously agreed with the findings of the Independent investigator that Mayor Nik had breached the members code regarding civility and Disrepute and unanimously agreed the following sanctions would be appropriate:</p> <p><b>Sanctions</b></p> <ol style="list-style-type: none"> <li>1. Publish the Findings in the Decision Notice.</li> <li>2. Report Findings to the CA Board.</li> <li>3. The Mayor to provide a written apology for the Decision Notice and consult with the Monitoring Officer on the appropriateness of providing a written apology directly to one or more of the complainants.</li> <li>4. The Mayor to provide an undertaking not to repeat his behaviour, and to agree with the Chief Executive an appropriate development and training programme to take place over the next six months; this should include the appropriate HR best-practice when operating in a senior Member role.</li> </ol>

	<p><b>Recommendations</b></p> <p>5. The CPCA Board to agree a comprehensive Induction process for whenever a new Mayor takes up their appointment.</p> <p>6. Audit &amp; Governance committee to review the relevant parts of the Constitution, in the light of the lessons learned from this first Sub-Committee hearing and make recommendations to the CA Board.</p>
3.5	<p>The Mayor has apologised to two complainants, the monitoring officer sent the mayor's apology to the complainants on Friday 17<sup>th</sup> November.</p> <p>In addition, the Mayor has provided a written apology which was published with the Decision Notice</p> <p>The Mayor has also provided an undertaking as requested by the Hearing Panel.</p>
3.6	<p>Alternative Options</p> <p>The report is brought for formal noting only, therefore there are no alternative options.</p>

## 4. Appendices

4.1	<p><a href="#">Appendix A - Decision Notice</a></p> <p><a href="#">Annex 1 – Mayor's Apology</a></p> <p><a href="#">Annex 2 – Mayor's Undertaking</a></p> <p><a href="#">Annex 3 – The Relevant Law and Code</a></p>
-----	--

## 5. Implications

Financial Implications	
5.1	There are no direct financial implications resulting from this report, however the Code of Conduct investigation and the Hearing Panel has incurred cost and Officer time to the Combined Authority.
Legal Implications	
5.2	The CPCA's Audit and Governance Committee has the statutory and constitutional responsibility for maintaining member ethics and resolving complaints about the conduct of elected members in accordance with the Localism Act 2012.
5.3	The content of this report complies with the requirements of the Localism Act.
Public Health Implications	
5.4	None directly
Environmental & Climate Change Implications	
5.5	None Directly
Other Significant Implications	
5.6	None Directly
Background Papers	
5.7	None



<b>Combined Authority Board</b>		Agenda Item
<b>29 November 2023</b>		<b>8</b>
Title:	Combined Authority Chief Executive Highlights Report	
Report of:	Rob Bridge, Chief Executive	
Lead Member:	Mayor Dr Nik Johnson	
Public Report:	Yes	
Key Decision:	No	
Voting Arrangements:	No vote required	

### Recommendations:

A	Note the content of this report
---	---------------------------------

### Strategic Objective(s):

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

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

### 1. Purpose

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

### 2. Funding Activity

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

### 3. Public Affairs

#### 3.1 Network North

During conference season, the Prime Minister announced Network North at Conservative Party Conference. We welcome the inclusion of Ely Area Capacity Enhancements (EACE), A10 and A1139 improvements within the announcements. The Combined Authority have particularly lobbied hard on EACE, using its regional rail summit to springboard a regional campaign, and demonstrating one-voice for the East by including over 50 co-signatories to letters to the Chancellor and Secretary of State for Transport.

The Combined Authority will continue to lobby for clarity over what Network North announcements will mean for the region. We have written to the Secretary of State for Transport and Chancellor to request the further detail required.

£8.3bn of the allocated was also repurposed to tackle what the Prime Minister called the "scourge of potholes". The funding will go to highway authorities across England over the next 11 years for road maintenance and the Combined Authority will receive £4,100,000 to pass through to Cambridgeshire County Council and Peterborough City Council via an agreed formula.

#### 3.2 Climate Summit

At the beginning of November, the Combined Authority (in partnership with the Cambridgeshire & Peterborough Climate Partnership) hosted a Climate Summit in the Maltings, Ely. It brought together over 100 delegates and key speakers from across the region to highlight work underway so far, and what is needed to support that work moving forward.

Attendees complimented the range of topics covered:

- Fens adaptation, water security and biodiversity;
- Retrofitting homes, public spaces and the business and skills demand that could be generated;
- Planning for the mass roll out of electric vehicles, the infrastructure required and how to make that accessible to all;
- Sustainable developments in food production.

Feedback from the event has strongly indicated that attendees found it informative and thought provoking. Those who were unable to attend the event, a copy of our prospectus and illustrated notes from each panel are available on the Cambridgeshire & Peterborough website.

#### 3.3 Fit for the future: Growing and sustaining engineering and technology apprenticeships for young people

Engineering UK have published a 5-point plan to grow and sustain engineering and technology apprenticeships for young people. *Fit for the future: Growing and sustaining engineering and technology apprenticeships for young people*, is an inquiry that had been led by Lord Knight and Lord Willetts.

The Combined Authority provided evidence to the inquiry and attended the 5-point plan launch. It is welcome to see much of the Combined Authority's recommendations within the report. The report identifies barriers such as funding disparities, lack of awareness, and application process challenges for young people and businesses, all of which must be addressed to make apprenticeships more accessible. It aligns with the Combined Authority's strategic approach, emphasising the importance of engaging more employers, diversifying job boards, and promoting diversity champions.

#### 3.4 Why hasn't UK regional policy worked?

The Combined Authority has welcomed Harvard University's recent report: *Why hasn't UK regional policy worked?* authored by Dan Turner, Harvard Kennedy School, Nyasha Weinberg, Harvard Kennedy School, Esme Elsdon, University College London and Ed Balls, King's College London & Harvard Kennedy School. The authors interviewed ninety-three top level political and official policymakers across the UK (spanning six decades of experience).

We support the report's findings that the Mayoral Combined Authority model, coupled with sustainable local government funding (for all local authorities), can be the vehicle to form the basis for a cross-party consensus on regional growth. The report also makes a strong case of deeper skills devolution and an acknowledgement that skills policy must align with local business needs and industry strategy.



	The Combined Authority are echoing these recommendations in conversations with the Government, regarding Cambridge 2040, deeper devolution at the Autumn Statement.
3.5	<p>The Combined Authority have booked a pavilion at the UK's Real Estate Investment &amp; Infrastructure Forum (UKREiIF) 21-23<sup>rd</sup> May 2024. UKREiIF is the largest cross sector property conference in the UK, forecasting 10,000 delegates in 2024. It is an opportunity to showcase Cambridgeshire and Peterborough investment propositions to a national and international audience of developers, investors and occupiers. It will also heighten awareness of Cambridgeshire &amp; Peterborough Combined Authority.</p> <p>A small multi-disciplinary team are working to produce a programme of events and marketing materials for the pavilion, and will be looking to work in partnership with our constituent authorities, partners and stakeholders to develop these in the near future.</p>
3.6	<p><b>East of England All Party Parliamentary Group</b></p> <p>The Combined Authority continues to work closely with the East of England All Party Parliamentary Group. We are part of a key group of partners who are drafting key skills asks and offers to the Government for the East of England. Once drafted, these asks and offers will be championed by the influential members and supporters of the East of England All Party Parliamentary Group.</p>

## 4. Economy and Growth

4.1	<p><b>ARU Peterborough</b></p> <p>Work has started on XRP eXtended Reality Peterborough, a new Centre of Excellence on the ground floor of the Peterborough Innovation and Research Centre at the ARU Peterborough campus. It will deliver cutting-edge teaching and training facilities for both ARU Peterborough students and local employers, to support them to train Peterborough and the surrounding regions future workforce.</p> <p>Last December it was announced that Anglia Ruskin University had been awarded £5.7 million from the Office for Students, England's independent higher education regulator, to develop three Centres of Excellence, including XRP eXtended Reality Peterborough at ARU Peterborough. The funding was secured through a competitive bidding process.</p> <p>The fit-out of XRP eXtended Reality Peterborough and the other specialist facilities is being delivered by Overbury, a dedicated fit-out company within the Morgan Sindall Group.</p> <p><b>Social Mobility Award</b></p> <p>In October, Anglia Ruskin University won University of the Year at the The UK Social Mobility Awards, in recognition of the role ARU Peterborough is playing in advancing social mobility across the city and the wider region.</p> <p>The UK Social Mobility Awards, known as the SOMOs, are organised by the charity Making the Leap, and were created to raise awareness of and celebrate organisations that are committed to bringing about change and advancing the cause of social mobility in this country.</p> <p>The judges selected Anglia Ruskin University as the winner of the University of the Year title from a shortlist that also included the University of Exeter, the University of Warwick, Lancaster University, the University of the West of England (UWE), and the University of Southampton.</p>
4.2	<p><b>£7.5m Agri-food Business Launchpad</b></p> <p>A partnership of organisations in the East of England, including the Cambridgeshire &amp; Peterborough Combined Authority, have been successful in securing up to £7.5m of new investment to drive local innovation and business growth, building on the region's existing strengths in Agri-Tech, Agri-biotech and food-tech innovation.</p> <p>The funding will be used to establish the Eastern England Agri-Food and Food Tech Launchpad, whereby businesses and researchers can apply for competitive grants, with other support, for innovation projects that focus on driving agricultural productivity, quality food production and novel food production systems. The competition opens on Monday 23<sup>rd</sup> October, and potential applicants will be able to attend a competition briefing event to find out more. Grant funding available starts from £25,000, with up to £300,000 for projects that provide exceptional impact to the Agri-Tech, Agri-biotech and food-tech innovation cluster.</p>

	<p>The Eastern England Agri-Food and Food Tech Launchpad has been developed jointly by Cambridgeshire &amp; Peterborough Combined Authority, the Greater Lincolnshire and New Anglia LEPs and Innovate UK, and tailored to the region's needs and circumstances.</p>
4.3	<p><b>Care Leavers Bursary</b></p> <p>One hundred young people leaving the care system have now benefitted from a bursary set up by the Combined Authority to fund education and training to support their future work ambitions.</p> <p>The Combined Authority has also reaffirmed its support for care leavers during Care Leavers Week. It is a signatory to the Care Leavers Covenant – a pledge to help those who have been through the care system so they can live independently.</p> <p>Care Leavers Week (25<sup>th</sup> October – 1<sup>st</sup> November) raises awareness of people who have left the care system, the challenges they face, and ways to improve support. People typically leave care aged 18, although some leave aged 16 or 17 based on their ability to live independently, and they face many challenges, which can impact their ability to access to education and training.</p> <p>Through its devolved control of the adult education budget, the Combined Authority is offering funded opportunities at colleges and training centres for care leavers aged 19 to 22, including a Care Leavers Bursary of up to £1,200 per year, rising to £1,500 in 2023/24. This helps care leavers overcome some of those challenges to accessing education training.</p>
4.4	<p><b>Local Skills Improvement Plan (LSIP)</b></p> <p>The Cambridgeshire and Peterborough Local Skills Improvement Plan (LSIP), led by the Chamber of Commerce and supported by the Combined Authority Skills Team, has been awarded a regional allocation of £2.1m capital and £422k revenue to support the delivery of our Local Skills Improvement Plan. This money will focus on building the capacity of green and digital skills in the region and will go direct to providers (our lead provider is Cambridge Regional College).</p>
4.5	<p><b>Skills Bootcamps</b></p> <p>An innovative new partnership with Baker Perkins and Howden has allowed the Combined Authority to bring on stream a new “<i>Introduction to Engineering Skills Bootcamp</i>” to be delivered by College of West Anglia, which will form a key part of our employers’ apprentice talent pipeline for 2024 recruitment. The bootcamp will start 8th January 2024 and is now taking applications.</p> <p>Cambridgeshire and Peterborough are also now ranked 5<sup>th</sup> (up from 17<sup>th</sup>) out of the 21 Combined Authority and Local Enterprise Partnership areas. This ranking is based on learners securing job outcomes after completing one of our Skills Bootcamps.</p>
4.5	<p><b>Careers Hub</b></p> <p>The Careers Hub sponsored the East Cambridgeshire Careers Fair at Ely Cathedral on the 7th November which saw over 500 pupils in the area speak with local employers and training providers to support them in their next steps.</p>
4.6	<p><b>OxCam Pan Regional Partnership (PRP) – Investment Atlas Prospectus</b></p> <p>Discussions continue with the team at OxCam Pan Regional Partnership who are leading the coordination of the work on the Investment Atlas / Prospectus. This is following a call for capital investment projects OxCam PRP ran through October. A total of 4 expressions of interest have been submitted to the OxCam Atlas for the Cambridgeshire and Peterborough region, and currently only 1 has been proposed to go forward into the atlas.</p>
4.7	<p><b>Department for Business and Trade (DBT) – Global Investment Summit call for capital projects.</b></p> <p>During August and September, Department for Business and Trade (DBT) put out calls for capital projects in preparation which can be profiled at the UK Global Investment Summit end of November. The Combined Authority supported promotion of the call around to local partners, stakeholders and development project leads. DBT received 8 capital project expressions of interest to consider through their two-step Gateway process. At the time of writing this update 2 projects have been selected for the second stage of the Gateway process and will be assigned resources within DBT for possibility of promotional pitch materials to be worked up for the Global Investment Summit.</p>

4.8	<p><b>Business Support – Closing of Growth Works and developing Team Cambridgeshire approach.</b></p> <p>A Growth Works Exit Plan has been agreed to ensure a smooth project closure and transition of certain service elements into the Combined Authority. During their quarterly report to the Business Board (13<sup>th</sup> November), Growth Works provided an update on the Exit Plan.</p> <p>The Growth Hub operations which were embedded into the Growth Works programme have now transitioned back to the Combined Authority as of 1<sup>st</sup> November.</p> <p>Officers continue to develop plans for a ‘Team Cambridgeshire’ approach to Business Support arrangements with the Local Authorities and wider partners. It will be based upon an expanded Growth Hub provision from April 2024 onwards.</p> <p>Officers are also planning an updated Growth Hub website, purchase of a new CRM to use across both business and skills engagement, new business diagnostic and plan of outreach marketing activities.</p>
4.9	<p><b>Social Enterprise</b></p> <p>Delivery of the Market Towns Programme (Phase 2 - Gainshare) is progressing well and generating plenty of momentum:</p> <ul style="list-style-type: none"> <li>• <b>Stream 1 Community Owned Businesses</b> Formally launched on 22nd September with the delivery partner (Plunkett). A £800k grant pot is now available to rural communities - to date, Plunkett have awarded 2 local community groups (in Wilburton and Haddenham) time with advisors and are currently working with another 2 groups in Pampisford and Horningsea.</li> <li>• <b>Stream 2 Social Enterprise Hubs</b> Following the launch of £130k pilot support programme for Social Enterprises, collaborative engagement around strategy development is underway. A total of £1,175,800 grant funding has been awarded in support of 3 Social Enterprise Hubs. A further £24,200 is committed to evaluate the Social Enterprise Hub programme upon completion by March 2025.</li> <li>• <b>Stream 3 STEM roadshow</b> The first two STEM events in Ramsey and Chatteris have been completed with over 7,000 visits and participants engaged. The next roadshow launched in Wisbech and was attended by the Mayor and ARU. Preparations continue for the next roadshow in March which launches in early January 2024.</li> </ul>
4.10	<p><b>Business Board New Members</b></p> <p>The Business Board has been strengthened with the appointment of five private sector members with a wide range of experience and expertise.</p> <p>After the appointment in the summer of Al Kingsley as the new Chair of the Board, a recruitment process began to fill the member vacancies. Private sector members of the Business Board sit in an independent capacity.</p> <p>The five appointees are: Katy Davies, Sam Bakri, Charlotte Horobin, Barnaby Perks and Andy Williams. A short biography for each member can be found on the Combined Authority website via this link <a href="https://www.cambridgeshirepeterborough-ca.gov.uk/news/combined-authority-business-board-appoints-five-members">Combined Authority Business Board appoints five members - Cambridgeshire &amp; Peterborough Combined Authority (cambridgeshirepeterborough-ca.gov.uk)</a></p>

## 5. Place and Connectivity

5.1	<p><b>Housing site completions</b></p> <p>The Girton site was completed in late September 2023 providing 15 new units for those aged 55+.</p> <p>Alconbury Weald Site completion, by developers MAN GPN, celebration will be held on 1<sup>st</sup> December 2023. The site will provide 94 units, with a mixture of affordable rented and shared ownership homes in Alconbury Weald.</p> <p>Completion of the Perkins site, Peterborough, with Cross Keys Homes is expected in the New Year. It will provide 96 units on the old Frank Perkins site. Completion of Heylo units on the Keepmoat site is also anticipated. All 30 units will be sold through shared ownership, in Paston, Peterborough.</p>
-----	--

## 6. Transport

6.1	<b>Railway ticket office closures</b> Following around 750,000 responses to the national consultation on plans to close rail ticket offices nationwide, the Secretary of State for Transport, Mark Harper, has asked train operators to drop their proposals. Cambridgeshire & Peterborough Combined Authority, along with many other groups and Combined Authority's, opposed the proposals to close rail ticket offices. The Combined Authority had voiced 'deep concerns' about the proposals in a consultation response it provided which focused on the impact to station users, especially vulnerable travellers.
6.2	<b>Cycle September</b> Cycle September 2023 saw over 1000 people riding with a total of 165,000 miles travelled including nearly 33,000 commuter miles in Cambridgeshire and Peterborough. Cycle September is a global workplace challenge encouraging people to ride their bikes more often and for transport purposes. Cycle September 2023 was a great success in gaining over 500 new users to the platform, Love to Ride. Cambridgeshire and Peterborough had one of the highest participation rates in the UK. Love to Ride, funded by the Combined Authority, have built relationships with District Councils before and during the campaign. The next campaign, Winter Wheelers, will highlight the importance of being seen and safe cycling during the winter months.
6.3	<b>Electric Vehicle Infrastructure</b> In October, the Combined Authority, alongside Cambridgeshire County Council and Peterborough City Council, met more than 20 electric vehicle (EV) infrastructure suppliers to seek their thoughts and views on the region's EV infrastructure requirements. The meeting was hosted by Mayor Dr Nik Johnson and Deputy Mayor Cllr Anna Smith, and discussed four key areas: <ul style="list-style-type: none"><li>• Technological solutions;</li><li>• Adaptability and futureproofing;</li><li>• Business and commercial models;</li><li>• Capacity for swift delivery at scale and;</li><li>• Ability to offer value for the community.</li></ul> Following the event, further feedback is being sought from attendees to ensure their insights inform the procurement process.

## 7. Appendices

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

## 8. Implications

Financial Implications	
9.1	None other than those contained in the body of the report
Legal Implications	
9.2	None
Public Health Implications	
9.3	None
Environmental & Climate Change Implications	
9.4	None

Other Significant Implications	
9.5	None
Background Papers	
9.6	None



<b>Cambridgeshire and Peterborough Combined Authority Board</b>	Agenda Item <b>9</b>
<b>29 November 2023</b>	

Title:	Improvement Plan update
Report of:	Angela Probert, Interim Director Improvement Programme / Nick Bell, Executive Director Resources and Performance
Lead Member:	Mayor – Dr Nick Johnson
Public Report:	Yes
Key Decision:	No
Voting Arrangements:	To note

Recommendations:	
A	To note the progress on the key areas of concern identified by the External Auditor in June 2022 and in the Best Value Notice received in January 2023
B	To note the observations on progress following the meeting of the Independent Improvement Board meeting on 21 November

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 achieve best value and enable the delivery of agreed priorities and objectives.	

1. Purpose	
1.1	The report updates the Board on the progress in September and October against the key concerns and observations identified by the External Auditor in June and October 2022, and February 2023 and the Best Value Notice received in January 2023.

## 2. Proposal

2.1	<p>This report sets out for the CA Board the progress made on identified areas of improvement. This update has been presented to the Independent Improvement Board (IIB) meeting on 21 November and a note from the Chair of the IIB will be circulated to CA Board members in advance of the meeting scheduled for November setting out areas of assurance and areas where further focus is required.</p>
2.2	<p><b>Improvement Plan progress</b></p> <p>Overall, the programme is rated as 'Green' at the end of October 2023, meaning 'successful delivery of the Improvement Plan to time, cost and quality appears to be highly likely', reflecting the positive trends across the five themes set out in the highlight report.</p> <p>The Improvement Group, chaired by the Executive Director, Resources and Performance continues to assess progress against the agreed plan and address any programme issues or risks.</p> <p>The Improvement Group has identified the key links between key deliverables set out in the Improvement Plan to ensure a programme wide focus on delivery is in place and dependencies managed.</p>
2.3	<p><b>Governance and decision making (Green)</b></p> <ul style="list-style-type: none"><li>• Governance training roll-out has continued for officers and members – specifically on how the CA works with its constituent authorities, running an effective committee/Board meeting and scrutinising and overseeing subsidiary companies of the CPCA.</li><li>• Engagement with Project and Delivery workstream is ongoing to ensure Single Assurance Framework (SAF) alignment and compliance with EDAF.</li><li>• The Risk Register has been reviewed to ensure the risks reflect the current project status and has contributed to the development of the programme risk register.</li><li>• The review of the Audit &amp; Governance Committee's operations compared to other Mayoral Combined Authorities (MCAs) has been completed and shared with Committee members who have made recommendations regarding its outcome</li><li>• Constituent authorities have provided nominated representatives for the new committees and Advisory groups.</li><li>• The CA Board members continue to be engaged in change discussions at Leaders Strategy Meetings, particularly in relation to the development, implementation and governance of the SAF.</li><li>• The new Business Board and Economic Development Group governance and processes are being embedded.</li><li>• Some of our work is now being considered as best practice, for example a case study has been provided to the Centre for Governance &amp; Scrutiny (CfGS) to demonstrate the development of the scrutiny roles specific to Combined Authority. As a result, discussions are taking place with CfGS about how the scrutiny developments that have been undertaken could helpfully contribute to the guidance for CA scrutiny being developed by CfGS and other MCAs are now looking at what we have done with O&amp;S as leading practice.</li></ul>
2.4	<p><b>Procurement (Green)</b></p> <ul style="list-style-type: none"><li>• Recruitment of procurement staff to support the new structure is completed bar the Contract Manager post, which is anticipated to be advertised in November.</li><li>• Procurement training for all staff is underway.</li><li>• The development of standard templates for procurement documentation is in progress, with an expected completion date of 30 November 2023</li><li>• The development of standard Grant Funding Agreements (GFA) is in progress, with CMT expected to agree a final version in November.</li><li>• The development of standard Terms &amp; Conditions for different types of contract activity is completed in draft and awaiting sign off by CMT.</li><li>• A scheme of "Delegated Procurement Authority" (Delegated Authority) – linked to sign off the SAF which is due to go to CA Board on the 29th of November 2023 - is being completed.</li></ul>

	<ul style="list-style-type: none"> <li>• The procurement Hub is being developed and should be in place with all templates by the end of November 2023.</li> <li>• A communications strategy to support the roll out of the procurement hub and support documents is being developed due to be completed by December 2023.</li> <li>• The development of Procurement KPIs is underway in conjunction with the Strategy &amp; Policy Team.</li> </ul>
2.5	<p><b>Project plans and delivery (Green)</b></p> <ul style="list-style-type: none"> <li>• The Draft SAF and Risk management Framework were presented to the Audit &amp; Governance Committee on 8th September for review and approved.</li> <li>• The Overview &amp; Scrutiny Committee undertook a deep dive into the Project Plans &amp; Delivery workstream on 18th September and had no additions or concerns to add regarding the SAF or the Risk Management Framework.</li> <li>• The Performance Management Framework was then given more attention by the Overview &amp; Scrutiny Committee who provided full support to its content.</li> <li>• The SAF, the PMF and the RMF were presented to Board on 20th September and unanimously supported.</li> <li>• The draft SAF was submitted has now been cleared by the relevant review teams in DLUHC, DfE and DfT without any required amendment. We have however made some very minor amendments in response to queries of clarity regarding the link between the SAF and the Risk Management Framework</li> <li>• A workshop was held on 11<sup>th</sup> October to review progress post September Board, agree content requirements for the November Board report on implementation, discuss PMO future resourcing and upskilling to deliver SAF and discuss different approaches to implementation, including various phased approaches compared to a single one-off implementation.</li> <li>• The implementation of Risk Software (4Risk) has commenced with initial training completed with the PMO and training for Combined Authority Programme and Project Managers scheduled for November.</li> </ul>
2.6	<p><b>Partnership working (Green/Amber)</b></p> <ul style="list-style-type: none"> <li>• The Combined Authority has been working with many partners over the last 12 months including, but by no means limited to, the East of England Local Government Association, the M10 Mayoral Group, the Cambridge 2040 CEX group, the OxCam Partnership, England's Economic Heartland, Innovate Cambridge, Cambridge Ahead, the Future Fens Adaptation Taskforce and the Joint Cambridgeshire and Peterborough Health and Wellbeing Board / Integrated Care Partnership and constituent local authorities.</li> <li>• A series of case studies that set out the evidence of impact, learning and also how this will continue to be embedded across the system and organisation will be presented to the Independent Improvement Board at its meeting on 21 November. This will demonstrate the significant progress that has been made and following this, further consideration will be given to the current Rag status at the Improvement Group meeting on 23 November.</li> </ul>
2.7	<p><b>Confidence, culture and capacity (Green)</b></p> <p><u>Ambition and priorities</u></p> <ul style="list-style-type: none"> <li>• Initial analysis and requirements for State of the Region, Vision and Infrastructure framework have been completed by partners. The next stage will be procurement, and tenders have been received and are being considered.</li> <li>• Q1 Corporate Performance Report was presented to CA Board where it was accepted and very well received. Work on Q2 reporting has commenced and on course to go to the November Board as scheduled.</li> </ul> <p><u>Leadership</u></p> <ul style="list-style-type: none"> <li>• The first development session for members has taken place with a focus on 'Effective Committee Membership'. This is the first of four topics to be covered over the coming months and the sessions are designed to empower our leaders, ensuring they have the skills and knowledge to drive the Combined Authority's mission forward. This first session was very well attended with</li> </ul>



	<p>some good feedback received from participants who stated they would recommend future planned sessions to their fellow councillors.</p> <ul style="list-style-type: none"> <li>• CEXs first 100 days communication continues with a video for CA staff.</li> </ul> <p><u>Values and behaviours</u></p> <ul style="list-style-type: none"> <li>• The fourth staff conference took place in October and was very well attended with staff participating in workshops focussing on ‘celebrating success’, understanding ‘where we are now’ and ‘moving forward’. Feedback from these workshops and the conference overall will be used to measure performance against workforce related improvement initiatives and to inform planning for future conferences.</li> <li>• Happenings (internal staff newsletter) continues to be produced and disseminated weekly. Each week this contains informative video updates on the Improvement Programme and other important news and articles to promote staff well-being and to keep staff abreast of latest regional and CPCA specific developments.</li> <li>• The external review of communications, engagement and public affairs has been completed and a plan, which draws upon the recommendations of the review is in the early stages of implementation.</li> <li>• The first of five planned Board Activity sessions on the 2023/2025 Corporate Strategy refresh and 2024/2025 MTFP (Medium Term Financial Plan) has taken place which was well attended and received by participants.</li> </ul>
2.8	<p><b>Engagement with the Independent Improvement Board</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• The IIB met on 21 November where the Chief Executive updated members on all aspects of the improvement programme since last year against the Best Value Notice and the External Auditors letter; with a specific focus on partnership working. A note from the Chair will be circulated to the CA Board in advance of the CA Board on 29 November.</li> <li>• The Chief Executive and senior officers continue to engage with IIB members on a regular basis and the IIB Chair key continues to meet key stakeholders.</li> </ul>
2.9	<p><b>Conclusion of investigations and safeguarding of staff</b></p> <p>The Hearing panel met on 14th November to determine the code of conduct complaint against Mayor Nik Johnson. The panel unanimously agreed with the findings of the independent investigator that Mayor Nik had breached the members code regarding Civility and Disrepute and unanimously agreed the following sanctions would be appropriate:</p> <p>Sanctions</p> <ol style="list-style-type: none"> <li>1. Publish the Findings in the Decision Notice.</li> <li>2. Report Findings to the CA Board.</li> <li>3. The Mayor to provide a written apology for the Decision Notice and consult with the Monitoring Officer on the appropriateness of providing a written apology directly to one or more of the complainants.</li> <li>4. The Mayor to provide an undertaking not to repeat his behaviour, and to agree with the Chief Executive an appropriate development and training programme to take place over the next six months; this should include the appropriate HR best-practice when operating in a senior Member role.</li> </ol> <p>Recommendations</p> <ol style="list-style-type: none"> <li>5. The CPCA Board to agree a comprehensive Induction process for whenever a new Mayor takes up their appointment.</li> <li>6. Audit &amp; Governance committee to review the relevant parts of the Constitution, in the light of the lessons learned from this first Sub-Committee hearing and make recommendations to the CA Board.</li> </ol> <p>Following the hearing, the Mayor apologised to two complainants in writing. The Monitoring Officer sent the Mayor’s apology to the complainants on Friday 17th November.</p> <p>In addition, the Mayor has provided a written apology which is annexed to the Decision Notice.</p>

	The Mayor has also provided an undertaking as requested by the Hearing Panel which is annexed to the Decision Notice.
2.10	<p>The Improvement highlight report for September and October attached as Appendix 1 sets out the detailed activity for each theme and identifies risks and mitigations.</p> <p>The next meeting of the Improvement Group is scheduled for 23 November to review progress against the agreed plan for November to ensure the pace and focus on improvement is maintained</p>
2.11	<p><b>Internal Audit review – Governance and decision-making improvement programme</b></p> <p>In September 2023 an Internal Audit on the Governance and decision-making improvement activity was undertaken.</p> <p>The audit confirmed that the Governance Workstream has documented significant progress towards achieving the planned improvements, however, the methods that will be used to ensure that improvements to practices are embedded have not yet been agreed and documented, although action is being taken in this regard and will become a priority once all improvement actions have been implemented.</p> <p>Taking account of the issues identified, Internal Audit stated ‘the Board can take reasonable assurance that the controls upon which the organisation relies to manage this area are suitably designed, consistently applied and effective.’</p> <p>The following actions have been identified and owners identified:</p> <p><b>Management action 1 (Low)</b></p> <ul style="list-style-type: none"> <li>• Actions on the action log of the Governance Workstream’s Project Group will be completed and closed down in a timely manner, with revised due dates set for overdue actions.</li> </ul> <p><b>Management action 2 (Low)</b></p> <ul style="list-style-type: none"> <li>• The format of the highlight report will be updated to include a clear indication of whether planned milestones have been achieved or delayed, to allow the Improvement Group and other key forums to identify and address slippage in the completion of planned activities.</li> <li>• This will include the closure or carry forward of open actions when each phase of the Improvement Programme ends.</li> </ul> <p><b>Management action 3 (Medium)</b></p> <ul style="list-style-type: none"> <li>• The CPCA will agree and document a clear approach of how it will assess whether changes made to its governance processes and practices as part of the Improvement Plan have been fully embedded.</li> </ul> <p>This will include the mechanisms that will be used, the scope of these, and their respective frequency, such as formal inspections, peer reviews, audits or 2nd line assurance checks and reflection exercises.</p>
2.12	<p><b>Embedding improvements</b></p> <p>Significant progress has been made and recognised against key identified improvements since October 2022. Learning has been embraced and built into day-to-day activities. The focus for the leadership team going forward is to ensure that the agreed policy, governance and ways of working are embedded and represent the CPCA in relationships within the Combined Authority and through its partnerships on a local, regional and national level.</p> <p>The draft corporate plan which is currently being refreshed and subject to CA Board approval in January 2024 will include the specific objective of “Achieving Best Value and High Performance”, this will detail the key deliverables ensuring the shift from improvement to continuous development and embedding remains. The corporate plan restates the agreed operating model developed over the last twelve months, with the delivery of corporate plan priorities directly translating into associated directorate business plans which set out in more detail the outcomes and impact the agreed improvements will have.</p> <p>The bi-monthly performance report to the CA Board will detail progress against outcomes set out in the corporate plan. Team and individual objectives will include elements of the key improvement themes to ensure these are owned and embedded at all levels of the CPCA.</p>

2.13	<p><b>Engagement with staff</b></p> <p>The Leadership team continues to engage effectively with staff and on 12 October the fourth staff conference was held. Over 85 staff attended and contributed to discussions on key successes they recognise, ways of working that have changed – and what still requires attention, and also ambitions for the future organisation and what needs to be put in place to deliver this.</p> <p>Feedback during and following the event has been extremely positive; staff saying:</p> <ul style="list-style-type: none"> <li>• Hearing and seeing the positive things we have been doing (internally and externally) is making me feel proud to work for the Combined Authority’</li> <li>• ‘Compared to the December 2022 conference there was a lot more energy in the room and it felt incredibly collaborative’</li> <li>• ‘Internal comms from senior management is more open, honest and personable’</li> </ul> <p>Work is currently underway to collate all the feedback from the discussions to feed into the future organisational development plan for the CPCA which will be shared when completed.</p>
------	--

### 3. Background

3.1	The proposals set out in this report build on the detailed report presented to Board in May 2023 that set out the reframed Improvement Plan and key deliverables .
3.2	<p>The Combined Authority Board meeting in May agreed the improvement plan to directly address the concerns raised by The External Auditor in June and October 2022, February 2023 and the Best Value Notice received in January 2023:</p> <ol style="list-style-type: none"> <li>1. Governance and decision making</li> <li>2. Project Plans and delivery</li> <li>3. Procurement</li> <li>4. Partnership working</li> <li>5. Confidence, culture and capacity</li> </ol> <p>And also:</p> <ol style="list-style-type: none"> <li>6. Improvement plan progress</li> <li>7. Independent Improvement Board engagement</li> <li>8. Conclusion of code of conduct investigation and safeguarding of staff</li> </ol>
3.3	The Independent Improvement Board (IIB) in May agreed the ‘RAG rating’ system to report progress against identified areas of activity set out in paragraph 2.3 – 2.7. Activity reported to the IIB on 21 November 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.

### 4. Appendices

4.1	Appendix A. Improvement Highlight report, September and October 2023
-----	--

### 5. Implications

Financial Implications	
5.1	The Combined Authority has allocated a total of £1m to fund the Improvement Programme to the end of January 2024 and it is anticipated that this amount will be sufficient to fund the programme to that time. It is anticipated that Improvement work required beyond the end of January 2024 will be met from within the approved budgets of the Combined Authority.

Legal Implications	
5.2	<p>The CPCA is required to consider the key areas of concern identified by the External Auditor in June 2022 and in the Best Value Notice received in January 2023. The CPCA Board has considered the recommendations and what, if any, action will be taken in response. In response, the CPCA Board agreed the Improvement plan in October 2022. The Combined Authority Board owns the Improvement Plan and as part of the process regular feedback is provided as in this report. As a Combined Authority, the CPCA operates within a highly legislated and controlled environment.</p> <p>Chapter 4 of the Constitution sets out the functions reserved to the Board. Paragraph 1.1 of Chapter 4 reserves certain functions to the Combined Authority Board including the adoption of, and any amendment to or withdrawal of certain plans and strategies including certain strategies and plans which the Improvement plan would fall under.</p>
Public Health Implications	
5.3	None
Environmental & Climate Change Implications	
5.4	None
Other Significant Implications	
5.5	None
Background Papers	
5.6	<a href="#">CA Board report 22 March</a> <a href="#">Best Value Notice</a> <a href="#">External Auditor letter</a>

# Programme Level Highlight Report

*for the Period:*

1 September 2023 to 31 October 2023

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

**Period – 1 September 2023 – 31 October 2023**

**Lead Executive Director Overview**

I am pleased to present the highlight report for the Improvement Plan for September and October 2023.

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

Significant progress has been made regarding the conclusion of investigations relating to the safeguarding of staff, and a date for the Hearing Panel to consider the report from the Independent Investigator has now been set for 14<sup>th</sup> November. Further information regarding the outcome of that Hearing Panel will be provided after it has concluded.

Significant work has taken place across several themes leading to presentation and approval at Board on 20<sup>th</sup> September. I am delighted to note that at this meeting the Board warmly received information on progress with the procurement theme and governance and offered support for the draft Single Assurance Framework as well as approving the Risk Management Framework and Performance Management Framework. These are significant milestones, for not just the Improvement Plan but for the CA (Combined Authority) as these will set the parameters and frameworks by which we will assess, prioritise, monitor, and manage the projects we take forward in pursuit of our corporate priorities and business plans.

Partnership engagement continues to be a focus of our plan as we move forward and in this context praise from the constituent authorities CEX on the partnership working and engagement of the CA was very encouraging. Noting that this aspect of our work is core to our ambition we will however continue to focus upon improvement. This process has commenced with the collation of a series of case studies which will serve as a benchmark of how far we have come with our partnership journey in support of the CEX assessment and also allow us to look across the partnership landscape, draw lessons for further improvement and from that draw up the next stage of our partnerships action plan.

Given this positive progress and based upon the information in this report the direction of travel for the Improvement Programme, as demonstrated by the agreed RAG ratings, is very positive with four themes rated as green, meaning that delivery of four of the agreed outcomes to time and budget is considered by the CMT (Corporate Management Team) workstream lead to be highly likely, and one theme (partnerships) as green/amber but with a clear plan to reach green.

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

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

# Programme Governance

## Workstream Highlight Reports



## 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 (Cambridgeshire and Peterborough Combined Authority) 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 (Business Board) role & role of BAP
- Develop Terms of Reference for each group
- Create Financial Regs, Procurement Code & SAF
- Consideration of EDAF (English Devolution Accountability Framework) Requirements
- Internal review of governance arrangements by A&G (Audit & Governance)
- Review councillor representation
- Guidance documents and training
- Member remuneration
- Review role of Scrutiny function
- Review non-councillor membership in groups (CIPF code)

<b>Workstream Sponsor:</b>	Nick Bell
<b>Project Manager/s:</b>	Louisa Simpson
<b>PMO (Programme Management Office) Support:</b>	Heidi Robinson
<b>Agreed Completion Date:</b>	30/05/2024
<b>Forecast Completion Date:</b>	30/05/2024

<b>Reporting Period:</b>		01/09/2023 – 31/10/2023
<b>Governance and Decision-Making Project Status</b>	<b>This Period:</b>	Green
	<b>Previous Period:</b>	Green

**Governance and Decision Making – September/October Project Update:**

**Key Activities:**

The project workstream have met and have moved forward several key activities linked to the Improvement Plan. The key activities undertaken this period:

- > Training roll-out – specifically how the CA works in relation to the districts/unitary authorities – linked to milestone 1
- > SAF & EDAF links have been discussed the SAF is with Government for review & sign off – linked to milestone 4
- > We have reviewed the risk register to ensure the risks reflect where we are in terms of governance – part of effective project management
- > the audit of governance has been completed & the findings are being reviewed to ensure they are covered in the workstream – linked to next month's milestone 5

**Engagement:**

The workstream group continue to meet fortnightly & focus on progress and risk review. As key milestones are met, communication is in place to support the roll out & CMT discuss changes at their meetings.

The CA Board members continue to be engaged in change discussions at Leaders Strategy Meetings in relation to the governance of the SAF. Finally, the new Business Board and governance and processes are beginning to be embedded and the Economic Development Group have met twice. Our work is being considered as best practice, for example a case study has been provided to the Centre for Governance & Scrutiny (CfGS) to demonstrate the development of the scrutiny roles specific to Combined Authority. As a result discussions are taking place with CfGS about how the scrutiny developments that have been undertaken could helpfully contribute to the guidance for CA scrutiny being developed by CfGS and other MCAs are now looking at what we have done with O&S as leading practice.

**Concerns/Issues:**

There are no concerns relating to the changes proposed to Governance & Decision making, there is a requirement to focus on the training support for CMT colleagues with regards to ensuring the committees are utilised correctly for decision making.

**RAG Rating:**

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

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

Further good progress has been made on this workstream during September and October. The Board decision to approve the risk management and performance management frameworks is a key step forward, as is the decision to move the Single Assurance Framework forward for approval by DLUHC and other Government Departments before the anticipated final approval by CPCA in November.

Additionally, there has been work to review the structure and operations of the Audit & Governance Committee in line with best practice elsewhere, the embedding of the new approach to Overview & Scrutiny has continued and work has been undertaken to define a potential accountability framework which will form part of our 'Devo 2' submission.

Overall, I am pleased with progress on this workstream which remains on track to deliver its key outputs by the end of the year.

<b>Governance and Decision Making - Key Milestones/Activities this Period:</b>		<b>Status</b>
<b>1</b>	Develop the Public Affairs relationship with CA Team	This has been moved forwards and the governance arrangements are understood & referred to where necessary.
<b>2</b>	Develop support guides for new governance structure & how local government works	This work continues
<b>3</b>	Roll out training guides	This work continues

**Governance and Decision Making - Key Milestones/Activities Planned for Next Period:**

1	Development of the Single Assurance Framework	
2	Expansion of Shareholder Comm to Investment Committee SAF dependent	
3	Ensure sector specialisms are reflected in BB Membership	
4	Amend the Terms of Reference to reflect the new governance arrangements	
5	Review & agree officer support requirements for O&G	
6	English Devolution Accountability Framework (EDAF) - structure checks	
7	Agree process for monitoring the new structural arrangements	
8	Agree timeline to review new processes and arrangements	
9	Agree process for making changes/amending committee & thematic arrangements	
<b>Governance and Decision Making - Project Risks:</b>		
	<b>Risk Description</b>	<b>Mitigation</b>
1	Unable to secure devolution funding	Resourcing up and working with partners differently. Clear information needed from DLUHC to lift the best value notice.
2	Financial instability of partner Authorities	"Stay aware of the financial health of partner authorities. Working with Section 151 Officers - Nick Bell organised 151 group."
3	Scrutiny role not developing in line with EDAF expectations	Financial planning workshops and training. Monitoring Officers have been contacted regarding workshops with other O&S (Overview & Scrutiny) committees.
<b>Governance and Decision-Making Report Completed By:</b>		<b>Louisa Simpson</b>
<b>Completion Date:</b>		<b>26/10/23</b>

## Procurement

**Project Description:** To redesign the Procurement function in line with the Price Waterhouse Cooper Procurement Review report commissioned by the CA, ensuring that Governance, Operating Model, Capability & Capacity and Compliance are reflected in the redesign. Then 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

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

<b>Reporting Period:</b>	01/09/2023 – 31/10/2023	
<b>Procurement Project Status</b>	<b>This Period:</b>	Green
	<b>Previous Period:</b>	Green

**Procurement – September/October Project Update:**

**Activities:**

- > Recruitment of procurement staff to support new structure – this is completed bar the Contract Manager post – linked to milestone 1 the recruitment of the Contract Manager is being planned. The JD being written and expected to be advertised next month – linked to milestone 7 next period
- > Procurement training for all staff – linked to milestone 3 of last month has training in place for all staff & HR (Human Resources) are looking at how we monitor this and align to staff records. The delay to roll out is due to budget changes required – linked to milestone 4 of this month
- > Complete the development of standard templates for procurement documentation – not completed yet, will be on the HUB, expected completion date 31 November 2023 – linked to milestone 1 this period
- > Complete the development of standard Grant Funding Agreements (GFA) – this is ongoing, CMT to agree final version next week – linked to Milestone 2 this period
- > Complete the development of standard Terms & Conditions for different types of contract activity – this is in draft, awaiting sign off by CMT 30/10 – linked to milestone 3 this period
- > Agree a scheme of ""Delegated Procurement Authority"" (Delegated Authority) – this is linked to sign off the SAF which is due to go to CA Board on the 29th of November 2023 – linked to milestone 4, the updating of contracts is also linked to this decision point at Board – milestone 5

- > The procurement Hub is being developed and should be in place with all templates by the end of November 2023 – linked to milestone 8 next period
- > The comms strategy to support the roll out of the procurement hub and support documents is being developed due to be completed by December 2023 – linked to milestone 9 next period
- > development of Procurement KPIs, links have been made with the strategy & Policy Team to support the development of KPIs – linked to milestone 10 next period

**Engagement:**

The subgroup meets fortnightly to monitor progress with meetings to move forward actions taking place with key officers in the interim.

The SAF is now with DLUHC for government sign off – this supports the requirement for Procurement involvement in Business Case development.

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

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

**Issues/Concerns:**

Currently there are no issues or concerns, the delivery of the action plan and outcomes is on target and is happening at the required pace. The timeline remains challenging, but there is support in place from within HR (Human Resources), 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:**

Further positive progress has been made during September and October, including the appointment and induction of new procurement officers and the drafting of the Contract Procedure Guidelines which, following their noting at Board, has enabled full approval of the Procurement Policy and Strategy and the revised Contract Procedure Regulations.

Training for all staff on basic procurement has been sourced and is scheduled to be delivered through the Autumn, and further training on contract management and more complex procurements has been sourced for those members of staff more directly engaged in procurement and contract management.

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

<b>Procurement - Key Milestones/Activities this Period:</b>		<b>Status</b>
<b>1</b>	Complete the development of standard templates for procurement documentation	This work has been started and is expected to be completed at the end of November 2023. The documents are being uploaded on to the new Procurement Hub but are not available to staff yet

2	Complete the development of standard Grant Funding Agreements (GFA)	This work has been started; draft is in place awaiting sign off by CMT at next meeting 30/10
3	Complete the development of Terms & Conditions for different types of contract activity	This work has been started and is expected to be completed at the end of November 2023
4	Procurement training for all staff	Training provider has been sourced, forms required for sign off have been completed and signed off, the budget required must be amended – this is still outstanding

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

1	Complete the development of standard templates for procurement documentation
2	Complete the development of standard Grant Funding Agreements (GFA)
3	Complete the development of Terms & Conditions for different types of contract activity
4	Agree a scheme of ""Delegated Procurement Authority"" (Delegated Authority)
5	Review HR contracts with delegated authority
6	Improve procurement scrutiny & involvement of Procurement in BC development
7	Recruit Contract Manager
8	Establish a 'Procurement Hub'
9	Comms Strategy in place to support changes
10	Develop procurement KPI's

**Procurement - Project Risks:**

	Risk Description	Mitigation
1	Financial delegations not agreed by Board	Working closely with the Board to ensure there is agreement of the delegated financial options proposed.
2	Fail to demonstrate Best Value in Procurement	The documents being developed are focused on achieving the outcomes required to achieve best value. We have engaged external support to ensure delivery on time. The Policy team are assisting with developing Procurement KPIs using the approved Performance Management Framework.
3	Procurement staff are not retained leading to loss of necessary skills and experience	Provide appropriate induction upon employment commencing. training opportunities to develop skills, provide a scope of work that is interesting to the individual and captures their attention, ensure inexperienced staff are engaged in all staff events to embed positive culture and new values. Finally, ensure staff progression is clear, membership opportunities are in place and a clear training and support plan is in place.
4	Contract & Grant Register not up to date	The Contract Register is complete, and discussions are being held on how far back the dates should go. New Procurement Officers

		will keep on top of this work until the new Contract Manager comes onboard.
5	Procurement and Contract Management training does not improve Officer knowledge	Thorough research to ensure best provider secured to deliver the training. Contacted providers who can tailor the training to our processes and contextualise the learning to promote further embedding. Training to be reviewed regularly and could be incorporated into appraisal process.
<b>Procurement Report Completed By:</b>		<b>Louisa Simpson</b>
<b>Completion Date:</b>		<b>26/10/23</b>

## Project Plans and Delivery

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

**Project Outcomes:**

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

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

<b>Reporting Period:</b>	01/09/2023 – 31/10/2023	
<b>Project Plans and Delivery Project Status</b>	<b>This Period:</b>	Green
	<b>Previous Period:</b>	Green

**Project Plans and Delivery – September/ October Project Update:**

**Key Activity**

The focus for all the three frameworks required by the workstream was the build-up to consideration of the Draft framework documents by Board on 20<sup>th</sup> September. To support this process key engagement was undertaken which is detailed below in the engagement update as well as progress being reviewed through the Project Plans & Delivery workstream meeting.

The Draft SAF and Risk management Framework were presented to the Audit & Governance Committee on 8<sup>th</sup> September for review with a specific ask to review its content from an assurance, Value for Money, and process perspective. The Committee unanimously supported both draft frameworks. It also approved the developing terms of reference for the new Investment Committee and supporting Investment Panel, both of which are key governance components of the SAF.

The Overview & Scrutiny Committee undertook a deep dive into the Project Plans & Delivery workstream on 18<sup>th</sup> September and had no additions or concerns to add regarding the SAF or the Risk Management Framework for Board to take note of. The Performance Management Framework was then given more attention by the Overview & Scrutiny Committee who provided full support to its content.

The SAF was presented to Board on 20<sup>th</sup> September for review with an ask of approval of the framework that would allow submission to DLUHC for the required Government review and clearance. Board unanimously supported the draft SAF for submission to DLUHC and the document was submitted later that day. It is anticipated the clearance process with DLUHC will take between 4 to 6 weeks.

The Risk Management Framework was also presented to Board and was unanimously approved.



The Performance Management Framework was also presented to Board along with key performance information and the Corporate Performance Dashboard. It was fully supported by the Board.

The October focus has been on ensuring the appropriate next steps are in delivery for each of the frameworks. For the SAF this has been 2-fold, firstly on achieving Government clearance and secondly on developing the implementation plan.

The SAF is now in the process of review by teams within DLUHC, DfE and DfT (Department for Transport) before being submitted to relevant Department Directors for sign-off. We understand that this process is progressing well with DLUHC and DfE teams having reviewed the SAF and having no substantial comments, we now await the next engagement point from DLUHC.

A workshop was held on 11<sup>th</sup> October between the PMO and the external consultant who developed the SAF to review progress post September Board, agree content requirements for the November Board report on implementation, discuss PMO future resourcing and upskilling to deliver SAF and discuss different approaches to implementation such as various phased approaches to a single one-off implementation.

The workshop supported a phased approach to implementation which will now be developed in detail throughout October and November.

The implementation of Risk Software (4Risk) has commenced with initial training completed with the PMO, training for Combined Authority Programme and Project Managers is scheduled for November.

With the approval of the SAF at Board and feedback from DLUHC the project team are confident that the challenges that might have prevented the SAF being approved have been addressed and are therefore confident of a new RAG rating of Green, meaning that the project's delivery to timetable and budget is highly likely.

## **Engagement**

### Single Assurance Framework

In support of the build-up to the Board meeting the membership of both the Partner Working Group and the Internal Working Group were provided with an electronic briefing, FAQs, and an invitation to receive a 1-2-1 briefing on the SAF. The Partner Working Group membership were reminded of their role of briefing and engaging officers and Members within their own authorities on the SAF, Huntingdonshire Council took up the invitation offer. An offer of a 1-2-1 briefing for Leaders and Chief Executives- if councils so required- had also been made on the 30<sup>th</sup> of August meeting of the Leaders Strategy Meeting.

A briefing meeting took place with the Chair of the Business board on 6<sup>th</sup> September and with the mayor on the 11<sup>th</sup> of September on the SAF's development to date and the Board report.

Engagement with the DLUHC Local Growth and Assurance Team has taken place throughout October to cover the clearance process for the SAF, to date no detailed meetings have been required to cover any elements of concern as none have been raised.

An implementation lessons learnt meeting took place with West Midlands Combined Authority on 13<sup>th</sup> October to share learning from their experience in rolling out a SAF.

On October 19<sup>th</sup> a meeting took place between PMO, the external consultant leading on SAF and the Huntingdon Council PMO to take Huntingdon officers through the SAF and how it will operate.

### Performance Management Framework

Following feedback received at Leaders' Strategy Meeting and Overview and Scrutiny Committee Informal Session on 30 August, an email briefing was provided to Cllr Boden on 1 September. Briefing meetings took place with the mayor on 30 August and with the Lead Member for Governance, Cllr Murphy on 14 September.

### Risk Management Framework

In support of the build-up to the Board meeting the membership of both the Partner Working Group and the Internal Working Group were provided with briefings on the 21<sup>st</sup> and 23<sup>rd</sup> August.

Leaders and Chief Executives were updated on the 30th of August meeting of the Leaders Strategy Meeting.

Risk software engagement was undertaken with nominated officers from South Cambridgeshire District Council and Cambridge City Council on the 19th of Sept.

### **Key Issues:**

1. There are no identified key issues at present.

### **RAG Rating Rationale**

The rating of Green is a progression from the previous Green/ Amber rating on previous Highlight Reports as the previous barrier to a green rating was the lack of clarity from DLUHC regarding the process and timetable for consideration and clearance of the Single Assurance Framework. This issue has been resolved, with a timetable agreed with DLUHC for clearance of the Single Assurance Framework that aligns with our intention for final Board approval in November

The approval by Board of all 3 Frameworks is a significant achievement and has been achieved on time. 3 of the 4 desired workstream outcomes have therefore been achieved, although it should be noted that the implementation of the SAF requires significant work that is still to be both scoped and undertaken.

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

September and October have been significant months for this workstream with all 3 frameworks being positively considered by Audit & Governance Committee and Overview & Scrutiny and then subsequently all being approved by the Board.

The success will provide further governance foundations identified as being required through the Governance Review and should provide the External Auditor and Government that the Combined Authority has developed and delivered robust processes and approaches.

The plans to develop appropriate implementation plans for all 3 frameworks are in operation with some key elements already rolled out such as PMF performance information to support the Overview & Scrutiny function.

<b>Project Plans and Delivery - Key Milestones/Activities this Period:</b>		<b>Status</b>
<b>1</b>	Complete ToR for Investment Committee	Draft ToR complete, issues that need to be resolved such as membership cross over with previous Shareholder Committee role to be discussed with Monitoring Officer. Intention to take proposed ToR to CMT in early November
<b>2</b>	Complete ToR for Investment Panel	Draft ToR complete, intention to take proposed ToR to CMT in early November

3	Complete Investment Committee & Panel guidance	Work has begun on guidance development however decision to propose phased implementation of SAF means guidance not now likely to be timetabled for completion until early 2024.
4	Develop specification for SAF webpages	Conversations with appropriate officers have taken place, awaiting completion of specification document by Project Manager in early November.
5	Complete PMO resourcing proposal in support of the SAF	Will be key element within the November report to Board
6	4Risk software implementation plan to be completed to support the Risk Framework	4Risk software implementation has commenced. PMO staff training has begun. Training for wider CPCA officers is to follow in November.
7	Develop SAF Implementation Plan	Workshop to discuss implementation plan took place in October, Project Manager drafting detailed proposal based on phased implementation for Project team review by early November

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

1	Complete Implementation Plan for SAF
2	Identify PMO resourcing requirements to recommend alongside SAF implementation
3	Take report to Board (29 November) confirming SAF approval post DLUHC review process and agree implementation approach, dates and any required resourcing
4	4Risk implementation to be completed in October. Further training to be completed by November.

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

	Risk Description	Mitigation
1	SAF does not receive Government clearance in time for final approval of SAF at November Board meeting	Engagement has taken place with DLUHC lead to agree timetable for clearance process, this will include regular check-in meetings. Early indications are that DLUHC & DfE are happy with document, awaiting feedback from DfT Regular check-ins will take place to ensure timetable is delivered
2	An agreed SAF Implementation Plan is not developed in time for November Board meeting	Away day planned for project team to scope out full content of implementation plan and assign key tasks has now taken place. Project manager has met with West Midlands CA to discuss their SAF implementation to learn lessons.  Forward Plan includes report for Board on 29 November for consideration on implementation.
3	Constitutional amendments required by SAF (including Investment Committee) are not endorsed by Board	Board membership engaged informally as part of SAF development process to ensure positive steer/ support for required constitutional amendments when placed before Board.
4	PMO strengthened Mandate – Funding not available	SAF has been developed to be applicable with or without additional PMO resources, however additional resource is required to meet objectives of full SAF delivery, meet Constituent Council asks and develop the PMO centre of excellence approach requested by Board in Improvement Plan.

		Discussions have taken place with Finance to ensure required resource is understood and a further meeting will be arranged to discuss detailed proposals for inclusion in the SAF implementation paper to Board in November.
5	CPCA staff upskilling and implementation of SAF is not sufficient	Lunch and Learn session already held and staff video released. Further plans to engage and train staff to be set out in Implementation Plan.
6	IT systems not provided to deliver PMF (Performance Management Framework) and SAF	Specification being developed as part of Project Plan requirements, initial discussions regarding procurement have already taken place with Finance.
7	CPCA unable to recruit required Analyst resource	Additional Analyst capacity is required to support full implementation of the Performance Management Framework. Budget and establishment are in place, but the recruitment market for analysts is highly competitive. A shared services model with Cambridgeshire County Council is being explored as an alternative resource.
<b>Project Plans and Delivery Report Completed By:</b>		<b>Jodie Townsend</b>
<b>Completion Date:</b>		<b>26/10/23</b>

## 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.

<b>Workstream Sponsor:</b>	Richard Kenny
<b>Project Manager/s:</b>	Peter Tonks
<b>PMO Support:</b>	Heidi Robinson
<b>Agreed Completion Date:</b>	31/03/2023
<b>Forecast Completion Date:</b>	31/03/2023

<b>Reporting Period:</b>		01/09/2023 – 31/10/2023	
<b>Partnership Working Project Status</b>	<b>This Period:</b>	Green	Amber
	<b>Previous Period:</b>	Green	Amber

**Partnership Working – September/October Project Update:**

The Combined Authority have been working with many partners over the last 12 months including, but by no means limited to, the East of England Local Government Association, the M10 Mayoral Group, the Cambridge 2040 CEX group, the OxCam Partnership, England’s Economic Heartland, Innovate Cambridge, Cambridge Ahead, the Future Fens Adaptation Taskforce and the Joint Cambridgeshire and Peterborough Health and Wellbeing Board / Integrated Care Partnership and constituent local authorities.

Case studies are currently being collated to demonstrate our approach, the impact made and characterised by:

- Providing effective leadership of place through constructive relationships with external stakeholders.
- An organisational culture (and crucially behaviours) that recognises the value of working with local partners to achieve more efficient and effective policy development, local economic growth and investment, better services, and customer-focused outcomes.
- Early and meaningful engagement and effective collaboration with partners to identify and understand local needs, and in decisions that affect the planning and delivery of services.
- Evidence of joint planning, funding, investment and use of resources to demonstrate effective service delivery, but transparent and subject to rigorous oversight.
- Involving partners in developing indicators and targets, and monitoring, managing and challenging performance.
- Driving inclusive growth, social and environmental value through our project development and delivery.
- Continuous learning and improvement

It is proposed that the evidence collated will presented to the Independent Improvement Board

in November with recommendations for the next steps for the workstream.

**Engagement**

Staff across each of the Directorates are working together to gather and draft information for the case studies and these are/will be supplemented with information from our partners.

**Issues**

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

**RAG Rationale**

The RAG Rating for this workstream is Green/Amber. It is clear from partner feedback that significant progress has been made and partners believe that the CA commitment to partnership working is good. Without losing focus upon continuous improvement, the project team believe that the scope for the workstream is now clearly defined, and the key project task to gather evidence is on track to be delivered on time.

**Partnership Working: Workstream Sponsor Comments:**

There is confidence that the work being undertaken to evidence our commitment to partnerships will demonstrate that CPCA recognises the value of working with public and private partners to achieve more efficient and effective policy development, economic growth and investment, better services, and customer-focused outcomes. Effective partnerships are key to the development and delivery of current and future ambitions.

**Partnership Working - Key Milestones/Activities this Period:**

		<b>Status</b>
<b>1</b>	Scope and Approach agreed with CMT and Project Team	Complete
	Identification of key projects (to use as case studies)	Complete
<b>2</b>	Evidence gathering template developed and issued	Complete
<b>3</b>	Commence creation of case studies	Commenced

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

<b>1</b>	Review and finalisation of case studies
<b>2</b>	Draft lessons learned/future actions and considerations
<b>3</b>	Report completed and presented to IIB

**Partnership Working - Project Risks:**

	<b>Risk Description</b>	<b>Mitigation</b>
<b>1</b>	There is a risk that the case studies do not sufficiently evidence good partnership working, particularly from an external viewpoint.	Ensure case studies consider and include the main descriptors within the evidence gathering template (bullet points 1-5 above).
<b>2</b>	There is a risk that the case studies are not accepted as a sufficient means of evidencing improvement.	The report should clearly outline lessons learned and how these will be taken forward to inform future effective and consistent partnership working.

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 importance of Partnership Working is embedded in the Single Assurance Framework.
<b>Partnership Working Completed By:</b>		<b>Peter Tonks</b>
<b>Completion Date:</b>		<b>20/10/2023</b>

## Confidence, Culture and Capacity

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

Project Outcomes:

Ambition and Priorities:

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

Values and Behaviours:

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

Leadership:

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

Recruitment, Retention, Reward and Resources

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

<b>Workstream Sponsor:</b>	Kate McFarlane	
<b>Project Manager/s:</b>	Peter Tonks	
<b>PMO Support:</b>	Heidi Robinson	
<b>Agreed Completion Date:</b>	31/09/2023	
<b>Forecast Completion Date:</b>	31/09/2023	
<b>Reporting Period:</b>	01/09/2023 – 31/10/2023	
<b>Confidence, Culture and Capacity Project Status</b>	<b>This Period:</b>	Green
	<b>Previous Period:</b>	Green

**Confidence, Culture and Capacity – September/October Project Update:**

**Key Activities undertaken this period include:**

Ambition and priorities

- Initial analysis and requirements for State of the Region, Vision and Infrastructure work elements of the workstream have been completed with constituent councils and partners through a



working group which is supported by a technical data group and an engagement group. These pieces of work are now at the procurements stage with submitted tenders currently being considered. These pieces of work will guide our strategic decisions, ensuring alignment with the evolving needs of our region.

- Q1 Corporate Performance Report was presented to CA Board where it was accepted and very well received. Work on Q2 reporting has commenced and on course to go to the November Board as scheduled. This work will enhance transparency, accountability, and informed decision-making, resulting in better public service delivery.

#### Leadership

- The first development session for members has taken place with a focus on 'Effective Committee Membership'. This is the first of four topics to be covered over the coming months and the sessions are designed to empower our leaders, ensuring they have the skills and knowledge to drive the Combined Authority's mission forward. This first session was very well attended with some good feedback received from participants who stated they would recommend future planned sessions to their fellow councillors.
- CEXs first 100 days communications have continued to be developed including the creation of a video which has been launched internally. These activities are intended to set the tone for exemplary leadership, inspire a culture of excellence and attract confidence from stakeholders.

#### Values and behaviours

- The fourth staff conference took place in October and was very well attended with staff participating in workshops focussing on 'celebrating success', understanding 'where we are now' and 'moving forward'. Feedback from these workshops and the conference overall will be used to measure performance against workforce related improvement initiatives and to inform planning for future conferences which are integral to providing a voice to our team members and stakeholders, resulting in a more responsive, inclusive, and adaptive organisation.
- Happenings (internal staff newsletter) continues to be produced and disseminated weekly. Each week this contains informative video updates around the Improvement Programme and other important news and articles to promote staff well-being and to keep staff abreast of latest regional and CPCA specific developments. There was a focus on the CCC workstream in September.
- The external review of communications, engagement and public affairs has been completed and a plan, which draws upon the recommendations of the review has been finalised and is in the early stages of implementation. The review has engaged a broad range of stakeholders and staff from across the CPCA through 1:1 interviews a focus group and workshop. The review and subsequent plan seek to strengthen our relationships with both our employees and the communities we serve, fostering trust and alignment with our values.
- The first of five planned Board Activity sessions on the 2023/2025 Corporate Strategy refresh and 2024/2025 MTFP (Medium Term Financial Plan) has taken place which was well attended and received by participants. These sessions aim to encourage participation in strategic development, promote ways of working collaboratively, share best practice from other authorities, and to embed our values and behaviours.

#### Recruitment, retention, reward, and resourcing

- New Recruitment and Selection procedures for the Combined Authority have been drafted together with supporting documentation and are in use. Training on the new procedures set to be delivered to staff during November and December. The new procedures aim to ensure an

efficient, fair, and merit-based approach to hiring, while revising appraisal processes to empower staff to excel in their roles.

- The HR policies approved in August have now been launched. The policies have been heavily promoted via various channels including videos, drop-in clinics, lunch time sessions and a new HR Information Hub. The new policies have been well received and appreciated by staff and will be instrumental in promoting health and well-being to create a supportive and thriving work environment.
- A second Corporate Staff Induction session has taken place. These are new group-based induction sessions for new staff. Frequency will depend upon the number of staff onboarded to CPCA. The sessions are structured to give new staff an overview of the workings of the CPCA (Governance, Decision Making, Policies and Procedures etc.) and to introduce the values and behaviours which are re-enforced via the CEX/CMT who are also in attendance, demonstrating that the CPCA and its staff 'live the values'.
- A permanent Assistant HR Director has been appointed and has commenced work at the Combined Authority.
- Following on from the appraisals that were introduced in March 2023. Mid-year reviews have commenced. These are an opportunity for staff to discuss progress against objectives and training with managers. The appraisal and review process has been rebranded as 'LEAP' which stands for 'Learning, Excellence, Achievement and Performance' and the associated templates and documentation refer to our values and behaviours.

### **Engagement**

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

These include; Comprehensive staff engagement via the Staff Conference in October; The promotion of new HR policies and procedures through lunchtime drop-in sessions and virtual and physical 'Ask HR sessions'; and the continuation of wider communications through 'all-staff' meetings and briefings accompanied by vlogs and videos from senior officers to embed new ways of working.

At member level, engagement on matters coming before Board continues, and CA Board activities and Member Development Sessions have also commenced this month.

More externally, engagement with constituent councils and partners has commenced/continues in support of the State of the Region and Future Vision through a working group, technical group and engagement group.

### **Key Issues**

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

### **RAG Rationale**

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

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

Work on this improvement theme, remains on track and continues at pace. Several significant milestones have been achieved during September and October which includes the introduction of corporate performance reporting, gained agreement on the process for the refresh of the 2023-2025 Corporate Strategy and Plan and conclusion of State of the Region and Vision scoping to inform procurement specifications and the formation of a State of the Region Technical Group and Vision engagement group. Updates have also been provided to the Business Board.

<p>The external communications review has concluded and focus now turns to cascading those findings, recommendations and implementing key actions. Implementing those actions requires a clear internal focus, but also working differently and collaboratively with a broad range of partners on agreed communication, engagement &amp; lobbying priorities.</p> <p>The Staff Conference was incredibly well attended, with positive initial feedback received. Fuller feedback will be analysed by CMT and used to inform future actions to embed our culture and values.</p>		
<b>Confidence, Culture and Capacity - Key Milestones/Activities this Period:</b>		<b>Status</b>
1	Communications review findings, recommendations, and month one activities to be delivered, which includes dissemination across the CA and external partners to underpin new ways of working.	Complete
2	Staff conference to take place	Complete
3	State of the Region and Vision procurement activities to continue	Complete
4	CA Board Activity sessions planned/commenced	Complete
5	Member Development Sessions planned/commenced	Complete
6	New HR Recruitment and Selection procedures to be implemented	Complete
7	New HR Appraisal, 1:1, Review Procedures Implemented (LEAP (Learning, Excellence, Achievement & Performance))	Complete
8	CEXs first 100 days internal communications released	Complete
<b>Confidence, Culture and Capacity - Key Milestones/Activities Planned for Next Period:</b>		
1	State of the Region and Future Vision Tender Award to successful vendor(s)	
2	Q2 Performance Report to CA Board	
3	Executive Director Seminars to continue	
4	Second Member Development Session (Budget Scrutiny)	
5	Communications plan development/continued implementation	
6	Recruitment and Selection Training	
7	Review Staff Conference Feedback/Commence Planning for February Conference	
8	Commence enrolment onto Leadership Development Courses in collaboration with Cambridgeshire County Council	
<b>Confidence, Culture and Capacity - Project Risks:</b>		
	<b>Risk Description</b>	<b>Mitigation</b>
1	The workstream encompasses many facets of the organisation and is intertwined with BAU (Business as Usual) activities. This means there is a risk of scope creep which could shift focus to tasks and activities that are not a priority and do not directly impact upon	Clearly define what is in and out of scope. Do not add tasks or actions to the project plan without a whole project team review. CMT have agreed to review items classed as BAU to ensure focus is maintained within the IP timetable

	tangible outcomes for the Improvement Plan. There could also be an impact upon capacity whereby project staff/other CPCA project resources are not utilised as intended.	
<b>2</b>	Members can be perceived as the 'face' of the CA given their public profiles/roles. If they are unwilling or unable to engage properly in developmental activities, they may not demonstrate that change has happened/been effective (even if change has been a success for officers and staff).	Continue to plan and support Board Activities/Member Development. Seek formal feedback. Encourage and track attendance at staff and member development sessions.
<b>3</b>	The Confidence, Capacity and Culture Workstream relies on acceptance of change across staff and members. Whilst, training sessions, process, workshops, and internal communications will drive and encourage this, the change must be accepted. Some staff and members may not accept the changes. Depending upon several factors (i.e., which staff or members do not accept, how their rejection of change is voiced/heard, how many staff/members do not accept change) the effect can be significant and can undermine the outcomes for the workstream.	Continue to outline the benefits of the changes via staff forums, conferences etc.
<b>Confidence, Culture and Capacity Completed By:</b>		<b>Peter Tonks</b>
<b>Completion Date:</b>		<b>20/10/2023</b>

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

Set out below is the methodology adopted.

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



<b>Combined Authority Board</b>	Agenda Item <b>10</b>
<b>29 November 2023</b>	

Title:	Single Assurance Framework: Confirmation and Implementation
Report of:	Jodie Townsend, Governance Improvement Lead
Lead Member:	Councillor Edna Murphy, Lead Member for Governance
Public Report:	Yes
Key Decision:	No
Voting Arrangements:	By majority

Recommendations:	
A	To note the clearance of the Single Assurance Framework by Government
B	To approve the amendments made to the Single Assurance Framework as set out in 3.5
C	To approve the terms of reference for the Investment Committee at Appendix B
D	To approve that the Investment Committee replace the Shareholder Board in the governance arrangements of the Combined Authority from the 2024 AGM onwards
E	To note the constitutional amendments set out in 4.11 to 4.19 as a result of SAF
F	To support the implementation of SAF as detailed in 5.14 as follows: <ul style="list-style-type: none"> <li><input type="checkbox"/> Between January - May 2024: Roll out of SAF Phase 1</li> <li><input type="checkbox"/> From 2024 AGM: Appointments to Investment Committee &amp; roll out of SAF Phase 2 and Phase 3</li> </ul>
G	To note that the implementation of the SAF will have implications in the PMO service and team design including additional resourcing needs.

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
<p>The Combined Authority has a responsibility to ensure that it provides appropriate stewardship of public funds, that it drives improvements and standards within its initiation, development and approval of programmes and projects, and that it ensures the golden thread is central within the development of high quality business cases to increase the ability of those programmes and projects to realise the benefits that they seek to deliver.</p> <p>The Single Assurance Framework is designed to support all of the above and drive delivery of each of the Corporate Plan priority areas in doing so.</p>	

## 1. Purpose

1.1	The purpose of this report is to present to Board details of the Government clearance process for the Single Assurance Framework (SAF) as approved by Board on 20 September 2023 and to seek approval for amendments made to the SAF as a result of this Government clearance process.
1.2	The report seeks approval of the terms of reference for the Investment Committee, an agreed key component of the SAF, and agreement that it shall replace the Shareholder Committee from the 2024 Annual General Meeting.
1.3	The report seeks approval of the business case delegations set out in the SAF for incorporation into the scheme of delegations and asks Board to note interim measures regarding approvals prior to Investment Committee going live and constitutional amendments to be made by the Monitoring Officer.
1.4	The report also seeks Board approval for the planned implementation of the SAF and provides high level details of the implementation plan.
1.5	Board has already agreed to replace the existing Local Growth Assurance Framework with the SAF as the Assurance Framework of the Cambridgeshire & Peterborough Combined Authority from an agreed implementation date.

## 2. Single Assurance Framework (SAF)

2.1	The 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.
2.2	The SAF seeks to set out the framework and processes the Combined Authority will utilise to provide confidence to itself, to Government, to stakeholders and to partners that it has robust systems in place to best enable its projects and programmes to realise the benefits they seek to deliver.
2.3	At Board on 20 September 2023 the SAF was approved for submission to Government to be reviewed for clearance to become the Assurance Framework for the Combined Authority, it was subsequently submitted to the relevant team for review in the Department for Levelling Up, Housing and Communities.
2.4	Board also received draft terms of reference for the proposed Investment Committee on 20 September 2023 and provided no comments on the draft content.

## 3. Government Clearance Process

3.1	It is a requirement that Combined Authority Assurance Frameworks are cleared by Government before they can be implemented, this clearance process involves review by the Department for Levelling Up, Housing & Communities (DLUHC), the Department for Transport (DfT) and the Department for Education (DfE) to ensure it is compliant with requirements for Combined Authority Assurance Frameworks set out in the English Devolution Accountability Framework (EDAF).
3.2	This review process has involved continual engagement between CPCA Officers and the review Departments in Government in order to provide clarity, responses to questions and discuss content queries that have arisen as part of the review process.
3.3	The SAF was subsequently cleared by the DLUHC, DfE and DfT review teams and received final clearance from the relevant DLUHC Director on 20 November 2023. <b>Board is asked to note that the SAF has been cleared by Government and can now be implemented and published in agreement with the Board.</b>

3.4	During the clearance process advice was provided by Government Departments on elements within the SAF that could be improved in order to ensure the document provided more clarity on current SAF content and on HMTs Green Book content.
3.5	This advice has been followed and has resulted in the following amendments being made to the SAF document: <ul style="list-style-type: none"> <li>a) 2.2 – Clarification on local leadership</li> <li>b) 3.2.2 – Additional paragraph to provide clarity on Mayoral role</li> <li>c) 3.10.23 – Additional paragraph for clarity</li> <li>d) 5.2.4 – Additional paragraph to provide clarity on Green Book guidance</li> <li>e) 5.5.8 to 5.5.9 - Additional paragraphs to provide clarity on Green Book guidance</li> <li>f) 6.3.5 to 6.3.7 – Add paragraphs to provide clarity on alignment with the new Risk Management Framework</li> <li>g) 2<sup>nd</sup> Bullet, Page 39 – DfT value for money framework added at suggestion of DfT</li> <li>h) 6<sup>th</sup> Bullet, Page 39 - Additional paragraph for clarity</li> </ul>
3.6	<b>Board is asked to approve the amendments to the SAF set out above</b> as it is felt that they do provide additional clarity within the document as well as demonstrating a positive working relationship between the CPCA and DLUHC.

<b>4. Investment Committee and Constitutional Amendments</b>	
4.1	The first stage in support of implementation is Board consideration and agreement of required constitutional changes in support of the SAF, most notably the agreement of the terms of reference for the Investment Committee and confirmation of the changes to the scheme of delegations for approvals in line with the SAF approved by Board on 20 September 2023 for submission to Government.
<u>Investment Committee</u>	
4.2	The Combined Authority agreed to establish an Investment Committee as a key component of the SAF during the development phase with a clear stipulation from Board that it replaces the existing Shareholder Committee rather than being an additional committee within the governance structure.
4.3	As a result the Investment Committee has been developed to serve the role and responsibilities of both an Investment Committee and the Shareholder Committee.
4.4	The terms of reference for the Investment Committee are attached at <b>Appendix B</b> . They propose that the Investment Committee is Chaired by the Portfolio Lead Member for Economic Growth with wider membership made up of: <ul style="list-style-type: none"> <li><input type="checkbox"/> Representative from each Constituent Council (in line with political balance requirements)</li> <li><input type="checkbox"/> Business Board Chair plus 2 additional Business Board representatives</li> <li><input type="checkbox"/> Ability to co-opt membership of up to 3 Subject Matter Experts to assist in the undertaking of its key functions</li> </ul>
4.5	Constituent Councils are encouraged to appoint their relevant Lead Member for Investment and Economic Growth as their representative on the Investment Panel in order to deliver immediate links with relevant Council growth agendas, make use of their topic expertise and help develop this expertise further to improve Green Book understanding and other key skillsets.
4.6	This membership was proposed to the informal Board meeting (LSM), Audit & Governance Committee, Overview & Scrutiny Committee and the Business Board in the SAF development phase through the submission of the draft terms of reference which were also submitted to the Board meeting on 20 <sup>th</sup> September 2023. The additional Business Board membership is in alignment with the expanded Business Board representation across the governance framework in order to demonstrate English Devolution Accountability Framework compliance of Business voice representation, as well as making use of the knowledge within the Business Board that has included business case considerations for a number of years.
4.7	The Committee will have an approval delegation in line with that proposed at Board on 20 September 2023, that being the delegated authority to make investment decisions in relation to proposals which are above the level of financial delegation to officers which is set at £1million and up to the level of



	£5million, decisions above £5million require decisions to be made by the Combined Authority Board. For investment decisions above £5million the Investment Committee will consider prior to Board and make a recommendation to Board having considered all the technical assessment outlined within SAF.
4.8	<p>The key roles of the Investment Committee are set out in the terms of reference at Appendix B, they reflect the Shareholder Board responsibilities and the requirements set out in SAF. They also include responsibilities that having an Investment Committee creates for the Combined Authority that can have a positive impact on oversight of projects and programmes such as:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> continual monitoring and evaluation on delivery against desired benefits</li> <li><input type="checkbox"/> focus role in change management</li> <li><input type="checkbox"/> develop relationship with the Investment Panel which will deliver technical assessment and advice on business cases</li> <li><input type="checkbox"/> provide enhanced pipeline oversight, and</li> <li><input type="checkbox"/> undertake reviews of projects or programmes</li> </ul> <p>The latter point will help with wider efforts to create a culture of sustained scrutiny within the Combined Authority in alignment with English Devolution Accountability Framework requirements.</p>
4.9	<b>Board is asked to approve the Investment Committee terms of reference attached at Appendix B</b>
4.10	<b>Board is asked to approve that the Investment Committee replace the Shareholder Board in the governance arrangements of the Combined Authority from the 2024 AGM onwards</b>
<u>Constitutional Amendments</u>	
4.11	<p>The SAF approved for submission to Government on 20 September included changes to approval delegations, these were as follows:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Chief Executive able to approve business cases up to £1million</li> <li><input type="checkbox"/> Investment Committee able to approve business cases above £1million and up to £5million</li> <li><input type="checkbox"/> Investment Committee to consider and provide a recommendation to Board for business cases above £5million with Board able to approve</li> </ul>
4.12	<p>The SAF also included a tolerance to be reflected in the scheme of delegations, these were as follows:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> any business case that does not present a proposal with a high value for money score via Benefit Cost Ratio (BCR) or Net Present Public Value (NPPV) will be required to seek business case approval via the Combined Authority Board</li> </ul>
4.13	Board should note that these delegations will be reflected in the revised scheme of delegations.
4.14	Board should note that as an interim measure the approval role of the Investment Committee will continue to be undertaken by the appropriate Thematic Committee until the 2024 AGM (until the Investment Committee goes live)
4.15	Board should note that the Monitoring Officer will ensure references within the Constitution to the Local Assurance Framework are updated to Single Assurance Framework to reflect agreed implementation dates.
4.16	Board should also note that amendments to the terms of reference to each thematic Committee will be presented to the 2024 AGM in order to reflect the implementation of SAF and changes to the scheme of delegation.
4.17	Board should note that once the Investment Committee becomes live that all references to the Shareholder Board shall be deleted.
4.18	Board should note that once they have considered and agreed a set of terms of reference for the Investment Committee that will be included within the Constitution the SAF will be updated to ensure it refers to the appropriate chapter within the Constitution.

<b>5. SAF Implementation</b>			
5.1	<p>There is still a significant amount of work that needs to be undertaken before the SAF can be implemented, this includes:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Development of SAF webpages</li> <li><input type="checkbox"/> Development of SAF templates and guidance documents</li> <li><input type="checkbox"/> SAF communications and training internally with staff to prepare them for SAF roll out</li> <li><input type="checkbox"/> SAF communications and training with constituent councils and partners to prepare them for SAF roll out</li> <li><input type="checkbox"/> PMO review of existing projects and engagement exercise with Project managers to take them through implications of SAF roll out</li> </ul>		
5.2	It is therefore proposed that there be a phased approach to implementation that will support the undertaking of the key tasks identified above.		
5.3	<p>It is propose that the approach to implementation be broken down into the following stages:</p> <ol style="list-style-type: none"> <li>1. Implementation Stage A: Implement SAF Phase 1</li> <li>2. Implementation Stage B: Implement SAF Phase 2 and 3</li> </ol> <p>These stages include the following:</p>		
<b>Implementation Stage A</b>			
5.4	<p>The first stage of implementation proposed is to roll out phase 1 of the SAF between January and May <b>2024</b>. The roll out of phase 1 of the SAF includes:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Investment Panel becoming operational</li> <li><input type="checkbox"/> Concept paper roll out for new ideas, including guidance</li> <li><input type="checkbox"/> Establish new CMT operational role for new concepts and provide guidance and training to CMT as required</li> <li><input type="checkbox"/> Quarterly reporting to Board from Investment Panel on concepts received with recommendations to become operational</li> <li><input type="checkbox"/> Go live with SAF webpages, including online ability to submit concepts</li> </ul>		
5.5	The roll out of SAF Phase 1 will create an entirely new approach for the CPCA, Constituent Councils, Partners and stakeholders to enter the assurance framework in-year through the submission of a new idea, project or programme (referred to in the SAF as concepts). This approach is clearly set out in the SAF as approved for submission to Government by Board on 20 September 2023.		
5.6	SAF Phase 1 involves the new Investment Panel becoming operational, this is a key technical officer group in supporting the delivery of SAF. The draft terms of reference for the Investment Panel were presented to Board for comment on 20 September 2023.		
5.7	<p>To support the roll out of implementation stage A the following will need to be developed for implementation:</p> <table style="width: 100%; border: none;"> <tr> <td style="vertical-align: top; width: 50%;"> <ul style="list-style-type: none"> <li><input type="checkbox"/> Concept Paper and guidance</li> <li><input type="checkbox"/> SAF webpage detail and Concept submission capability</li> <li><input type="checkbox"/> SAF phase 1 core engagement (legal – finance – procurement – comms) criteria and process</li> <li><input type="checkbox"/> Stand up of CPCA Pipeline</li> </ul> </td> <td style="vertical-align: top; width: 50%;"> <ul style="list-style-type: none"> <li><input type="checkbox"/> CMT SAF phase 1 role process and training</li> <li><input type="checkbox"/> Investment Panel ToR, criteria, guidance, reporting, appointments &amp; training</li> <li><input type="checkbox"/> Business Case routes &amp; criteria</li> <li><input type="checkbox"/> PMO upskilling &amp; knowledge transfer</li> </ul> </td> </tr> </table>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Concept Paper and guidance</li> <li><input type="checkbox"/> SAF webpage detail and Concept submission capability</li> <li><input type="checkbox"/> SAF phase 1 core engagement (legal – finance – procurement – comms) criteria and process</li> <li><input type="checkbox"/> Stand up of CPCA Pipeline</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> CMT SAF phase 1 role process and training</li> <li><input type="checkbox"/> Investment Panel ToR, criteria, guidance, reporting, appointments &amp; training</li> <li><input type="checkbox"/> Business Case routes &amp; criteria</li> <li><input type="checkbox"/> PMO upskilling &amp; knowledge transfer</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Concept Paper and guidance</li> <li><input type="checkbox"/> SAF webpage detail and Concept submission capability</li> <li><input type="checkbox"/> SAF phase 1 core engagement (legal – finance – procurement – comms) criteria and process</li> <li><input type="checkbox"/> Stand up of CPCA Pipeline</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> CMT SAF phase 1 role process and training</li> <li><input type="checkbox"/> Investment Panel ToR, criteria, guidance, reporting, appointments &amp; training</li> <li><input type="checkbox"/> Business Case routes &amp; criteria</li> <li><input type="checkbox"/> PMO upskilling &amp; knowledge transfer</li> </ul>		
<b>Implementation Stage B</b>			
5.8	The second stage of implementation proposes that the remainder of the SAF (phases 2 and 3) become operational following the 2024 AGM, allowing for appointments to be made to the new Investment Committee.		

5.9	This will involve the application of the new approval delegations within SAF phases, operation of Investment Committee with Investment Panel support, and application of new business case templates with assurance requirements as set out in the SAF.
5.10	<p>To support the roll out of implementation stage B the following will need to be developed for implementation:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Business Case templates &amp; key review criteria</li> <li><input type="checkbox"/> Exec. Director sign off process &amp; template</li> <li><input type="checkbox"/> S73 sign off process</li> <li><input type="checkbox"/> CEX delegated approval process &amp; reporting</li> <li><input type="checkbox"/> Political test and challenge criteria for Investment Committee</li> <li><input type="checkbox"/> Post decision checklist</li> <li><input type="checkbox"/> Assurance Observation Report template, process &amp; PMO training</li> <li><input type="checkbox"/> SAF phase 2 core engagement criteria and process</li> <li><input type="checkbox"/> Appraisal functionality</li> <li><input type="checkbox"/> Technical test and challenge criteria for Investment Panel</li> <li><input type="checkbox"/> Investment Committee appointments &amp; training package</li> </ul>
5.11	The development of elements detailed above in 5.7 and 5.10 will be led by the SAF development team who will engage Constituent Council Officers from the Partner Working Group in collaboration and coproduction. Partner Working Group officers will be asked to indicate if they have the capacity and wish to continue in providing support to the SAF development team, where it is not possible for a Constituent Council to provide input regular updates will be provided to the relevant officer.
5.12	There will also be a programme of communication with CPCA Officers, Constituent Councils and partners to support Implementation Stage A and B to ensure awareness of the SAF and assist preparedness for its introduction. This will include specific training on business cases, procurement, contract management and more.
5.13	In preparing for the roll out of SAF Phase B Board should note that the intention is to test key elements such as new business case templates on certain projects to support preparedness for full roll out post the June 2024 AGM.
5.14	<p><b>Board is asked to support the implementation of SAF as detailed above and the implementation stages as follows:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Between January - May 2024: Roll out of SAF Phase 1</b></li> <li><input type="checkbox"/> <b>From 2024 AGM: Appointments to Investment Committee &amp; roll out of SAF Phase 2 and Phase 3</b></li> </ul>
5.15	Board should note that SAF will be published on the CPCA website with a note explaining the transition from the Local Assurance Framework to the Single Assurance Framework between January and June 2024.
5.16	The SAF Development Team, PMO and the Economy & Growth Team will work with anyone submitting a new concept or who are developing a business case between January and May, to support them in the transition to the SAF and its requirements such as new business case templates.
<b>PMO Resourcing</b>	
5.17	The PMO is ready to support the implementation and embedding of the SAF. Work is underway to review the PMO's service responsibilities and resourcing to support the roll out of the SAF.
5.18	The PMO will look to ensure that they are doing the right things, in the right way and continue to keep the work portfolio governance and visibility including supporting the SAF and acting as a custodian of the process, in addition to the initial embedding and transition to the new ways of working.
5.19	To improve current ways of working and create more capacity to drive delivery, support was needed to build the Authority's in-house capability. Proteus consultancy have been employed by the Authority to provide time limited support in the following areas:

	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensuring that the best practice roles, governance, approaches and tooling required to deliver the portfolio successfully are put into place. This will include the 'operationalisation' of the new assurance approach.</li> <li><input type="checkbox"/> Ensuring that the portfolio is achievable given resource constraints, and that it comprises the best value mix of projects to achieve the target outcomes.</li> <li><input type="checkbox"/> Establishing high value oversight and support for all initiatives, and intensive focus on the most critical projects and programmes.</li> <li><input type="checkbox"/> Providing support to recruit, train and develop a team of delivery specialists and project /programme managers.</li> </ul>
5.20	Full detailing of PMO resourcing requirements will be worked up once the current review of the PMO's service responsibilities and future resourcing requirements to support the roll out of the SAF and would be set out in future Medium Term Financial Plans.

<b>6. Background</b>	
6.1	It is a requirement for the Combined Authority to have an Assurance Framework. The existing Assurance Framework meets the requirements set out by the National Local Growth guidelines, these guidelines set out Government's requirement for Mayoral Combined Authorities to develop their own Local Assurance Framework and to ensure they are reviewed and updated annually.
6.2	The National Local Growth guidelines have now been replaced by the English Devolution Accountability Framework, often referred to as EDAF. EDAF is part of the broader Local Government Accountability Framework and now sets the standard for approval of Assurance Frameworks by Government.
6.3	The Combined Authority needs an Assurance Framework to set out how it meets best value requirements by ensuring that it spends public money in the most effective and efficient way, meeting its Aims and Objectives.

<b>7. Appendices</b>	
7.1	Appendix A – Single Assurance Framework
7.2	Appendix B – Investment Committee Terms of Reference

<b>8. Implications</b>	
<b>Financial Implications</b>	
8.1	There are no direct spend or budgetary implications as a result of the recommendations within this report. The assurance frameworks and delegated approval structures detailed within this report are considered to be appropriately designed to ensure the Combined Authority deliver value for money against all its investments and that the financial controls and checks required to deliver those investments are robust.
8.2	There is a recognition that there will need to be an expansion of PMO responsibilities to support the SAF implementation and that this will have financial implications. Further work to confirm the detail of any resourcing needs will continue and relevant approvals sought once that work is completed.
8.3	There will be some IT costs related to the SAF webpage development, but the costs are not expected to be significant.
<b>Legal Implications</b>	
8.4	It is a statutory requirement that the Combined Authority has an assurance framework in place. There are also statutory duties on the Authority in relation to best value and securing the best use of public money in terms of projects and spending. Failure to have a robust assurance framework in place would

	result in action by the Authority's internal and external auditors and would affect the value for money judgement provided on an annual basis.
8.5	It is a requirement that any significant change to the assurance framework must be submitted to and cleared by Government, this must be done against requirements set out in the English Devolution Accountability Framework.
<b>Public Health Implications</b>	
8.6	There are no specific public health implications arising out of this report.
<b>Environmental &amp; Climate Change Implications</b>	
8.7	There are no specific environmental and climate change implications arising out of this report.
<b>Other Significant Implications</b>	
8.8	Replacement of the National Local Growth Assurance Framework that is currently in operation with the Single Assurance Framework will require constitutional amendments, these are set out in the content of this report.
8.9	If implementation as set out in this report is supported the SAF will become fully operational following the 2024 AGM

<b>9. Background Papers</b>	
9.1	Combined Authority Board Report – 20 September: <b><u><a href="#">Document.ashx (cmis.uk.com)</a></u></b>
9.2	Audit & Governance Committee Report - 8 September 2023: <b><u><a href="#">Document.ashx (cmis.uk.com)</a></u></b>
9.3	English Devolution Accountability Framework: <b><u><a href="#">English Devolution Accountability Framework - GOV.UK (www.gov.uk)</a></u></b>
9.4	CPCA Review of Governance 2022: <b><u><a href="#">Document.ashx (cmis.uk.com)</a></u></b>
9.5	CPCA Interim CEX Assessment 2022: <b><u><a href="#">Document.ashx (cmis.uk.com)</a></u></b>
9.6	CPCA Improvement Plan Phase 2: <b><u><a href="#">Document.ashx (cmis.uk.com)</a></u></b>
9.7	CPCA Local Assurance Framework: <b><u><a href="#">Local-Assurance-Framework (cambridgeshirepeterborough-ca.gov.uk)</a></u></b>



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

# Single Assurance Framework

---

Cambridgeshire & Peterborough Combined Authority

2023

# Contents

<b>1</b>	<b>Introduction</b>	<b>4-5</b>
1.1	Purpose of the Single Assurance Framework	4
1.2	English Devolution Accountability Framework	5
<b>2</b>	<b>Cambridgeshire &amp; Peterborough</b>	<b>6-7</b>
2.1	The Mayoral Combined Authority	6
2.2	Regional and Local Leadership	6
2.3	The Strategic Framework	7
<b>3</b>	<b>Governance, Accountability &amp; Transparent Decision-Making</b>	<b>8-17</b>
3.1	Introduction	8
3.2	The Mayor	8
3.3	The CPCA Board	8
3.4	Audit Committee Arrangements	10
3.5	Overview and Scrutiny Committee Arrangements	11
3.6	The Investment Committee	11
3.7	The Business Board	12
3.8	Other Combined Authority Committees	12
3.9	Statutory Officers	13
3.10	Process and Procedures	15
<b>4</b>	<b>English Devolution Accountability Framework</b>	<b>18-20</b>
4.1	Introduction	18
4.2	Ensuring Value for Money	18
4.3	Enabling the Business Voice	18
4.4	Local Scrutiny and Checks & Balances	19
4.5	Accountability to Government	19
4.6	Accountability to the Public	19
4.7	Commitment to continual enhancement of Accountability Arrangements	20
<b>5</b>	<b>Single Assurance Framework</b>	<b>21-33</b>
5.1	Introduction	21
5.2	Value for Money	22
5.3	Single Assurance Framework Entry Points	22
	<ul style="list-style-type: none"> <li>○ The Corporate Plan</li> <li>○ In-Year Proposals</li> <li>○ New Funding Opportunities</li> <li>○ Open Calls/ Expressions of Interest</li> <li>○ Commissioning</li> <li>○ Business Case Development Fund</li> </ul>	
5.4	SAF Phase 1: Concept to Pipeline Approval (the Initiation Phase)	24
	<ul style="list-style-type: none"> <li>○ The Principle of Approval</li> </ul>	
5.5	SAF Phase 2: Business Case Development Phase	26
	<ul style="list-style-type: none"> <li>○ Business Cases</li> </ul>	
5.6	SAF Phase 3: Approvals	29
	<ul style="list-style-type: none"> <li>○ Approval Routes</li> <li>○ Required SAF Documentation</li> <li>○ Approvals up to £1million</li> </ul>	

- Approvals over £1million and up to £5million
- Approvals over £5million
- 5.7 Subsidy Control 33
- 5.8 Management of Contracts 33

**6 Delivery, Monitoring and Evaluation 34-37**

- 6.1 Release of Funding 34
- 6.2 Performance Reporting 34
- 6.3 Risk Management 34
- 6.4 Change Requests and Funding Clawback 35
- 6.5 Monitoring & Evaluation 36
- 6.6 Importance of Monitoring & Evaluation 37

**7 Annex's 38-41**

- 7.1 Transport Projects 38
- 7.2 Adult Education Budget 39
- 7.3 Greater South East Net Zero Hub 40

**8 Appendices 42**

- 8.1 SAF Templates 42





# 1 Introduction

Cambridgeshire & Peterborough Combined Authority is committed to the delivery of good governance and accountability in everything that it does, striving to ensure that decision-making is effective, proportionate, open to test and challenge and taken to deliver benefits to the region in alignment with its agreed strategic objectives.

Having an effective, clear and implemented Assurance Framework is key to successful delivery of the Combined Authority's overall Accountability Framework.

HM Treasury define Assurance Frameworks as 'An objective examination of evidence for the purpose of providing an independent assessment on governance, risk management, and control processes for the organisation.'

## **This document is the Assurance Framework for Cambridgeshire & Peterborough Combined Authority.**

The aim of this document is to set out how the Combined Authority (CPCA) will spend or invest public money responsibly, both openly and transparently, and achieve Value for Money (VFM). It provides a proportionate and consistent approach to the application and approval of all funding opportunities and the initiation, development and delivery of projects, programmes and activity that places a financial liability onto the WMCA that is not classed as Business as Usual (BAU).

The document sets out the robust assurance, project appraisal and value for money processes that the Combined Authority has put in place for programme and project development and delivery in alignment with the requirements set out in the English Devolution Accountability Framework (EDAF) and has been approved by the Department of Levelling Up, Communities and Housing (DLUHC).

**1.1 The purpose of the Single Assurance Framework** - The Single Assurance Framework (SAF) is a set of systems, processes and protocols designed to provide an evidence base and independent assessment of the governance, risk management, and funding processes of a funding or grant application. It enables the Combined Authority to monitor, measure and scrutinise how well Policy Aims are being met and risks managed. It also implements processes to ensure an adequate response if risks or performance go into exception.

1.1.2 The SAF has been developed in compliance with the English Devolution Accountability Framework. It applies to all existing and new funding, and projects that place a financial liability onto the Combined Authority. It provides consistency of approach, standards, assurance, appraisal and decision making. It allows for proportionality within the development of business cases.

1.1.3 The SAF operates alongside the following Combined Authority governance and key policy documents:

- The CPCA Constitution [[CA Board Constitution March 2023 \(cambridgeshirepeterborough-ca.gov.uk\)](#)]
- The CPCA Corporate Plan [[Document.ashx \(cmis.uk.com\)](#)]
- The Performance Management Framework [[Document.ashx \(cmis.uk.com\)](#)]
- The Risk Management Framework [[Document.ashx \(cmis.uk.com\)](#)]
- Cambridgeshire & Peterborough Devolution Deal [[Cambridgeshire-and-Peterborough-CA-Devolution-Deal \(cambridgeshirepeterborough-ca.gov.uk\)](#)]
- CPCA Order 2017 [[The Combined Authorities \(Borrowing\) Regulations 2018 \(legislation.gov.uk\)](#)]
- CPCA Industrial Strategy [[Local Industrial Strategy \(cambridgeshirepeterborough-ca.gov.uk\)](#)]
- Mayor's Ambitions [[Document.ashx \(cmis.uk.com\)](#)]
- CPCA Medium Term Financial Plan [[Key Documents Library | CPCA | The Combined Authority \(cambridgeshirepeterborough-ca.gov.uk\)](#)]

1.1.4 The CPCA operates in line with the Local Government Accountability Framework and the English Devolution Accountability Framework. It also operates according to:

- Local Government Financial Framework, as set out in the DLUHC Local Government System Statement. [[Annual local government finance settlements | Local Government Association](#)]

- HM Treasury Guide to developing the project business case [[Guide to developing the Project Business Case \(publishing.service.gov.uk\)](#)]
- HM Treasury Guide to Assuring and Appraising Projects: Green Book [[The Green Book \(2022\) - GOV.UK \(www.gov.uk\)](#)]
- Orange Book (Strategic Risk) [[Orange Book - GOV.UK \(www.gov.uk\)](#)]
- Magenta Book (Evaluation) [[The Magenta Book - GOV.UK \(www.gov.uk\)](#)]

1.1.5 The Assurance Framework provides assurance to the Departmental Accounting Officer by explaining how funding is granted or devolved to the Combined Authority is allocated, and that there are robust local systems in place which ensure resources are spent with regularity, propriety and value for money.

1.1.6 Within the Combined Authority, the SAF is a valuable tool that enables the CPCA to develop and deliver successful programmes and projects, and explain the clear rationale through concept papers and business cases on how its strategic objectives will be delivered.

1.1.7 The Assurance Framework will be reviewed at least annually by the CPCA Audit & Governance Committee to ensure that it is kept up to date, reflecting changes in the Combined Authority's operating environment and changes to Government policy. Where are potential changes and updates result in a potential divergence from the approved Assurance Framework, adjustments will be discussed and agreed with DLUHC.

**1.2 English Devolution Accountability Framework** - The Single Assurance Framework (SAF) has been developed in alignment with the first edition of the English Devolution Accountability Framework (EDAF) (2023). EDAF sets out how Mayoral Combined Authorities (MCAs) will be scrutinised and held to account by government, local politicians and business leaders, and by residents and voters within the Cambridgeshire & Peterborough region.

1.2.1 The Combined Authority meets all requirements set out in EDAF and seeks to align itself with emerging EDAF content such as the Scrutiny Protocol.

1.2.2 The Combined Authority recognises that in providing areas with more power and funding flexibility through devolution it becomes even more essential to strengthen governance and accountability arrangements to ensure that they are used appropriately to support regional and national priorities. Further details on its compliance with EDAF are set out in section 4.

## 2 Cambridgeshire & Peterborough

**2.1 The Mayoral Combined Authority** - The Cambridgeshire & Peterborough Combined Authority (CPCA) is a Mayoral Combined Authority and is an accountable public body established under Section 103 of the Local Democracy, Economic Development and Construction Act 2009.

2.1.1 CPCA was created in 2017 through the Cambridgeshire and Peterborough Combined Authority Order 2017 [[The Cambridgeshire and Peterborough Combined Authority Order 2017 \(legislation.gov.uk\)](#)] in order to further the sustainable and inclusive growth of the economy of Cambridgeshire and Peterborough.

2.1.2 The functions of the Combined Authority are set out in the Order referred to above.

2.1.3 As and when the Government officially devolves further powers to the Combined Authority, in order to deliver against its policy agenda, this will be reflected in revisions to the SAF at the appropriate review period.

2.1.4 The Combined Authority is its own accountable body for funding received from government through the 2017 Devolution Deal and provides the accountable body role for the Business Board and the Greater South East Local Energy Hub and employs the officers that support them.

**2.2 Regional and Local Leadership** - The Combined Authority Board is the principal decision-maker and provides leadership of the Combined Authority.

2.2.1 The regionally elected Mayor of the Combined Authority is the Chair of the Combined Authority Board. The leadership of the Combined Authority comes from the Mayor and Combined Authority Board which is comprised of seven constituent authorities who have the voting rights set out in the 2017 Order and Constitution [[Constitution - Cambridgeshire & Peterborough Combined Authority \(cambridgeshirepeterborough-ca.gov.uk\)](#)]

2.2.2 The seven constituent authorities are represented on the Combined Authority Board through their elected Council Leader and are as follows:



2.2.3 The Business Board is represented on the Combined Authority Board and also has full voting rights. The Business Board determines who to nominate as its Combined Authority Board representative for consideration, this role is normally filled by the Chair of the Business Board.

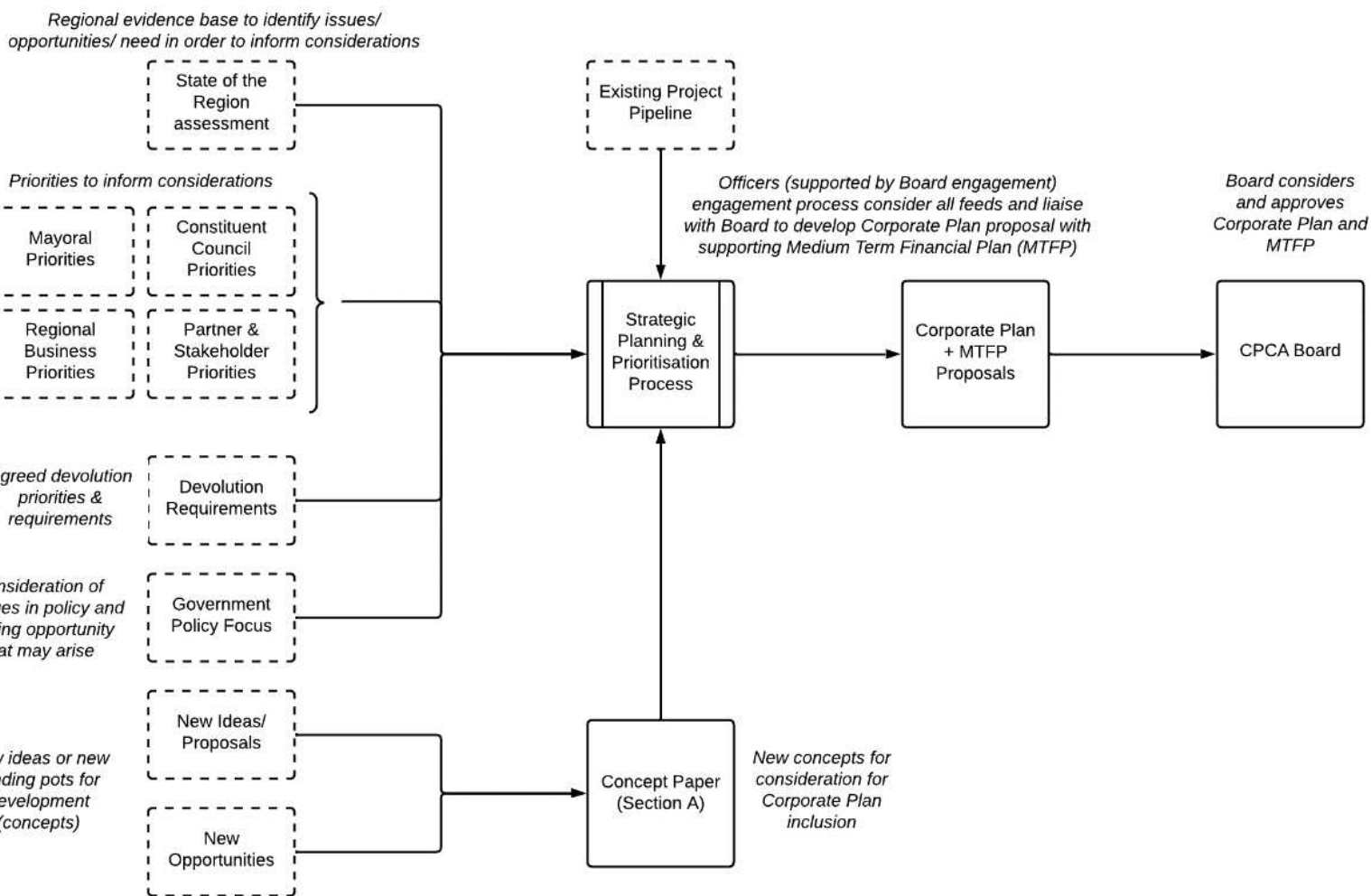
2.2.4 The Combined Authority Board works closely with other key public sector partners who are represented on the Board in a non-voting capacity as non-constituent members, representation is provided by the Police & Crime Commissioner for Cambridgeshire, Cambridgeshire & Peterborough Fire Authority and the Cambridgeshire & Peterborough Integrated Care System.

**2.3 The Strategic Framework** - The Combined Authority has a robust process in place to develop its strategic objectives that aligns with its long term vision. The devolution deal 2017 set out powers and funding afforded by devolution, and our performance target of doubling the size of the economy and creating more good jobs. The Corporate Strategy builds upon this and identifies the four core strategic priority areas and sets out performance management baselines for each, these priority areas are the golden thread that is to be driven through programmes and projects. The fifth strategic priority area of Achieving Best Value and High Performance is reflected in the frameworks that govern the way in which the Combined Authority operates.

2.3.1 The SAF phases set out in section 5 ensure that investment decisions align with the Combined Authority strategic objectives set out in the Corporate Plan.

2.3.2 The strategic framework ensures that the strategic objectives reflect priorities identified by Government policy agenda through devolution requirements, Constituent Council agendas, Mayoral agenda and a regional evidence base. It also ensures that the strategic planning process is evidence based through a regularly updated state of the region assessment and considers the existing and future project pipeline to ensure focus is on the appropriate priorities for the region.

**Illustration A - Overview of Strategic Planning Process**



## 3 Governance, Accountability & Decision-Making

- 3.1 Introduction** - 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.
- 3.1.1 The Combined Authority recognises and supports the English Devolution Accountability Framework and commits to building a culture of effective scrutiny and accountability through adherence to the framework.
- 3.1.2 In compliance with the English Devolution Accountability Framework the Combined Authority has put in place this Assurance Framework to ensure appropriate safeguards and standards are in place in the development and delivery of projects and ensure appropriate stewardship of devolved funds.
- 3.1.3 The Combined Authority meets all the requirements set out in Chapter 7 of the Localism Act 2011 and has a robust Member-Officer Protocol in support of its Code of Conduct arrangements. All Members are expected to demonstrate the Nolan Principles of behaviour.
- 3.1.4 Members of the Combined Authority are expected to act in the interests of the Cambridgeshire and Peterborough area as a whole when making investment decisions. A variety of controls are in place to ensure that decisions are appropriate and free from bias and/or the perception of bias.
- 3.1.5 The Combined Authority is the accountable body for the Business Board and the Greater South East Local Energy Hub.
- 3.2 The Mayor** - The CPCA Mayor has a manifesto of commitments on which they were directly elected by the electorate across Cambridgeshire and Peterborough constituent areas. The Mayor executes certain powers and functions that are devolved to CPCA by the UK Government, to deliver their manifesto commitments and to enact functions reserved for the Mayor as detailed in the Combined Authority Constitution.
- 3.2.1 The Mayor is the Chair of the Combined Authority and the Combined Authority Board. The Mayor provides leadership in terms of proposing a Mayoral budget as part of the Board in agreeing revenue and capital budgets for the Combined Authority and ensuring the appropriate use of these budgets.
- 3.2.2 As Chair of the Board the Mayor has a lead role in the allocation of Gainshare funding through the Board approval of the Corporate Plan and the publication of Mayoral pledges. The Mayoral budget ensures that they have appropriate support and advice to take their priorities forward as well as to support delivery of the Corporate Plan and Devolution commitments.
- 3.2.3 The Mayor has general powers as set out in Chapter 3 of the Constitution, this includes the power to pay a grant to Cambridgeshire County Council and Peterborough City Council to meet expenditure incurred by them as highways authorities.
- 3.2.4 Elections for the position of Mayor of the Combined Authority are held every 4 years.
- 3.2.5 The Mayor can nominate Board Members for Portfolio Lead positions, nominations must be considered and approved by the Combined Authority Board.
- 3.3 The Combined Authority Board** - The Combined Authority Board is the legal and accountable body for funding devolved to the CPCA. It is responsible for a range of functions including transport, skills and economic development.

- 3.3.1 The Combined Authority Board exercises all its powers and functions in accordance with the law and the Combined Authority Constitution, it agrees all strategy and frameworks and agrees all delegated responsibilities to conduct its business.
- 3.3.2 The Constituent Authority Leaders represent the views of their Constituent Authority at the Combined Authority Board, ensuring that they take a regional strategic perspective to decision-making and put the needs and opportunities to the region at the forefront of all decisions taken.
- 3.3.3 The Combined Authority, through its Board, has set very clear roles and responsibilities within its governance framework when it comes to decision-making in regard to strategy and budgets. This power sits with the Combined Authority Board and is supported through the following roles and responsibilities across its governance framework:

Strategic Role	Body
Set the strategic objectives, vision and Corporate Plan	CPCA Board
Approve strategy, key policy and frameworks	CPCA Board
Set the budgetary framework and the Medium Term Financial Plan	CPCA Board
Develop strategy, framework and policy proposals	Thematic Committees
Implement Board approved strategy	Thematic Committees
Deliver operational and delivery oversight and provide operational decision-making	Thematic Committees
Undertakes strategic level scrutiny	Overview & Scrutiny Committee
Undertakes Mayor and Board accountability	Overview & Scrutiny Committee
Provides oversight and assurance of standards and the Constitution	Audit & Governance Committee
Provides oversight and assurance of governance, assurance and supporting frameworks	Audit & Governance Committee

- 3.3.4 Chapter 7 of the Combined Authority Constitution details the Committees that sit within its Governance Framework which have either decision-making powers or are advisory. Those that have decision-making powers or have been delegated decision-making powers have terms of reference which can be found in the Constitution or via the relevant Committee page on the website [\[CMIS > Committees\]](#)
- 3.3.5 The Combined Authority operates under the principle of approval in Investment decision-making. This ensures that concepts are approved by the Board for inclusion in the Corporate Plan and Medium Term Financial Plan before the relevant business case is developed.
- 3.3.6 The principle of approval ensures Board drives delivery of the golden thread of its agreed strategic objectives and the requirements set out in devolution agreements into the development of programmes and projects.
- 3.3.7 **Recruitment of Members of the Board** – The majority of Members of the Combined Authority Board are appointed by the Constituent Authority, whilst some members are representatives of co-opted partners/authorities. The Chair of the Business Board is designated as a member of the Board within the CPCA 2017

Order which established the Combined Authority and is therefore able to vote. Constituent Authority appointed Members must be elected members of their appointing authority and must be replaced by elected members of the same Constituent Authority if they are no longer elected members.

- 3.3.8 Co-opted Member status confers no legal status and no entitlement to vote, it is an informal arrangement to promote a strategic approach to joint working on significant regional policy issues.
- 3.3.9 Members of other Committees of CPCA are nominated by their Constituent Authority and appointed to Committees by the Combined Authority Board.
- 3.3.10 **Induction** - New members of the Combined Authority Board will be supported through induction training that will cover the senior management structure and their roles, the governance structures including the SAF, how the Combined Authority is funded, its risks, the role of the Mayor and its annual aims and objectives.
- 3.3.11 **Code of Conduct** - The Code of Conduct for members is set out in Annex 1 of the Combined Authority Constitution and reminds Members that they act on behalf of the whole region's interest not just their particular are of the region. The Nolan Principles of Public Life provide a framework for the members and the officers of the CPCA.
- 3.3.12 **Diversity** - The Combined Authority Board is comprised of elected representatives appointed to the Board by the Constituent Authorities, Chair of the Business Board and members representing co-opted Partners/ Authorities and so the composition of the Board is outside of the control of the Combined Authority.
- 3.3.13 **Remuneration** - CPCA does not pay any allowances to the Combined Authority Board Membership other than to the Mayor whose allowance is agreed by the Board following the recommendation and a report from the Independent Remuneration Panel.
- 3.3.14 Remuneration considerations for the Business Board and Committees of the Combined Authority are considered in line with the English Devolution Accountability Framework and are agreed by Board following the recommendation and a report from the Independent Remuneration Panel.

**3.4 Audit Committee Arrangements** - The Combined Authority has established an Audit & Governance Committee (A&G) in accordance with the requirements of the Combined Authorities (Overview and Scrutiny, Access to Information and Audit) Regulations 2017 and in alignment with the English Devolution Accountability Framework.

- 3.4.1 The Combined Authority has delegated to the Audit & Governance Committee the following powers:
- review and scrutinise the combined authority's financial affairs;
  - review and assess the combined authority's risk management, internal control and corporate governance arrangements;
  - review and assess the economy, efficiency and effectiveness with which resources have been used in discharging the combined authority's functions; and
  - make reports and recommendations to the Combined Authority in relation to reviews conducted under paragraphs (a) (b) and (c);
  - Implement the obligation to ensure high standards of conduct amongst Members.
- 3.4.2 The Terms of Reference for the Audit & Governance Committee are available in Chapter 13 of the Constitution and set out its role in regards to:
- Approval of the annual statement of accounts
  - Corporate Governance Arrangements
  - Assurance Framework
  - Risk and Performance Management Arrangements
  - Anti-fraud, whistleblowing and complaints
  - Internal Audit
  - External Audit
  - Financial Reporting

3.4.3 The Chair of the Audit & Governance Committee is an independent person who is not an elected member, appointed through a recruitment process and confirmed by the Combined Authority Board. Rule 13.5.2 of the Constitution set out in Chapter 13 sets out the independent designation requirement of the Committee Chair.

3.4.4 The membership of the Committee are nominated by the Constituent Authorities that form the Combined Authority and appointed by the Combined Authority Board.

**3.5 Overview and Scrutiny Arrangements** - The Combined Authority has established an Overview and Scrutiny Committee (OSC) in accordance with the requirements of the Combined Authorities (Overview and Scrutiny, Access to Information and Audit) Regulations 2017 and in alignment with the English Devolution Accountability Framework.

3.5.1 The Overview and Scrutiny Committee has the power to:

- review or scrutinise decisions made, or other action taken, in connection with the discharge of any functions which are the responsibility of the Mayor and/or the Combined Authority
- make reports or recommendations to the Mayor and/or the Combined Authority on matters that affect the Combined Authority area or the inhabitants of the area
- make reports or recommendations to the Mayor and/or the Combined Authority with respect to the discharge of any functions which are the responsibility of the Mayor and/or the Combined Authority.
- Where a decision has been made by the Mayor, the Combined Authority, or an Officer and was not treated as being a key decision and a relevant overview and scrutiny committee is of the opinion that the decision should have been treated as a key decision, that overview and scrutiny committee may require the decision maker to submit a report to the Combined Authority within such reasonable period as the committee may specify

3.5.2 The Terms of Reference for the Overview and Scrutiny Committee are available in Chapter 14 of the Constitution and set out its core roles in regards to:

- Strategic Performance Review of Corporate Plan KPIs
- Holding Mayor and Portfolio Holders to account for the delivery of priority area objectives set out in the Corporate Plan and Directorate Plans
- Holding Mayor to account for delivery of Mayoral Priorities
- Pre-Scrutiny of Board decision-making (*utilising extended Forward Plan to identify upcoming decisions to examine in advance of decision being developed and taken*)
- Utilising Call-In power if decisions have not been taken in accordance with the new principles of decision-making set out in the Constitution
- Policy review when approached to undertake or if gap/ issue identified through performance review and decision-making accountability
- Focused meetings on cross-cutting matters and/or issues of significant concern
- Focused budget scrutiny on MTFP alignment/ delivery and consultation (*although this could be undertaken by commissioned deep dive review*)

3.5.3 The membership of the Committee are nominated by the Constituent Authorities that form the Combined Authority and appointed by the Combined Authority Board.

3.5.4 The Audit & Governance Committee and the Overview & Scrutiny Committee are key parts of the overall accountability framework of the Combined Authority, ensuring key elements of the English Devolution Accountability Framework are complied with.

**3.6 The Investment Committee** - The Combined Authority has established an Investment Committee that is Chaired by the Portfolio Lead Member for Economic Growth, the Committee has the delegated authority to make investment decisions in relation to proposals which are above the level of financial delegation to officers which is set at £1million and below the level of £5million above which requires all decisions to be made by the Combined Authority Board.

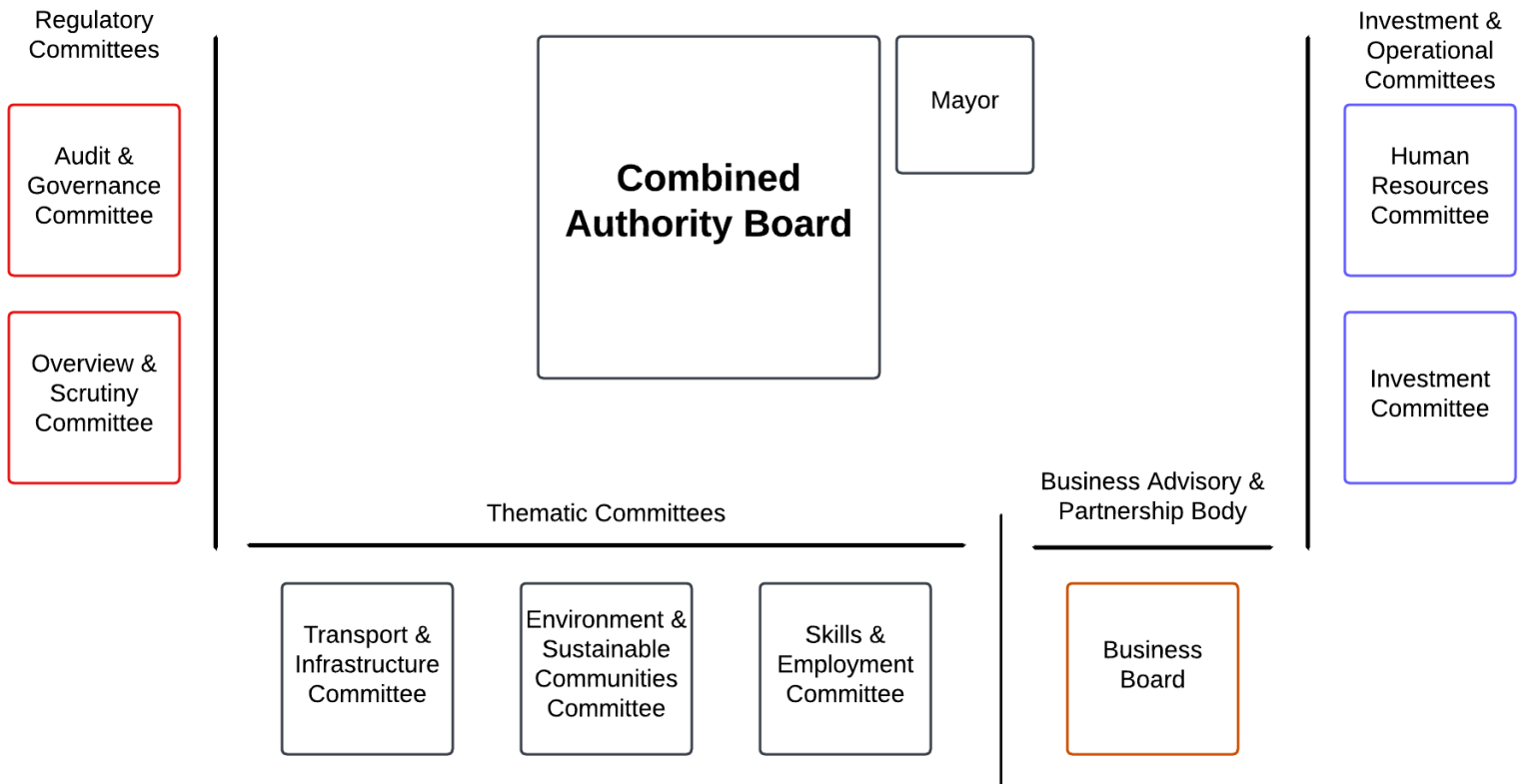


- 3.6.1 The Committee has delegated authority to take decisions in relation to funding proposals and change requests as set out in its Terms of Reference. The Terms of Reference can be found on the Combined Authority website in the Committee section [\[CMIS > Committees\]](#)  
*(Note: These terms of reference will be uploaded to the website once they are approved by Board on 29 November 2023)*
- 3.6.2 The Terms of Reference for the Investment Committee which include the full details of its functions are set out in Chapter [to be inserted] *[to be added once Investment Committee ToR confirmed by Combined Authority Board on 29 November 2023]* of the Constitution, the Committees core roles are:
- in accordance with the Single Assurance Framework and the Constitution of the Combined Authority, make investment decisions and/or make recommendations to the Board on investment decisions
  - play a key part in the overall assurance arrangements of the Combined Authority through the delivery of its functions.
  - advise and make decisions in line with delegated authority on behalf of the Mayor and the Combined Authority Board in the exercise of responsibilities for the Combined Authority's functions as corporate shareholder of a company or group of companies and in their role in representing the Combined Authority as a Shareholder Representative at meetings of a company
  - provide the necessary oversight, from a shareholder's perspective, that the parameters, policies, and boundaries that the Combined Authority has established are being adhered to; Including a regular review of whether the Subsidiary provides the most effective vehicle to deliver the outcomes the Combined Authority requires and whether there are viable alternative models which might offer a more effective means of delivering its priorities
- 3.7 The Business Board** - The Business Board acted as the Local Enterprise Partnership for the region. It was fully integrated into the Combined Authority Governance Arrangements (from March 2023) as a strategic business advisory and partnership body that represents the business voice for the region, providing:
- strategic business advice to the Combined Authority Board, Mayor, Committees and officers across all policy areas
  - advice on the development and shaping of economic strategy and day to day oversight of progress on implementation, on behalf of the Combined Authority Board who decide on and own the strategy
  - represents business across the region
- 3.7.1 The membership requirements and appointment process along with the terms of reference for the business Board are set out in Chapter 15 of the Combined Authority Constitution.
- 3.7.2 The Mayor and the Portfolio Leads for Skills & Employment, and for Investment & Economic Growth are Business Board members as set out in the Constitution. They are non-voting members of the Business Board.
- 3.7.3 The Business Board itself appoints up to 2 co-opted members to sit on each Thematic Committee as co-opted members of those Committees where they represent the Business Board and seek to ensure alignment between discussions and the Economic Strategy.
- 3.7.4 The membership of the Business Board and the Chair, Vice-Chair and membership roles and responsibilities are reviewed as appropriate to ensure they reflect the requirements of the Combined Authority and represent the business voice of the region.
- 3.7.5 The Chair of the Business Board is a voting member of the Combined Authority Board.
- 3.8 Other Committees** - The Combined Authority also has three Thematic Committees, these are:
- Transport & Infrastructure Committee
  - Skills & Employment Committee
  - Environment & Sustainable Communities Committee
- 3.8.1 These Thematic Committees take decisions within the strategic and budgetary framework agreed by the Combined Authority Board. The Terms of Reference for these Committees can be viewed by clicking on the relevant Committee in the Committee section of the Combined Authority website [\[CMIS > Committees\]](#)

3.8.2 There is embedded membership within the Thematic Committees from the Business Board as well Combined Authority Board chairing of Thematic Committees through Portfolio Lead Positions in order to ensure a cross thematic approach to Combined Authority strategy and activity and tackle silo considerations.

3.8.3 These Committees alongside those identified above create the following governance arrangements for the Combined Authority:

**Illustration B – Combined Authority Governance Arrangements**



**3.9 Statutory Officers**

3.9.1 **Head of Paid Service** - It is the role of the Head of Paid Service, also referred to as the Chief Executive, to ensure that all of the Combined Authority functions are properly co-ordinated as well as organising staff and appointing appropriate management.

3.9.2 At the Combined Authority the Chief Executive fulfils the role of the Head of Paid Service. The Head of Paid Service discharges the functions in relation to the Combined Authority as set out in section 4, Local Government and Housing Act 1989 and acts as the principal advisor to the Business Board.

- 3.9.3 The duties and responsibilities of the post include but are no limited to:
- the statutory responsibilities of the Head of Paid Service to manage the budgets and funding allocations available to the Combined Authority, in partnership with the s73 officer
  - leading the Corporate Management Team to deliver the strategic direction for the Combined Authority as outlined by the Combined Authority Board
  - co-ordinate strategy, development and delivery ensuring a joined-up partnership approach to deliver the aspirations of the Combined Authority
  - ensure to champion the delivery of the strategic priorities of the Combined Authority and its Corporate Plan and put in place the resources necessary to achieve the efficient and effective implementation of CPCA's programmes and policies across all services and the effective deployment of the authority's resources to those ends
  - advise the Combined Authority, its Board meetings on all matters of general policy and all other matters upon which his or her advice is necessary, with the right of attendance at all Board meetings and other meetings as appropriate

- advising the elected Mayor on the delivery of strategic priorities
- represent the Combined Authority at local, regional and national level in partnership with the Mayor
- act on advice given by the Monitoring Officer on any situations that could put the Combined Authority in jeopardy of unlawfulness or maladministration
- Exercise the power of general competence
- Exercise urgency powers to make decisions in emergency situations.
- to exercise any function of the Authority which is not expressly:-
  1. reserved to the Authority
  2. within the terms of reference of any committee of the Authority; or
  3. otherwise delegated to another Director under this Scheme, provided always that in relation to economic development loans, this delegated authority is subject to the conditions set out below
  4. To make final decisions in redundancy matters in accordance with all government guidance and statute.

3.9.4 **Section 73 Officer** - At the Combined Authority the Executive Director of Resources and Performance fulfils the role of Section 73 Officer in accordance with the Local Government Act 1985, to administer the financial affairs of the Combined Authority and Business Board.

3.9.5 The Section 73 Officer is responsible for providing the final sign off for funding decisions. The Section 73 Officer will provide a letter of assurance to government by 28th February each year regarding the appropriate administration of government funds for which the Cambridgeshire and Peterborough Combined Authority are responsible.

3.9.6 In order to provide an independent secretariat to the Business Board the Combined Authority's Section 73 Officer delegates responsibilities in relation to the Business Board to their deputy, referred to as the Business Board Section 73.

3.9.7 The responsibilities of the Executive Director of Resources and Performance reflect those documented in the CIPFA published document 'the roles of the Chief Finance Officer in Local Government' which details 5 key principles:

1. The Chief Financial Officer in a local authority is a key member of the leadership team, helping it to develop and implement strategy and to resource and deliver the authority's Policy Aims sustainably and in the public interest.
2. The CFO in a local authority must be actively involved in, and able to bring influence to bear on, all material business decisions to ensure immediate and longer-term implications, opportunities and risks are fully considered, and alignment with the authority's overall financial strategy.
3. The CFO in a local authority must lead the promotion and delivery by the whole authority of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently, and effectively.
4. The CFO in a local authority must lead and direct a finance function that is resourced to be fit for purpose.
5. The CFO in a local authority must be professionally qualified and suitably experienced.

3.9.8 The Executive Director of Resources and Performance is a member of the Combined Authority Corporate Management Team and has oversight of and an ability to influence all major decisions of the Combined Authority.

3.9.9 The Executive Director of Resources and Performance has ensured that the Combined Authority has robust systems of internal controls and appropriate separation of duties to ensure the legality and probity of financial transactions.

3.9.10 These processes are set out in the Combined Authority Constitution in the Financial Regulations (Chapter 8) and the Contract Standing Orders (Chapter 9), other policies such as the Money Laundering Policy and the Anti-Fraud and Corruption Policy are also included in the Constitution on detailed on the Transparency pages of

the Combined Authority website [[Document Library - Cambridgeshire & Peterborough Combined Authority \(cambridgeshirepeterborough-ca.gov.uk\)](#)]

- 3.9.11 **Monitoring Officer** - At the Combined Authority the Chief Legal & Governance Officer has been appointed as the Combined Authority Monitoring Officer and discharges the functions in relation to CPCA as set out in section 5 of the Local Government and Housing Act 1989.
- 3.9.12 The Monitoring Officer fulfils their role in accordance with the Local Government Act 1972 to administer the legal duties of the Combined Authority and Business Board.
- 3.9.13 The responsibilities of the Monitoring Officer regarding the Assurance Framework are:
- Providing advice on, and maintaining an up-to-date version of the Constitution and ensuring that it is widely available for consultation by members, employees, and the public
  - After consulting with the Head of Paid Service and Chief Finance Officer, report to the Combined Authority if they consider that any proposal, decision, or omission would give rise to unlawfulness or maladministration or if any decision or omission has given rise to unlawfulness or maladministration. Such a report will have the effect of stopping the proposed decisions being implemented until the report has been formally considered by the Combined Authority Board
  - Ensuring that decisions, together with the reasons for those decisions and relevant officer reports and background papers are made publicly available as soon as possible
  - Advising whether decisions are within budget and policy framework and whether any decisions or proposed decision constitutes a key decision
  - Providing advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and budget and policy framework issues to the Mayor, members and officers, and generally support and advise members and officers in their roles
- 3.9.14 Contributing to the promotion and maintenance of high standards of conduct, the Combined Authority has delegated to the Monitoring Officer powers to deal with matters of conduct and ethical standards in accordance with the requirements of the Localism Act 2011:
- Discharging the functions under any enactment (whenever passed) of a Monitoring Officer, proper officer, or responsible officer, concerning the Authority's legal affairs and arrangements, including compliance with the law.
- 3.9.15 The Monitoring Officer and their legal team review all reports to ensure that legal implications are correctly identified before they are presented to the Combined Authority Board and its Committees.

### 3.10 Processes and Procedures

- 3.10.1 **Whistleblowing** - The Combined Authority has a Whistleblowing Policy to enable and encourage employees to raise concerns about wrongdoing by the Combined Authority, the Mayor's Office and/or contractors without fear of reprisal or detriment. The Whistleblowing Policy can be found on the Combined Authority website at [[Whistleblowing-Policy-2021.pdf \(cambridgeshirepeterborough-ca.gov.uk\)](#)]
- 3.10.2 **Complaints Process** - A procedure is in place to ensure that any complaints relating to the arrangements, processes or decision making associated with a project is dealt with fairly and effectively. The process can be found in the Combined Authority Constitution [[CA Board Constitution March 2023 \(cambridgeshirepeterborough-ca.gov.uk\)](#)]
- 3.10.3 **Equality, Diversity and Inclusion Policy** - The Combined Authority has an Equality, Diversity and Inclusion Policy that applies to all employees and anyone who works with the Combined Authority. The policy outlines the Combined Authority commitment through the employment lifecycle to equality, diversity and inclusion and sets out this is put into practice. The policy can be accessed via the website [[Document Library - Cambridgeshire & Peterborough Combined Authority \(cambridgeshirepeterborough-ca.gov.uk\)](#)]
- 3.10.4 **Gifts and Hospitality** - A Gifts and Hospitality policy and a procedure is in place to ensure that no CPCA Member or officer receives remuneration or expenses in relation to its activities, other than their salary and in accordance with policy. It specifies that no gifts or hospitality shall be accepted by Members or Officers other than insignificant

and appropriate gifts and hospitality during their day-to-day business. The Gifts and Hospitality Protocol is in the Combined Authority Constitution at Chapter 19 [\[CA Board Constitution March 2023 \(cambridgeshirepeterborough-ca.gov.uk\)\]](#)

- 3.10.5 **Registration and Declaration of Interests** - Combined Authority Board and Committee Members are required to make a declaration of any interest they have in an item of business at Meetings of the Board. Officers are required to declare any interests they have in contracts. The completed registration of Members' interest forms are accessible via the Combined Authority website at [The Publication Scheme - Cambridgeshire & Peterborough Combined Authority \(cambridgeshirepeterborough-ca.gov.uk\)](#)
- 3.10.6 In addition, elected Local Authority members will have completed their Local Authority's Register of Interest. Where Members have a prejudicial interest in an item of business the Combined Authority Code of Conduct requires that they should leave the meeting while the item is considered. The Code of Conduct can be found in Annex 1 of the Combined Authority Constitution.
- 3.10.7 **Freedom of Information** - The Combined Authority is subject to the Freedom of Information Act 2000 and the Environmental Information Regulations 2004. As Accountable Body for the Business Board, the Combined Authority will also fulfil these functions on behalf of the Business Board.
- 3.10.8 The Combined Authority will hold records and will be the focal point for statutory information requests. Applicants are made aware of their right to access information through the Combined Authority, which will deal with the request in accordance with the relevant legislation. As set out in this section, the Combined Authority aims to publish as much information as possible so that Freedom of Information requests are less necessary. A publication scheme is on the website and answers to previous requests are also published on the website at [\[Freedom Of Information Requests | The Combined Authority \(cambridgeshirepeterborough-ca.gov.uk\)\]](#)
- 3.10.9 **Transparency Code** - The Combined Authority is subject to a robust transparency and local engagement regime. The Combined Authority's Constitution includes how agendas, minutes and papers will be made available to the public and when.
- 3.10.10 The combined Authority is subject to and complies with the Transparency Code applied to all Local Authorities. The Transparency webpages of the Combined Authority can be accessed at [\[Governance and Transparency Library | CPCA | The Combined Authority \(cambridgeshirepeterborough-ca.gov.uk\)\]](#)
- 3.10.11 A Mayoral update is distributed to stakeholders throughout Cambridgeshire and Peterborough informing them of current and planned Combined Authority activity and how they can get involved. CPCA has a continuous communications strategy, including using social media to provide the public and stakeholders with updates on activity. Stakeholders and the public can contact the CPCA via the website [\[Contact us - Cambridgeshire & Peterborough Combined Authority \(cambridgeshirepeterborough-ca.gov.uk\)\]](#) and by responding to social media posts.
- 3.10.12 The meeting schedule is available on the Combined Authority website detailing the dates of all key meetings. Where there is a requirement as a condition of funding, the Combined Authority will ensure that Government (and other funders) branding is used in any publicity material.
- 3.10.13 **Treatment of Risk** - A key role of the SAF is to ensure that risk is identified, monitored and managed appropriately, in accordance with HM Treasury Orange Book, both at a strategic level (the risks facing the Combined Authority as an organisation) and at a programme and project level.
- 3.10.14 A revised Risk Management Framework has been developed to provide visibility of risk at strategic, operational, and Programme levels and to ensure consistency across Combined Authority Business Areas in how risks are identified, managed, monitored, and escalated.
- 3.10.15 **English Devolution Accountability Arrangements** - The English Devolution Accountability Framework has been taken into account in the development of the SAF and more widely in the Combined Authority through the Governance Framework and the Accountability Framework. Section 4 of this document refers specifically to EDAF.

- 3.10.16 The Combined Authority has developed an Accountability Framework to support devolution that seeks to ensure that CPCA complies with all EDAF requirements and creates a sustained culture of scrutiny and accountability. This includes application of the Scrutiny Protocol within EDAF once it has been agreed and published by the Department for Levelling Up, Housing and Communities.
- 3.10.17 **Decision-Making Principles** - The Combined Authority has adopted decision-making principles to ensure that all decision-making is taken in alignment with key considerations. These principles can be found in Chapter 6 of the Constitution.
- 3.10.18 **Publishing Meeting Minutes** - The schedule of meetings for the calendar year is published on the Combined Authority website. The notice of meetings, the agenda and the accompanying papers for formal Board and Committee Meetings are published five clear working days in the advance of the meeting.
- 3.10.19 The Combined Authority includes its Forward Plan in the Agenda of the Board and Overview and Scrutiny Committee Meetings.
- 3.10.20 Where papers contain commercially sensitive information or are subject to one of the exemptions under the Local Government act 1972 Schedule 12A or the Freedom of Information Act 2000, they are categorised as a private item and are not published. The Monitoring Officer will give advice regarding whether the item should be classified as private, but Members have to make a decision to go into private session unless a confidential item has been declared confidential by the Government in which case it must be taken in private.
- 3.10.21 Decisions of meetings are published within five working days, in practice this is normally three working days of the meeting, and draft minutes of meetings are published as soon as is possible after the meetings on the Combined Authority website. All Combined Authority Board minutes are signed at the next suitable meeting.
- 3.10.22 **Publishing Decisions** - In the interests of increasing transparency and accountability the Combined Authority has committed to publish a Forward Plan of key decisions that will be taken by the Combined Authority at least 28 days before the decision is made, and up to 6 months in advance, to enable members of the public the opportunity to view and comment upon them.
- 3.10.23 All decisions will be published in accordance with the transparency arrangements set out in the constitution.

## 4 English Devolution Accountability Framework

- 4.1 Introduction** - The Single Assurance Frameworks must demonstrate robust assurance, project appraisal and value for money processes that satisfy the requirements set out in the English Devolution Accountability Framework.
- 4.1.2 As set out in 2.1.4 and 3.3 the Combined Authority is the accountable body for funding received from Government through devolution.
- 4.1.3 The Combined Authority is a local authority for the purposes of the Local Government Act 1972 (and the Local Democracy, Economic Development and Construction Act 2009) and is the Accountable Body for public expenditure that supports the CPCA Vision and Corporate Plan, facilitating collective decision making between constituent council partners.
- 4.1.4 As set out in 3.8 the Combined Authority has appointed statutory officers and the Section 73 Officer will ensure that resources are used legally and appropriately and that they will be subject to the usual checks and balances by making sure there is a sound system in place for financial management. The Monitoring Officer will ensure that all legal responsibilities are adhered to by the Combined Authority.
- 4.1.5 The Audit Committee arrangements for the Combined Authority are set out in 3.3 and the Overview & Scrutiny arrangements are set out in 3.4.
- 4.1.6 Section 3 sets out the detail of the governance framework arrangements along with details of accountability and decision-making arrangements that enable and support the effective engagement of constituent authorities, local partners and the public to help inform key decisions, budget proposals and strategy development.
- 4.1.7 Section 3 also sets out the roles and responsibilities within decision-making at the Combined Authority.
- 4.1.8 The arrangements for the accountability for devolved skills funding are set out in Annex B in 7.2
- 4.1.9 The arrangements for the accountability for the Greater South East Net Zero Hub are set out in Annex C in 7.3
- 4.1.10 The Single Assurance Framework is a significant part of the overall Accountability Framework for the Combined Authority.
- 4.2 Ensuring Value for Money** - The Combined Authority has appropriate arrangements to independently verify its accounts through external audit to ensure it is compliant with the Local Audit & Accountability Act 2014. These arrangements are supported through the Audit & Governance Committee that will review and scrutinise the Combined Authority financial affairs (including consideration of any devolved funds), ensure appropriate corporate governance and risk management and assess whether it is delivering value for money.
- 4.2.1 These arrangements are further supported through this Single Assurance Framework which sets out the framework for the Combined Authority in making value for money judgements of potential investments and projects. All business cases seeking approval are assessed through the Single Assurance Framework process and are evaluated against HMTs 5-case business model set out in HMTs Green Book [\[The Green Book \(publishing.service.gov.uk\)\]](https://www.publishing.service.gov.uk)
- 4.2.2 Arrangements regarding Value for Money for Department for Transport projects and TAG compliance are set out in Annex A in 7.1

- 4.3 Enabling the Business Voice** - The Combined Authority already has a Business Board that is integrated into its governance arrangements. The recent changes to the governance framework involved recasting the role of the Business Board to transition from being an executive programme board to one that provides:
- strategic business advice to CPCA's Board, Mayor, Committees and officers across all policy areas, representing the business voice of the region on a wide range of thematic areas
  - advice on the development and shaping of economic strategy and day to day oversight of progress on implementation, on behalf of the CPCA Board who decide on and own the strategy
  - a business voice for Cambridgeshire and Peterborough
- 4.3.1 Arrangements for the Business Board are set out in 3.7 and in more detail in the Combined Authority Constitution.
- 4.4 Local Scrutiny and Checks & Balances** - The Combined Authority has significant arrangements in place to maintain standards in public life. In addition to meeting all requirements set out in Chapter 7 of the Localism Act 2011 the Combined Authority has recently strengthened its Code of Conduct arrangements through the introduction of a Member/ Officer Protocol and introduced new organisational values and behaviours that the Mayor and Councillors have agreed to demonstrate and promote in their behaviours.
- 4.4.1 The Combined Authority meets the requirements set out in the Local Audit and Accountability Act 2014 and has recently taken steps to improve the content of its Annual Governance Statement having consulted other MCAs to identify best practice and opportunities for improvement.
- 4.4.2 Training and development is provided to the Audit & Governance Committee and the Overview & Scrutiny Committee to support them in the application of their core roles.
- 4.4.3 The arrangements for the Audit & Governance Committee and the Overview & Scrutiny Committee are set out in sections 3.3 and 3.4.
- 4.4.4 The Combined Authority approach to Overview & Scrutiny builds upon the statutory guidance for Overview and Scrutiny, guidance from the Centre for Governance & Scrutiny, best practice from other MCAs and includes adaptations specifically tailored for the Cambridgeshire & Peterborough scrutiny approach.
- 4.5 Accountability to Government** - This Single Assurance Framework sets out the Combined Authority approach to ensuring appropriate safeguards and standards are in place in the development and delivery of programmes and projects and to ensure the appropriate stewardship of devolved funding.
- 4.6 Accountability to the Public** - The governance framework of the Combined Authority has been designed with clear roles and responsibilities to enable transparency and understanding of Board and Committee activity. Multiple levels of accountability exist to enable and support strategic objective setting accountability, performance accountability, decision-making accountability and operational delivery and oversight
- 4.6.1 Section 3 sets out details on governance, accountability and decision-making, with further detail set out in the Combined Authority Constitution.
- 4.6.2 The Combined Authority has an active social media presence and engagement with the local press in order to promote its activity, the meeting of its Board and Committees and opportunities for public involvement in those process.
- 4.6.3 The Combined Authority invites the public to put questions to the Mayor, its Board and Committees via public question time arrangements, additionally it invites questions to the Mayor via Mayoral question Time arrangements as part of its Overview & Scrutiny approach.
- 4.6.4 In order to ensure positive engagement and communication between the Combined Authority and Constituent Authorities, and to strengthen public accountability through Constituent Council elected members, the Combined Authority will inform Constituent Authorities when a project that will be delivered in their constituency area is



progressed into SAF Phase 2 (development phase) and when it enters SAF phase 3 (approvals phase). This will ensure Constituent Council awareness of project development and approval decisions.

4.6.5 Where a concept is proposed that is specific to a single Constituent Council area, that Constituent Council is formally consulted with their view being provided to the Board when considering that concept. This principle shall also exist when final business cases are put forward for approval, with the relevant approver being provided with the Constituent Council view (after being formally consulted) when making a decision.

**4.7 Commitment to continual enhancement of Accountability Arrangements** - The Combined Authority will set out how it will further strengthen its accountability arrangements for future devolved funding and powers in direct engagement with the Department for Levelling Up, Housing and Communities.

## 5 Single Assurance Framework (Lifecycle Process)

- 5.1 Introduction** - The Single Assurance Framework sets out the framework to be applied throughout the lifecycle of programmes and projects, it sets out a set of systems, processes and protocols designed to provide the Combined Authority with a consistent approach for appraisal, assurance, risk management and performance.
- 5.1.2 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.
- 5.1.3 The SAF will be applied across the lifecycle of all projects and programmes that will incur a financial liability on the Combined Authority.
- 5.1.4 The SAF is designed to be used as guidance to project developers and sponsors to understand the processes associated with the application and the route to approval of all external funding opportunities.
- 5.1.5 Where financial liability is placed onto the Combined Authority, the SAF is applicable throughout all stages of the project or programme lifecycle: initiation, development, approvals and delivery.
- 5.1.6 The SAF provides consistency of approach for Assurance, independent appraisal, and informed decision-making across all funding pots. Furthermore, it allows proportionality to be applied for the development of business cases via defined development routes. The SAF does not apply to projects or programmes that are defined as corporate, continuous improvement or Business as Usual (BAU) activity.
- 5.1.7 The SAF works to the following definition of programmes and projects:

**A SAF Programme/ Project** - Projects and Programmes which follow the SAF are focused on achieving positive outcomes for the local community. They are typically funded by external sources such as devolution deals and bid applications/grant awards from Central Government, for example the Investment Programme, where the CPCA is the accountable body. The SAF is applied flexibly and proportionately, dependent upon the level of risk associated with a Project or Programme. The SAF enables an independent assessment and appraisal of an investment opportunity. Programmes and Projects following the SAF route should aim to ensure a strong strategic fit to the CPCA Corporate Plan has been made.

SAF does not apply to Corporate Projects.

**A Corporate Project** - A corporate project is created to address an internal business need, benefitting the organisation, for example, a change to the operating systems of the organisation. Risk Management should be considered with risks reviewed as part of activity. Once a corporate project is completed, it may become 'Business as Usual' (BAU). A Corporate project can go through the PMO (if required) where support can also be sourced from specialists in Finance, Projects, Digital & Data and Human Resources where applicable who will review and support the strengthening of the business case and the identified benefits including whether the resources, both financial and people, are in place to deliver.

- 5.1.8 The SAF has been developed to a key set of design principles agreed by the Combined Authority Board, these are:
- ensure that significant financial and governance protections exist for the stewardship of public funds
  - deliver improvement that will lead to high standards of project development, approval, delivery and oversight
  - deliver consistency, controls and clarity that are embedded to deliver confidence in the Combined Authority, its decision-making and its ability to deliver
  - enable the management of political and reputational risk
  - Provide appropriate and proportionate levels assurance
  - Ensure alignment to HMTs Green Book

- Deliver appropriate approval delegations
- Create clear and consistent golden thread from the Corporate Plan to project development

- 5.1.9 The SAF sets out the rising scale of assurance that is required against a increasing scale of value in business case approvals, alongside appropriate processes for risk profiling of a project, guidance on business case development and the documentation required for approval consideration.
- 5.1.10 Out of Business Area second line of defence assurance and appraisal is incorporated into the SAF alongside guidance, templates and criteria to ensure a consistency of approach, development and consideration through the lifecycle. This guidance is available via the Combined Authority website.
- 5.1.11 The Combined Authority ensures that all funding decisions are based on impartial expert advice.
- 5.1.12 This section details the SAF processes and procedures that are in place to ensure robust decision-making on investments with funds devolved to the Combined Authority.

**5.2 Value for Money** - As an investor of public funds, the Combined Authority has a responsibility to ensure that its decisions deliver best value for the taxpayer, and therefore all investment opportunities and Business Cases must include an assessment of Value for Money.

- 5.2.1 The Assurance Framework has been developed in line with HMTs Green Book guidelines, which require project managers to build in Value for Money processes throughout the development and approval stages. In addition, the Combined Authority requires all Business Cases be developed in line with HMTs Five Case Model.
- 5.2.2 The range of toolkits (HMT Green Book, DfT TAG, DLUHC, Appraisal Guidance etc) are used to demonstrate the economic, social and environmental benefits and cost over an appropriate appraisal period in order to assess the VFM of a scheme.
- 5.2.3 The delivery, and costs, of outputs must be quantified within all applications for funding. Assessing Value for Money will be done in accordance with Government guidance.
- 5.2.4 The use of options consideration for value for money is key, to assist a do minimum option will always be included in business cases to provide an essential benchmark that can help reveal the real value of additional changes.
- 5.2.5 The Executive Director responsible for project development must document that they are satisfied with the Value for Money assessments within a business case, similarly the Section 73 Officer is required to sign off each Value for Money statement.
- 5.2.6 A key objective of the Single Assurance Framework is to support the Combined Authority in making judgements about the Value for Money (VFM) of potential investment and projects etc. All business cases seeking approval are assessed through the SAF process are evaluated against the HM Treasury's 5-case business model highlighted within The Green Book (2022).
- 5.2.7 For transport infrastructure schemes, the Combined Authority will ensure that modelling and appraisal is sufficiently robust and fit for purpose for the scheme under consideration, and that modelling, and appraisal meets the guidance set out in TAG.

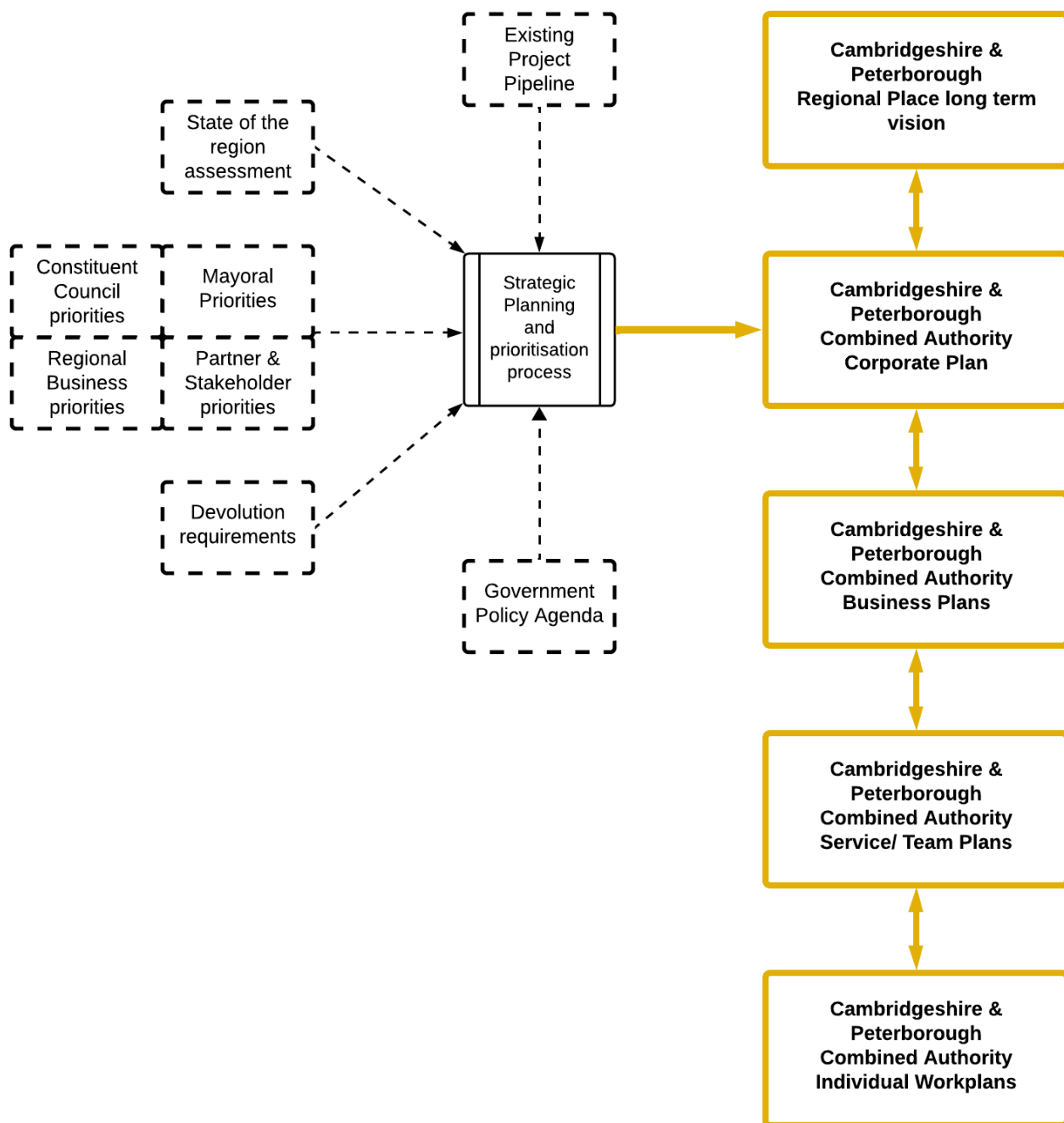
**5.3 Single Assurance Framework Entry Points** - There are 2 entry points into the SAF, they are through:

- The Corporate Plan (and supporting Medium Term Financial Plan)
- In Year proposals

- 5.3.1 The development of concepts, and external funding opportunities are Business Area led and coordinated and managed with support from the Combined Authority Programme Management Office (PMO). Constituent Authority and other partners can submit proposals (referred to as concepts) via the Combined Authority website and through the relevant Combined Authority Business Area.

- 5.3.2 **The Corporate Plan** - The Combined Authority Corporate Plan is developed through an extensive strategic planning process, these robust processes that are in place to develop the strategic objectives (that aligns with the long term vision) are referenced in section 2.3.
- 5.3.3 The Corporate Plan sets out the 'golden thread' from the strategic objectives and Mayoral priorities, through its overarching strategies, organisational objectives and Business Area Plans to programme and project activity directed through annual business plan activity.

**Illustration C: Cambridgeshire & Peterborough Combined Authority Golden Thread**



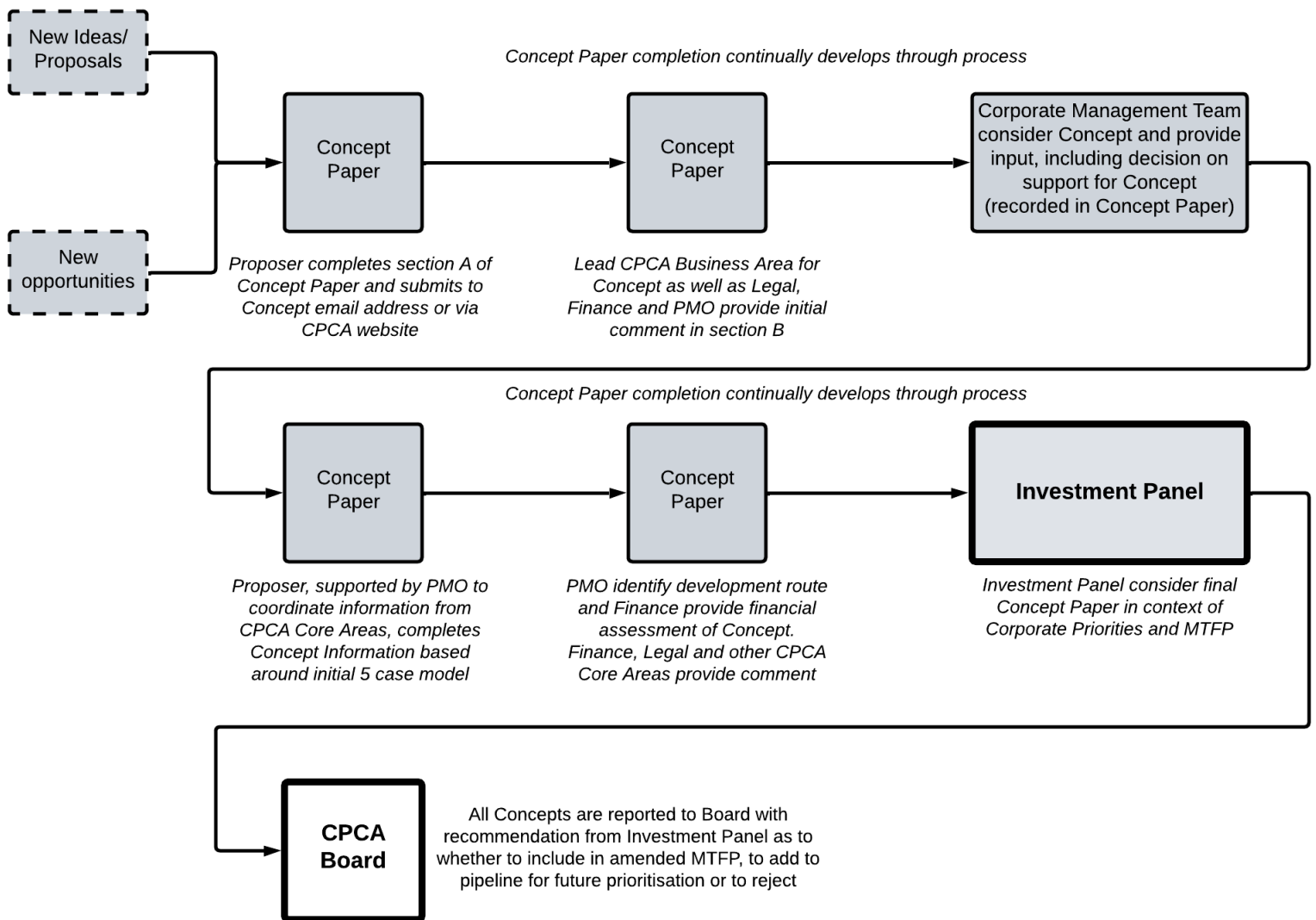
- 5.3.4 The purpose of the Corporate Plan is to:
  - articulate the Combined Authority priorities so that partners and stakeholders understand the key areas of focus
  - provide a strategic context for the Combined Authority as an organisation so its plans and operational activity are aligned to the overall vision and priorities agreed by its Board
  - enable oversight and review of performance against priorities. To support this the Corporate Plan seeks to demonstrate how deliverables contribute towards delivering the overarching Combined Authority policy aims

- 5.3.5 It is possible for items to be drawn down from the Corporate Plan for business case development that may require the approach of issuing a call/ expression of interest prior to business case development.
- 5.3.6 **In Year Proposals** - Constituent Authorities, Partners and the Combined Authority can submit in-year Concept proposals that are not included within the existing Corporate Plan. These in-year proposals require the completion of a Concept Paper in alignment with the requirements set out in Phase 1 of the SAF.
- 5.3.7 **New Funding Opportunities** - It is possible that in-year there may be further unexpected funding opportunities that need to be pursued because of new or changes to existing Government initiatives and priorities or where there is a need to address emerging priorities. Initially, these opportunities will be discussed at the Corporate Management Team and may involve engagement with the Regional Public Service Board which contains all of the Constituent Council Chief Executives, or the various informal officer governance groups that exist containing key Constituent Council Officers.
- 5.3.8 Where such opportunities arise the proposer will complete a Concept paper in line with phase 1 of the SAF. Where necessary and appropriate, processes will be expedited to ensure that funding can be accessed quickly.
- 5.3.9 **Open Calls/ Expressions of Interest** - In certain circumstances, the Combined Authority may ask applicants to complete an Expression of Interest or make an Open Call for proposals as to how to deliver a particular objective, prior to completion of an Outline Business case.
- 5.3.10 The purpose of the Open Call proposal/ Expression of Interest would be to confirm that the proposal is consistent with the strategic context set out in the Combined Authority Vision and the strategic objectives set out in the Corporate Plan, outline the rationale for intervention, set out the primary benefits associated with the intervention and identify a proposed preferred option with costs based on an appraisal of the available options.
- 5.3.11 **Business Case Development Fund** - The Combined Authority propose to have a Business Case Development Fund for the development of early stage projects which have the potential to contribute to the Combined Authority stated objectives. Proposals for the Business Case Development Fund will be invited to complete a bespoke application form, with the Investment Committee making decisions on the allocation of funding.

## **5.4 SAF Phase 1: Concept to Pipeline Approval (the Initiation Phase)**

Phase 1 of the SAF is the first step towards developing a business case. This is where ideas, proposals or ambitions are developed into concepts for consideration. All proposals are required to complete a Concept Paper which must go through Concept consideration before they can progress to the project development phase.

- 5.4.1 A Concept Paper is the Combined Authority's specially designed entrance document, it acts as a Project Initiation Document (PID) with continuous developing information as it goes through phase 1 to eventually include specific key information to better enable consideration of that concept.
- 5.4.2 The Concept Paper provides a consistent entry point into the Single Assurance Framework that intends to provide the required information to enable early assessment, prioritisation and consideration by the Corporate Management Team, the Investment Panel and by the Combined Authority Board.
- 5.4.3 The Concept Paper has 3 sections, they are:
- A. Concept submission information and initial assessment
  - B. Strategic Fit assessment
  - C. Concept initiation information and assessment
- 5.4.4 Items that have gone through the strategic planning process and have been identified for inclusion within the Corporate Plan are added to the pipeline, they can be drawn down for business case development in line with the annual business plans and funding availability.
- 5.4.5 For in-year proposals the Concept Paper process operates as follows:
- Illustration D: In-Year Concept Proposal Process**



- 5.4.6 The information required for Concept Paper section A is deliberately not onerous in order to support submission of Concepts from partners, it requires key information to be provided that includes a stand-alone summary of the concept which includes a brief description, the need for intervention/ case for change, the outputs (including when, how and who will deliver them), and the associated benefits.
- 5.4.7 Part A also includes proposer strategic fit submission and initial equalities, finance and risk detail.
- 5.4.8 The process for the Concept ensures that section A of the Concept Paper engages core areas of the Combined Authority to enable subject matter expert engagement from an early stage from the relevant CPCA Business Area, Legal and Finance.
- 5.4.9 Once completed Section B of the Concept Paper is considered within the Combined Authority by the Corporate Management Team.
- 5.4.10 Section C of the Concept Paper is completed for concepts that proceed past CMT consideration, this section is completed by Proposer with support of PMO who engage core areas of the Combined Authority to assist completion.
- 5.4.11 Section C involves a more detailed financial assessment to assess affordability of whether the project can be developed to delivery, whether it should be added to the pipeline for now until funding comes forward, or whether the business case is funded for development and sits on the pipeline ready for delivery when funding becomes available. This recommendation along with addition governance & assurance and SMART information is considered by the Investment Panel along with PMO advice on the required business case development route.
- 5.4.12 The Investment Panel will consider Concepts within context of Corporate Priorities and the Medium Term Financial Plan (MTFP) in order to make recommendations to the Combined Authority Board. It should be noted

that all Concepts received will be reported to Board including those that were not supported past section B stage by the Corporate Management Team.

- 5.4.13 The Combined Authority Board will then consider the Investment Panel recommendations and make a decision on what should be approved to be included in the MTFP for development, be added to the pipeline for future development or should be rejected. This process provides an opportunity for Board to challenge the decision not to progress certain Concepts past section B and recommend that they are developed into full Concepts if they disagree with the decision taken by the Corporate Management Team.
- 5.4.14 **The Principle of Approval** - Key to the end of SAF Phase 1 is the principle of approval which applies to both SAF entry points. The principle of approval refers to the Combined Authority provided approval of concepts and the Corporate Plan in order for item to enter the business case development phase.
- 5.4.15 This ensures that all items on the Combined Authority pipeline or in the Corporate Plan have both political support through the Board principle of approval, and Investment Panel support when they enter the business case development phase.
- 5.4.16 The Combined Authority Pipeline records all project activity where projects are in a stage of development and delivery. The pipeline will set out details of the project along with the stage it is at, whether external funding is being bid for or being offered by the sponsoring Government department.
- 5.4.17 The Corporate Management Team will receive a monthly Pipeline review report from the PMO for review and to hold the relevant Executive Director to account for progress during SAF Phase 1. This also provides opportunity for the Corporate Management Team to advise on who the lead CPCA Business Area is where business case development crosses several Business Areas.

## 5.5 SAF Phase 2: Business Case Development

The development phase comes after phase 1. This is the phase where the relevant business case(s) is/ are developed, and where out of Business Area assurance activity takes place prior to the business case progressing onto the approvals stage.

- 5.5.1 This stage needs to be repeated whenever a business case is developed and requires approval. Support and guidance through this stage is provided by the PMO who include assurance and appraisal expertise.
- 5.5.2 The business case is developed (or managed where development is led outside the Combined Authority) by the sponsoring Business Area, ensuring that its content, meets the required standard defined within the Combined Authority guidance in addition to meeting the requirements of the SAF, HMTs five case model Green Book compliance and meeting Combined Authority specific requirements on GVA. It also should seek alignment to Policy Aims and Objectives, whilst meeting any funding requirements and/or other milestone dates/requirements.
- 5.5.3 Where the delivery partners are external to the Combined Authority, they will be supported through the process by the lead Business Area within the Combined Authority. The delivery partner will use the appropriate business case guidance and templates provided, Subject Matter Experts (SMEs) and technical appraisers, using the appropriate templates. The SMEs to be engaged in the development stage include the PMO for Assurance and Appraisal, Finance, Legal and Procurement who should all input into the business case, and it's review prior to approval.
- 5.5.4 The lead Business Area is responsible for ensuring they, any partners, or the sponsor meet deadlines, engage the appropriate subject matter experts and technical appraisers and adhere to required formats when developing a business case.
- 5.5.5 The PMO team can provide advice on the requirements of the SAF if needed, at the start of and during the Business Case development stage. Sponsors must ensure their business case is developed and is aligned with any external development and assurance requirements (driven by Government Departments), with the aim to eliminate duplication of effort. Where projects are funded through multiple funding streams, the proportionate SAF approach will be agreed by the appropriate delegated authority and implemented.

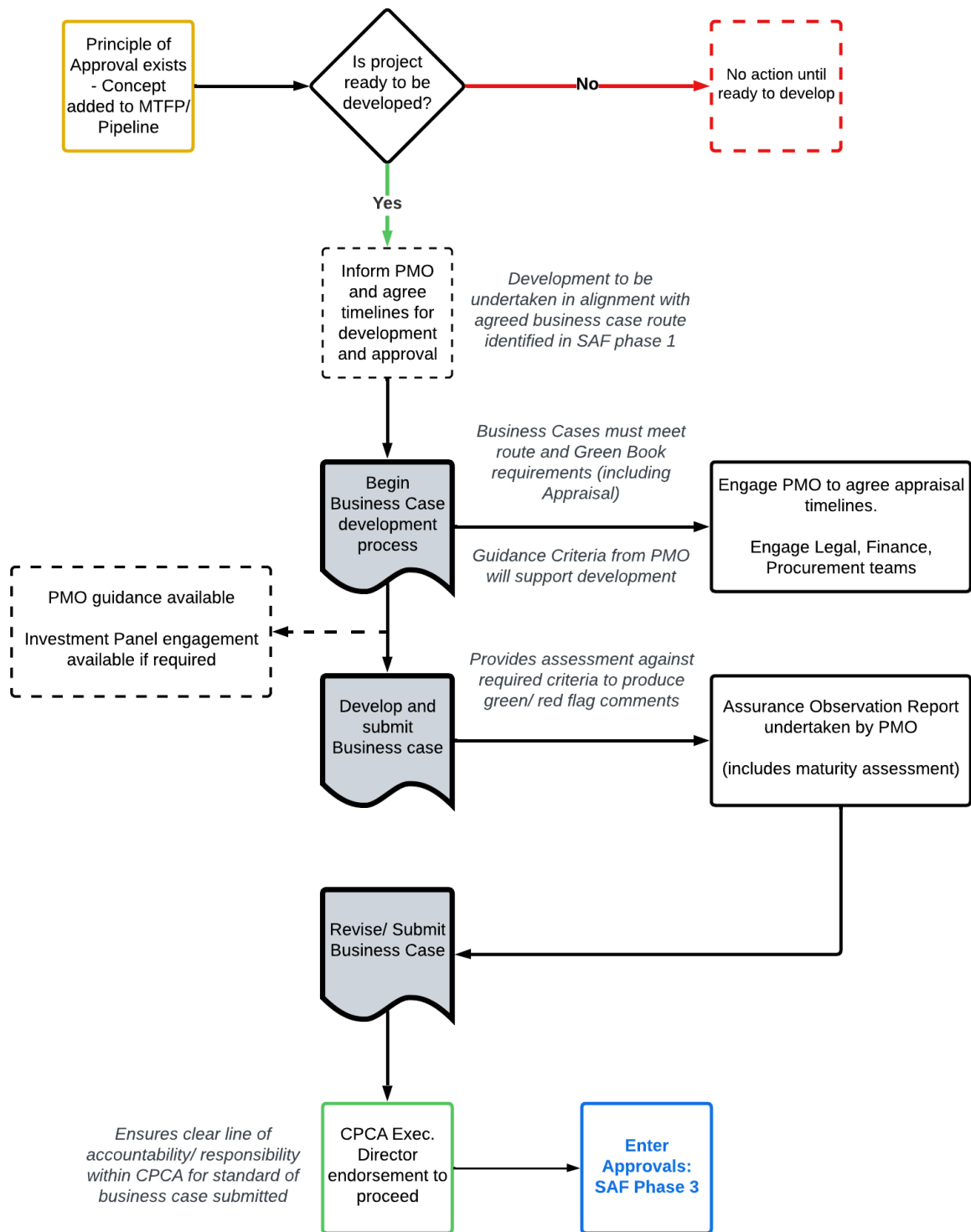
- 5.5.6 Early engagement with the PMO will ensure required assurance and appraisal is undertaken and ensure that any recommendations can be addressed and business cases updated within the timescales agreed.
- 5.5.7 **Business Cases** - The business case templates and criteria are designed to ensure necessary compliance, drive standards of project development and better enable delivery. They are important as projects will only deliver intended benefits if they have been developed appropriately, proportionately and to a high standard with appropriate scoping, planning and costs justified from the outset. . These Business Cases will require detailed evidence on the options, designs, delivery and outcomes of the project, along with strategic fit and value for money information to enable informed decision making.
- 5.5.8 As stated above, business cases will set out the options available. This will be done in line with Green Book and will include appraisal of shortlisted options including a do minimum option.
- 5.5.9 An option that only meets the core “Business Needs” previously identified as the internal changes needed to meet the core requirement of achieving the SMART objectives, is known as the “Do Minimum” option. The do minimum does not take advantage of any opportunities for additional changes that may occur. It may or may not, be the option eventually chosen, but it is essential because it provides a second important benchmark that can reveal the real value of additional changes.
- 5.5.9 Business case development expertise can be provided by the PMO or procured externally to ensure HMTs five case model is adhered to, all business cases must be prepared using CPCA templates and according to the following elements:

Five Case Model	Description
Strategic Case	The strategic case sets out the rationale for the proposal; it makes the case for change at a strategic level. It should set out the background to the proposal and explain the objective that is to be achieved.
Economic Case	The economic case is the essential core of the business case and should be prepared according to Treasury’s Green Book guidance. This section of the business case assesses the economic costs and benefits of the proposal to society as a whole, and spans the entire period covered by the proposal.
Commercial Case	The commercial case is concerned with issues of commercial feasibility and sets out to answer the question “can the proposed solution be effectively delivered through a workable commercial deal or deals?” The first question, therefore, is what procurement does the proposal require, is it crucial to delivery and what is the procurement strategy?
Financial Case	The financial case is concerned with issues of affordability, and sources of budget funding. It covers the lifespan of the scheme and all attributable costs. The case needs to demonstrate that funding has been secured and that it falls within appropriate spending and settlement limits.
Management Case	The management case is concerned with the deliverability of the proposal and is sometimes referred to as programme management or project management case. The management case must clearly set out management responsibilities, governance and reporting arrangements, if it does not then the business case is not yet complete. The Senior Responsible Owner should be identified.

- 5.5.10 The business case development process operates as follows:



Illustration E: Business Case Development Process



- 5.5.11 The increasing levels of assurance required to assist approval of a business case are set out in the Approvals: SAF phase 3 section.
- 5.5.12 Business cases will be appraised in line with external requirements and in line with HMT Green Book guidelines covering the assessment of costs, benefits, risks and alternative ways to deliver objectives, and the Combined Authority strategic objectives. It will also cover appraisal of social value.
- 5.5.13 The key appraisal steps are as follows:
  - Preparing the strategic case which includes the strategic assessment and making the case for change, quantifies the present situation and Business as Usual (the BAU) and identifies the SMART objectives. This rationale is the vital first step in defining what is to be appraised. Delivery of the SMART objectives

must drive the rest of the process across all dimensions of the Five Case Model as explained throughout the Green Book guidance

- Longlist analysis using the options framework filter considers how best to achieve the SMART objectives. Alternative options are viewed through the lens of public service provision to avoid bias towards preconceived solutions that have not been rigorously tested. A wide range of possibilities are considered, and a viable shortlist is selected including a preferred way forward. These are carried forward for further detailed appraisal. This process is where all complex issues are taken into account and is the key to development of optimum Value for Money proposals likely to deliver reasonably close to expectations
- Shortlist appraisal follows and is at the heart of detailed appraisal, where expected costs and benefits are estimated, and trade-offs are considered. This analysis is intimately interconnected to the, Strategic, Commercial, Financial, and Management dimensions of the five case model, none of which can be developed or appraised in isolation. The use of Social Cost Benefit Analysis (CBA) or Social Cost Effectiveness Analysis (CEA) are the means by which cost, and benefit trade-offs, are considered
- Identification of the preferred option is based on the detailed analysis at the shortlist appraisal stage. It involves determining which option provides the best balance of costs, benefits, risks and unmonetisable factors thus optimising value for money
- Monitoring is the collection of data, both during and after implementation to improve current and future decision making
- Evaluation is the systematic assessment of an intervention's design, implementation and outcomes. Both monitoring and evaluation should be considered before, during and after implementation

5.5.14 A proportionate approach is taken to the overall level of appraisal to reflect the financial ask.

## 5.6 SAF Phase 3: Approvals

Phase 3 of the SAF is the business case approvals phase, this focuses on approval of the business case that has been developed following the principle of approval provided at the beginning of the process by the Combined Authority Board.

5.6.1 The approvals phase has been designed to ensure an ever increasing level of assurance can be provided to the Combined Authority relevant to the level of financial commitment. To support this and achieve better informed decision-making the SAF has been developed to enable:

- appropriate front end initiation process through concept development that drives strategic fit
- proportionate business case development process that meets national and Combined Authority standards of best practice development
- appropriate use of expertise within Business Areas to help develop required business cases
- an upskilled PMO offer to provide support and guidance throughout the SAF
- Use of out of Business Area/second line of defence assurance principles and processes to assess the maturity of business cases and undertake proportionate appraisal
- Technical Officer support through an Investment Panel to focus Investment Committee and Board considerations and inform the decision-making process.

5.6.2 The approvals process is therefore supported through delivery of the following elements of assurance prior to entering the approvals phase:

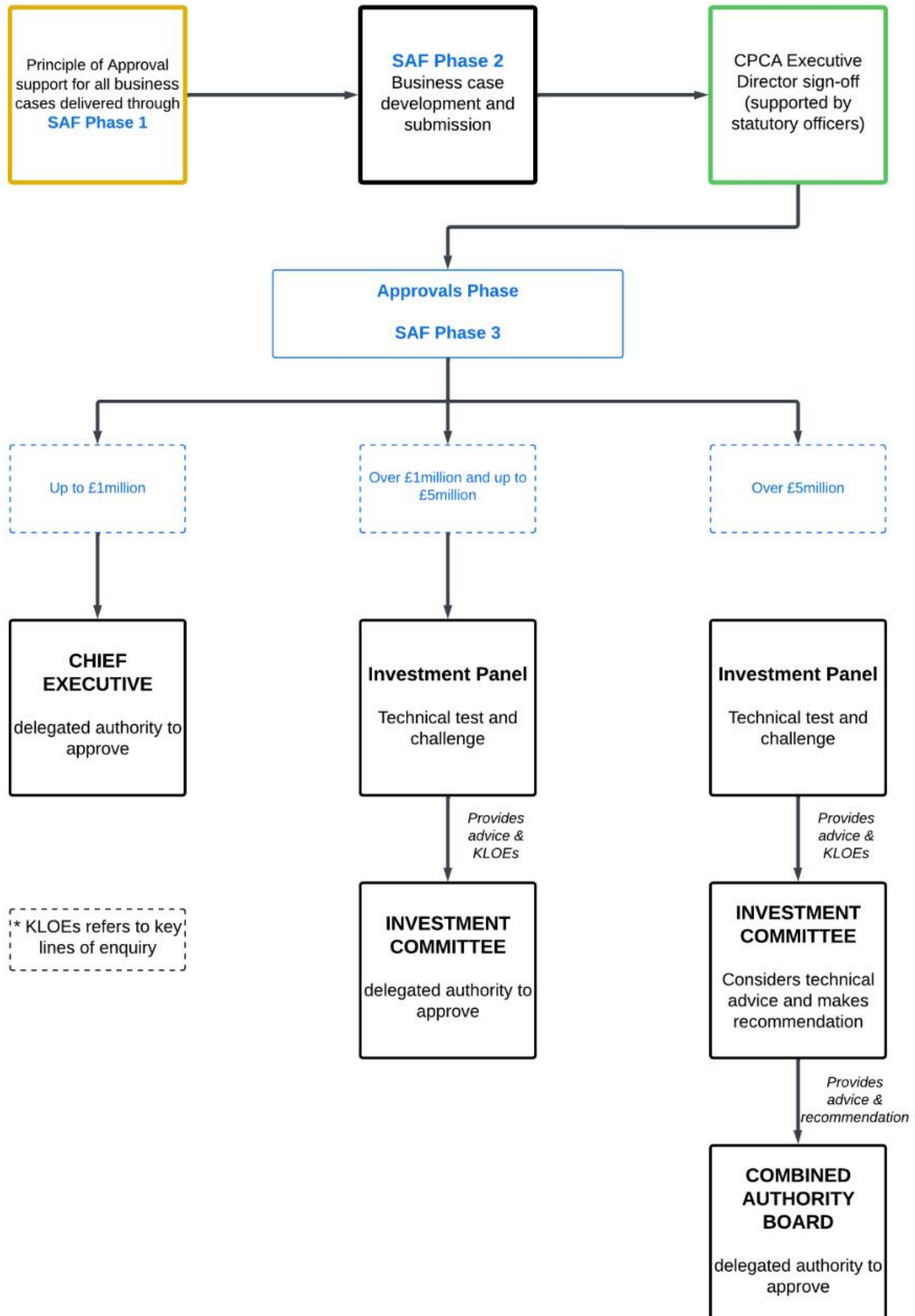
1. Front end Concept development process that seeks Corporate Management Team support, ensures Combined Authority core area involvement from an early stage, and delivers technical officer assessment via Investment Panel consideration and recommendation on Concept progression.
2. Delivers a Principle of Approval by ensuring the Combined Authority Board provides an approval for a concept to enter the business case development phase either through inclusion within the Corporate Plan or via approval of in-year concept proposals
3. Delivers business cases that must be developed in alignment with HMTs Green Book and Combined Authority standards regarding strategic fit that drive value for money considerations and quality of content within business cases
4. Delivers second line of defence appraisal of business cases in line with HMTs Green Book
5. Delivers an objective Assurance Observation report from the PMO on all business cases to inform Executive Directors in progressing them to the approvals phase and assuming responsibility for their content

- 5.6.3 This approach is designed to enable:
- decision-makers at all levels to base their decisions upon objective, evidence-based out of Business Area findings and recommendations- in turn driving better decision-making
  - increased Executive Director ownership and accountability
  - increased Statutory Officer involvement and accountability
  - increased levels of assurance and appraisal support and guidance
  - approvals based on proportionate financial delegation i.e., a request of £100,000 will not be scrutinised to the same level of a request for £5 million.
  - the time taken to reach an approval decision being reflective of the level of financial ask.
- 5.6.4 The business case approvals phase begins following successful progression through the SAF phase 2 development phase, which requires an Executive Director decision to progress the business case into approvals.
- 5.6.5 **Approval Routes** - The required approval route is dependent upon the level of financial approval that is required. The Combined Authority has the following business case approval delegations:
- £1 million and under: Chief Executive approval
  - Over £1million and up to £5 million: Investment Committee approval
  - Over £5million: Combined Authority Board approval
- 5.6.6 These approval routes are supported by the Investment Panel which is a Technical Officer group who provide technical test and challenge of business case proposals over £1million in value and make recommendations to the Investment Committee and Combined Authority Board.
- 5.6.7 The Investment Panel review all business case proposals for approval over £1 million. They do this by:
- reviewing a proposal from a basis of HMTs five case model in order to ensure that it has been developed to an appropriate standard
  - highlight key lines of enquiry to identify the key issues, key questions and key areas of concern within a business case proposal. This will determine what the key lines of enquiry should be for the Investment Committee to consider from a technical perspective
  - provide observations and recommendations to the Investment Committee on business case approvals. The Investment Panel will draw conclusions on the level of risk that it believes applies to approving a proposal and make observations and recommendations on that level of risk and how it can be improved
- 5.6.8 Investment Panel members will be expected to not only push the key lines of enquiry relevant to producing a quality business case but also in ensuring that agreed priorities of the CPCA have been adequately addressed.
- 5.6.9 The Investment Committee will take on board the advice provided by the Investment Panel in coming to a decision on approval for business cases between £1 million and £5 million. Business cases over £5 million must be approved by the Combined Authority Board, to support the Board the Investment Committee will consider such approvals first and make a recommendation on approval to the Board.
- 5.6.10 In order to provide additional assurance regarding value for money a tolerance applies to all business cases that impacts the approvals route. Any business case that does not present a proposal with a high value for money score via Benefit Cost Ratio (BCR) or Net Present Public Value (NPPV) will be required to seek business case approval via the Combined Authority Board.
- 5.6.11 The purpose of this tolerance is to ensure that the Combined Authority Board has the final say on approvals for projects where there is not a high value for money score, allowing them to consider if non-monetised benefits that impact the strategic objective deliverables outweigh the value for money score and therefore should be approved.
- 5.6.12 In such circumstances the Combined Authority Board would receive a recommendation to assist them in their deliberations in line with the approval delegations, therefore a recommendation would come from:
- Chief Executive for all approvals up to £1 million
  - Investment Committee with Investment Panel technical advice for all approvals over £1 million

5.6.13 These approval processes also involve an option of escalated progression to support decision-makers if they have any concerns regarding a business case approval that has a significant reputational and/or political risk. In such circumstances approvals can be escalated to the Combined Authority Board for final approval in line with the approval requirements set out in 5.6.

Illustration F: Approval Process

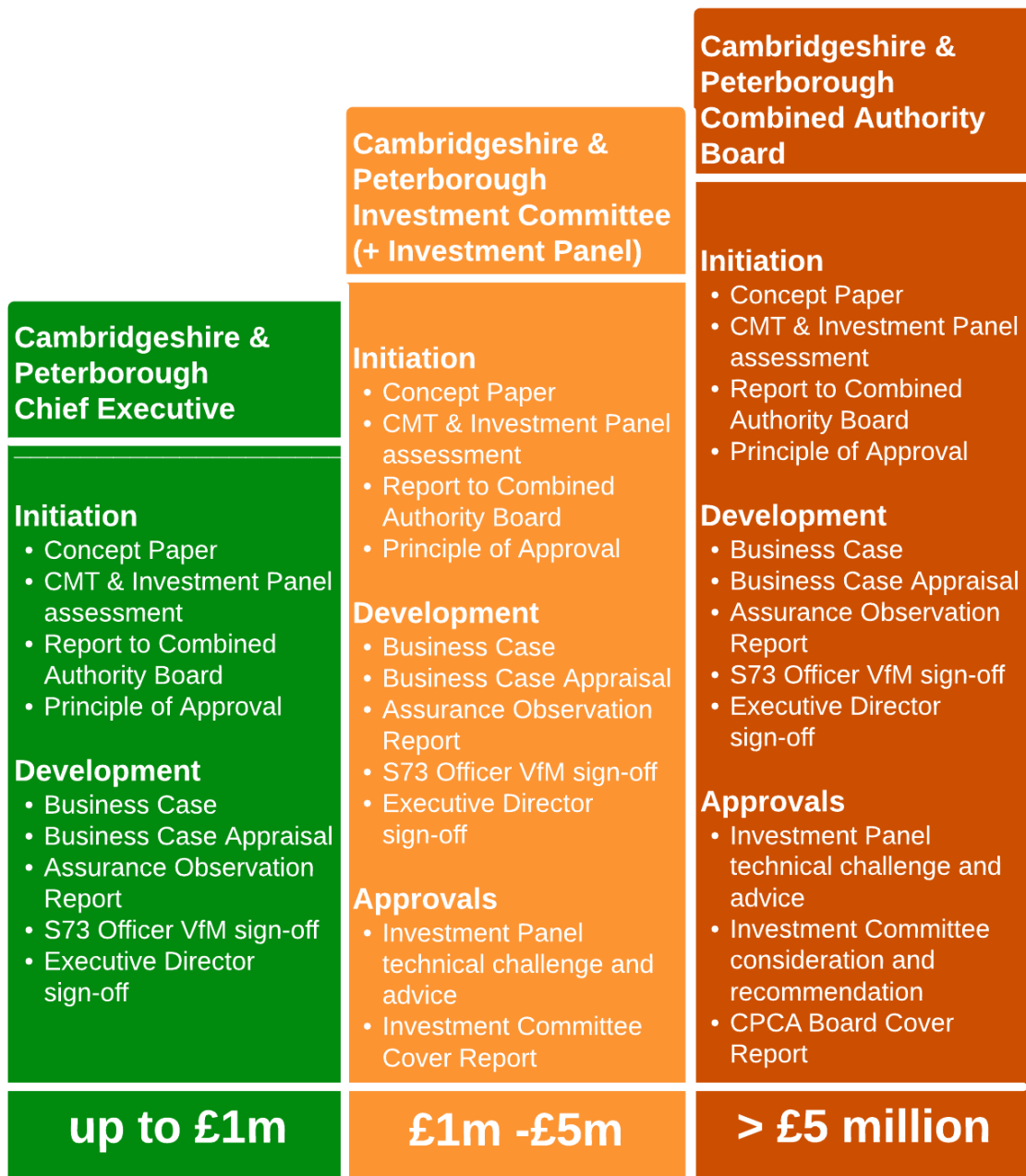
SAF Operation



5.6.14 **The required SAF documentation**

The process illustrates that the level of approval required is determined by the level of financial commitment, the following diagram provides an overview of the documentation that is needed depending on the approval route that needs to be taken:

**Illustration G: Increasing scale of Assurance**



5.6.15 **Approvals up to £1million** - As set out above approvals up to £1million are approved by the Chief Executives delegated authority. Business cases are progressed to the Chief Executive for approval via a sign-off by the relevant CPCA Executive Director, who approves the business case as complete and takes on responsibility for its progression through the approvals phase.

5.6.16 **Approvals over £1million and up to £5million** - As set out above approvals over £1million and up to £5million in value are initially reviewed by the Investment Panel in order to deliver a technical assessment, test and challenge of the proposal. The

Investment Panel will provide the Investment Committee with a summary on each business case proposal, noting observations to consider, including the strengths and weaknesses of a proposal, observations on the level of investment risk, key lines of enquiry to follow up on and providing any recommendations for

improvement or to mitigate risks. This may lead to additional conditions to be added to funding agreements, conditions for withdrawal of support, additions to M&E plans.

The Investment Committee will then consider and make a decision as they have the delegated authority to approve.

5.6.17 **Approvals over £5million** - For approval over £5million the process is as above in 5.6.16 with the Investment Committee making a recommendation to the Combined Authority Board on approval rather than taking the decision. The Combined Authority Board who have the delegated authority to approve will then take the approval decision.

**5.7 Subsidy Control** - The Combined Authority will ensure that all projects meet Subsidy Control law. Formerly termed as State Aid is at present primarily governed by the United Kingdom's commitments as set out Chapter 3 of Title XI of Part 2 of the Trade and Co-operation Agreement between the European Union and the European Atomic Energy Community and the United Kingdom as given effect by the European Union (Future Relationship) Act 2020, including commitments on subsidies arising from the UK's membership of the World Trade Organisation (including but not limited to the Agreement on Subsidies and Countervailing Measures, the Agreement on Trade-Related Investment Measures, the General Agreement on Trade in Services and the Agreement on Agriculture).

## **5.8 Management of Contracts**

Following Approval, the Legal Team will send out a Funding Offer Letter, which includes the following: Project Name, Applicant, Maximum Funding Contribution (£), with details regarding when payment was to be issued. (Usually connected to milestones), what is Eligible Expenditure, Commencement and Completion dates.

Contracts are managed within the individual Combined Authority Business Areas to provide a link to the outputs and outcomes of the projects/programmes.

## 6 Delivery, Monitoring & Evaluation

- 6.1 Release of Funding** - The Combined Authority S73 Officer must sign off Funding Offer letters and must certify that funding can be released under the appropriate conditions.
- 6.1.1 Funding claims submitted to the Combined Authority are checked against the approved project baseline information, which is included within the original funding agreement/contract. Payments will be released quarterly in arrears unless otherwise agreed.
- 6.1.2 A mechanism for 'claw-back' provision is to be included within the funding agreements/contract to ensure funding is spent only on the specified scheme and linked to delivery of outputs and outcomes. Payment milestones are agreed between the project manager and the Combined Authority based upon the complexity, cost and timescales of the scheme. This forms part of the programme management role of the Combined Authority.
- 6.2 Performance Reporting** - The Combined Authority Performance Management Framework (2023) works in close alignment with the Single Assurance Framework (SAF), to ensure that there is a consistent, streamlined and joined-up approach to performance. The Framework sets out our performance management approach, governance and processes.
- 6.2.1 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, and how the Combined Authority is seeking to go beyond the spirit of EDAF in delivering good governance and strong measures of accountability.
- 6.2.2 The document includes how we are accountable to:
- Local Scrutiny – through corporate performance reporting, thematic committee reporting, directorate business plan reporting and project reporting
  - The Public – through Committee Meetings, Mayoral Question Time, Social and Digital Media, Performance Dashboard, Engagement with Partners and State of the Region Review
  - UK Government – through reporting to various UK Government Departments including Department for Levelling Up, Housing and Communities, Department for Education and Department for transport.
- 6.2.3 The Combined Authority is committed to implementing an organisation-wide performance management culture and driving and embedding a culture of continuous improvement.
- 6.2.4 The SAF has been developed to simplify and support process including performance reporting, this is reflected in reporting requirements. Where the Combined Authority is the lead funder, reporting on development and delivery must be done through the Combined Authority reporting mechanisms and requirements.
- 6.2.5 Where the Combined Authority is a part funder the Combined Authority will utilise the primary performance reporting process for the project, i.e. the performance reporting produced by a Constituent Authority where they are lead funder. Such arrangements will be developed and agreed as part of the business case.
- 6.3 Risk Management** - The Combined Authority Performance Management Framework (2023) forms a part of the Single Assurance Framework (SAF), to ensure that there is a consistent, streamlined and joined-up approach to risk. The Framework sets out our Risk Management approach, governance and processes.
- 6.3.1 The Risk Management Framework has been based upon the principles of the [HMT Orange Book](#) (2020), these are governance, integration, collaboration, processes, and continual improvement. The objective of the framework has been to adapt these principles to the Combined Authority's ways of working, ensuring compliance with our Single Assurance Framework.

- 6.3.2 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.
- 6.3.3 The document includes:
- Our Corporate Risk Appetite
  - Escalation procedure
  - Roles & responsibilities
  - The various levels of risk management at a Corporate, Service/Programme and Project level
  - Our processes and tools within our risk procedure document
- 6.3.4 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.
- 6.3.5 The Chief Executive, working closely with the Executive Director of Resources & Performance, is accountable for ensuring that Corporate Risk Management is being completed to the appropriate standard in line with the Risk Management Framework. This includes ensuring risks are captured and updated and that mitigating actions have been completed. The Corporate Management Team review the risks on the register monthly. Similarly, the Executive Directors and Heads of Service are accountable for the service level risk registers within their remit, and Project Managers for the project level risk registers.
- 6.3.6 The Combined Authority's Programme Management Office (PMO) manage and coordinate these reviews, as well as collating information to support effective decision making and developing the associated risk reports. The PMO support the Audit & Governance Committee and other governance forums to consider the management of risks, and how the risks are integrated with discussion on other matters.
- 6.3.7 The Audit & Governance Committee is responsible for overseeing the Authority's Risk Management Framework and Procedures and the Corporate Risk Register, to ensure that risk management is being done to the appropriate standard and in line with the Risk Management Framework.
- 6.4 Change Requests and Funding Clawback** - Change Control is the process through which all requests to change the approved baseline of a project, programme or portfolio are captured, evaluated, and then approved, rejected or deferred. A Change Request Form is required when the tolerances that were set out in the approved Business Case are or will be breached. These include changes to Time, Cost and Scope.
- 6.4.1 All early warnings and project change requests must be clearly documented, with evidence of approvals and notifications saved where applicable and recorded.
- 6.4.2 Approval routes should always be led by the delegation amount; therefore, Change Requests do not need to be approved by the 'original approver'. The reason for this is that for example, there is a Change Request for a minor time extension and no additional funds have been requested. Although the original OBC was approved by Combined Authority Board, there is no need for Board to be sighted on a 'minor' change as this could delay project progress and cause further time delays whilst awaiting the bi-monthly Board meeting.
- 6.4.3 Where approved business cases include change tolerances, the process for reporting on changes within these tolerances and above them is set out in the Combined Authority Change Management Procedure.
- 6.4.4 Where business cases do not include change tolerances, changes below the Combined Authority defined operational tolerances (as defined in the Change Management Procedure) will be dealt with as if they were included within the approved business case change tolerance. Where they are above the Combined Authority defined operational tolerances (as defined in the Change Management Procedure) they will be considered for approval by the Investment Committee (i.e. in the same way as above business case accepted change tolerances).



- 6.4.4 When a change request requires an increase in funds outside of the MTFP allocation, this change request will need to follow the appropriate Committee and or Board approval.
- 6.4.5 Early Warning Notifications should be reported to the Investment Panel at the earliest opportunity.
- 6.4.6 Change tolerances detailed within the approved business case can be taken through the appropriate project governance arrangements as set out in the approved business case and must be reported to the Investment Panel at the earliest opportunity.
- 6.4.7 Change tolerances above those detailed within the approved business case and/or above the tolerance levels set out in the Change Management Procedure must be considered for approval by the Investment Committee.
- 6.4.8 Funding clawback and recovery processes for under-performing projects is clearly addressed in the funding agreement/contract.

**6.5 Monitoring and Evaluation** - The Combined Authority Monitoring and Evaluation Framework has been developed in accordance with HMTs Magenta (Guidance for Evaluation) and Green (Guidance on Appraisal and Evaluation) Books. The overall approach to monitoring and evaluation is underpinned by the following key principles:

- Reporting requirements are locally defined and reported to the Corporate Management Team in a consistent fashion
- Evaluation is meaningful and proportionate
- Data is collected once and used many times to inform other critical documents, such as the Annual Business Planning process
- Baseline information is consistent across key initiatives
- Monitoring and evaluation is a core part of all activities
- Lessons learned are used to inform future projects and programmes, especially in the strategic planning process to determine the Corporate Plan.

- 6.5.1 All projects that go through the SAF, will have an effective monitoring and evaluation plan in place which will form a key part of the business case. This will help assess the effectiveness and impact of investing public funds, and the identification of best practice and lessons learnt that can inform decisions about future delivery.
- 6.5.2 The monitoring plan will guide the collection of data from individual projects and will be designed to ensure that it meets the requirements of both the Combined Authority and the Government. This framework aims to ensure that these commitments are delivered by setting out the approach, principles, role and responsibilities for the monitoring and evaluation of projects and programmes both in the Devolution Deal and within any wider Combined Authority activity.
- 6.5.3 The Monitoring plans will be proportionate and in line with the latest government department guidance where relevant. For example, all transport schemes (over £5m) will follow Monitoring and Evaluation Guidance for Local Authority Major Schemes. The draft plans are created by the project manager and then consulted upon with the Project Management Office (who own the M&E Framework and ensure consistency and quality of plans). Plans are then signed off as per the governing arrangements for that specific project.
- 6.5.4 The Combined Authority has a varied level of evaluation depending on the nature of each project as per the Monitoring & Evaluation Framework, this will depend on the following questions:
- A1) Is the project funded through Investment (Gainshare) funding (in the CPCAs' case the core agreement with central government to devolve £20m per year over 30 years) or Transforming Cities Funding. If so, it is subject to the agreed independent national evaluation framework processes.
  - A2) Is the project funded through other streams and identified as being 'key' in terms of the expected benefits to be achieved. If so, it is subject to a full independent evaluation commissioned by the CPCA locally.
  - B) Is the project identified as one where significant learning is available that would help to inform future policy making either locally or nationally. This will include projects that are innovative or considered 'pilots'. If so evaluation work in this case would either be commissioned independently or carried out locally within the public sector.

- C) Other projects not included above would be subject to minimal 'self-evaluation' based on submitted business cases. The funding partner may be responsible for this.

**6.6 Importance of Monitoring and Evaluation** - The Combined Authority is committed to effective monitoring and evaluation so that it is able to:

- **Provide local accountability to the public** by demonstrating the impact of locally devolved funding and the associated benefits being achieved.
- **Provide accountability to Government** and comply with external scrutiny requirements i.e. to satisfy conditions of the Devolution Deal. Specifically, the Monitoring and Evaluation Framework will be used to demonstrate local progress and delivery to senior government officials and Ministers who are ultimately accountable to parliament for devolved funds.
- **Understand the effectiveness of policies or investments and** to justify reinvestment or modify or seek alternative policy. The Monitoring and Evaluation Framework provides a feedback loop for the Authority and relevant stakeholders. This includes performance measurement on the impact of outcomes from specific funding programmes which the Combined Authority is the Accountable Body.
- **Develop an evidence base for input into future business cases and for developing future funding submissions.** The Monitoring and Evaluation Framework will collect, collate and analyse data which can be utilised for future work and especially in relation to economic impact of particular interventions creating 'benchmarks'.

6.6.1 Lessons learnt from evaluation will be report to the Combined Authority Board and across the governance framework as required.

6.6.2 The Assurance Framework itself will undergo annual review by the Audit & Governance Committee.

## 7 Annex Section

### 7.1 Transport Projects

Transport business cases will be produced in a format and structure which is appropriate to the individual scheme, but should then be used as the basis from which to complete the appropriate Board templates or additional documentation checklists.

- 7.1.1 The SAF ensures a flexible and proportionate approach, enabling transport business cases to retain the benefits of local assurance in terms of speed of decision making.
- 7.1.2 For transport infrastructure schemes, the Combined Authority will ensure that modelling and appraisal is sufficiently robust and fit for purpose for the scheme under consideration, and that modelling, and appraisal meets the guidance set out in TAG.
- 7.1.3 Furthermore, the Combined Authority will ensure value for money and transparency of transport scheme through the following:
- Transport Project Business Case assessments will be based on forecasts which are consistent with the definitive version of NTEM (DfT's planning dataset). We will also consider alternative planning assumptions, which are in line with our devolution ambition, as sensitivity tests in coming to a decision about whether to approve a scheme
  - The appraisal and modelling will initially be scrutinised by our external Highways Authority delivery partner planning lead to ensure it has been developed in accordance with the TAG. Independent Value for Money (VFM) Assessment and Business Case Assurance, for all Growth Deal funded schemes and Single Pot Transport projects with a project value greater than £5m will be carried out by our contracted business case assurance contractor. Single Pot funded transport projects with a value below £5m will be considered on a case-by-case basis and in cases of strategic impact or project complexity, an independent value for money statement will be undertaken on a proportionate and appropriate basis
  - Options development will utilise previous studies and reports as well as stakeholder engagement. This approach will enable a broad range of possible measures to be established for consideration when establishing the long list and will include a Do Minimum option.
  - An option that only meets the core "Business Needs" previously identified as the internal changes needed to meet the core requirement of achieving the SMART objectives, is known as the "Do Minimum" option. The do minimum does not take advantage of any opportunities for additional changes that may occur. It may or may not, be the option eventually chosen, but it is essential because it provides a second important benchmark that can reveal the real value of additional changes.
  - The sifting from long list to short will be based on the criteria used in the Department for Transport Early Assessment Sifting Tool (EAST). At the sifting stage discarding of options will be based on whether those options meet the
    - i) resolution of the issue;
    - ii) achieve the strategic and local objectives iii) and is deliverable and technically sound.
    - iii) A scoring mechanism will be used, usually during a workshop environment, where options are appraised and assigned a negative or positive score. This facilitates an initial ranking of options and unfeasible options will be removed. Further engagement with stakeholders will then be undertaken to facilitate further sifting from the initial long list to a shorter list
  - The short-listed options will then be considered at a technical level and a recommendation provided within the Business Case and supporting papers presented to the Combined Authority Board who are empowered to make funding decisions

- The Combined Authority will endeavour to always maximise value for money with public funds. This will not always be the same as selecting the shortlisted option with the highest BCR, as there may be unmonetisable benefits and risks that outweigh the lower ratio of monetisable benefits and costs, for example higher contract or delivery risks.
- The appraisal of unmonetisable benefits should be carried out in accordance with the Green Book, DfT's TAG guidance and DfT's value for money framework. The rationale on which a decision is made will be recorded through a combination of the papers presenting the options to the decision maker, and any minutes recording the discussion of the meeting at which the decision was made.
- The Combined Authority acknowledges that there may be cases when the best value way of delivering a project in order to achieve its strategic objectives may have a BCR which is not as strong as the BCR of alternatives which do not align as clearly with the Authority's strategic objectives set out in key policies including the Local Transport Plan. Despite this, it is then for the Combined Authority Board to make a judgement on whether the achievement of those strategic objectives is worth the cost to the Combined Authority
- The Combined Authority's S73 Officer will sign off all Value for Money statements undertaken whether in the form of a business case or an independent assessment. Decisions will be taken appropriate to scheme phase and greater scrutiny and emphasis on VfM will be undertaken as schemes progress through the process, with greater scrutiny of FBC VfM
- Business case publication is notified up to 3 months in advance within the Forward Plan as a minimum, published on the Combined Authority website and then published as part of submission for decision approval at the relevant decision-maker in line with approvals set out in section 5.6, before a decision to approve funding is made so that external comment is possible. Opinions expressed by the public and stakeholders are made available to relevant members or boards of either Business or Combined Authority Boards when decisions are being taken. The Forward Plan is formally approved at each monthly meeting of the Combined Authority Board.
- Business Case publication throughout the lifecycle shall be done in accordance with the transparency arrangements set out in the constitution and this framework.

## 7.2 Adult Education Budget Programme

All investment decisions made in relation to this funding are undertaken having given full consideration to

- a) statutory duties relating to adult education and training which have been transferred to the mayoral combined authorities under Statutory Instruments
- b) statutory entitlements to education and training of adults living in devolved areas, and policy entitlements where relevant
- c) statutory and non-statutory guidance.

- 7.2.1 The Employment and Skills Strategy (2021) sets out the strategic vision and priorities for all skills funding and programmes. There is an implementation plan that provides clear direction of how devolved funds should be commissioned. The Local Skills Improvement Plan has adopted the CA's Employment and Skills Strategy and builds on this vision. Both the LSIP and Employment and Skills Strategy take into account national skills priorities.
- 7.2.2 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.
- 7.2.3 The Combined Authority will also submit its annual assurance letter following consideration by the Skills & Employment Committee.
- 7.2.4 The CA publishes its Funding Performance Rules (also known as the Rules) specific for each academic year, these set out the statutory entitlements to education and training for adults (aged 19+) living in the devolved area

of Cambridgeshire and Peterborough, including additional policy entitlements – such as fully funded ESOL courses and uplifts to funding for Essential Skills qualifications. The Rules for academic year 2023/24 can be found [here](#). The CA regularly consults with its key stakeholders, including providers and learners, in order to best inform policy direction and decision making.

- 7.2.5 The Skills Team continues to work closely with the Cambridgeshire Chamber of Commerce to help drive the work of the LSIP in our region, which has included extensive stakeholder engagement and research to identify the skills needs and growth priorities in Cambridgeshire and Peterborough. The report has been published and can be found at [Cambridgeshire-and-Peterborough-Local-Skills-Improvement-Plan-and-Annexes.pdf \(cambridgeshirechamber.co.uk\)](#)
- 7.2.6 Naturally, the work of the LSIPs will feed into the CAs strategic skills focus. The Skills Team published its Employment and Skills Strategy in October 2022, a brief overview of the strategy can be found [here](#), with the full version identifying skills priorities can be found [here](#).
- 7.2.7 Further, the DfE is inviting applications from local FE providers for the LSIF (local skills improvement fund) [Applying for stage 2 of the local skills improvement fund - GOV.UK \(www.gov.uk\)](#), the LSIF is funding that will enable FE providers in our area to respond collectively to the priorities in the LSIP.
- 7.2.8 In addition, there is a direct link between LSIPs and Accountability Agreements (and annual accountability statements), information can be found here [Accountability agreements for 2023 to 2024 \(publishing.service.gov.uk\)](#). Currently, these are agreements held between the ESFA and their funded providers. It would be useful for the CA to set out intentions to review plans produced by shared providers in our area as they set out how each provider intends to contribute to priorities outlined in regional LSIPs.
- 7.2.9 The Adult Education Budget reporting will be included within the Combined Authority monitoring and evaluation submissions as required under the devolution agreement. The Combined Authority has already submitted our policies for adult education as part of the readiness conditions and they were published as part of the commissioning process.
- 7.2.10 The Combined Authority's Monitoring and Evaluation Framework will be used for the Adult Education Budget activity including the use of logic models. The first formal annual evaluation was undertaken and completed in January 2021. It meets the national requirements as set out in the National Local Growth Assurance Framework, together with locally determined requirements so that it can be used to inform and shape the criteria for future funding awards. This formal evaluation is undertaken on an annual basis.
- 7.2.11 The Combined Authority is responsible for gaining assurance over use of funds over all training providers and colleges on the Adult Education Budget and Free Courses for Jobs funding streams, it does so predominantly through a program of funding audits carried out on a risk-based approach by independent audit firms. Wider assurance also includes internal controls such as performance management and monitoring and quality assurance reviews.

### 7.3 Greater South East Net Zero Hub

The Greater South East Net Zero Hub (GSENZH) Operating Strategy has been approved by the GSENZH Board, the Department of Energy Security & Net Zero (DESNZ) and the Cambridgeshire and Peterborough Combined Authority (CPCA), which is the Accountable Body for the Hub.

- 7.3.1 The GSENZH approach to prioritisation and the detailing of its strategic fit requirements are set out in the GSENZH Operating Strategy.
- 7.3.2 The Accountable Body Agreement for the GSENZH Board is agreed and amended at the Combined Authority Board.
- 7.3.3 Accountable Body reporting arrangements are set out in the GSENZH Operating Strategy and include:
- Monthly CPCA Highlight Report - PMO Reporting (escalating risks)
  - Monthly PMO/finance meeting
  - Attendance at Place & Connectivity Management Board

- Line management reporting up to SRO (Director of Place & Connectivity)
- Papers and update reports CPCA Board (as required)
- Monthly meeting with lead member for Environment & Sustainable Communities
- Reports to CPCA Committees (as required) – Performance and Risk Committee, Overview & Scrutiny Committee, Audit & Governance Committee, Executive Team
- Evaluation & audit (as required)

7.3.4 As part of the BEIS evaluation process, BEIS facilitated a steering committee/group which allowed for discussions and agreement around some standardisation across the evaluations being undertaken across Net Zero Hubs and the respective consulting firms. Several important guiding agreements/standardisations emerged from the group, including a focus on;

- A Benefit Cost Ratio (BCR) that will reflect at least carbon savings values and a social multiplier on the benefits side, and Hub costs (core Hub expenditure) on the costs side.

7.3.5 In an attempt to reflect the Hubs’ activities related to raising awareness and knowledge sharing; a 20% “social (benefits) multiplier” was suggested as part of the BEIS facilitated steering group as a way to reflect the estimated rate of return from public spending on knowledge investments. The 20% is a conservative value and is based on a 2022 discussion paper by the Centre for Economic Performance; “Knowledge spillovers from clean and emerging technologies in the UK” which provides upper and lower bounds of spillovers from “clean” innovations.

As a result, a social benefits multiplier is applied to all investment in projects that are deemed “replicable, scalable, and innovative”, as recorded in the Hub project tracker.

7.3.6 A cost benefit analysis (CBA) is used to evaluate the discounted costs and benefits associated in the Hub’s project pipeline in order to help determine whether the Hub has delivered value for money. This is reflected as a Carbon Benefit to Hub Costs Ratio (CHCR).

## 8 Appendices

### 8.1 SAF Templates

#### 8.1.1 Concept Paper

The Concept Paper is a high-level planning document that will be completed and approved during SAF Phase 1 to gather outline information which validates the strategic fit of the intended intervention such as alignment to the Combined Authority Corporate Plan, Objectives and Aims, potential risks and target benefits. The document will also be used to agree the Business Case development route and provide assurance that key stakeholders at the Combined Authority have been sighted on the proposal from the outset (Finance, Legal, Procurement, Executive Director, Corporate Management Team and Investment Panel).

#### 8.1.2 Business Justification Case (BJC)

The BJC is a single stage business case that is available for schemes that require less development. To use a BJC, projects must not be novel or contentious so options analysis is reduced, where firm fixed prices are available, they should be evidenced from historical delivery. A specific procurement phase is not required as pre-competes procurement arrangement can be utilised.

#### 8.1.3 Programme Business Case (PBC)

The PBC is produced when a strategically linked series of projects requires authorisation to progress. A programme is a series of planned measures, related events and co-ordinated activity in pursuit of an organisations long term goals. The PBC will outline the programme projects dossier including the indicative timeline, costs and the overarching management strategies.

#### 8.1.4 Project Case (PC)

The PC is produced for projects seeking lower level of spend and follow on from a previously approved Programme Business Case. There should be clear alignment to the PBC within the Project Case in terms of how the outputs contribute to the Programme benefits and outcomes.

#### 8.1.5 Strategic Outline Case (SOC)

The SOC or the Strategic Outline Business Case provides the strategic rationale for the intervention and identifies the critical success factors. The preferred option is derived via an options analysis to demonstrate how optimum VfM and social value will be achieved. Stakeholders will understand the robustness of the proposal and the future direction of travel including an updated whole life cost estimation.

#### 8.1.6 Outline Business Case (OBC)

The OBC determines VfM and prepares for the potential procurement by ascertaining affordability, the procurement proposal and funding requirement. At the conclusion of the OBC stage consent should be able to be established for the procurement phase of the project to go ahead or not.

#### 8.1.7 Full Business Case (FBC)

The FBC enables the procurement of the VfM solution, contracting the appropriate deal and planning for successful delivery. At the conclusion of the FBC all dimensions of the five-case model will have been completed and be fully matured including a finalisation of all management arrangements. Key to this is firm fixed and accurate costs, Monitoring & Evaluation arrangements and delivery capability.

**Appendix B**

# INVESTMENT COMMITTEE

**Cambridgeshire & Peterborough Combined Authority**

The Investment Committee has 2 distinct roles, they are:

1. In relation to the application of the Single Assurance Framework
2. In relation to companies and other legal entities which are wholly or partly owned or controlled by the Combined Authority

<b>Purpose</b>	<p>The Investment Committee shall:</p> <ol style="list-style-type: none"> <li>A. in accordance with the Single Assurance Framework and the Constitution of the Combined Authority, make investment decisions and/or make recommendations to the Board on investment decisions</li> <li>B. play a key part in the overall assurance arrangements of the Combined Authority through the delivery of its functions.</li> <li>C. advise and make decisions in line with delegated authority on behalf of the Mayor and the Combined Authority Board in the exercise of responsibilities for the Combined Authority's functions as corporate shareholder of a company or group of companies and in their role in representing the Combined Authority as a Shareholder Representative at meetings of a company</li> <li>D. provide the necessary oversight, from a shareholder's perspective, that the parameters, policies, and boundaries that the Combined Authority has established are being adhered to; Including a regular review of whether the Subsidiary provides the most effective vehicle to deliver the outcomes the Combined Authority requires and whether there are viable alternative models which might offer a more effective means of delivering its priorities</li> </ol>
<b>Accountable to:</b>	The Combined Authority Board
<b>Membership:</b>	<p>Lead Member for Investment &amp; Economic Growth            Representative from each Constituent Authority (x7) (Preferably Lead Position for Economic Growth)            Business Board Chair            Business Board representatives (x2)</p> <p>Ability to co-opt membership of Subject Matter Experts to assist in the undertaking of its key functions (up to 3 Co-optees)</p> <p>The Combined Authority Statutory Officers would be expected to attend all meetings in support of the Shareholder Responsibilities of the Committee</p>
<b>Chair:</b>	The Combined Authority Board Lead Member for Investment & Growth will Chair the Investment Committee
<b>Vice Chair:</b>	The Vice-Chair will be appointed from the membership of the Investment Committee
<b>Voting:</b>	Only the members of the Committee will be entitled to vote at meetings (not co-opted Members), the Chair does not exercise a casting vote.





	<p>Any matters that are to be decided by the Committee are to be decided by consensus of the Committee where possible. Where consensus is not possible the provisions of the Constitution shall apply as follows:</p> <ul style="list-style-type: none"><li><input type="checkbox"/> Each Member of the Committee is to have one vote and no Member including the Chair is to have a casting vote</li><li><input type="checkbox"/> Co-opted Members cannot vote</li><li><input type="checkbox"/> Any matter put to a vote will be decided on a show of hands. A decision will require a minimum of 4 voting members present and voting</li><li><input type="checkbox"/> Any tied vote will be deemed to have been unsuccessful</li></ul>
<b>Quorum:</b>	No business shall be transacted unless representatives of four members or more are present at a meeting
<b>Servicing:</b>	The Committee will be serviced by CPCA's Governance Team
<b>Frequency:</b>	Minimum of 4 meetings per year
<b>Supported by:</b>	The Committee will be supported by the Investment Panel
<b>Decision-Making:</b>	<p>The Investment Committee may make decisions in line with its delegated authority and functions.</p> <p>The Mayor or nominee of the Mayor (Lead Member for Investment &amp; Economic Growth) may make decisions concerning companies in which the Combined Authority is or proposed to become shareholder either:</p> <ul style="list-style-type: none"><li>a) in a CA Board meeting or</li><li>b) in a meeting of the Investment Committee</li></ul> <p>Unless the Mayor or Member is a Director in the Company under discussion</p>
<b>Delegated Authority:</b>	<p>In relation to any scheme being considered under the Combined Authority Assurance Framework the Investment Committee can:</p> <ul style="list-style-type: none"><li><input type="checkbox"/> make a decision to progress the scheme in accordance with the scheme's bespoke approval pathway and approval route, noting the Committee has the delegated authority to approve funding decisions (business cases) of a value of over £1million and up to £5million.</li><li><input type="checkbox"/> Make a recommendation to progress a scheme in accordance with the scheme's bespoke approval pathway and approval route, noting that funding decisions (business cases) of a value of over £5million shall be considered by the Investment Committee for a recommendation to be made to the Combined Authority Board for consideration and approval.</li></ul> <p>The Investment Committee can:</p> <ul style="list-style-type: none"><li><input type="checkbox"/> advise the Combined Authority in relation to any function of the Combined Authority relating to:<ul style="list-style-type: none"><li>• economic development</li><li>• economic and transport led regeneration</li></ul></li><li><input type="checkbox"/> liaise with the Transport &amp; Infrastructure Committee to promote the strategic alignment of regional transport funding investment</li></ul>



	<ul style="list-style-type: none"><li><input type="checkbox"/> respond to any report or recommendation from an Overview &amp; Scrutiny Committee</li></ul> <p>The Investment Committee has delegated authority to make decisions on behalf of the Combined Authority for each Subsidiary company as follows:</p> <ul style="list-style-type: none"><li><input type="checkbox"/> Oversight of any decisions that can only be made by the shareholder, (whether as “reserved matters” under the Shareholder Agreement and Articles of Association or pursuant to the relevant legislation applicable to that Subsidiary) such as :<ul style="list-style-type: none"><li>o Approval of Shareholder Agreement with each Subsidiary company</li><li>o Approval of annual Business Plan and deviations from Business Plan.</li><li>o Approval of key appointments (including appointment, removal and or replacement of Directors of the Subsidiary companies) and ensuring that the Authority appointments to the board of a Subsidiary company comply with the Authority’s Constitution</li><li>o Borrowing money, granting security and giving of guarantees</li><li>o Issuing Legal proceedings outside of ordinary business</li><li>o Altering in any respect the articles of association of a Subsidiary or any other governing document</li><li>o Altering the rights attached to any of the shares in a Subsidiary company</li><li>o Approving the registration of any person as a shareholder or member of a Subsidiary company</li><li>o Ensuring that subsidiaries or the subsidiaries interests are not competing against or conflicting with, other subsidiaries or their interests</li><li>o Entering contracts that have a material effect on business of the CA, are outside of the business plan or significant in relation to the size of the business and/or the business plan.</li><li>o Establishing proper arrangements to manage potential conflicts of interest in respect of Officers and/or members appointed to the board of a Subsidiary company</li><li>o Approval of pay and pension arrangements in respect of key employees of the Subsidiary and to ensure that decisions made to make any termination payments are in line with the law and the Subsidiary’s controlling documents.</li><li>o Varying ownership and the amount of a Subsidiary's issued share capital and winding up of Subsidiary company</li><li>o Altering the name of any Subsidiary company</li></ul></li></ul>
<b>Functions:</b>	<p>The Investment Committee has the following key functions in support of the Single Assurance Framework:</p> <ul style="list-style-type: none"><li><input type="checkbox"/> to consider investment proposals and to make appropriate challenges to these proposals</li><li><input type="checkbox"/> to oversee and monitor all investments made through the Combined Authority Investment Programme</li><li><input type="checkbox"/> to add conditions to any funding decision that falls within its delegated authority and to make recommendations of conditions to the Combined Authority Board <i>(In all cases minimum conditions should specify the Availability Period, Conditions to Drawdown of Funds, Conditions for withdrawal of support and terms of clawback, start date and completion date for the Project or Programme, but shall also include any specific conditions that the Board deem appropriate on a case by case basis)</i></li></ul>



- to instruct the Combined Authority to oversee preparation of funding agreements on its behalf and as appropriate and to delegate this duty, provided always that the Combined Authority make no material deviation from the conditions added to the funding decision
- to approve the monitoring and evaluation criteria related to any funding decision and to have the ability to delegate oversight of this function where appropriate
- where oversight of monitoring and evaluation applies to the Investment Committee, to consider whether a formal review of a project or program is required and to consider this review itself or instruct the Investment Panel to do so on its behalf
- to instruct Funding Recipients to issue the necessary information for the Combined Authority to advise the Investment Committee as to the rationale behind any material delay or change in a project or program
- on completion of a review, where reasonable, to instruct Funding Recipients to complete a Change Request via the Combined Authority process
- to monitor the Combined Authority project pipeline and make recommendations to the Combined Authority Board on prioritisation and re-prioritisation to support active management of the Combined Authority's Investments.

The Investment Committee will consider applications for support from the Business Case Development Fund

The Investment Committee will play a key role in the Change Management process in alignment with the Combined Authority Change Management procedures.

The Investment Committee has the following key functions in support of the Performance Management Framework:

- to review the Major Projects performance dashboard
- to review project performance

The Investment Committee will seek to ensure that all major projects are developed & delivered in line with the CPCA Risk Management Framework

The Investment Committee has the following key functions in regard to its shareholder responsibilities:

- monitoring performance and information from each Subsidiary, in particular on financial and other risks and escalating such risks within the Authority as appropriate
- exercising decisions relating to the authority's role as shareholder, member, owner, lender, or other position of significant control over the Subsidiary, where those decisions have been delegated to the Investment Committee
- making reports and recommendations to the Combined Authority Board on areas outside of the Investment Committee delegated authority
- agreeing and entering into a Shareholder Agreement with each of the Authority's Subsidiaries
- providing an articulation of what success looks like in terms of delivery models to meet objectives such as achieving social outcomes and/or a return on investment



	<ul style="list-style-type: none"><li><input type="checkbox"/> agreeing a mechanism to communicate the shareholder’s views to the Subsidiary by effecting systematic engagement between the Chair/CEO and shareholder roles (where in place) to assure effective performance against strategy and governance</li><li><input type="checkbox"/> providing a holistic review of risk to the authority offered by all active Subsidiaries.</li><li><input type="checkbox"/> considering and advising on the duties and, if any, the training needs of potential Directors to allow them to competently assume their role.</li><li><input type="checkbox"/> making representations to the Directors on the Business Plans of the Subsidiary Companies or other organisations set out in this report.</li><li><input type="checkbox"/> Receiving reports from the Directors, where appropriate, on the progress and conduct of business in accordance with the approved Business Plan.</li><li><input type="checkbox"/> reporting to the Combined Authority Board on the performance of the Subsidiary Companies.</li><li><input type="checkbox"/> in the case of forming a new Subsidiary, the Investment Committee will first scrutinise the business case for forming the Subsidiary to clarify the service components to be delivered, outcomes sought and options for how these may be delivered and undergo an effective comparison of alternative delivery models to ensure that the objectives, timescales, and drivers of forming the Subsidiary is the optimum approach and an advisory paper will be submitted to Board for a decision.</li><li><input type="checkbox"/> it is expected that each Subsidiary will enter into a form of agreement with the Authority (whether as owner, controller or lender) setting out the basis of the relationship between them (each a “Shareholder Agreement”).</li><li><input type="checkbox"/> a detailed description of the Investment Committee’s role in relation to each Subsidiary will be set out in the relevant Shareholder Agreement.</li></ul>
<b>Review:</b>	To be reviewed on an annual basis by the Investment Committee and Board.



<b>Combined Authority Board</b>	Agenda Item
<b>29 November 2023</b>	<b>11</b>

Title:	Revisions to the Cambridgeshire and Peterborough Combined Authority Constitution – Scheme of Delegation
Report of:	Nick Bell, Executive Director (Resources and Performance)
Lead Member:	Cllr Edna Murphy, Lead Member, Governance
Public Report:	Yes
Key Decision:	No
Voting Arrangements:	A simple majority of voting Members

<b>Recommendations:</b>	
A	Approve the proposed update to the Scheme of Delegation of the Combined Authority.

<b>Strategic Objective(s):</b>	
The proposals within this report fit under the following strategic objective(s):	
	The revisions to the Scheme of Delegation will enable improvements to the Combined Authority's governance as observed in DLUHC's the best value notice.

<b>1. Purpose</b>	
1.1	Delegations contained within the CPCA Constitution are an important mechanism to ensure that timely decisions on items can be taken whilst maintaining strong oversight and political accountability from Members of the CPCA on its activities and the actions of its Officers.
1.2	As part of the CPCA Improvement Programme the CPCA Constitution, and its constituent parts, have been reviewed. A number of recent pieces of work, including the Governance workstream of the Improvement Programme, the Procurement Review, the development of the Single Assurance Framework and comments from the Independent Improvement Board have all suggested that it is timely to review the Scheme of Delegation contained in the Constitution.

<b>2. Proposal</b>	
2.1	The following revisions to the Scheme of Delegation are proposed:
2.2	Increase the Key Decision financial threshold (for which items are included on the Forward Plan and for which 28 days' notice need to be given prior to decision) from £500,000 to

	<p>£1,000,000. The CPCA publishes a monthly Forward Plan that includes key decisions, non-key decisions, and things to note. Any decision made under £1,000,000 using this delegation will be published in the Forward Plan. In addition, officers will publish a Decision Notice. Both the forward plan and Officer Decision Notice will ensure transparency. <i>This is consistent with the Key Decision financial threshold in other Combined Authorities and will ensure that the decision-making process is relatively faster for decisions of less than £1m.</i></p>
2.3	<p><b>General Delegations to all Chief Officers</b></p>
2.4	<p>Provide that any Chief Officer may re-procure services coming to an end without the need to seek authorisation from Members unless the Board has expressly requested that authorisation is sought from them, or the funds are not approved in the Medium Term Financial Plan. <i>This is consistent with practice in other Combined Authorities and will ensure that where, for instance, a bus contract needs to be retendered with no change of route then the decision can be taken rapidly by Officers to ensure minimal disruption in service.</i></p>
2.5	<p>Provide that any Chief Officer can agree Grant funding Agreements up to £1m in consultation with the Chief Finance Officer and the Monitoring Officer who is authorised to sign Grant Funding Agreements up to £1m. Chief Officers shall report to the Combined Authority Board all Granting funding Agreements that they have agreed and signed under these delegations. <i>This is a common delegation in Combined Authorities and enables relatively smaller Grant Funding Agreements to be agreed and executed in a timely manner rather than waiting for approvals through the Board and Committee cycle.</i></p>
2.6	<p><b>Delegations to the Chief Executive Officer</b></p>
2.7	<p>Provide that the Chief Executive, in consultation with the Chief Finance Officer and Monitoring Officer, may take decisions related to the approval of a detailed business case and the acceptance of a tender or quotation for the supply of goods, materials, or services provided that the spend does not exceed £1m and is within the Combined Authority's approved budget. Prior to exercising this delegation, the Chief Executive Officer must consult the mayor, the lead member and the chair of the relevant Thematic Committee and, following the decision, must publish an Officer Decision Notice. When relating to specific transport matters where the County Council and Peterborough City Council are required to vote in favour of a proposal, the Leaders of those Councils should also be consulted and agree with the proposal prior to the exercise of the delegation.</p>
2.8	<p>In order to exercise the above delegation, the business case or procurement must be approved by the Board within the MTFP and, in the case of a tender or quotation, must be approved in accordance with the Authority's Contracts Procedure Rules, i.e.:</p> <ul style="list-style-type: none"> <li>• the decision relates to the delivery of the agreed business plan for that business area;</li> <li>• the decision accords with any officer decision making guidance issued to Officers;</li> <li>• once the decision has been made the Officer complies with the transparency requirements of The Openness of Local Government Bodies Regulations 2014.</li> </ul> <p>Decisions taken will be reported to the next available Combined Authority Board as part of a Delegated Authority report. Additionally, it should be noted that Officer Decision Notices are published externally and retrospectively reported to the Board.</p>
2.9	<p><i>The delegation contained in paragraphs 2.7 and 2.8 above is one that exists (in slightly varied forms) in other Combined Authorities. The aim of it is to ensure that, where a decision to proceed with a project has already been approved by the Board as part of the Medium-Term Financial Plan, then the actual tender acceptance does not need to come back to the Board for decision as long as the lead member, chair of relevant Thematic Committee and the Mayor are in agreement. This speeds up execution of projects and procurements that have already been approved whilst retaining strong Member oversight.</i></p>

2.10	<p>Provide that the Chief Executive, in consultation with the Chief Finance Officer and Monitoring Officer, may take decisions related to the approval of a detailed business case as a matter of urgency where the date by which the decision would be taken means the General Exception rule cannot be followed. Prior to exercising this delegation, the Chief Executive Officer must consult the Mayor, the lead member and the chair of the relevant Thematic Committee (where this is not the Lead Member) and must notify the Chair of the Overview &amp; Scrutiny Committee. Following the decision, they must publish an Officer Decision Notice.</p> <p>When relating to specific transport matters where CCC and PCC are required to vote in favour of a proposal, the Leaders of CCC and PCC should also be consulted and agree with the proposal prior to the exercise of the delegation.</p> <p>Any such urgent decisions should be reported to the next meeting of Board and the relevant Thematic Committee setting out why the approval needed to be provided under urgency and not in line with standard approval practice, any such decision will be subject to the Scrutiny Call-In process for 5 days after the publishing of the ODN.</p> <p><i>This urgency provision is in line with the Single Assurance Framework, will ensure political input and enable decision-making at pace in scenarios where new funding pots may become available and it may be necessary to expedite process to ensure that funding opportunities can be assessed and approved at pace.</i></p>
2.11	<p>Provide that the Chief Executive is able to make final decisions in redundancy matters in accordance with all government guidance and statute in consultation with the Monitoring Officer and Assistant Director (HR). <i>This is a usual delegation to a Chief Executive in Combined Authorities and the wider public sector and its insertion in the scheme of delegation fills a gap within the Constitution.</i></p>
2.12	<p>Provide that the Chief Executive is able to commit expenditure from earmarked funds and reserves in accordance with the purpose for which those earmarked funds and reserves have been approved by the Board, save for those earmarked funds and reserves which the Board specifically reserves the right to itself or another Committee to approve and subject to reporting the use of those earmarked funds and reserves through the budget monitoring report at the next Board meeting after the commitment is made. <i>This delegation, or similar variants of it, is common in Combined Authorities to enable the CEO to commit funds from earmarked reserves and funds where the Board has already approved what the fund/reserve is for. This speeds up execution of key projects and activities rather than waiting for the next Board cycle.</i></p>
2.13	<p><b>The Monitoring Officer</b></p>
2.14	<p>To make any changes to the standing orders, committees' terms of reference, policies, or officer delegation scheme of the Authority which are required as a result of legislative change or decisions of the Authority.</p>
2.15	<p>To make any changes to the Assurance Framework which are required as a result of legislative change or decisions of the Authority.</p>
2.16	<p>To administer the Members' Allowances Scheme.</p>
2.17	<p>To be authorised to take all necessary steps to manage and safeguard any shareholding the Combined Authority owns in a company including but not limited to granting permissions, giving consents, amending and signing shareholder agreements and compliance with Company Act 2016 requirements and any associated requirements;</p>
2.18	<p>To be authorised to sign Grant Funding Agreements up to £1m in consultation with the Chief Finance Officer</p>
2.19	<p><i>All of the above proposed delegations to the Monitoring Officer are usual within Combined Authority Constitutions and speed up the process of changes to the Constitution in the case of new legislation or the Authority's decisions.</i></p>

### 3. Background

3.1	The Authority approves strategies and policies which determine the framework in which operational decisions are made. Strategic overarching decisions are reserved to the Board for decision (such as approving the budget and the capital programme).
3.2	Officers implement decisions made by the Authority (or any decision-making committee of the Authority). Officers also take measures to carry out these policies and decide day-to-day operational matters, within the framework of these decisions. In doing so, decision making by officers is subject to other control measures. These include: - <ul style="list-style-type: none"><li>• The Constitution, including Procurement and Contract Rules and Financial Regulations,</li><li>• an Officers' Code of Conduct, a Gifts and Hospitality Policy and the Conflicts of Interest Policy,</li><li>• organisational values,</li><li>• an Anti-fraud, Bribery and Corruption Policy, and</li><li>• internal audit and risk management arrangements.</li></ul>
3.3	When taking an officer decision under the Scheme of Delegation the Officer must determine, having regard to the implications of the decision, whether further consultation with other officers and/or Members is appropriate, and should have regard to any guidance issued.
3.4	Recent improvement related work from the Procurement Review undertaken by PWC and the development of the Single Assurance Framework (which is being developed to come to the Board for approval in September and which will incorporate the proposals contained within this report, if approved) has identified a need to review existing levels of delegation to ensure that governance works as effectively as possible in CPCA – i.e. that it provides strong decision making and oversight powers for Members on all important decisions and performance whilst not burdening the Member governance structure with relatively straightforward and uncontentious decisions which slows down decision making and hinders Best Value.
3.5	When making the proposals for changes to delegations outlined in this report, consideration has been given to the processes and delegated levels operated by other Combined Authorities across England.

### 4. Appendices

4.1	Appendix A - Marked up copy of Scheme of delegation with proposed changes
4.2	Appendix B - Clean copy of Scheme of delegation with proposed changes

### 5. Implications

#### Financial Implications

5.1 Outlined in the report

#### Legal Implications

6.1 The Combined Authority is obliged to adopt and maintain a Constitution and Standing Orders. Section 101 of the Local Government Act 1972 allows the adoption of a scheme of officer delegations to ensure that it is clear that identified Chief Officers have the power to take decisions that are not reserved to elected members.



	An effective Scheme of Delegation supports Value for Money by ensuring that decisions can be taken on a timely basis whilst ensuring strong member oversight and political accountability.
Public Health Implications	
7.1	None specifically
Environmental & Climate Change Implications	
8.1	None specifically
Other Significant Implications	
9.1	There are no other significant implications
Background Papers	
10.1	None

## CHAPTER 18: OFFICER SCHEMES OF DELEGATION

### 18.1 PART 1: Officer Scheme of Delegations

#### 18.1.2 Introduction

18.1.2.1 The Combined Authority has a Scheme of Delegation to Chief Officers and a Schedule of Proper Officers for its functions in accordance with section 101 of the Local Government Act 1972.

18.1.2.2 A Chief Officer in the context of this Constitution means

- Chief Executive of Combined Authority and Business Board, and Head of Paid Service
- Chief Finance Officer, and
- Monitoring Officer
- Corporate Directors
- any other posts defined as Chief Officer in the Employment Procedure rules

18.1.2.3 Powers delegated to Chief Officers may be exercised by other Officers within the Combined Authority or constituent councils if the relevant Chief Officer has further delegated that power, provided that this is properly recorded and evidenced.

18.1.2.4 Any decisions or actions taken by a Chief Officer or other person on behalf of a Chief Officer, must be in accordance with:

- (a) the provisions of the Openness of Local Government Bodies Regulations 2014;
- (b) statute or other legal requirements, including the principles of public law, the Human Rights Act 1998, statutory guidance and codes of practice;
- (c) the Constitution, including the Combined Authority [Chapter 9: Contract Procedure Rules](#), assurance framework, monitoring and evaluation framework, [Chapter 9: Contract Procedure Rules](#) and [Chapter 8: Financial Management Procedure Rules](#), and [Chapter 6: Decision Making](#);
- (d) the revenue and capital budgets of the Combined Authority,

subject to any variation which is permitted by the Financial Regulations; and

- (e) any policy or direction of the Combined Authority or any Committee acting in exercise of powers delegated to that Committee by the Combined Authority.

18.1.2.5 Officers may exercise delegated powers to take any decision in relation to the functions of the Combined Authority including Mayoral functions except where:

- (a) the matter is reserved to the Combined Authority or the Mayor by law or by the Constitution;
- (b) the matter is a function which cannot by law be discharged by an Officer;
- (c) the Combined Authority or a Committee, Sub-Committee or Joint Committee to which the Combined Authority is a party, or in the case of a mayoral function, the Mayor has agreed that the matter should be discharged otherwise than by an Officer;
- (d) the Head of Paid Service has directed that the Officer concerned should not exercise a delegated function;
- (e) any other limitation of the exercise of delegated authority is set out in this Constitution or is specifically restricted in any decision of the Combined Authority.

18.1.2.6 Lead Officers are not obliged to exercise delegated powers if they believe circumstances are such that the powers should more appropriately be exercised by the Authority or one of its Committees.

### 18.1.3 General Delegations to all Chief Officers

18.1.3.1 Chief Officers will be responsible for the following within their areas of responsibility:

- (a) the day-to-day management, supervision and control of services provided on behalf of the Authority within the approved budget limits;
- (b) day to day management of staff in accordance agreed human resource policies and procedures;

(c) acting on behalf of and in the name of the Combined Authority, where necessary in consultation with the Mayor, relevant **Lead Member** or Chief Executive and/or other appropriate Officers;

(d) dealing with press enquiries and issuing press releases;

(e) investigative contraventions of legislation applicable to the functions under their control, and also in respect of these functions to exercise the powers and conferred by the Regulation of Investigatory Powers Act 2000, the European Communities Act 1974 (and associated regulations) and the Police and Criminal Evidence Act 1984.

(f) re-procure services coming to an end without the need to seek authorisation from Members unless the Combined Authority Board has expressly requested that authorisation is sought from them or the funds are not within the Combined Authority's approved budget.

(e)(g) agree Grant Funding Agreements up to £1m in consultation with the Chief Finance Officer and the Monitoring Officer who is authorised to sign Grant Funding Agreements up to £1m on behalf of the Combined Authority.

## 18.2 Contracts and Accounts

18.2.1 All contracts shall be dealt in accordance with Contract Procedure Rules and Financial Regulations as may be agreed from time to time by the Combined Authority.

18.2.2 Contracts below £5,000: The decision to award the contract and any written terms must be agreed in writing by a Chief Officer unless they have delegated that authority.

18.2.3 Contracts between £5,000 and £50,000: The Chief Officer can ~~award a~~award a contract up to £50,000 in value.

18.2.4 Contracts between £50,000 and EU thresholds: A report to authorise the award of the contract must be sent to Legal Services, and the Finance Officer for approval by the Chief Finance Officer or Monitoring Officer.

18.2.5 Contracts within EU thresholds up to £~~1m~~500,000: The Chief Finance Officer or Monitoring Officer can award a contract up to £~~1m~~500,000 in value upon receipt of a contract award report. An award report to authorise the award of the contract must be sent to Legal Services and the Finance Officer for approval by the Chief Finance

Officer.

- 18.2.6 Contracts above £1m500,000: Requires a Combined Authority Board decision or the Mayor for mayoral functions before award of the contract.
- 18.2.7 Contract rule exemptions: Granted entirely at the discretion of the Chief Finance Officer or Monitoring Officer.
- 18.2.8 Assigning and novating contracts: Needs approval of the relevant Chief Officer and the Monitoring Officer. If over £1m500,000 it will also need a Combined Authority Decision.
- 18.2.9 Terminating Contracts: Needs approval of the Chief Finance Officer and the Monitoring Officer. If over £1m500,000 it will also need a Combined Authority Decision.

### 18.3 Delegations to the Chief Executive

- 18.3.1 To exercise the functions of the Head of Paid Service as set out in Section 4 of the Local Government and Housing Act 1989.
- 18.3.2 To be responsible for the coordination of the Combined Authority's functions including mayoral functions.
- 18.3.3 To provide a comprehensive policy advice service and in particular to advise on the Combined Authority's plans and strategies.
- 18.3.4 To be responsible for the appointment, and grading, and dismissal of staff up to and including Deputy Chief Officer level.
- 18.3.5 To be responsible for the organisation and proper management of the Combined Authority's staff including proposing changes to the management structure and the number and grades of staff required.
- 18.3.6 To authorise a Chief Officer to act in his/her absence on any matter within his/her authority.

~~18.3.6~~ 18.3.7 To discharge any function of the Combined Authority which:

- (a) has not been specifically delegated to another Officer, Committee or reserved to the Mayor or the Combined Authority Board;
- (b) has been delegated to another Officer where that Officer is absent or otherwise unable to act (excluding the statutory functions of the Monitoring Officer and Chief Finance Officer).
- (c) To take any action which is required as a matter of urgency in consultation (where practicable) with the Mayor, the Monitoring Officer

and the Chief Finance Officer, and in accordance with the Transparency Rules, Forward Plan and Key Decisions ([Chapter 6: Decision Making](#)).

- (d) To provide any response to any Government consultation, subject to consultation with the Mayor of the Combined Authority and the relevant Lead Member.

- (e) To co-ordinate public relations for the Authority, including the approval of press releases on behalf of the Authority having consulted where appropriate the Mayor or relevant Lead Member as necessary.
- (f) Nominate, appoint and remove, in consultation with the Mayor (as Chair) and the Vice-Chair of the Combined Authority Board, representatives on the board of companies, trusts and other bodies, of which the Combined Authority is a member, and to agree Constitutional arrangements for such companies, trusts and other bodies and give any necessary consent required within their Constitutions.
- (g) In consultation with the Chief Finance Officer and Monitoring Officer, may take decisions related to the approval of a detailed business case and the acceptance of a tender or quotation for the supply of goods, materials, or services provided that the spend is within the Combined Authority's approved budget. Prior to exercising this delegation the Chief Executive must consult the Mayor, the lead member and the Chair of the relevant Thematic Committee and, following the decision, must publish an Officer Decision Notice.
- (h) In order to exercise (g) above, the business case or procurement must be approved by the Combined Authority Board within the MTFP and, in the case of a tender or quotation, must be approved in accordance with the Authority's Contracts Procedure Rules, ie:
- the decision relates to the delivery of the agreed business plan for that business area;
  - the decision accords with any officer decision making guidance issued to officers;
  - once the decision has been made the officer complies with the transparency requirements of The Openness of Local Government Bodies Regulations 2014.
  - decisions taken will be reported to the next available Combined Authority Board as part of a Delegated Authority report.
- (i) In consultation with the Mayor, exercise any function of the Authority which is not expressly reserved to the Board; which does not lie within the terms of reference of any committee of the Authority; or which is otherwise delegated to another specific Officer under this Scheme.
- (f)(i) To make final decisions in redundancy matters in accordance with all government guidance and statute.
- (g)(k) To exercise the general power of competence on behalf of the Combined Authority in the absence of any specific delegation acting in

the best interests of the Combined Authority, subject to:

- i. consultation with the Monitoring Officer and the Chief Finance Officer; and
- ii. reporting to the next meeting of the Combined Authority Board on the exercise of that power.

(l) To take decisions up to £1m500k, subject to any decisions being reported to the next Board meeting of the Combined Authority.

~~(h)~~(m) To commit expenditure from earmarked funds and reserves in accordance with the purpose for which those earmarked funds and reserves have been approved by the Combined Authority Board, save for those earmarked funds and reserves which the Combined Authority Board specifically reserves the right to itself or another Committee to approve, and subject to reporting the use of those earmarked funds and reserves through the budget monitoring report at the next meeting of the Combined Authority Board after the commitment is made.

#### 18.4 Delegations to the Chief Finance Officer

- 18.4.1 The Chief Finance Officer shall be the designated the Proper Officer under section 73 of the Local Government Act 1985.
- 18.4.2 To effect the proper administration of the Authority's financial affairs, particularly in relation to financial advice, procedures, records and accounting systems, internal audit and financial control.
- 18.4.3 To take all actions required on borrowing, investment and financing subject to the submission to the Audit and Governance Committee and Combined Authority of an annual report of the Chief Finance Officer on treasury management activities and at six-monthly intervals in accordance with CIPFA's Code of Practice for Treasury Management & Prudential Codes.
- 18.4.4 To effect all insurance cover required in connection with the business of the Combined Authority and to settle all claims under such insurances arranged for the Combined Authority's benefit.





- 18.4.5 To accept grant offers on behalf of the Combined Authority, subject to all the terms and conditions set out by the grant awarding body.
- 18.4.6 To submit all claims for grant to the UK Government or the European Community (EC).
- 18.4.7 To set up and operate such bank accounts as are considered appropriate and make all necessary banking arrangements on behalf of the Combined Authority.
- 18.4.8 To consider reports of Officers on any likely overspending in relation to revenue expenditure, and to approve transfers between expenditure heads up to a maximum of £100,000.
- 18.4.9 To send out all accounts for income due to the Combined Authority.
- 18.4.10 To authorise electronic payments.
- 18.4.11 To collect all money due to the Authority and write-off bad debts in accordance with the Financial Procedure Rules. Legal action should be undertaken in consultation with the Monitoring Officer.
- 18.4.12 To supervise procedures for the invitation, receipt and acceptance of tenders.
- 18.4.13 To administer the scheme of Members' allowances.
- 18.4.14 To discharge the functions of the 'responsible financial officer' under the Accounts and Audit (England) Regulations 2011.
- 18.4.15 To sign certificates under the Local Government (Contracts) Act 1997.
- 18.4.16 To be the Officer nominated, or to nominate in writing another Officer, as the person to receive disclosures of suspicious transactions for the purposes of the Proceeds of Crime Act 2002 and any Regulations made under that Act.
- 18.4.17 To exercise the responsibilities assigned to the Chief Finance Officer in this Constitution, including Financial Regulations and the Contract Procedure Rules.
- 18.4.18 To incur expenditure, within the revenue budget, in accordance with the approved budget limits and Financial Regulations.
- 18.4.19 To incur expenditure on capital schemes, in accordance with the Capital Programme and Financial Regulations, provided that expenditure has been authorised in accordance with the Assurance Framework.
- 18.4.20 Approve applications to bid for external funding where there are no wider budgetary implications or the bid relates to a matter within the strategic framework.
- 18.4.21 To arrange internal audit in accordance with the Accounts and Audit Regulations 2015 and relevant professional guidance.
- 18.4.22 Internal Audit Officers on producing appropriate identification shall have authority to:
  - (a) enter at all reasonable times on any land, premises or other assets of the Combined Authority;

- (b) obtain access to all records, documents, cash, stores, equipment and correspondence relating to any financial or other transaction of the Combined Authority;
- (c) require and receive such explanations as are necessary concerning any matters under examination;
- (d) require Officers or Members of the Combined Authority to produce cash, stores, or any other Combined Authority property, which is under their control.

## 18.5 Delegations to the Monitoring Officer

- 18.5.1 Under section 5 of the Local Government and Housing Act 1989, the Combined Authority shall appoint a Monitoring Officer.
- 18.5.2 To provide advice on the scope of powers and authority to take decisions.
- 18.5.3 If it appears to the Monitoring Officer that any proposal, decision or omission by the Combined Authority has given rise to or is likely to give rise to unlawfulness or maladministration, he/she will prepare a report to the Combined Authority with respect to that proposal, decision or omission.
- 18.5.4 To monitor and review the operation of the Constitution on an annual basis, and to make changes to the Constitution in the circumstances set out below:
  - (a) a legislative requirement;
  - (b) a minor variation which is of a non-substantive nature to enable them to be kept up to date and in order;
  - (c) required to be made to remove any inconsistency or ambiguity; or
  - (d) required to be made so as to put into effect any decision of the Combined Authority or its committees or any organisational changes.
- 18.5.5 Any such change made by the Monitoring Officer to this Constitution shall come into force with immediate effect. The Monitoring Officer will report any changes made to the Combined Authority Board as soon as is reasonably possible.
- 18.5.6 To make any changes to the standing orders, committees' terms of reference, policies, or officer delegation scheme of the Authority which are required as a result of legislative change or decisions of the Authority.



18.5.7 To make any changes to the Assurance Framework which are required as a result of legislative change or decisions of the Authority.

18.5.8 To administer the Members' Allowances Scheme.

18.5.9 To be authorised to take all necessary steps to manage and safeguard any shareholding the Combined Authority owns in a company including but not limited to granting permissions, giving consents, amending and signing shareholder agreements and compliance with Company Act 2016 requirements and any associated requirements;

18.5.10 To be authorised to sign Grant Funding Agreements, outside of Combined Authority Board approval, up to £1m in consultation with the Chief Finance Officer

#### Member Code of Conduct

~~18.5.6~~18.5.11 To deal with matters of conduct and ethical standards in accordance with the requirements of the Localism Act 2011.

~~18.5.7~~18.5.12 To support the Audit and Governance Committee in promoting high standards of conduct.

~~18.5.8~~18.5.13 To receive complaints that any Member has failed to comply with the Code of Conduct for Members.

~~18.5.9~~18.5.14 To determine, after consultation with the Independent Person, whether to reject, informally resolve or investigate any complaint received, and to take such action as is necessary to implement that determination in accordance with the complaints procedure.

~~18.5.10~~18.5.15 To arrange for the appointment of an Investigating Officer to investigate a complaint where the Monitoring Officer (in consultation with an Independent Person) determines that a complaint merits formal investigation.

~~18.5.11~~18.5.16 To prepare and maintain the Authority's Register of Members' Interests and ensure it is available for inspection and published on the Combined Authority's website as required by the Localism Act 2011.

~~18.5.12~~18.5.17 To grant dispensations from section 31(4) of the Localism Act 2011 in consultation with the Independent Person if, having had regard to all relevant circumstances, the Monitoring Officer considers that:

~~18.5.13~~18.5.18 without the dispensation the number of persons prohibited by section 31(4) of the Localism Act 2011 from participating in any particular business would be so great a



proportion of the body transacting the business as to impede the transaction of the business; or

~~18.5.14~~18.5.19 without the dispensation the representation of different political groups on the body transacting any particular business would be so upset as to alter the likely outcome of any vote relating to the business; or

~~18.5.15~~18.5.20 granting the dispensation is in the interests of persons living in the Combined Authority's area; or

~~18.5.16~~18.5.21 it is otherwise appropriate to grant a dispensation.

~~18.5.17~~18.5.22 To keep a register of gifts and hospitality in accordance with the Protocol on Gifts and Hospitality and to arrange for its publication on the Authority's website.

### Legal Matters

~~18.5.18~~18.5.23 To institute, conduct, prosecute and defend any legal proceedings on behalf of the Combined Authority, as may be necessary to protect and promote the Combined Authority's interests.

~~18.5.19~~18.5.24 To settle, if appropriate, and in the interests of the Combined Authority, any actual or threatened legal proceedings.

~~18.5.20~~18.5.25 To instruct Counsel and professional advisers, where appropriate.

~~18.5.21~~18.5.26 To supervise the preparation of legal documents.

~~18.5.22~~18.5.27 To execute documents whether by hand or under seal, and to authorise other Officers to execute documents whether by hand or under seal.

~~18.5.23~~18.5.28 To complete all property transactions and contractual arrangements where terms have been agreed by the Combined Authority, a Committee or Chief Officer acting under delegated authority.

~~18.5.24~~18.5.29 To exercise the responsibilities assigned to the Monitoring Officer in this Constitution, including the Contract Procedure Rules.

~~18.5.25~~18.5.30 To deal with and determine exemptions under Section 36 of the Freedom of Information Act 2000.

~~18.5.26~~18.5.31 To accept on behalf of the Combined Authority the service of notices, orders and legal procedures.

~~18.5.27~~18.5.32 Under Section 223 of the Local Government Act 1972 to authorise Officers who are not admitted solicitors to appear in Magistrates' Court on behalf of the Combined Authority.

~~18.5.28~~18.5.33 To agree the terms for placing an officer at the



disposal of another local authority.

~~18.5.29~~ 18.5.34 To be responsible for determinations in relation to and maintenance of the list of politically restricted posts.

## 18.6 PART 2: Schedules of Proper Officers

### 18.6.1 Introduction

18.6.1.1 There are a number of specific references in the 1972 and 1985 Local Government Acts, which call for functions to be undertaken by what is termed the “Proper Officer”. The following Schedules list such references and identify the Chief Officers responsible for their discharge:

### 18.6.2 Head of Paid Service

18.6.2.1 The Head of Paid Service is appointed the Proper Officer for the purpose of any enactment unless this Constitution has designed another Officer as Proper Officer.

### 18.6.3 Chief Finance Officer

18.6.3.1 The Chief Finance Officer is appointed the Proper Officer in relation to the following:

To take decisions up to £~~1m~~500k, subject to any decisions being reported to the next Board meeting of the Combined Authority.

#### Local Government Act 1972

Receipt of money due from Officers	Section 115 (2)
------------------------------------	-----------------

#### Local Government Act 1985

Proper Administration of the financial affairs of the Combined Authority	Section 73
--	------------

#### Local Government Finance Act 1988

To report in consultation with the Monitoring Officer if there is or is likely to be unlawful expenditure or an unbalanced budget.	Section 114
--	-------------



## 18.6.4 Monitoring Officer

18.6.4.1 The Monitoring Officer is appointed the Proper Officer in relation to the following:

### Local Government Act 1972

Declaration and Certificates with regard to securities	Section 146 (1) (a) and (b)
Deposit of Documents	Section 225 (1)
Certifications of photographic copies of documents	Section 229 (5)
Issuing and signing of formal notices	Section 234 (1) and (2)
Determination of those reports which should be available for public inspection prior to a meeting of the Combined Authority, and its Committees and those which are likely to be heard in private and consequently which should not be released to the public.	Section 100B (2)
Provision of documents to the press, additional to Committee reports	Section 100B (7)
Preparing written summaries of proceedings	Section 100C (2)
Making arrangements for list of, and background papers to reports, to be made available for public inspection	Section 100D (1)
Determination of documents disclosing exempt information which may not be inspected by Members	Section 100F (2)
Signature of Summonses to Combined Authority meetings	Schedule 12 para 4 (2) (b)
Receipt of notices regarding address to which Summons to meetings of the Combined Authority is to be sent	Schedule 12 para 4 (3)

## 18.6.5 General

18.6.5.1 All Officers in whose name reports are submitted to the Combined Authority are appointed the Proper Officers in relation to the following:

### Local Government Act 1972

Compilation and retention of lists of background papers and copies of the	Section 100D (1) (a)
---	----------------------



relevant documents and reports; and	
Identifying and determining what are background papers	Section 100 <b>CAMBRIDGESHIRE &amp; PETERBOROUGH</b> COMBINED AUTHORITY

## CHAPTER 18: OFFICER SCHEMES OF DELEGATION

### 18.1 PART 1: Officer Scheme of Delegations

#### 18.1.2 Introduction

18.1.2.1 The Combined Authority has a Scheme of Delegation to Chief Officers and a Schedule of Proper Officers for its functions in accordance with section 101 of the Local Government Act 1972.

18.1.2.2 A Chief Officer in the context of this Constitution means

- Chief Executive of Combined Authority and Business Board, and Head of Paid Service
- Chief Finance Officer, and
- Monitoring Officer
- Corporate Directors
- any other posts defined as Chief Officer in the Employment Procedure rules

18.1.2.3 Powers delegated to Chief Officers may be exercised by other Officers within the Combined Authority or constituent councils if the relevant Chief Officer has further delegated that power, provided that this is properly recorded and evidenced.

18.1.2.4 Any decisions or actions taken by a Chief Officer or other person on behalf of a Chief Officer, must be in accordance with:

- (a) the provisions of the Openness of Local Government Bodies Regulations 2014;
- (b) statute or other legal requirements, including the principles of public law, the Human Rights Act 1998, statutory guidance and codes of practice;
- (c) the Constitution, including the Combined Authority [Chapter 9: Contract Procedure Rules](#), assurance framework, monitoring and evaluation framework, [Chapter 9: Contract Procedure Rules](#) and [Chapter 8: Financial Management Procedure Rules](#), and [Chapter 6: Decision Making](#);
- (d) the revenue and capital budgets of the Combined Authority,



subject to any variation which is permitted by the Financial Regulations; and

- (e) any policy or direction of the Combined Authority or any Committee acting in exercise of powers delegated to that Committee by the Combined Authority.

18.1.2.5 Officers may exercise delegated powers to take any decision in relation to the functions of the Combined Authority including Mayoral functions except where:

- (a) the matter is reserved to the Combined Authority or the Mayor by law or by the Constitution;
- (b) the matter is a function which cannot by law be discharged by an Officer;
- (c) the Combined Authority or a Committee, Sub-Committee or Joint Committee to which the Combined Authority is a party, or in the case of a mayoral function, the Mayor has agreed that the matter should be discharged otherwise than by an Officer;
- (d) the Head of Paid Service has directed that the Officer concerned should not exercise a delegated function;
- (e) any other limitation of the exercise of delegated authority is set out in this Constitution or is specifically restricted in any decision of the Combined Authority.

18.1.2.6 Lead Officers are not obliged to exercise delegated powers if they believe circumstances are such that the powers should more appropriately be exercised by the Authority or one of its Committees.

### 18.1.3 General Delegations to all Chief Officers

18.1.3.1 Chief Officers will be responsible for the following within their areas of responsibility:

- (a) the day-to-day management, supervision and control of services provided on behalf of the Authority within the approved budget limits;
- (b) day to day management of staff in accordance agreed human resource policies and procedures;

- (c) acting on behalf of and in the name of the Combined Authority, where necessary in consultation with the Mayor, relevant **Lead Member** or Chief Executive and/or other appropriate Officers;
- (d) dealing with press enquiries and issuing press releases;
- (e) investigative contraventions of legislation applicable to the functions under their control, and also in respect of these functions to exercise the powers and conferred by the Regulation of Investigatory Powers Act 2000, the European Communities Act 1974 (and associated regulations) and the Police and Criminal Evidence Act 1984.
- (f) procure or re-procure, award and agree contracts for goods and services not above £1 million without the need to seek authorisation from Members unless the Combined Authority Board has expressly requested that authorisation is sought from them or the funds are not within the Combined Authority's approved budget.
- (g) agree Grant Funding Agreements up to £1m in consultation with the Chief Finance Officer and the Monitoring Officer who is authorised to sign Grant Funding Agreements up to £1m on behalf of the Combined Authority.

## 18.2 Contracts and Accounts

- 18.2.1 All contracts shall be dealt in accordance with Contract Procedure Rules and Financial Regulations as may be agreed from time to time by the Combined Authority.
- 18.2.2 Contracts below £5,000: The decision to award the contract and any written terms must be agreed in writing by a Chief Officer unless they have delegated that authority.
- 18.2.3 Contracts between £5,000 and £50,000: The Chief Officer can award a contract up to £50,000 in value.
- 18.2.4 Contracts between £50,000 and EU thresholds: A report to authorise the award of the contract must be sent to Legal Services, and the Finance Officer for approval by the Chief Finance Officer or Monitoring Officer.
- 18.2.5 Contracts within EU thresholds up to £1m: The Chief Finance Officer or Monitoring Officer can award a contract up to £1m in value upon receipt of a contract award report. An award report to authorise the award of the contract must be sent to Legal

Services and the Finance Officer for approval by the Chief Finance Officer.

- 18.2.6 Contracts above £1m: Requires a Combined Authority Board decision or the Mayor for mayoral functions before award of the contract.
- 18.2.7 Contract rule exemptions: Granted entirely at the discretion of the Chief Finance Officer or Monitoring Officer.
- 18.2.8 Assigning and novating contracts: Needs approval of the relevant Chief Officer and the Monitoring Officer. If over £1m it will also need a Combined Authority Decision.
- 18.2.9 Terminating Contracts: Needs approval of the Chief Finance Officer and the Monitoring Officer. If over £1m it will also need a Combined Authority Decision.

### 18.3 Delegations to the Chief Executive

- 18.3.1 To exercise the functions of the Head of Paid Service as set out in Section 4 of the Local Government and Housing Act 1989.
- 18.3.2 To be responsible for the coordination of the Combined Authority's functions including mayoral functions.
- 18.3.3 To provide a comprehensive policy advice service and in particular to advise on the Combined Authority's plans and strategies.
- 18.3.4 To be responsible for the appointment, and grading, and dismissal of staff up to and including Deputy Chief Officer level.
- 18.3.5 To be responsible for the organisation and proper management of the Combined Authority's staff including proposing changes to the management structure and the number and grades of staff required.
- 18.3.6 To authorise a Chief Officer to act in his/her absence on any matter within his/her authority.
- 18.3.7 To discharge any function of the Combined Authority which:
  - (a) has not been specifically delegated to another Officer, Committee or reserved to the Mayor or the Combined Authority Board;
  - (b) has been delegated to another Officer where that Officer is absent or otherwise unable to act (excluding the statutory functions of the Monitoring Officer and Chief Finance Officer).
  - (c) To take any action which is required as a matter of urgency in consultation (where practicable) with the Mayor, the Monitoring Officer and the Chief Finance Officer, and in accordance with the Transparency Rules, Forward Plan and Key Decisions ([Chapter 6: Decision Making](#)).

- (d) To provide any response to any Government consultation, subject to consultation with the Mayor of the Combined Authority and the relevant Lead Member.
- (e) To co-ordinate public relations for the Authority, including the approval of press releases on behalf of the Authority having consulted where appropriate the Mayor or relevant Lead Member as necessary.
- (f) Nominate, appoint and remove, in consultation with the Mayor (as Chair) and the Vice-Chair of the Combined Authority Board, representatives on the board of companies, trusts and other bodies, of which the Combined Authority is a member, and to agree Constitutional arrangements for such companies, trusts and other bodies and give any necessary consent required within their Constitutions.
- (g) In consultation with the Chief Finance Officer and Monitoring Officer, may take decisions related to the approval of a detailed business case and the acceptance of a tender or quotation for the supply of goods, materials, or services provided that the spend is within the Combined Authority's approved budget. Prior to exercising this delegation the Chief Executive must consult the Mayor, the lead member and the Chair of the relevant Thematic Committee and, following the decision, must publish an Officer Decision Notice.
- (h) In order to exercise (g) above, the business case or procurement must be approved by the Combined Authority Board within the MTFP and, in the case of a tender or quotation, must be approved in accordance with the Authority's Contracts Procedure Rules, ie:
- the decision relates to the delivery of the agreed business plan for that business area;
  - the decision accords with any officer decision making guidance issued to officers;
  - once the decision has been made the officer complies with the transparency requirements of The Openness of Local Government Bodies Regulations 2014.
  - decisions taken will be reported to the next available Combined Authority Board as part of a Delegated Authority report.
- (i) In consultation with the Mayor, exercise any function of the Authority which is not expressly reserved to the Board; which does not lie within the terms of reference of any committee of the Authority; or which is otherwise delegated to another specific Officer under this Scheme.

- (j) To make final decisions in redundancy matters in accordance with all government guidance and statute.
- (k) To exercise the general power of competence on behalf of the Combined Authority in the absence of any specific delegation acting in the best interests of the Combined Authority, subject to:
  - i. consultation with the Monitoring Officer and the Chief Finance Officer; and
  - ii. reporting to the next meeting of the Combined Authority Board on the exercise of that power.
- (l) To take decisions up to £1m, subject to any decisions being reported to the next Board meeting of the Combined Authority.
- (m) To commit expenditure from earmarked funds and reserves in accordance with the purpose for which those earmarked funds and reserves have been approved by the Combined Authority Board, save for those earmarked funds and reserves which the Combined Authority Board specifically reserves the right to itself or another Committee to approve, and subject to reporting the use of those earmarked funds and reserves through the budget monitoring report at the next meeting of the Combined Authority Board after the commitment is made.

## **18.4 Delegations to the Chief Finance Officer**

- 18.4.1 The Chief Finance Officer shall be the designated the Proper Officer under section 73 of the Local Government Act 1985.
- 18.4.2 To effect the proper administration of the Authority's financial affairs, particularly in relation to financial advice, procedures, records and accounting systems, internal audit and financial control.
- 18.4.3 To take all actions required on borrowing, investment and financing subject to the submission to the Audit and Governance Committee and Combined Authority of an annual report of the Chief Finance Officer on treasury management activities and at six-monthly intervals in accordance with CIPFA's Code of Practice for Treasury Management & Prudential Codes.
- 18.4.4 To effect all insurance cover required in connection with the business of the Combined Authority and to settle all claims under such insurances arranged for the

Combined Authority's benefit.

- 18.4.5 To accept grant offers on behalf of the Combined Authority, subject to all the terms and conditions set out by the grant awarding body.
- 18.4.6 To submit all claims for grant to the UK Government or the European Community (EC).
- 18.4.7 To set up and operate such bank accounts as are considered appropriate and make all necessary banking arrangements on behalf of the Combined Authority.
- 18.4.8 To consider reports of Officers on any likely overspending in relation to revenue expenditure, and to approve transfers between expenditure heads up to a maximum of £100,000.
- 18.4.9 To send out all accounts for income due to the Combined Authority.
- 18.4.10 To authorise electronic payments.
- 18.4.11 To collect all money due to the Authority and write-off bad debts in accordance with the Financial Procedure Rules. Legal action should be undertaken in consultation with the Monitoring Officer.
- 18.4.12 To supervise procedures for the invitation, receipt and acceptance of tenders.
- 18.4.13 To administer the scheme of Members' allowances.
- 18.4.14 To discharge the functions of the 'responsible financial officer' under the Accounts and Audit (England) Regulations 2011.
- 18.4.15 To sign certificates under the Local Government (Contracts) Act 1997.
- 18.4.16 To be the Officer nominated, or to nominate in writing another Officer, as the person to receive disclosures of suspicious transactions for the purposes of the Proceeds of Crime Act 2002 and any Regulations made under that Act.
- 18.4.17 To exercise the responsibilities assigned to the Chief Finance Officer in this Constitution, including Financial Regulations and the Contract Procedure Rules.
- 18.4.18 To incur expenditure, within the revenue budget, in accordance with the approved budget limits and Financial Regulations.
- 18.4.19 To incur expenditure on capital schemes, in accordance with the Capital Programme and Financial Regulations, provided that expenditure has been authorised in accordance with the Assurance Framework.
- 18.4.20 Approve applications to bid for external funding where there are no wider budgetary implications or the bid relates to a matter within the strategic framework.
- 18.4.21 To arrange internal audit in accordance with the Accounts and Audit Regulations 2015 and relevant professional guidance.
- 18.4.22 Internal Audit Officers on producing appropriate identification shall have authority to:
  - (a) enter at all reasonable times on any land, premises or other assets of the Combined Authority;

- (b) obtain access to all records, documents, cash, stores, equipment and correspondence relating to any financial or other transaction of the Combined Authority;
- (c) require and receive such explanations as are necessary concerning any matters under examination;
- (d) require Officers or Members of the Combined Authority to produce cash, stores, or any other Combined Authority property, which is under their control.

## 18.5 Delegations to the Monitoring Officer

- 18.5.1 Under section 5 of the Local Government and Housing Act 1989, the Combined Authority shall appoint a Monitoring Officer.
- 18.5.2 To provide advice on the scope of powers and authority to take decisions.
- 18.5.3 If it appears to the Monitoring Officer that any proposal, decision or omission by the Combined Authority has given rise to or is likely to give rise to unlawfulness or maladministration, he/she will prepare a report to the Combined Authority with respect to that proposal, decision or omission.
- 18.5.4 To monitor and review the operation of the Constitution on an annual basis, and to make changes to the Constitution in the circumstances set out below:
  - (a) a legislative requirement;
  - (b) a minor variation which is of a non-substantive nature to enable them to be kept up to date and in order;
  - (c) required to be made to remove any inconsistency or ambiguity; or
  - (d) required to be made so as to put into effect any decision of the Combined Authority or its committees or any organisational changes.
- 18.5.5 Any such change made by the Monitoring Officer to this Constitution shall come into force with immediate effect. The Monitoring Officer will report any changes made to the Combined Authority Board as soon as is reasonably possible.
- 18.5.6 To make any changes to the standing orders, committees' terms of reference, policies, or officer delegation scheme of the Authority which are required as a result of legislative change or decisions of the Authority.





18.5.7 To make any changes to the Assurance Framework which are required as a result of legislative change or decisions of the Authority.

18.5.8 To administer the Members' Allowances Scheme.

18.5.9 To be authorised to take all necessary steps to manage and safeguard any shareholding the Combined Authority owns in a company including but not limited to granting permissions, giving consents, amending and signing shareholder agreements and compliance with Company Act 2016 requirements and any associated requirements;

18.5.10 To be authorised to sign Grant Funding Agreements, outside of Combined Authority Board approval, up to £1m in consultation with the Chief Finance Officer

#### Member Code of Conduct

18.5.11 To deal with matters of conduct and ethical standards in accordance with the requirements of the Localism Act 2011.

18.5.12 To support the Audit and Governance Committee in promoting high standards of conduct.

18.5.13 To receive complaints that any Member has failed to comply with the Code of Conduct for Members.

18.5.14 To determine, after consultation with the Independent Person, whether to reject, informally resolve or investigate any complaint received, and to take such action as is necessary to implement that determination in accordance with the complaints procedure.

18.5.15 To arrange for the appointment of an Investigating Officer to investigate a complaint where the Monitoring Officer (in consultation with an Independent Person) determines that a complaint merits formal investigation.

18.5.16 To prepare and maintain the Authority's Register of Members' Interests and ensure it is available for inspection and published on the Combined Authority's website as required by the Localism Act 2011.

18.5.17 To grant dispensations from section 31(4) of the Localism Act 2011 in consultation with the Independent Person if, having had regard to all relevant circumstances, the Monitoring Officer considers that:

18.5.18 without the dispensation the number of persons prohibited by section 31(4) of the Localism Act 2011 from participating in any particular business would be so great a proportion of the body transacting the business as to impede the transaction of the business; or

18.5.19 without the dispensation the representation of different political groups on the body transacting any particular business would be so upset as to alter the likely outcome of any vote relating to the business; or

18.5.20 granting the dispensation is in the interests of persons living in the Combined Authority's area; or

18.5.21 it is otherwise appropriate to grant a dispensation.

18.5.22 To keep a register of gifts and hospitality in accordance with the Protocol on Gifts and Hospitality and to arrange for its publication on the Authority's website.

### Legal Matters

18.5.23 To institute, conduct, prosecute and defend any legal proceedings on behalf of the Combined Authority, as may be necessary to protect and promote the Combined Authority's interests.

18.5.24 To settle, if appropriate, and in the interests of the Combined Authority, any actual or threatened legal proceedings.

18.5.25 To instruct Counsel and professional advisers, where appropriate.

18.5.26 To supervise the preparation of legal documents.

18.5.27 To execute documents whether by hand or under seal, and to authorise other Officers to execute documents whether by hand or under seal.

18.5.28 To complete all property transactions and contractual arrangements where terms have been agreed by the Combined Authority, a Committee or Chief Officer acting under delegated authority.

18.5.29 To exercise the responsibilities assigned to the Monitoring Officer in this Constitution, including the Contract Procedure Rules.

18.5.30 To deal with and determine exemptions under Section 36 of the Freedom of Information Act 2000.

18.5.31 To accept on behalf of the Combined Authority the service of notices, orders and legal procedures.

18.5.32 Under Section 223 of the Local Government Act 1972 to authorise Officers who are not admitted solicitors to appear in Magistrates' Court on behalf of the Combined Authority.

18.5.33 To agree the terms for placing an officer at the disposal of another local authority.

18.5.34 To be responsible for determinations in relation to and maintenance of the list of politically restricted posts.



## 18.6 PART 2: Schedules of Proper Officers

### 18.6.1 Introduction

18.6.1.1 There are a number of specific references in the 1972 and 1985 Local Government Acts, which call for functions to be undertaken by what is termed the “Proper Officer”. The following Schedules list such references and identify the Chief Officers responsible for their discharge:

### 18.6.2 Head of Paid Service

18.6.2.1 The Head of Paid Service is appointed the Proper Officer for the purpose of any enactment unless this Constitution has designed another Officer as Proper Officer.

### 18.6.3 Chief Finance Officer

18.6.3.1 The Chief Finance Officer is appointed the Proper Officer in relation to the following:

To take decisions up to £1m, subject to any decisions being reported to the next Board meeting of the Combined Authority.

#### Local Government Act 1972

Receipt of money due from Officers	Section 115 (2)
------------------------------------	-----------------

#### Local Government Act 1985

Proper Administration of the financial affairs of the Combined Authority	Section 73
--	------------

#### Local Government Finance Act 1988

To report in consultation with the Monitoring Officer if there is or is likely to be unlawful expenditure or an unbalanced budget.	Section 114
--	-------------

### 18.6.4 Monitoring Officer

18.6.4.1 The Monitoring Officer is appointed the Proper Officer in

relation to the following:



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

**Local Government Act 1972**

Declaration and Certificates with regard to securities	Section 146 (1) (a) and (b)
Deposit of Documents	Section 225 (1)
Certifications of photographic copies of documents	Section 229 (5)
Issuing and signing of formal notices	Section 234 (1) and (2)
Determination of those reports which should be available for public inspection prior to a meeting of the Combined Authority, and its Committees and those which are likely to be heard in private and consequently which should not be released to the public.	Section 100B (2)
Provision of documents to the press, additional to Committee reports	Section 100B (7)
Preparing written summaries of proceedings	Section 100C (2)
Making arrangements for list of, and background papers to reports, to be made available for public inspection	Section 100D (1)
Determination of documents disclosing exempt information which may not be inspected by Members	Section 100F (2)
Signature of Summonses to Combined Authority meetings	Schedule 12 para 4 (2) (b)
Receipt of notices regarding address to which Summons to meetings of the Combined Authority is to be sent	Schedule 12 para 4 (3)

**18.6.5 General**

18.6.5.1 All Officers in whose name reports are submitted to the Combined Authority are appointed the Proper Officers in relation to the following:

**Local Government Act 1972**

Compilation and retention of lists of background papers and copies of the relevant documents and reports; and	Section 100D (1) (a)
Identifying and determining what are background papers	Section 100



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY



<b>Combined Authority Board</b>		Agenda Item
<b>29 November 2023</b>		<b>12</b>
Title:	Corporate Performance Report Q2 2023/24	
Report of:	Jules Ient, Interim Policy Manager	
Lead Member:	Cllr Edna Murphy	
Public Report:	Yes	
Key Decision:	No	
Voting Arrangement:	A simple majority of all Members present and voting	

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

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

## 1. Purpose

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

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

2.1	<p>The Combined Authority's Balanced Scorecard in Section 2.2 summarises the performance of 27 metrics grouped into 20 KPIs. The information presented for each metric comprises:</p> <ul style="list-style-type: none"><li>• Mapping to Combined Authority strategic objective</li><li>• Mapping to indicator of progress</li><li>• Ownership</li><li>• Reporting period</li><li>• Date of latest available data</li><li>• Previous period performance</li><li>• Current period performance</li><li>• Direction for improvement</li><li>• Direction of travel</li><li>• Red, Amber, Green (RAG) rating of direction of travel compared to direction for improvement</li><li>• Target</li><li>• Red, Amber, Green (RAG) rating of current period performance compared to target</li></ul>
2.2	A dashboard for each metric is presented in Appendix A and includes summary performance information, data visualisation, target (where available), metric description, commentary, actions and links to data source(s).
2.3	Targets have been set by a variety of means appropriate to the measure in question. This has included relevant partnerships (Cambridgeshire and Peterborough Climate Partnership, Vision Zero Partnership), Government departments (Department for Energy and Net Zero, HM Treasury), individual teams (Adult Education, Economy and Growth, Data Protection, Finance, Programme Management) and external consultants (Cambridgeshire and Peterborough Independent Economic Review 2018). Further targets are in development.

### 3. Balanced Scorecard

3.1

Scorecard Perspective	Strategic Objective	Indicator of progress	Metrics	Ownership	Reporting Period	Date of Latest Available Data	Previous Period Performance	Current Period Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
State of the Region (Shared Ownership)	Achieving Good Growth	Economic Performance and Job Market	Metric 1: Gross Value Added for Cambridgeshire and Peterborough Area	All	Annual	Dec-21	26,704	28,649	↑	↑	Green	27,272	Blue
			Metric 2: Total jobs in Cambridgeshire and Peterborough	All	Annual	Jun-21	519,000	516,000	↑	↓	Red	N/A	Target N/A
			Metric 3: Number of jobs per working age person in Cambridgeshire and Peterborough	All	Annual	Jun-21	0.98	0.90	↑	↓	Red	N/A	Target N/A
		Business Environment and Growth	Metric 4: Number of active businesses per 10,000 working age population	All	Annual	Jun-21	725	729	↑	↑	Green	N/A	Target N/A
			Metric 5: Number of business startups per 10,000 working age population	All	Annual	Jun-21	80.56	88.05	↑	↑	Green	N/A	Target N/A
		Housing and Social Well-being	Metric 6: New Housing Completions per 1000 of population	All	Annual	Mar-21	5.25	4.11	↑	↓	Red	N/A	Target N/A
	Metric 7: Number of Local Super Output Areas in the 20% most deprived nationally		All	Every 4 years	Jul-19	54	62	↓	↑	Red	N/A	Target N/A	
	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	Aug-21	62.60%	64.00%	↑	↑	Green	N/A	Target N/A
			Metric 9: 19+ further education and skills achievements per	All	Annual	Aug-21	2,297	2,204	↑	↓	Red	N/A	Target N/A
	Enabling Resilient Communities	Carbon Emissions Reduction	Metric 10: Total annual net CO2 emissions in Cambridgeshire and Peterborough	All	Annual	Jun-21	5,951	6,372	↓	↑	Red	6371.89	Red
			Metric 11: Total CO2 from transport	All	Annual	Jun-21	1,947	2,189	↓	↑	Red	N/A	Target N/A
		Energy Affordability and Fuel Poverty	Metric 12: Percentage of households in fuel poverty	All	Annual	Mar-22	12.90%	11.70%	↓	↓	Green	N/A	Target N/A
	Improving Connectivity	Biodiversity and Nature Conservation	Metric 13: Proportion of land (hectares) that is classed as nature rich	All	Every 2 years	Jul-21	11.50%	10.50%	↑	↓	Red	N/A	Target N/A
			Road Safety	Metric 14: Killed or seriously injured (KSI) casualties	All	Annual	Dec-21	395	435	↓	↑	Red	353.40
		Sustainable Transportation	Metric 15: Mode share	All	Annual	Oct-21	9.03%	14.23%	↑	↑	Green	N/A	Target N/A
Internal Process (CPCA Ownership)	Achieving Best Value and High Performance	Contract Management Efficiency	Metric 16: Number of contract waivers that are active	CPCA	Monthly	Sep-23	7.42	7.92	↑	↑	Red	N/A	Target N/A
		On-Time Project Delivery Rate	Metric 17: Percentage of projects delivered on time	CPCA	Annual	Mar-23	0.00%	100.00%	→	↑	Green	100%	Green
		Inclusive Website Experience	Metric 18: Website Accessibility Score	CPCA	Monthly	Sep-23	82.00%	82.00%	↑	→	Amber	N/A	Target N/A
		Data Security Awareness	Metric 19: Proportion of staff who have completed Data Protection and Information Security courses	CPCA	Monthly	Sep-23	96.77%	97.33%	↑	↑	Green	100%	Amber
		Efficient FOI Request Handling	Metric 20: Number of FOI requests responded and completed within 20 days of review	CPCA	Annual	Dec-22	94.12%	100.00%	↑	↑	Green	90%	Blue
	Achieving Good Growth	Job Creation and Support	Metric 21: Total number of jobs created and supported by key Combined Authority Economy and Growth funds	CPCA	Annual	Apr-23	7,711	11,972	↑	↑	Green	6,835	Blue
	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	Feb-23	16,740	19,285	↑	↑	Green	17,000	Blue
			Metric 23: Number of apprenticeships created by CA funded investment	CPCA	Quarterly	Sep-23	470	723	↑	↑	Green	950	Red
	Enabling Resilient Communities	Sustainable Housing, Energy and Infrastructure	Metric 24: Cumulative number of homes retrofitted through schemes led by Greater South East Net Zero Hub	CPCA	Monthly	Sep-23	3,296	3,542	↑	↑	Green	3,745	Amber
	Improving Connectivity	Digital Connectivity	Metric 25: Proportion of region with gigabit broadband availability	CPCA	Annual	Sep-22	38.00%	71.00%	↑	↑	Green	55%	Blue
Learning and Growth (CPCA Ownership)	Achieving Best Value and High Performance	Stability of workforce	Metric 26: Proportion of staff feeling valued by the Combined Authority	CPCA	Bi-annual	Jun-23	42.55%	58.33%	↑	↑	Green	N/A	Target N/A
Financial (CPCA Ownership)	Achieving Best Value and High Performance	Financial Planning and Sustainability	Metric 27: Forecast vs budget loss/carried forward (current financial year)	CPCA	Monthly	Aug-23	96.66%	95.91%	↑	↓	Red	100%	Amber



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

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

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

RAG rating	Description	Number of metrics	Proportion of metrics
Red	change in performance from previous period to current period is in the opposite direction to direction for improvement	2	16.67%
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	9	75.00%
Total		12	100.0%

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

Metric 16: Number of contract waivers that are active

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

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

RAG rating	Description	Number of metrics	Proportion of metrics
Red	current performance is off target by more than 10%	1	8.3%
Amber	current performance is off target by 10% or less	3	25.0%
Green	current performance is on target by up to 5% over target	1	8.3%
Blue	current performance is on target by more than 5%	4	33.3%
Target N/A	these measures track key activity being undertaken, without a current performance target	3	25.0%
Total		12	100.0%

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

Metric 23: Number of apprenticeships created by Combined Authority funded investment

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

5.1 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.

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

RAG rating	Description	Number of metrics	Proportion of metrics
Red	change in performance from previous period to current period is 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%

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

Metric 2: Total jobs in Cambridgeshire and Peterborough

Metric 3: Number of jobs per working age person in Cambridgeshire and Peterborough

Metric 6: New Housing Completions per 1000 of population

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

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

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

Metric 11: Total CO2 from transport

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

Metric 14: Killed or seriously injured (KSI) casualties

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

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

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

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

Metric 14: Killed or seriously injured (KSI) casualties

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

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

## 7. Headline Priority Activities

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

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

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

8.1	ekosgen have been appointed to support the Combined Authority in developing the Mid-Term Report, the next phase of the current Gateway Review process. Early engagement is underway with DLUHC's Independent Evaluation Panel to review and confirm any changes to the evaluation methodology set out in the Local Evaluation Framework. There is potential to extend the contract with ekosgen to cover the Final Report, which is due in October 2025. The Combined Authority is participating a forum set up by DLUHC for authorities undertaking Gateway Reviews, for sharing lessons learnt and other support.
-----	---

## 9. Planned further development of Performance Management Framework (PMF)

9.1	The Combined Authority is on a journey to implement and embed its new Performance Management Framework. Further work is planned to refine how the Combined Authority measures, manages and communicates its performance, drawing on best practice locally and nationally.
9.2	<p><b>Accountability to the public</b></p> <p>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 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.</p> <p>In line with the English Devolution Accountability Framework, the Combined Authority is planning 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. These will be a mixture of face to face and virtual events.</p>
9.3	<p><b>Refinement of list of Corporate KPIs</b></p> <p>Work is ongoing to further refine the Corporate KPIs, responding to feedback from members and local partners, and national government policy.</p> <p>Metric 7 will be refined to provide a measurement of the improvement or worsening of inequality in the C&amp;P region, to support scrutiny of the achievement of the Combined Authority's commitment to reducing inequality between and within Greater Cambridge, The Fens and Greater Peterborough, whilst increasing productivity.</p> <p>New aggregated metrics for apprenticeships and property retrofitted will be developed, incorporating the activity of all the constituent authorities, not just the Combined Authority.</p> <p>The Combined Authority is engaging with constituent councils and the Integrated Care System (ICS), to align performance reporting across the system.</p> <p>A 'State of the Region Review' project is being co-produced and co-delivered with constituent authorities, Higher Education (HE) institutions and the ICS. It has entered delivery phase and will create a relevant, reliable and accessible 'State of the Region' review of the current state of the</p>

	<p>Cambridgeshire and Peterborough Region. The review will assess the impact of recent macro-economic factors on how residents live and businesses operate and will inform the development of Combined Authority and partners' strategies. Findings from the review will be presented accessibly in a suite of communications resources including a report, video and an interactive dashboard embedded in the Cambridgeshire and Peterborough Insight website. The Combined Authority will seek to refresh the evidence base annually, funding permitting.</p> <p>The Office for Local Government (Oflog) is developing a dashboard that compares performance data across similar local authorities. A beta version of the Local Authority Data Explorer has been launched with a handful of metrics and further metrics will be released in tranches. The Combined Authority has responded to a consultation providing feedback on the draft metrics. The Oflog metrics will inform our further development of the list of indicators.</p>
9.4	<p><b>Thematic reports</b></p> <p>Work has begun to develop quarterly Thematic Performance Reports encompassing Dashboards of Key Performance Indicators (KPIs) relevant to the remit of the particular thematic committee. The quarterly Thematic Performance Reports will be scrutinised by our Corporate Management Team (CMT) and the relevant thematic committee (Skills and Employment Committee, Environment and Sustainable Communities Committee, Transport and Infrastructure Committee or Business Board). Whilst this work is in development, progress updates will be reported via Directors' Highlight Reports.</p>
9.5	<p><b>Use of technology</b></p> <p>The Corporate KPIs dashboard is a spreadsheet that can only be shared with Members as a printed PDF. The Combined Authority plans to transition to Power BI, a platform that is routinely used by MCAs and other local authorities. This will provide Members with ongoing access to the data and the ability to drill down into the data, for example by geography. We will also explore other methods of rapidly escalating performance issues in-between committee cycles.</p> <p>The Combined Authority recognises that national data sets can have a significant lag of two years or more, limiting decision making usefulness. The Combined Authority is exploring using household level data held by constituent authorities to analyse and report on measures such as poverty and public health.</p>
9.6	<p><b>Developing an effective performance management culture</b></p> <p>The Combined Authority is developing plans to establish and embed an effective performance management culture for the organisation as a whole. This will include training for members and officers, and appointment of data champions.</p>

## 10. Background

10.1	On 18 September 2023, Overview and Scrutiny Committee, and on 20 September 2023, Combined Authority Board received the Q1 Corporate Performance Report, which presented members with the Performance Management Framework, the Corporate Key Performance Indicators, Most Complex Programmes and Projects performance information and an update on the planned evaluation of the impact of the Combined Authority's Devolution Deal.
10.2	On 1 November 2023, the draft Q2 Balanced Scorecard, Corporate Key Performance Indicators and Most Complex Programmes and Projects Dashboards were reviewed at an informal Overview and Scrutiny Committee meeting.
10.3	On 8 November, Leaders Strategy Meeting received the draft Q2 Corporate Performance Report.
10.4	A summary of Members' requests for further development is given below:
10.5	<p><b>Corporate KPIs Balanced Scorecard and Dashboard</b></p> <ul style="list-style-type: none"> <li>Whilst the revised Corporate KPIs presented in the Balanced Scorecard and Dashboards contain a wealth of information, concerns were raised regarding their complexity. Members expressed their desire for a more streamlined presentation, particularly emphasising the need to make the Balanced Scorecard more central. The suggestion of removing the narrative</li> </ul>

	<p>element of the exception report on red rated metrics from the covering paper was welcomed. This has been actioned.</p> <ul style="list-style-type: none"> <li>• The overall trend of the time series data was highlighted as important to include in the analysis. This has been actioned.</li> <li>• RAG rating of performance against targets along with information about target setting was requested. This has been actioned.</li> <li>• The relevancy of the data contained within the State of the Region metrics was brought into question. Members noted that some of the most recent data available dated back to 2021 and earlier, prompting a request for more up-to-date information to ensure accurate assessments and decision-making. This work is ongoing.</li> <li>• It was noted that reporting direction of travel compared to direction for improvement sometimes gives an incomplete assessment of performance. Greater use of comparison with comparable authorities was requested. This work is ongoing.</li> <li>• Refinement of Metric 7 to provide a measurement of the improvement or worsening of inequality in the C&amp;P region was requested, to support scrutiny of the achievement of the Combined Authority's commitment to reducing inequality between and within Greater Cambridge, The Fens and Greater Peterborough, whilst increasing productivity. An analysis based on available ONS data was suggested. This work has started.</li> <li>• New aggregated metrics for apprenticeships and property retrofitted were requested incorporating the activity of all the constituent authorities, not just the Combined Authority. This work has started.</li> </ul>
10.6	<p><b>Most Complex Programmes and Projects</b></p> <ul style="list-style-type: none"> <li>• Committee members sought further clarification regarding the 'green' rating associated with the bus reform project on the dashboard. There was a request for additional information and context to support the rating.</li> <li>• The confidence level in the Net Zero Programme rating was also discussed. Committee members sought a more in-depth understanding of the confidence in this rating.</li> </ul>

## 11. Appendices

11.1	Appendix A – Corporate KPIs Dashboard Q2 2023/24
11.2	Appendix B – Most Complex Programmes and Projects Dashboard Q2 2023/24

## 12. Implications

### Financial Implications

12.1	<p>There are no immediate direct financial implications as a consequence of the delivery of this Q2 performance report.</p> <p>The Gateway review in 2025, referred to in paragraph 2.7, is the next in the 5-yearly reviews of the Combined Authority's investment fund (a.k.a. gainshare) agreed as part of the devolution deal, continuation of the Combined Authority's £20m p.a. devolved funding is tied to passing these gateways.</p>
------	---

### Legal Implications

12.2	<p>This report needs to be seen in the context of the legal and constitutional nature of the Combined Authority itself. Under Section 3 of the Local Government Act 1999 (as amended by s137 of the Local Government &amp; Public Involvement in Health Act 2007), the Combined Authority is under a general duty to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. Whilst there may be Legal implications as a result of the delivery of the Combined Authority's Corporate Plan and its Priorities, there are no direct Legal implications as a consequence of the delivery of this performance report.</p>
------	---

Public Health Implications	
12.3	This Q2 report does not have direct public health impacts. Achieving, or supporting the achievement of Green RAG ratings for relevant public health KPIs will have implications that need to be considered by thematic Committees.
Environmental & Climate Change Implications	
12.4	This Q2 report does not have direct environmental & climate change impacts. Achieving, or supporting the achievement of Green RAG ratings for relevant climate and environment KPIs will have implications that need to be considered by thematic Committees.
Other Significant Implications	
12.5	There are no immediate equality, diversity and inclusion implications as a consequence of the delivery of this Q2 performance report. However, future performance reports will develop and implement equality data categories for the KPIs.
Background Papers	
12.6	None

Corporate Performance Report Q2 2023/24  
 Corporate KPIs Dashboard

RAG Rating against direction of travel	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

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



**Commentary**

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

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

**Metric Description**

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

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

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

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

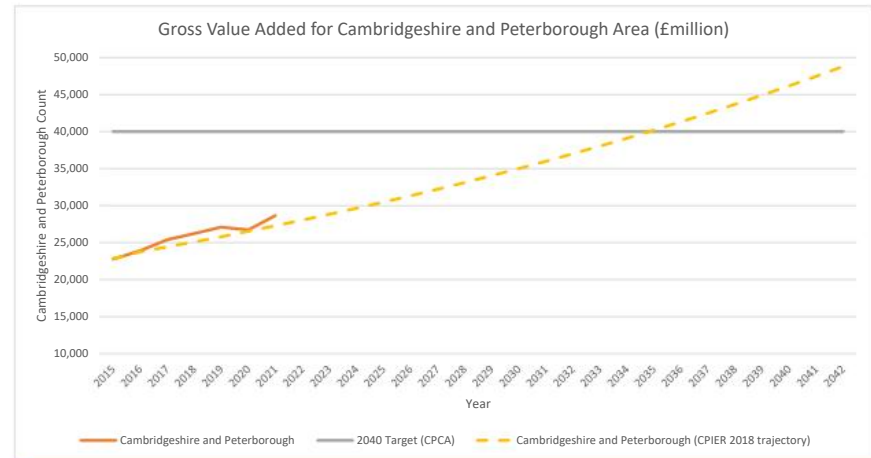
**Revisions:** Each new publication of GVA revises the record of previous years GVA figures. Most revisions reflect either the adoption of new statistical techniques or the incorporation of new information.

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

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

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

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



**Dataset Link(s)**

<https://www.ons.gov.uk/economy/grossdomesticproduct/gdp/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.

**Commentary**

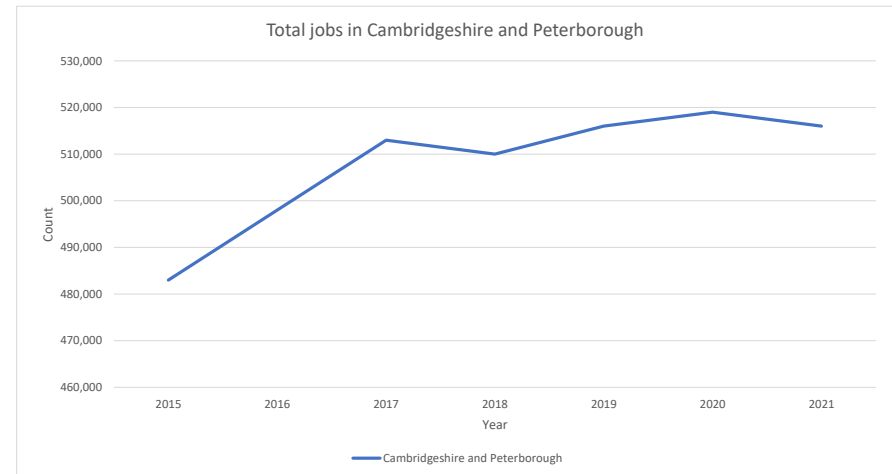
From 2015 to 2021, the overall trend in number of jobs in Cambridgeshire and Peterborough showed an upward trajectory, with slowdowns in 2018 and 2021. Total jobs increased from 483,000 in 2015 to 519,000 in 2020. In 2021, there was a slight decline to 516,000 jobs. This data suggests that the region's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

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

**Metric Description**

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

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



**Dataset Link(s)**

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

**Actions**

The CA has invested in a number of projects 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.

### Metric 3: Number of jobs per working age person in Cambridgeshire and Peterborough

#### Commentary

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

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

#### Metric Description

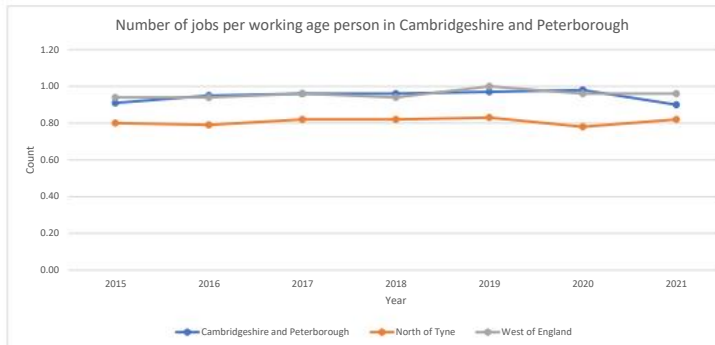
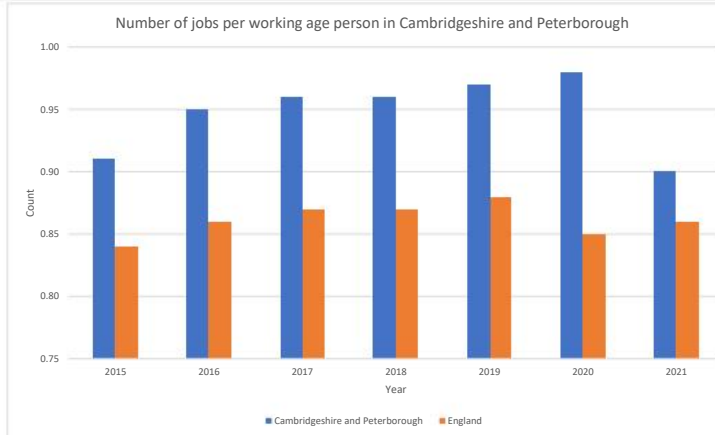
This metric measures the average number of jobs available in Cambridgeshire and Peterborough per working age resident (aged 16-64).

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

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

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

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



#### Dataset link(s)

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

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

#### 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.

## 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. While the C&P region 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.

Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Jun-21	725	729	0.50%	↑	↑	Green	N/A	Target N/A

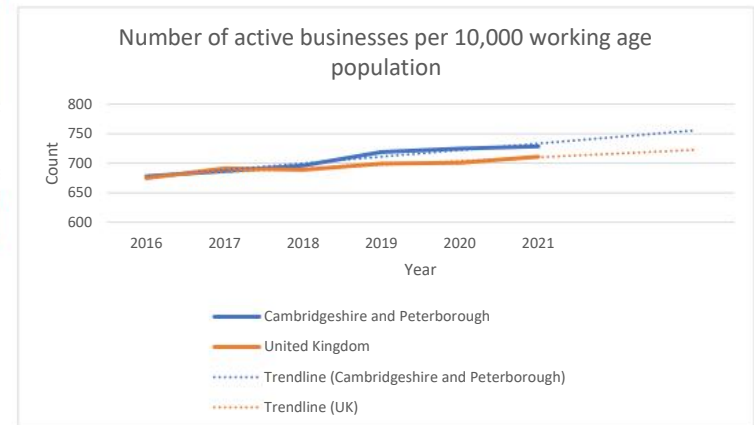
### Metric Description

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

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

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

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



### Dataset Link(s)

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

### Actions

### 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.

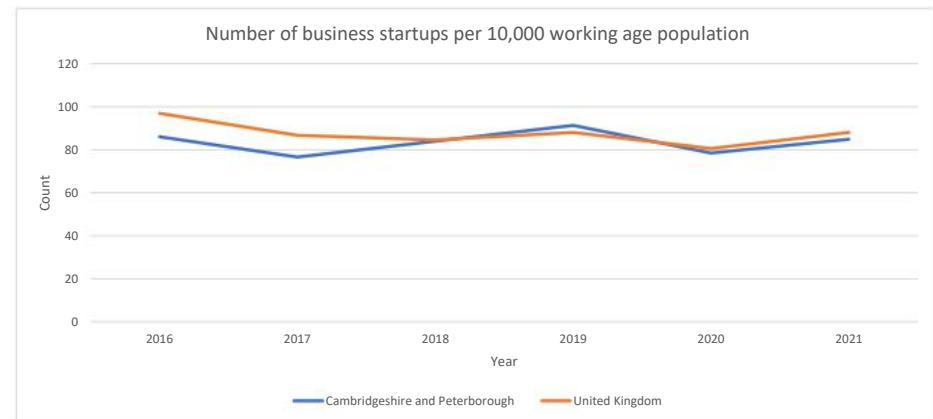
Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Jun-21	80.56	88.05	9.30%	↑	↑	Green	N/A	Target N/A

### 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.



### 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.

Commentary

The figures reveal an overall positive trend in the amount of new housing completions relative to the population for Cambridgeshire and Peterborough (C&P). Starting at 4.14 new housing completions per 1000 of the population in 2014/15, there was a dip to 3.35 in 2015/16. The following years saw fluctuations, with an increase to 3.59 in 2016/17 and 3.75 in 2017/18. The trend then continued upwards, reaching 4.31 in 2018/19. The data highlights a significant surge to 5.25 new completions. The completions then saw a decline to 4.11 in 2020/21. 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 2014/15 and reaching 3.52 in 2020/21. Similarly, England's averages started at 2.60 in 2014/15 and reached 3.09 in 2020/21. 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%, whilst Cambridgeshire and Peterborough's stock has gone up by 29% (source: dwelling stock estimates from ONS live tables). Our housing delivery rate has been one of the highest in the country. An important factor for this metric is the underlying rate of population growth.

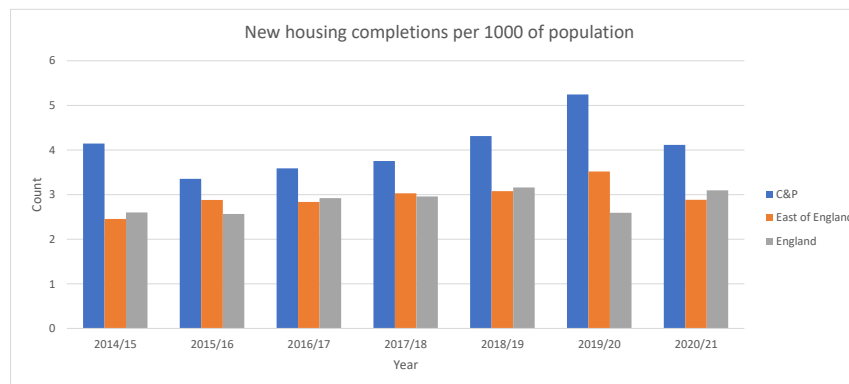
Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Mar-21	5.25	4.11	-21.55%	↑	↓	Red	N/A	Target N/A

Metric Description

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

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

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.



Dataset Link(s)

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

Actions

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

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

### Commentary

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

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

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

### Metric Description

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

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

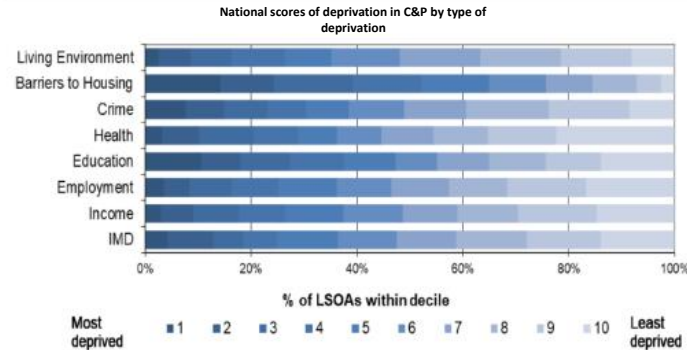
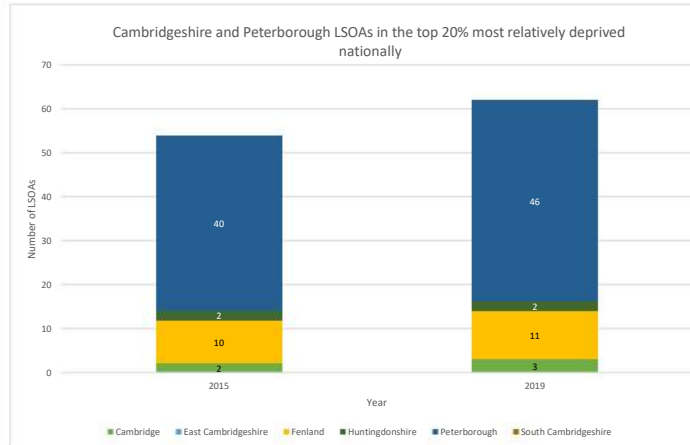
- two new indicators have been added due to the introduction of Universal Credit into the benefits system
- two indicators have been modified due to changes to the benefit system.

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

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

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

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



### Dataset Link(s)

[https://view.officeapps.live.com/ov/view.aspx?src=https%3A%2F%2Fassets.publishing.service.gov.uk%2Fgovernment%2Fuploads%2Fsystem%2Fuploads%2Fattachment\\_data%2Ffile%2F833973%2Ffile\\_2\\_-\\_loD2019\\_Domains\\_of\\_Deprivation.xlsx&wdOrigin=BROWSELINK](https://view.officeapps.live.com/ov/view.aspx?src=https%3A%2F%2Fassets.publishing.service.gov.uk%2Fgovernment%2Fuploads%2Fsystem%2Fuploads%2Fattachment_data%2Ffile%2F833973%2Ffile_2_-_loD2019_Domains_of_Deprivation.xlsx&wdOrigin=BROWSELINK)

### Actions

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

## Metric 8: Proportion of the Cambridgeshire and Peterborough population with level three, four and above qualifications

### Commentary

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

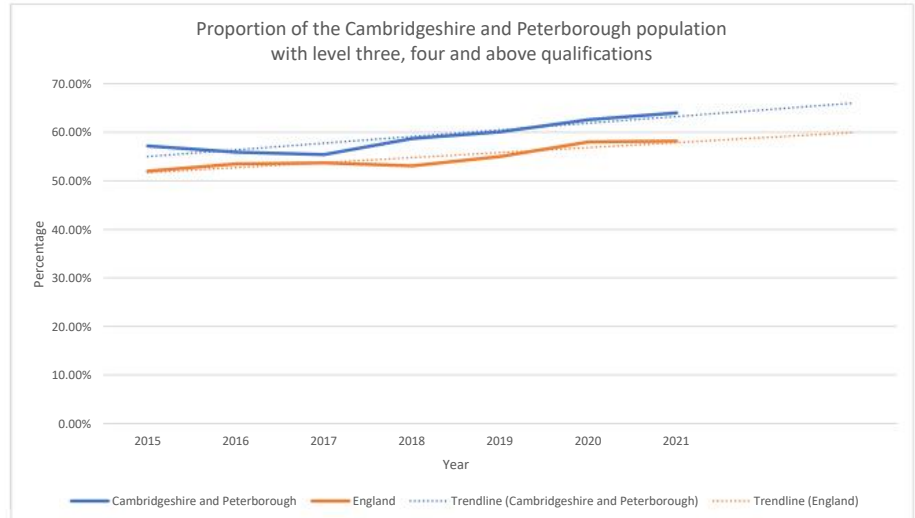
Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Aug-21	62.60%	64.00%	1.40%	↑	↑	Green	N/A	Target N/A

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

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



### Dataset Link(s)

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

### Actions

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

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



### Commentary

In Cambridgeshire and Peterborough, this 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. The time series shows an overall negative trend, consistent with the national trend. Comparator Combined Authority data are consistent with the national trend. Compared to other Combined Authorities, C&P is the second lowest in 19+ further education and skills achievements in 2021 after West of England.

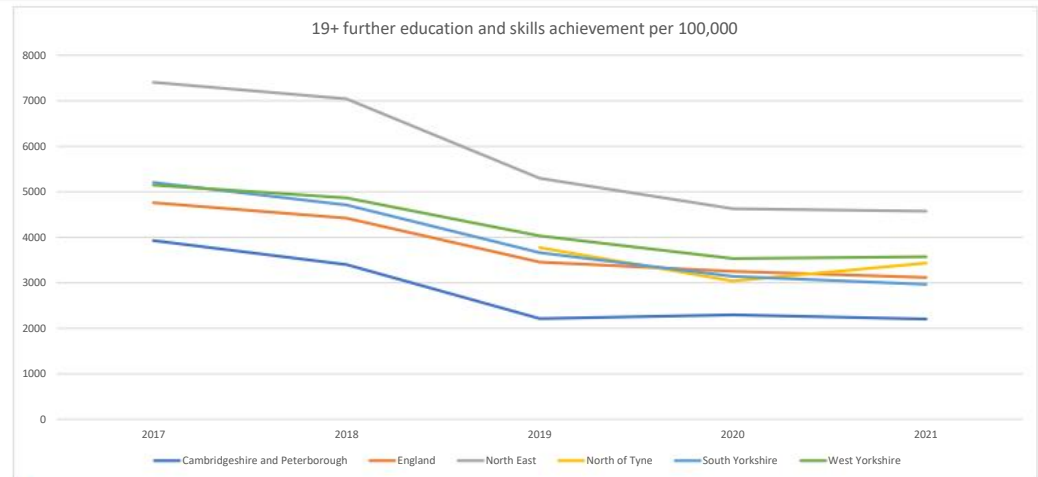
Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Aug-21	2297	2204	-4.21%	↑	↓	Red	N/A	Target N/A

### Metric Description

The metric measures the number of successful achievements in further education and skills training attained by individuals aged 19 and above, per 100,000 population within Cambridgeshire and Peterborough. This metric can be effective in evaluating the attainment of further education and skills qualifications among adult learners. 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 are collected from the Individualised Learner Record (ILR) by the Department for Education (DfE). The ILR contains detailed information about learners, their qualifications, and the courses they undertake.

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



### Dataset Link(s)

<https://department-for-education.shinyapps.io/local-skills-dashboard/>  
[Local Authority Data Explorer - DLUHC Data Dashboards](#)

### Actions

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

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

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

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

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

### Commentary

From 2015 to 2021, total annual net carbon emissions in Cambridgeshire and Peterborough (C&P) declined from 7,021.0 ktCO<sub>2</sub> in 2015 to 6,371.9 ktCO<sub>2</sub> in 2021. This reduction reflects the national and local efforts to curb carbon emissions. A larger dip in CO<sub>2</sub> 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 CO<sub>2</sub> emissions signify progress towards net zero goals and highlight the impact of measures taken to mitigate carbon footprint. The overall trend in the time series shows a positive trend during 2015-2021. However, after the global pandemic lockdowns in 2021, an increase in CO<sub>2</sub> emissions can be observed and does not align with the target trajectory to achieve net zero goals. The next release of CO<sub>2</sub> data will be reviewed against the target trajectory.

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

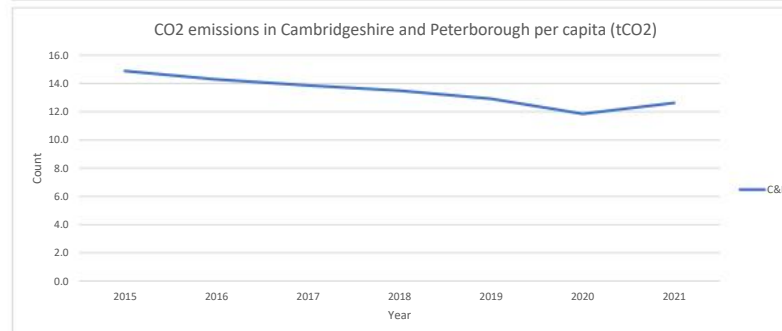
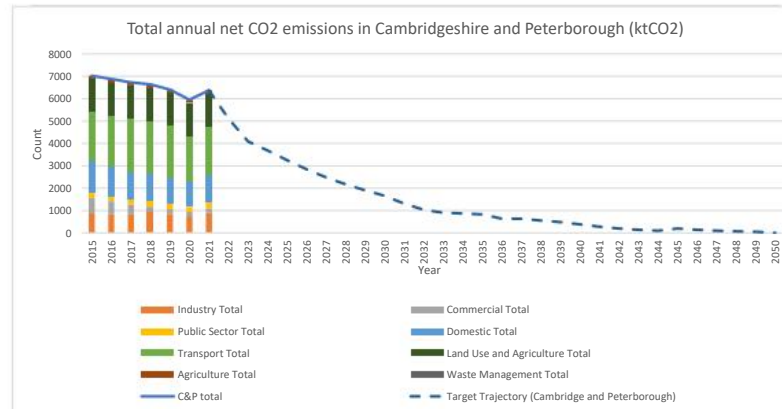
### Metric Description

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

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

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

A limitation of this metric is that it measures CO<sub>2</sub> not CO<sub>2</sub> equivalent gases. Cambridgeshire and Peterborough's net zero by 2050 target is based on CO<sub>2</sub> equivalent gases. This metric will be developed further to achieve greater alignment with the target measure.



### Dataset Link(s)

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

### Actions

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

**Commentary**

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

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

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

**Metric Description**

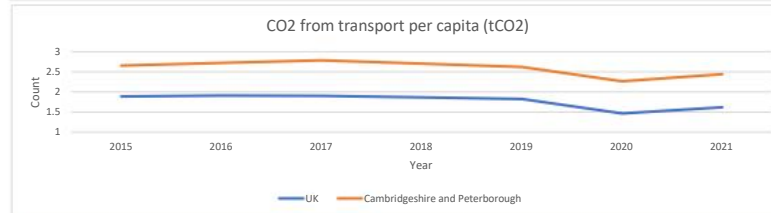
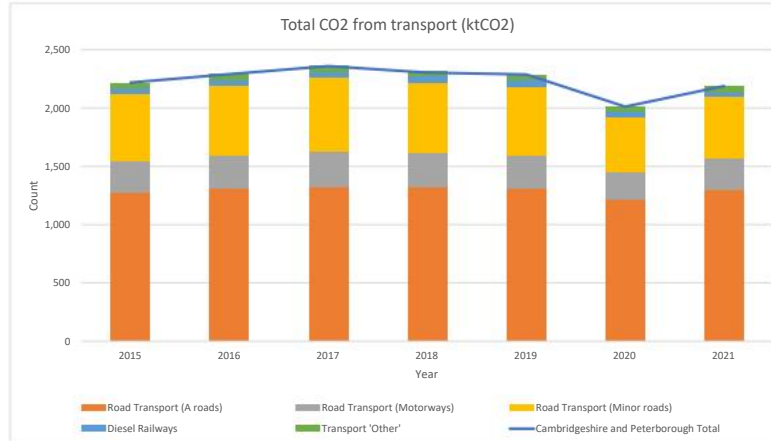
Total CO2 from transport for Cambridgeshire and Peterborough monitors the environmental impacts of transport in the region.

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

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

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

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



**Dataset Link(s)**

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

**Actions**

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

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

**Commentary**

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

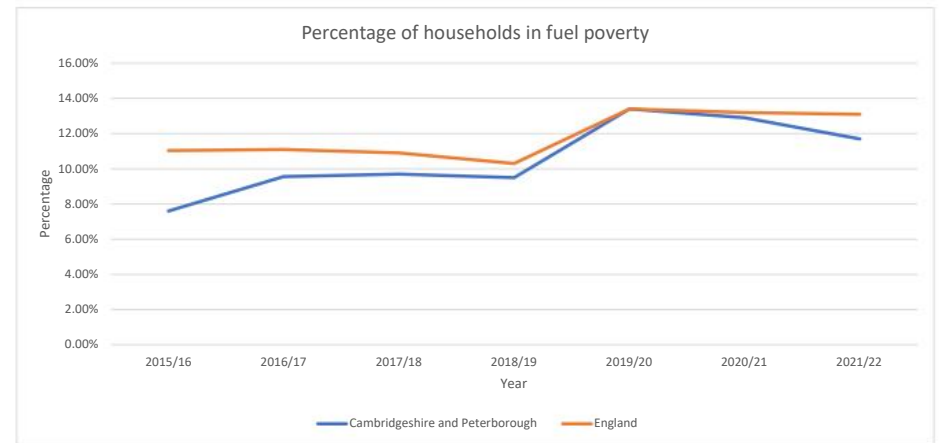
Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Mar-22	12.90%	11.70%	-1.20%	↓	↓	Green	N/A	Target N/A

**Metric Description**

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

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

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



**Dataset Link(s)**

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

**Actions**

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

### Commentary

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

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

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

### Metric Description

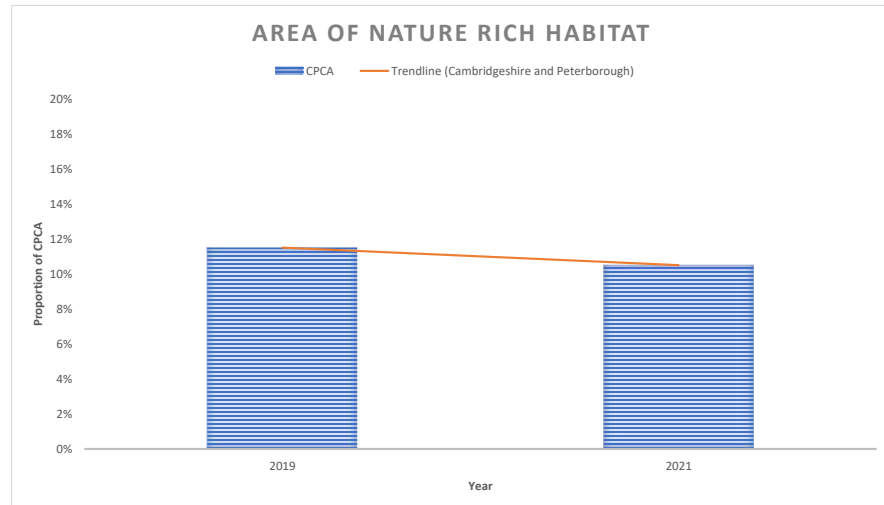
This metric measures the percentage of land in Cambridgeshire and Peterborough that is classified as nature-rich. Nature-rich land refers to areas with diverse and thriving ecosystems, including natural habitats, biodiversity hotspots and protected areas that support a wide variety of plant and animal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

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

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

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

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



### Dataset Link(s)

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

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

### Actions

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

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

Commentary

The time series depicts a fluctuating trend in the number of KSI casualties within Cambridgeshire and Peterborough (C&P) during 2015-2021. Progress in reducing KSI casualties took place during 2018 to 2020, however the KSI count rose in 2021. The decrease in 2020 may be due to the effects of Covid-19 travel restrictions. A linear trendline shows that current levels of progress may not be enough to reach the 2030 target.

Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Dec-21	395	435	9.20%	↓	↑	Red	353	Red

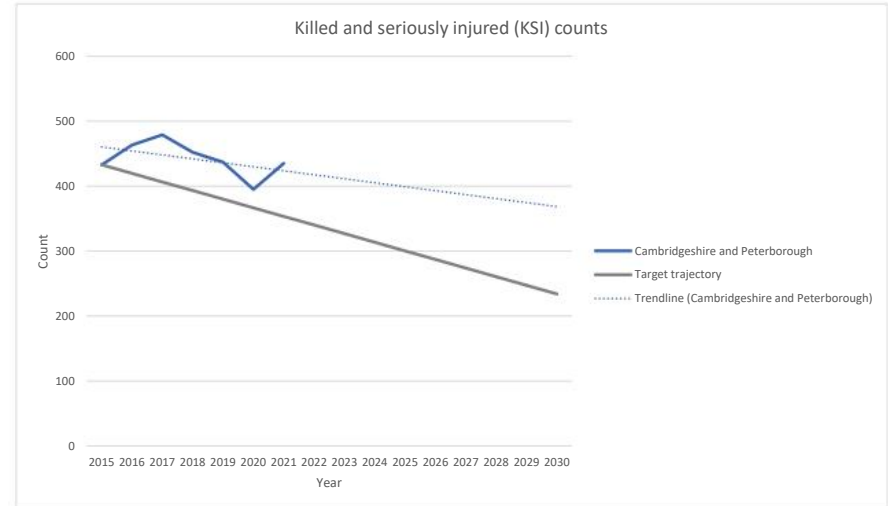
Metric Description

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

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

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

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



Dataset Link(s)

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

Actions

Continued implementation of road safety measures and interventions to sustain the downward trend in KSI casualties and improve overall road safety in the area.

Commentary

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

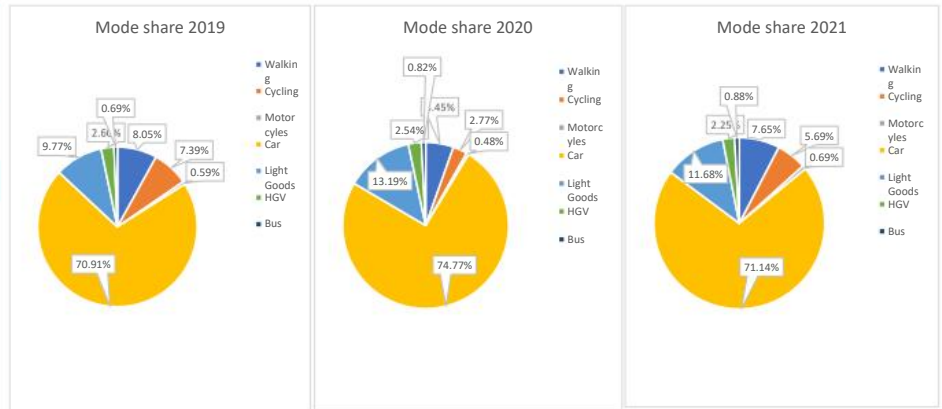
Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Oct-21	9.03%	14.23%	5.20%	↑	↑	Green	N/A	Target N/A

Metric Description

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

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

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



Dataset Link(s)

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

Actions

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

Commentary

The 12-month rolling average of active contract waivers reveals an upward trend from March 2023 to September 2023 with the maximum active waivers of 8 in the latest data period. While the increase in active waivers could be attributed to the unique needs of projects, it's crucial to closely examine the nature and reasons behind each waiver to identify patterns and potential areas for improvement. However, the increase in active waivers demonstrates that some waivers are for a longer term and the desire to lower active waivers is evident. The data reflects ongoing efforts to manage contract waivers while aiming for balance.

Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Sep-23	7.42	7.92	7%	↓	↑	Red	N/A	Target N/A

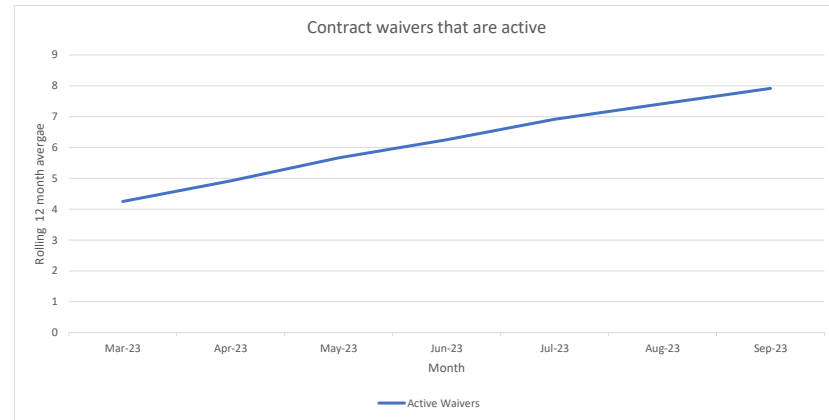
Metric Description

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

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

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

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



Dataset Link (s)

Actions

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



Commentary

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

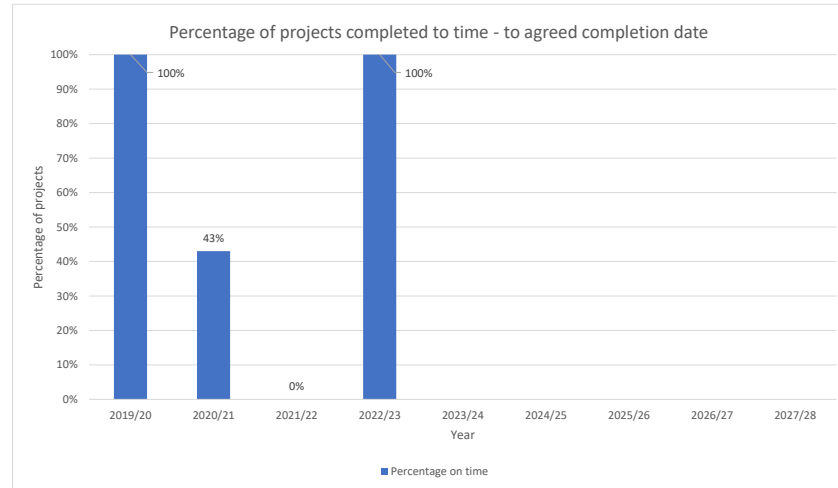
Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Mar-23	0.00%	100.00%	100%	→	↑	Green	100%	Green

Metric Description

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

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

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



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

Dataset Link(s)

Actions

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

**Commentary**

The website accessibility score for the Combined Authority's website has stayed at 82% since May 2023. This was a fall of one percentage point from the score of 83% at the end of the 2022/23 financial year.

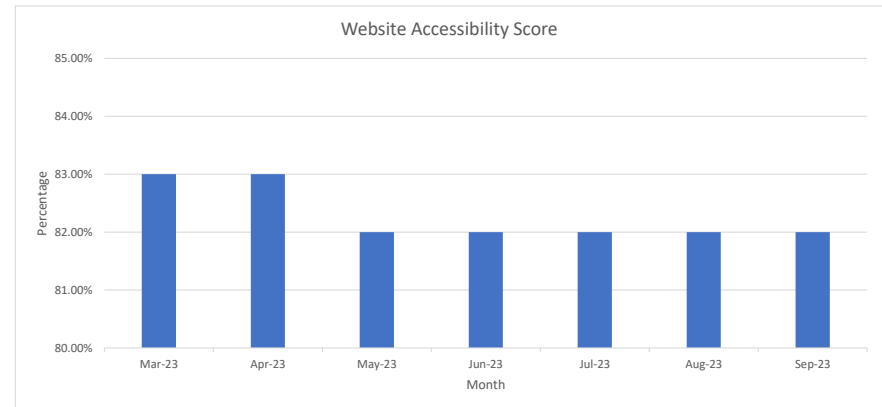
Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Sep-23	82.00%	82.00%	0%	↑	→	Amber	N/A	Target N/A

**Metric Description**

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

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

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



**Dataset Links(s)**

- [https://cambridgeshirepeterborough-ca.gov.uk/WCAG 2.1 guidelines](https://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.

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

### Commentary

The CA recruited more members of staff during Jul-Sep23 which contributed to the temporary decrease in the percentage of completed courses in July 2023. This figure has steadily risen in Q2 and was 97.33% at the end of September 2023. The overall trend of the time series show a steady increase from October 2022. As all new staff are required to complete these courses, the performance is projected to reach the target of 100%

Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Sep-23	96.77%	97.33%	0.55%	↑	↑	Green	100%	Amber

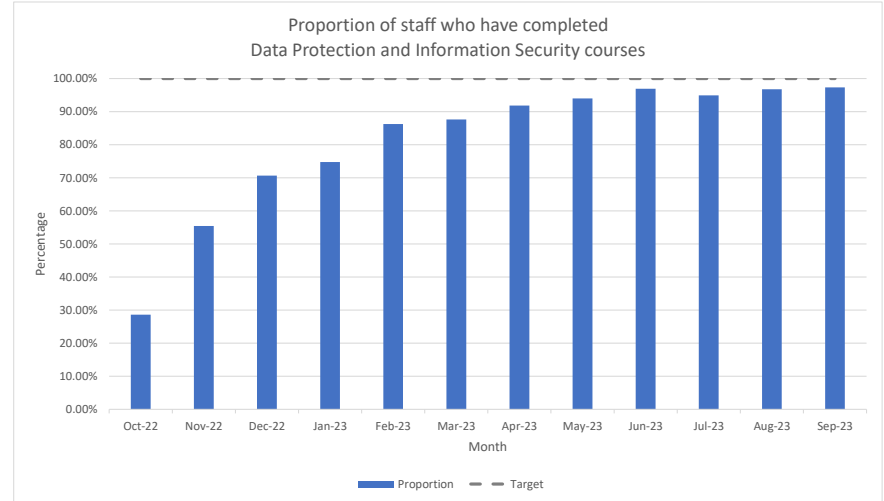
### Metric Description

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

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

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

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



### Dataset Link(s)

### Actions

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

### Commentary

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 extensions to be considered under the public interest test. The overall trend from the past 3 years shows a steep increase in responding to FOIs efficiently by reaching the target of 100%. The projection for the next year is to consistently achieve the 100% performance.

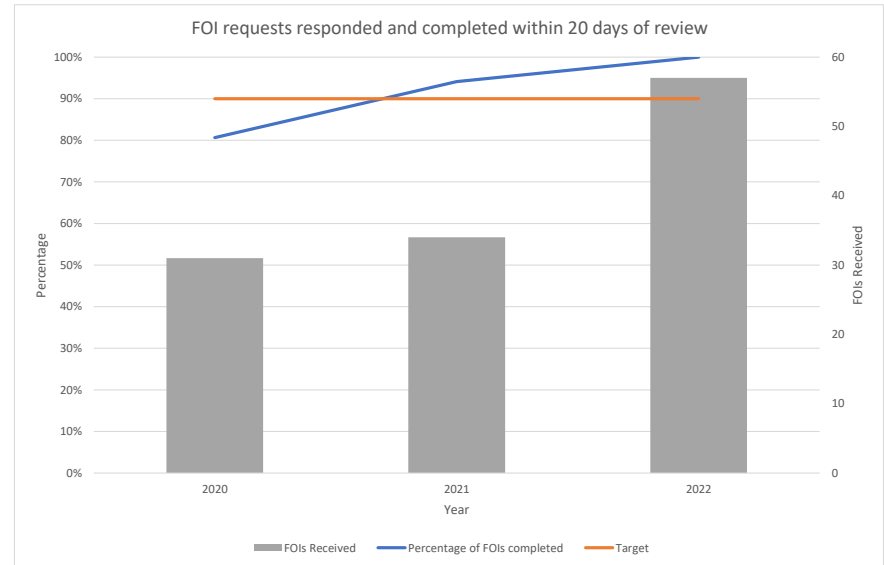
Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Dec-22	94.12%	100.00%	6%	↑	↑	Green	90%	Blue

### Metric Description

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

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

The target of 90% was set by the CA's data protection officer following the Information Commissioner's Office's FOI guidelines and responses rates.



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

### Dataset Link(s)

### Actions

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

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

### Commentary

The total number of jobs created and supported by key CA Economy and Growth funds rose from 7,711 in March 2023 to 11,972 in April 2023. The overall trend of the time series show a positive trajectory with an increase in jobs created and supported after 2022/23. This continued increase is significantly above target and is on track to continue during 2023/24.

Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Apr-23	7,711	11,972	36%	↑	↑	Green	6,835	Blue

### Metric Description

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

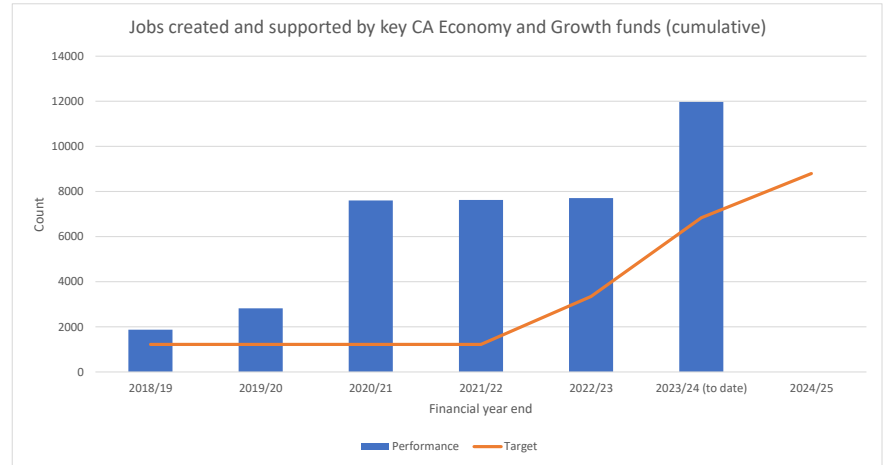
Data for this metric is collected through monitoring and reporting systems that track the direct and indirect employment outcomes for the following Economy and Growth Funds on a quarterly basis:

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

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

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

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



### Dataset Link(s)

Link to E&G Implementation Plan  
<https://cambridgeshirepeterborough.sharepoint.com/:w:/s/ChiefExecutiveOffice-03PolicyAndStrategy/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.

## Metric 22: Enrolments and achievements supported by adult education services funded by CA investment

### 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. The time series overall shows a positive trend in the adult education services provided by the CA and projected to achieve future targets. The achievements performance will be updated once final numbers from the end of 2022/23 academic year has been published.

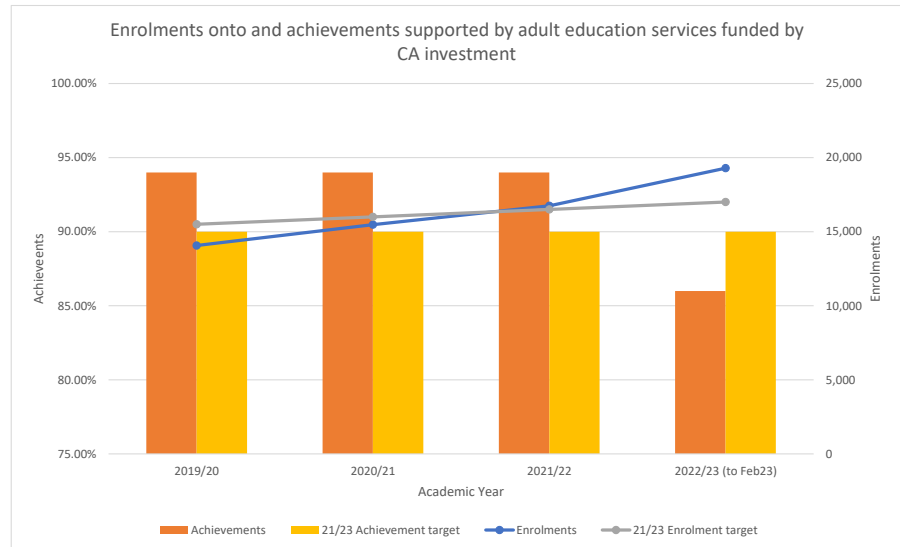
Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Feb-23	16,740	19,285	13.20%	↑	↑	Green	17,000	Blue

### Metric Description

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

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

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



### Dataset Link(s)

### Actions

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

Commentary

The number of apprenticeships created has grown significantly. The cumulative total has risen by 253, from 470 at the end of Q1 2023 to 723 at the end of Q2 2023, which is higher than forecast.

Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Sep-23	470	723	34.99%	↑	↑	Green	950	Red

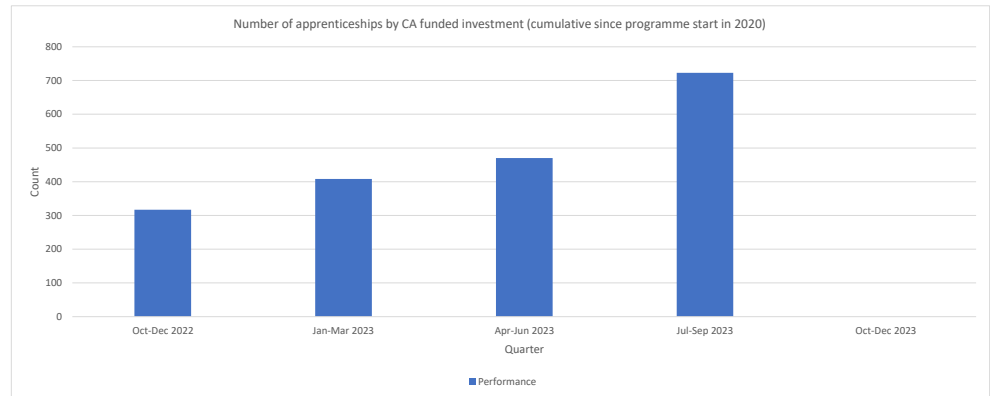
Metric Description

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

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

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

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



Dataset Link(s)

Actions

Growth Works with Skills have been tasked with a number of actions to increase the additionality of Apprenticeship provision in the area. 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 number of people and yet struggle to recruit. Apprenticeships provide an ideal solution to attract, train and retain both academic and professional staff.
4. Life Sciences & Digital companies require a broad range of skills, from laboratory technicians, data analysts and digital technology professionals to sales and business administration. The volumes are not necessarily high, but the importance of embedding a culture of apprenticeship training in life sciences & digital cannot be understated for the sustainability of employment for local people in this industry.
5. Foundation sectors – hospitality, retail and other sectors with high volume recruitment could benefit from a more structured approach to their people development. Apprenticeships provide a good opportunity for sectors that frequently employ seasonal or transient workers to actively invest in staff and create career pathways.

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

### Commentary

LAD3 installs are now completed since end of September except for exceptional installations with final scheme closure commencing. It is expected to conclude slightly under target from the Managed Closure agreed with DESNZ but revised figures have been agreed in a recent change request together with plans to manage the scheme average cost.

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 completed retrofit of homes at the end of March 2023, with a small number of exceptional installations agreed with DESNZ for installation by end of May 2023. The scheme is currently completing closure and will have a final data reconciliation. Some incorrect install status data has been noted in one delivery partner's data leading to over estimate for numbers of homes with installs completed versus expectations - under further investigation.

The RAG rating of the GSENZH delivery currently with DESNZ is Amber for Sustainable Warmth 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.

	Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
LAD3	Sep-23	2826	3,100	8.84%	↑	↑	Green	3,368	Amber
HUG1	Jun-23	470	442	-6.33%	↓	↓	Green	377	Green

### Metric Description

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

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

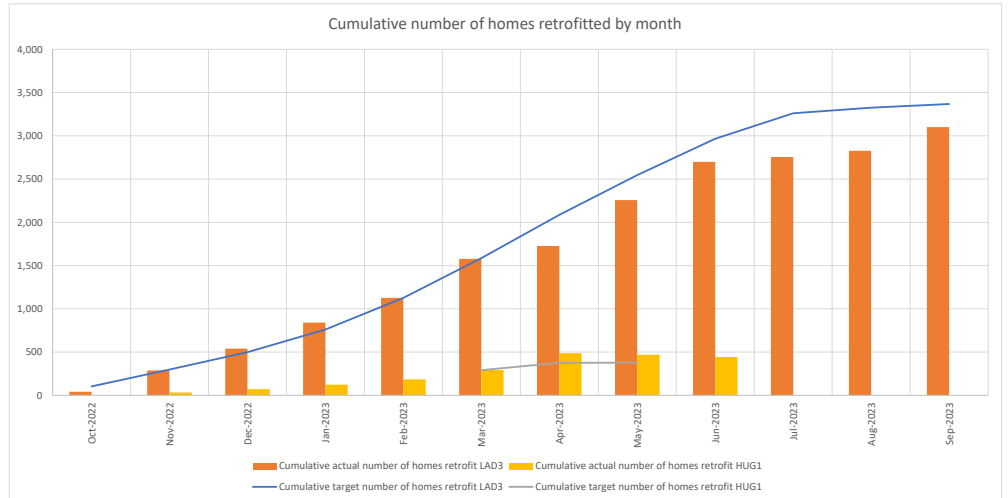
This reflects the CA's commitment to sustainability and its efforts to mitigate climate change.

There are currently 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.

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.

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



### Dataset Link(s)

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

### Actions

- Complete closeout of HUG1 and LAD3 scheme.
- Complete exceptional installs for 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%. Performance continued upward in 2022, with both the region and England at 71%. Comparing trend to target trajectory from 2020 to 2022 leads to the conclusion that the metric is likely to be on track to achieve the 85% target earlier than 2025.

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

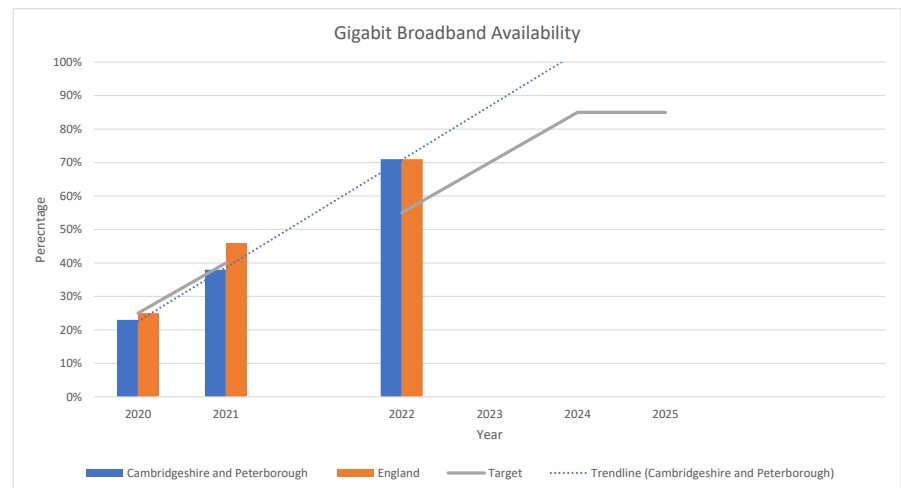
Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Sep-22	38.00%	71.00%	33%	↑	↑	Green	55%	Blue

Metric Description

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

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

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



Dataset Link(s)

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

Actions

Commentary

In January 2023, the recorded percentage of staff feeling valued was 42.55%. The subsequent data point in June 2023, reflects a significant improvement, with the percentage of staff feeling valued rising to 58.33%. Despite this progress, the current performance still has considerable work needed to be improved, indicating the continued necessity for initiatives that bolster employee satisfaction and perceived value. An overall trend with the two points presented will need further review after the next staff survey to show whether a consistent increase is projected.

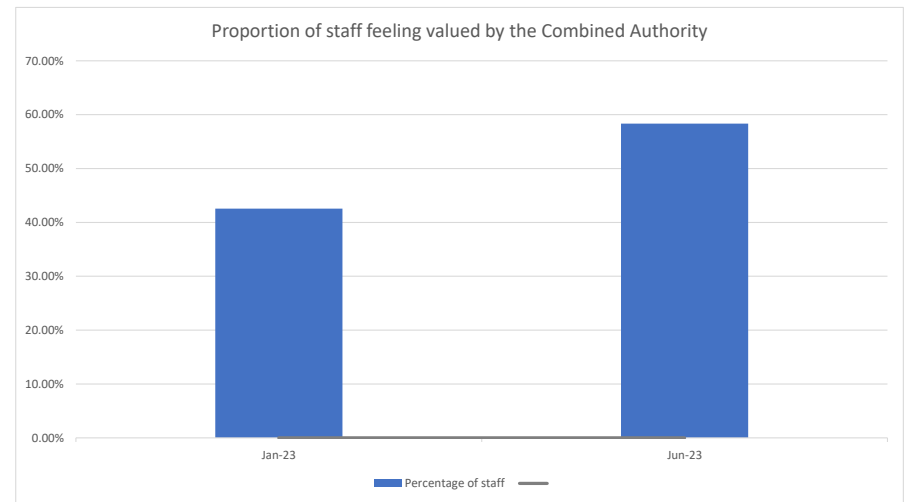
Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Jun-23	42.55%	58.33%	15.78%	↑	↑	Green	N/A	Target N/A

Metric Description

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

The data points on the graph draw on data collected from responses to Question 10 of the survey. This question evaluates the extent to which employees feel valued, with ratings of 4 or 5 on a scale of 1 to 5 indicating a positive perception of being valued. The goal 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.



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**

At the end of August 2023, the percentage of budget expected to be spent was 95.91%, a 0.76% decrease compared to the 96.66% indicated at the end of July 2023. Of the variance, more than 2/3 is revenue, with only 1/3 capital. The overall time series from Apr-Aug shows similar performance throughout the months with slight variance during Jun-Aug.

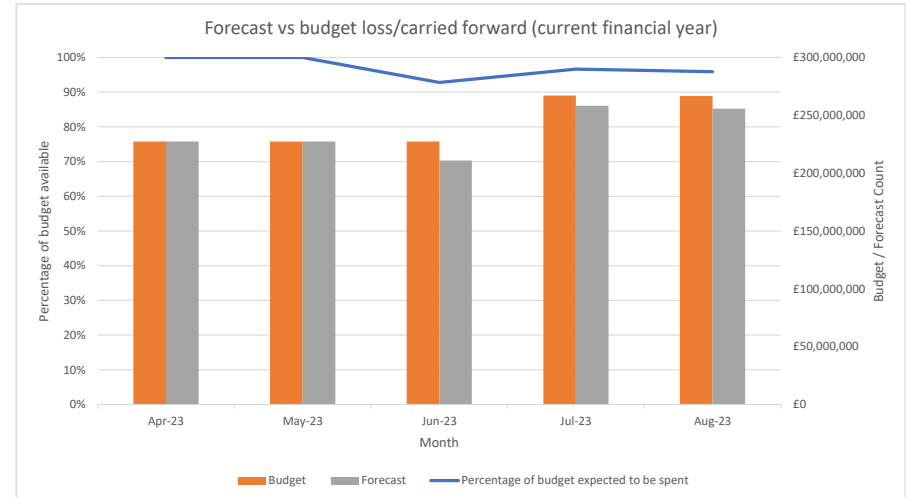
Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Aug-23	96.66%	95.91%	-0.76%	↑	↓	Red	100%	Amber

**Metric Description**

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

The metric includes both revenue and capital expenditure.

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



**Dataset Link(s)**

**Actions**

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

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.



# Corporate Performance Report Q2 2023/4

## Most Complex programmes and projects update

Data from end of September 2023

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
<b>Peterborough Station Quarter</b>	Regeneration of the area around Peterborough Train Station – known as Station Quarter. A site consisting of circa 18 acres of underutilised land around the station.	Amber	→	Peterborough Station Quarter is key to transforming connectivity, access and development opportunities for this area of Peterborough. The Masterplan framework is complete, and Components agreed. A risk workshop was also undertaken with project partners. The project remains amber due to potential risks with the relocation of the Maintenance Unit and arrangements for car parking.  Presentation and Q&A held with CPCA Executives.	Draft OBC – December 2023	<ul style="list-style-type: none"> <li>- New Access to Western Entrance</li> <li>- Improved public access</li> <li>- Regeneration of City, increased footfall in city centre.</li> <li>- Enhanced passenger facilities</li> <li>- Range of commercial and retail spaces</li> <li>- Improved pedestrian and cycling routes and facilities</li> <li>- Increased GVA</li> <li>- Reduction Co2</li> </ul>	<p>Risk – Relocation of the Maintenance Unit and amended arrangements for car parking</p> <p>Mitigation – Developing options that are not dependent on a change to the existing lease arrangements and minimise any loss of parking spaces in the short term</p>
<b>University of Peterborough</b>	The Combined Authority, Peterborough City Council and Anglia Ruskin University (ARU) have been working closely together as partners and with key stakeholders in designing and building the university and research facility.	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	<ul style="list-style-type: none"> <li>- Increased productivity</li> <li>- Support economic development for region</li> <li>- Increased number of people in Higher Education and achieving degrees that are business focused</li> <li>- Increased graduates in area</li> </ul>	<p>Risk - Material supply shortages leading project delays and increased costs.</p> <p>Mitigation – PropCo1 has approved additional funding to cover increased costs (in addition to existing project contingency).</p>
<b>Net Zero Programme</b>	A capital fund comprising Sustainable Warmth (Local Authority Delivery Phase 3 and Home Upgrade Grant Phase 1), and Home Upgrade Grant Phase 2.	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. 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.	<ul style="list-style-type: none"> <li>- Procurement of contractors for HUG2 in June, and appointment of contractors in July</li> <li>- Continued delivery of LAD2 to September 23</li> </ul>	<ul style="list-style-type: none"> <li>- Co2 reduction</li> <li>- Percentage households living in fuel poverty reduced</li> <li>- 3,792 homes upgraded from LAD3.</li> <li>- 4,419 homes upgraded from HUG 1&amp;2</li> </ul>	<p>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.</p> <p>Mitigation – Bi-weekly meetings with the Department and weekly meetings with contractors to review the pipeline and any financial pressures.</p>
<b>Bus Reform Programme</b>	Delivering better public transport to our citizens.	Green	→	As £4.6m of Bus Service Improvement Plan+ funding has been obtained, we are re-	Submitting proposal to DfT	<ul style="list-style-type: none"> <li>- Increased patronage on public transport</li> </ul>	<p>Risk – Failing to maintain service quality whilst keeping prices</p>

	Projects within the programme are the Bus Reform Outline Business Case, Zero Emission Buses (including Peterborough Electric Bus Relocation), Demand Responsive Transport, Bus Service Improvement Plan, Roadside Inventory and Network Review.			evaluating the franchising and EP options. Zero Emission Buses (ZEBRA) have launched successfully. TING is running well and Demand Responsive Transport analysis project is now complete. 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 and CPCA.	for BSIP+ roll out – End of October 2023. Submitting ZEBRA2 scheme proposal by 15 December 2023 – the EOI for ZEBRA 2 was submitted on 16 Oct.	- Stability and expansion of network to re-establish connectivity, frequency and reliability. - Reduction in car traffic - Reduce CO2 Emissions These objectives have been paused due to failure of GCP to get their Bus Strategy past the political hurdles.	down, leading to continued cuts by bus providers.  Mitigation – Network Review will devise a new and more efficient bus network, increasing attractiveness to bus providers.
<b>Adult Education Provision</b>	To provide Adult Education that can be accessed by employers and individuals to fund a huge range of training. The programme also includes a Level 3 adult education offer through Free Courses for Jobs.	Green	→	Programme is on target for delivery. As of September 2023, there have been 19,498 enrolments onto AEB funded courses. This is a 16% increase compared with the same time last year. This is across 11,077 learners which is a 14% increase compared to last year. There have been 547 enrolments to date for Free Courses for Jobs, across 539 learners. This is compared to 282 enrolments at the same period last year giving an increase of 91%. We have successfully procured 15 new providers to ensure we have additional capacity to deliver AEB, plus we have contracted the "recycled" underspends.	Previous milestone: Doubling in Level 3 enrolments was almost met (91%) by 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 CPCA not achieving its targets in the Employment & Skills Strategy.  Mitigation – Expanded the marketplace of providers, strengthened performance management and compliance.
<b>Business Growth Service</b>	The Service consists of 5 workstreams, these are: 1.A Growth Coaching Service 2. An Inward Investment Service 3.A Skills Brokerage Service including Careers Hub 4.A Capital Growth Investment Fund 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 trails in European Regional Development Fund documentation from delivery partner.  Mitigation – Review is underway following the published report by Independent Consultant, due for first draft end of July.
<b>Market Town Masterplans</b>	Masterplans developed to provide an evidence base and a set of priorities for the market towns to consider to realise their future economic growth potential. Phase 1	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),	To complete procurement of delivery partners for phase 2 and to mobilise	- Jobs created and safeguarded - Revitalised market towns - Bringing back vacant assets into use through community ownership - Driving footfall	Risk – Delivery timescale slippage, leading to underspend against budget.

	<p>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.</p>		<p>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.</p>	<p>delivery by end of July 2023.</p>	<ul style="list-style-type: none"> <li>- Improving cultural local sense of pride in place</li> <li>- Improving community space</li> </ul>	<p>Mitigation – To seek Board approval to reprofile budget spend.</p>
--	--	--	--	--------------------------------------	---	---



<b>Combined Authority Board</b>	Agenda Item
<b>29 November 2023</b>	<b>13</b>

Title:	Budget Update Report November 2023
Report of:	Nick Bell, Executive Director Resources and Performance
Lead Member:	Mayor Dr Nik Johnson
Public Report:	Yes
Key Decision:	KD2023/060 – Recommendation B KD2023/061 – Recommendation C
Voting Arrangements:	Recommendation B – majority of the Board including the Mayor Recommendation C – No vote required, allocation of Highways Grant funding is a Mayoral decision

<b>Recommendations:</b>	
A	Note the financial position of the Combined Authority
B	Approve the proposed use of unbudgeted Treasury Management loan interest to fund the proposals set out in section 6.
C	The Combined Authority Board on the Mayor's intention to allocate additional in-year highways maintenance funding to the two local highways authorities, and the amended anticipated figures for 2024-25, as set out in section 7.

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

<b>1. Purpose</b>	
1.1	This report provides the Board with an update on its financial performance for the year. Forecasts were agreed with Officers in October based on spend to the end of September.
1.2	As reported at the previous two Board meeting the high level of interest from the Treasury Management investments is forecast to deliver a substantial surplus above budget in 2023-24 and the Board are asked to approve further one-off uses of this windfall.
1.3	Following confirmation of additional highways maintenance funding awarded to the area this paper also seeks to consult the Board on the Mayor's intended allocations of this additional funding to the area's two highways authorities.



## 2. Background

2.1	This report provides the Board with an update on its financial performance for the year. Forecasts were agreed with Officers in October based on spend to the end of September.
2.2	The budgets reported here only include those which have been approved to spend by the Board, or relevant Committee, and are thus being actively delivered against.
2.3	As previously reported to the Board, the materiality threshold above which changes in forecast expenditure for the year (forecast outturn) are required to provide a specific explanation are £200k for all revenue budgets and £500k on capital projects.

## 3. Revenue Expenditure Position

3.1	<p>The table on the following page contains a summary of the year to the end of September (YTD) spend and forecast position for the end of the year as agreed by officers during October. More detail is provided for the Mayor's Office, the Chief Exec's Office and Resources and Performance as these budgets are not reviewed in more detail by the Thematic Committees.</p> <p>All figures are in thousands of pounds (£'000) and a more detailed breakdown of income and expenditure for the year is shown at Appendix 1a.</p>
3.2	<p>Across the revenue budget the Combined Authority is forecasting a £4.5m 'favourable' variance against budget.</p> <p>The main forecast changes from the previous reports are:</p> <ul style="list-style-type: none"><li>• -£8,100k forecast underspend on HUG2 caused by scaling back of the programme from the local authorities. It has been approved by DESN as change request.</li><li>• £2,000k forecast increase on the Local Energy Demonstrator programme, this is the result of the budget review which show carried forward budget being missed.</li><li>• -£1,097k forecast underspend on the Skills Bootcamps wave 4 due to reprofiling of the activities within this and the following financial year. This is in line with DfE expectation as the programme will end in next financial year.</li><li>• -£992k forecast underspend on the Public Sector Decarbonisation caused by resources being redirected on the delivery of HUG1 and LAD3 resulting in the delay of the programme, which will be now completed in the next financial year.</li><li>• -£525k forecast underspend within Passenger transport; this is the effect of the retender of the bus service. This also includes the extension of the DRT contract.</li><li>• £278k forecast increase on the UK Share Prosperity Funds – Skills. This is a new programme starting in January 24.</li></ul> <p>Further details on these changes can be found in the Appendix 2.</p>
3.3	<p>In addition to the above changes there are a number of new budgets created by the decisions of the Board earlier in the year funded either by the Programme Response Fund or the forecast treasury management income. Those above the materiality threshold are:</p> <ul style="list-style-type: none"><li>• £500k for the Health and Wellbeing Strategy</li><li>• £150k for Climate Evidence and Data</li><li>• £150k for Bus reform consultation</li><li>• £150k for Civil Parking Enforcement</li><li>• £110k for Climate Action</li><li>• £70k for Future Fens</li><li>• £60k for the Local Area Energy Plan</li></ul>



3.4	Revenue Expenditure to end of Sept £'000	Budget YTD	Actual YTD	Variance YTD	Full-year Budget	Forecast Outturn	Forecast Variance	Change in Forecast	Appendix 2 reference
	<b>Mayor's Office</b>	<b>2,251</b>	<b>1,865</b>	<b>-386</b>	<b>3,778</b>	<b>3,702</b>	<b>-76</b>	<b>-76</b>	
	Precept	2,174	1,812	-362	3,624	3,624	-		
	Mayor's Office	77	53	-24	154	78	-76	-76	
	<b>Chief Execs Office</b>	<b>1,175</b>	<b>1,224</b>	<b>49</b>	<b>3,332</b>	<b>3,271</b>	<b>-61</b>	<b>-50</b>	
	Comms and Engagement	29	36	6	52	76	24	24	
	Monitoring and Evaluation	39	43	4	226	191	-35	-35	
	Response Funds	210	358	148	879	879	-	-28	
	Strategy and Vision	39	39	-	459	409	-50	-11	
	CEX Office Staffing	858	748	-109	1,716	1,716	-	-	
	<b>Resources and Performance</b>	<b>3,921</b>	<b>3,262</b>	<b>-659</b>	<b>15,884</b>	<b>14,944</b>	<b>-940</b>	<b>-6,996</b>	
	Digital Services and Support	141	154	13	410	410	-	-	
	Energy	2,281	1,460	-821	12,212	11,229	-983	-6,975	<b>1,2,3</b>
	Finance and Procurement	131	146	14	323	408	85	-15	
	Human Resources & Organisational Development	59	30	-29	122	130	8	-	
	Legal, Governance and Member Services	118	95	-23	309	259	-50	-	
	Other Employee Costs and Corporate Overheads	22	141	118	172	172	-	-5	
	R&P Staffing	1,168	1,236	69	2,337	2,337	-	-	
	<b>Economy and Growth</b>	<b>13,734</b>	<b>11,390</b>	<b>-2,344</b>	<b>29,191</b>	<b>27,212</b>	<b>-1,979</b>	<b>-119</b>	<b>4,5</b>
	<b>Place and Connectivity</b>	<b>7,563</b>	<b>6,815</b>	<b>-747</b>	<b>18,380</b>	<b>16,936</b>	<b>-1,444</b>	<b>1,208</b>	<b>6</b>
	<b>Grand Total</b>	<b>28,645</b>	<b>24,557</b>	<b>-4,088</b>	<b>70,566</b>	<b>66,065</b>	<b>-4,501</b>	<b>-6,033</b>	



#### 4. Capital Expenditure

4.1	A summary of the 2023-24 Capital Programme including expenditure to the end of September is shown at the top of the next page, a project-level breakdown of the capital programme is included in Appendix 1b.
4.2	<p>There are 4 budgets forecasting material variances from the latest report. Further detail is provided on these at Appendix 2.</p> <ul style="list-style-type: none"><li>• -£14.04m reduced spend on HUG 2 caused by scaling back of the programme from the local authorities. It has been approved by DESNZ as change request.</li><li>• -£7.43m reduced spend on Growth Co Services as the disbursement of grant in the region has been lower than planned. The unutilised funds will be repurposed by the Combined Authority on similar activities.</li><li>• £0.68m increase on spend on the Peterborough Station Quarter. This reflects the increase in budget for the programme.</li><li>• £3.97m increase spend on the March junction improvement. This reflects the drawdown from budget to approval.</li><li>• £0.37m increase in spend on the regeneration of Fenland Stations. This relates to the final claims for financial years 2021/22 and 2022/23. The final bill exceeded the estimated accrual made in the 2022/23 accounts. We'll work with our Constituent Authority to identify if there has been an overclaim.</li></ul>
4.3	The current Forecast Outturn position is dominated by 3 large projects: the HUG 2 programme, the Growth Work investment fund, and the Housing grant programme; these account for £28m out of a total £31m forecast variance. While these are significant variances it does indicate that the majority of the Authority's capital programme is forecasting spend in line with its budget after half the year.
4.4	Based on slippage emerging in the final quarter of the year previously the Authority will be concentrating on the capital programme's forecasts in the next few months to ensure that this forecast position is realistic or identify areas of undeclared slippage to enable appropriate early intervention.

#### 5. Income

5.1	The lower table on the following page sets out the Combined Authority's current and forecast income for the financial year and a more detailed breakdown is provided in Appendix 1.
5.2	<p>There are several material variances to report to the Board in this cycle:</p> <ul style="list-style-type: none"><li>• £14.4m reduction in HUG2 Capital income, in line with scaling down of the programme, as agreed with DESNZ.</li><li>• £3.83m increase income for GSE Net Zero Hub due to</li><li>• £2.25m reduction in HUG2 Revenue income, in line with scaling down of the programme, as agreed with DESNZ.</li><li>• £2.2m increase income for the GSE Local Energy Advice Demonstrator due to</li><li>• £1.7m increase in forecast Treasury Management income. As reported to the Board in July, there is a substantial surplus on Treasury Management balances due to high interest rates, the current income forecast is £8.50m against a budget of £0.75m.</li><li>• £1.36m reduction in Bootcamp Wave 4 income this year, in line with the delivery of the programme that will take place in next financial year.</li><li>• £0.80m reduction on income from Growth Co Services due to the reduction of the activities on the ERDF programme, now ended.</li><li>• £0.82m additional income has now been received from repayment of the Histon Road loan, owing to changes to the profile of the repayment of the loan facility and interest.</li></ul>

- |  |   |
|--|---|
|  | <ul style="list-style-type: none"><li>• £0.68m increased income for Peterborough Station Quarter, matching the newly profiled expenditure on the capital programme.</li></ul> |
|--|---|



5.3 The total income received by the Combined Authority to the end of September is a little above £105m, the table below shows a lower figure as it includes the £6.9m repayment of HUG2 funds to DESNZ which appears in the accounts as negative income.

Capital Expenditure to end of Sept 2023 £'000	Budget YTD	Actual YTD	Variance YTD	Full-year Budget	Forecast Outturn	Forecast Variance	Change in Forecast	App 2 Ref
<b>Economy and Growth</b>	<b>11,768</b>	<b>1,970</b>	<b>-9,798</b>	<b>30,484</b>	<b>23,335</b>	<b>-7,149</b>	<b>-7,427</b>	
Business	1,463	-	-1,463	5,961	5,961	-	-	7
Growth	7,200	1,222	-5,978	12,326	4,900	-7,426	-7,426	
Market Town	1,905	748	-1,157	6,082	6,359	277	-	
SPF	-	-	-	716	716	-	-	
FE Cold Spots	1,200	-	-1,200	2,400	2,400	-	-	
University	-	-	-	3,000	3,000	-	-	
<b>Place and Connectivity</b>	<b>59,953</b>	<b>52,588</b>	<b>-7,365</b>	<b>113,294</b>	<b>103,209</b>	<b>-10,085</b>	<b>4,399</b>	
Climate Action and Spatial Planning	1,682	-	-1,682	4,330	2,830	-1,500	-250	8 9
Digital Connectivity	751	271	-481	1,719	1,719	-	-	
Housing	11,378	6,057	-5,321	19,126	11,943	-7,183	-	
Public Transport	3,264	8,333	5,069	6,938	6,938	-	680	
Strategic Transport	42,877	37,927	-4,951	81,181	79,779	-1,402	3,969	
<b>Resources and Performance</b>	<b>14,170</b>	<b>5,833</b>	<b>-8,337</b>	<b>46,833</b>	<b>32,793</b>	<b>-14,040</b>	<b>-21,931</b>	
Accommodation	72	104	32	167	167	-	-	10
Digital Services and Support	17	-	-17	42	42	-	-	
Energy Hub	14,080	5,729	-8,352	46,624	32,584	-14,040	-21,931	
<b>Grand Total</b>	<b>85,891</b>	<b>60,390</b>	<b>-25,500</b>	<b>190,611</b>	<b>159,337</b>	<b>-31,274</b>	<b>-24,959</b>	

5.4

Combined Authority income to end of Sept 2023 £'000	Actual YTD	Full-year Budget	Forecast Outturn	Forecast Variance	Change in Forecast
Mayor's Office	-1,812	-3,624	-3,624	-	-
Chief Execs Office	-39	-	-	-	-
Economy and Growth	-17,649	-27,125	-24,518	2,607	2,244
Place and Connectivity	-44,913	-49,632	-50,453	-821	-680
Resources and Performance	-33,231	-69,005	-52,472	16,533	33,233
<b>Grand Total</b>	<b>-97,644</b>	<b>-149,386</b>	<b>-131,067</b>	<b>18,319</b>	<b>34,797</b>



**6. Use of treasury management income**

6.1	<p>Whilst the rate of inflation in the UK has begun to fall from its peak earlier this year, interest rates remain higher than forecast at the time the budget was set, which continues to deliver significantly higher rates on the Combined Authority's treasury management investments. This, along with higher than forecast balances due to later than forecast spend on the capital programme, has resulted in the interest receivable on already contracted investments standing at 8.5m against an original forecast for the year of £736k, an unbudgeted surplus of £7.764m.</p>																					
6.2	<p>This income is a one-off source of revenue; as inflation levels and interest rates are forecast to fall over the next 12-24 months and the Combined Authority's cash balances are expected to reduce over the same period as multi-year capital budgets are replaced with project specific funds paid in arrears based on expenditure.</p>																					
6.3	<p>It is not prudent for this level of income to be forecast into future years, as this could lead to potentially unaffordable expansion of costs which could not be funded when income decreases. There will, however, be various discrete pieces of work which are one-off in nature and which contribute towards strategic objectives without creating an unaffordable increase in its medium term plans.</p> <p>At the Board meeting in September Officers were asked to identify options to use a portion of the remaining income to help address the cost-of-living crisis in a targeted manner, together with other proposals that will help the Authority achieve its strategic objectives by utilising one-off funding. A summary of each proposal is included as Appendix 3.</p>																					
6.4	<table border="1"> <thead> <tr> <th data-bbox="151 969 703 1059">Investment Proposal</th> <th data-bbox="703 969 933 1059">Total Amount (£000)</th> </tr> </thead> <tbody> <tr> <td data-bbox="151 1059 703 1115">Reduced bus fares for those under 24</td> <td data-bbox="703 1059 933 1115">650</td> </tr> <tr> <td data-bbox="151 1115 703 1171">Transport Strategies</td> <td data-bbox="703 1115 933 1171">2,270</td> </tr> <tr> <td data-bbox="151 1171 703 1227">Devolution Phase 2 support</td> <td data-bbox="703 1171 933 1227">900</td> </tr> <tr> <td data-bbox="151 1227 703 1283">Refresh sector business strategies</td> <td data-bbox="703 1227 933 1283">400</td> </tr> <tr> <td data-bbox="151 1283 703 1339">Inward Investment</td> <td data-bbox="703 1283 933 1339">200</td> </tr> <tr> <td data-bbox="151 1339 703 1395">Support for publicity campaigns</td> <td data-bbox="703 1339 933 1395">150</td> </tr> <tr> <td data-bbox="151 1395 703 1451">Passenger Transport Services trial</td> <td data-bbox="703 1395 933 1451">130</td> </tr> <tr> <td data-bbox="151 1451 703 1507">Develop Strategic Infrastructure Fund</td> <td data-bbox="703 1451 933 1507">100</td> </tr> <tr> <td data-bbox="151 1507 703 1570"><b>Total proposed to be allocated</b></td> <td data-bbox="703 1507 933 1570"><b>£4.8m</b></td> </tr> </tbody> </table>	Investment Proposal	Total Amount (£000)	Reduced bus fares for those under 24	650	Transport Strategies	2,270	Devolution Phase 2 support	900	Refresh sector business strategies	400	Inward Investment	200	Support for publicity campaigns	150	Passenger Transport Services trial	130	Develop Strategic Infrastructure Fund	100	<b>Total proposed to be allocated</b>	<b>£4.8m</b>	
Investment Proposal	Total Amount (£000)																					
Reduced bus fares for those under 24	650																					
Transport Strategies	2,270																					
Devolution Phase 2 support	900																					
Refresh sector business strategies	400																					
Inward Investment	200																					
Support for publicity campaigns	150																					
Passenger Transport Services trial	130																					
Develop Strategic Infrastructure Fund	100																					
<b>Total proposed to be allocated</b>	<b>£4.8m</b>																					
6.5	<p>The total of the items above (£4.8m), along with the £1.975m of one-off expenditure previously approved by the Board is £6.775m. Including the currently unallocated remainder of the Programme Response Fund, this will leave the Combined Authority with around £1.7m of unallocated funds for 2023-24. It is proposed that this funding is temporarily transferred into an earmarked reserve to cover the potential risk of non-payment of part of the £2.625m of grants held back by DLUHC pending conclusion of the Best Value Notice. Should those grants be paid in full then the funding can be released for use on other purposes at that stage.</p>																					

**7. Allocation of additional highways maintenance funding**

7.1	<p>On the 17<sup>th</sup> November 2023 the Department for Transport (DfT) published the allocations of additional highways maintenance capital funding released as part of the Network North policy. While the overall policy released funds over the next decade specific allocations have only been announced for 2023-24 and 2024-25.</p>
-----	---

7.2	<p>The DfT made the allocations based on the existing Highways Maintenance Block (HMB) formula, and this has been followed in the proposed split between the local highways authorities.</p> <p>This funding is additional to that already awarded by the Mayor in July and the Mayor is required to consult the Board before exercising his power to allocate highways grants to local authorities, this paper represents the required consultation to allow the funds to be provided to the highways authority to deliver much needed road maintenance across the area.</p>																		
7.3	<p>In-line with the DfT's formula the proposed allocations of the additional funding are set out below:</p> <table border="1"> <tr> <td><b>Total</b></td> <td><b>£2,909,000</b></td> </tr> <tr> <td>Peterborough City Council</td> <td>£545,189</td> </tr> <tr> <td>Cambridgeshire County Council</td> <td>£2,363,811</td> </tr> </table>			<b>Total</b>	<b>£2,909,000</b>	Peterborough City Council	£545,189	Cambridgeshire County Council	£2,363,811										
<b>Total</b>	<b>£2,909,000</b>																		
Peterborough City Council	£545,189																		
Cambridgeshire County Council	£2,363,811																		
7.4	<p>As the DfT had published highways maintenance settlements for 2024-25 as well as the current year the Mayor consulted the Board in July on his intention to make the same allocations to the highways authorities in 2024-25 – as the fund from DfT was the same in both years.</p> <p>Applying this approach to the additional funding now confirmed for 2024-25 results in the updated intended allocations for the 2024-25 financial year:</p> <table border="1"> <thead> <tr> <th>£'000</th> <th>Original funding allocation per July paper</th> <th>Additional funding allocation</th> <th>Total allocation for 2024/25</th> </tr> </thead> <tbody> <tr> <td><b>Total allocation</b></td> <td><b>31,677</b></td> <td><b>2,909</b></td> <td><b>34,586</b></td> </tr> <tr> <td>Cambridgeshire County Council</td> <td>25,169</td> <td>2,364</td> <td>27,532</td> </tr> <tr> <td>Peterborough City Council</td> <td>6,508</td> <td>545</td> <td>7,054</td> </tr> </tbody> </table>			£'000	Original funding allocation per July paper	Additional funding allocation	Total allocation for 2024/25	<b>Total allocation</b>	<b>31,677</b>	<b>2,909</b>	<b>34,586</b>	Cambridgeshire County Council	25,169	2,364	27,532	Peterborough City Council	6,508	545	7,054
£'000	Original funding allocation per July paper	Additional funding allocation	Total allocation for 2024/25																
<b>Total allocation</b>	<b>31,677</b>	<b>2,909</b>	<b>34,586</b>																
Cambridgeshire County Council	25,169	2,364	27,532																
Peterborough City Council	6,508	545	7,054																
7.5	<p>In the absence of further changes to the area's funding from DfT for 2024/25 this will constitute the Mayor consulting the CA Board on these allocations.</p>																		

## 8. Appendices

8.1	Appendix 1. Detailed breakdown of revenue income and expenditure budgets for the financial year 2023-24.
8.2	Appendix 2. Material Variance Explanations
8.3	Appendix 3. Details of investment proposals

## 9. Implications

### Financial Implications

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

### Legal Implications

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

This report monitors how the Combined Authority and the Mayoral Fund performed against the financial targets set in January 2022 through the Budget setting process in accordance with the Cambridgeshire and Peterborough Combined Authority Order 2017 and the Combined Authorities Financial Order 2017.

Chapter 3 of the constitution provides:

*Rule 3.2.1 The Mayor will exercise the following general function:*



	<p>3.2.1.1 <i>The Mayor may pay a grant to Cambridgeshire County Council and Peterborough City Council to meet expenditure incurred by them as highways authorities. The Mayor must exercise this function under section 31 Local Government Act 2003 concurrently with a Minister of the Crown.</i></p> <p>3.2.1.2 <i>Prior to the payment of the grant the Mayor must consult the Combined Authority. 3.2.1.3 Members and officers of the Combined Authority may assist the Mayor in the exercise of the function to pay a grant.</i></p>
Public Health Implications	
9.3	The projects in delivery or planned to be delivered do not have direct Public Health implications.
Environmental & Climate Change Implications	
9.4	The projects in delivery or planned to be delivered do not have direct Public Health implications.
Other Significant Implications	
9.5	There are no other significant implications.
Background Papers	
9.6	<a href="#">July 2023 CA Board Paper on allocation of Highways Capital Grants</a>

<b>Agenda Item 13</b>	<b>Appendix</b>
<b>Budget Update Report November 23 – Revenue Expenditure Position</b>	<b>1a</b>

<b>Revenue position, actuals as at 31<sup>st</sup> July, forecasts as of August. Figures in £'000</b>	<b>Budget YTD</b>	<b>Actual YTD</b>	<b>Variance YTD</b>	<b>Full-year Budget</b>	<b>Forecast Outturn</b>	<b>Forecast Variance</b>	<b>Change in Forecast</b>
<b>Mayor's Office</b>	<b>2,251</b>	<b>1,865</b>	<b>-386</b>	<b>3,778</b>	<b>3,702</b>	<b>-76</b>	<b>-76</b>
<b>Precept</b>							-
Precept funded contribution to operational budgets	2,174	1,812	-362	3,624	3,624	-	-
<b>Mayor's Office</b>							-
Mayor's Allowance	51	51	-	102	26	-76	-76
Mayor's Conference Attendance	14		-14	28	28	-	-
Mayor's Office Accommodation	12	2	-10	24	24	-	-
<b>Chief Execs Office</b>	<b>1,175</b>	<b>1,224</b>	<b>49</b>	<b>3,332</b>	<b>3,271</b>	<b>-61</b>	<b>-50</b>
<b>Comms and Engagement</b>							-
Communications	24	29	5	42	64	22	22
Website Development	5	6	1	10	12	2	2
<b>Monitoring and Evaluation</b>							-
Local Evaluation Framework Initiation	-	-	-	135	100	-35	-35
Monitoring and Evaluation Framework	39	43	4	91	91	-	-
<b>Response Funds</b>							-
Corporate Response Fund	-	39	39	117	117	-	-28
Improvement Plan	210	319	109	762	762	-	-
<b>Strategy and Vision</b>							-
Coronation and Eurovision Funding	39	39	-	39	39	-	39
Development of a cultural strategy	-	-	-	100	100	-	-
Shared Vision	-	-	-	170	120	-50	-50
State of The Region	-	-	-	150	150	-	-
<b>CEX Office Staffing</b>							-
Net Staffing Costs	858	748	-109	1,716	1,716	-	-

<b>Agenda Item 13</b>	<b>Appendix</b>
<b>Budget Update Report November 23 – Revenue Expenditure Position</b>	<b>1a</b>

Revenue position as at 30 <sup>th</sup> September. Figures in £'000	Budget YTD	Actual YTD	Variance YTD	Full-year Budget	Forecast Outturn	Forecast Variance	Change in Forecast
<b>Economy and Growth</b>	<b>13,734</b>	<b>10,683</b>	<b>-3,051</b>	<b>29,191</b>	<b>27,212</b>	<b>-1,979</b>	<b>-119</b>
<b>Business</b>							-
Business Board Admin Costs	-	27	27	-	-	-	-17
Business Growth Fund	24	-	-24	156	156	-	-
CRF Start & Grow Project	-	175	175	-	175	175	175
Devolution trailblazer support	-	114	114	250	250	-	-
Economic Rapid Response Fund	-	12	12	-	-	-	-
Growth Co Services	4,076	2,218	-1,858	4,817	4,817	-	-
Insight and Evaluation Programme	38	128	91	75	75	-	-
Local Growth Fund Costs	121	1	-120	242	242	-	-
Marketing and Promotion of Services	19	-	-19	38	38	-	-
UK Shared Prosperity Fund	-	15	15	158	173	15	15
<b>Skills</b>							-
AEB Devolution Programme	6,172	6,664	492	11,081	11,081	-	-
AEB Free Courses for Jobs	594	14	-579	2,402	2,402	-	-
AEB Innovation Fund - Revenue	260	-	-260	779	779	-	-
AEB Programme Costs	260	55	-205	367	367	-	-
AEB Provider Capacity Building	23	-	-23	68	68	-	-
AEB Strategic Partnership Development	36	1	-35	108	108	-	-
Bootcamp Wave 4	628	136	-492	2,878	1,781	-1,098	-1,097
Careers and Enterprise Company (CEC)	134	106	-27	266	266	-	28
Changing Futures	-	-	-	60	60	-	-
FE Cold Spots (rev)	113	-	-113	225	225	-	-
Multiply	517	578	62	1,565	1,565	-	-
Skills Advisory Panel (SAP) (DfE)	27	-	-27	55	55	-	-
Skills Bootcamp Wave 3	206	134	-72	1,871	799	-1,072	-
Skills Bootcamp Wave 3 PM costs	78	-	-78	130	130	-	-

<b>Agenda Item 13</b>	<b>Appendix</b>
<b>Budget Update Report November 23 – Revenue Expenditure Position</b>	<b>1a</b>

<b>Revenue position as at 30<sup>th</sup> September. Figures in £'000</b>	<b>Budget YTD</b>	<b>Actual YTD</b>	<b>Variance YTD</b>	<b>Full-year Budget</b>	<b>Forecast Outturn</b>	<b>Forecast Variance</b>	<b>Change in Forecast</b>
UK Shared Prosperity Fund	-	-	-	278	278	-	278
Health and Wellbeing Strategy	-	-	-	500	500	-	500
<b>E&amp;G Staffing</b>							-
Net Staffing Costs	411	303	-108	822	822	-	-
<b>Place and Connectivity</b>	<b>7,563</b>	<b>6,815</b>	<b>-747</b>	<b>18,380</b>	<b>16,936</b>	<b>-1,444</b>	<b>1,154</b>
<b>Climate</b>							-
Climate Change	20	13	-7	50	50	-	-
Doubling Nature Metrics	20	10	-10	75	75	-	-
Huntingdonshire Biodiversity for all - Revenue	20	-	-20	100	100	-	-
Lifebelt City Portrait	40	40	-	40	40	-	-
Natural Cambridgeshire	32	-	-32	80	80	-	-
Non Statutory Spatial Plan	-	38	38	-	-	-	-
Climate Evidence and Data	-	-	-	150	150	-	150
Climate Action	-	-	-	110	110	-	110
Future Fens	-	-	-	70	70	-	70
<b>Housing</b>							-
CLT	45	8	-37	23	23	-	-
<b>Passenger Transport</b>							-
Bus Review Implementation	255	320	65	517	517	-	-
Development of Bus Franchising	300	19	-281	1,050	1,050	-	150
Peterborough Electric Bus Depot business case	-	40	40	-	-	-	-
Precept funded contribution to operational budgets	-1,812	-1,812	-	-3,624	-3,624	-	-
Public Transport: Bus Service Operator Grant	-	-	-	307	307	-	-
Public Transport: Concessionary fares	4,439	3,524	-915	8,915	7,340	-1,575	-30
Public Transport: Contact Centre	195	128	-67	292	152	-140	-140
Public Transport: RTPI, Infrastructure & Information	185	268	83	325	325	-	-

<b>Agenda Item 13</b>	<b>Appendix</b>
<b>Budget Update Report November 23 – Revenue Expenditure Position</b>	<b>1a</b>

<b>Revenue position as at 30<sup>th</sup> September. Figures in £'000</b>	<b>Budget YTD</b>	<b>Actual YTD</b>	<b>Variance YTD</b>	<b>Full-year Budget</b>	<b>Forecast Outturn</b>	<b>Forecast Variance</b>	<b>Change in Forecast</b>
Public Transport: S106 supported bus costs	-	197	197	-	-	-	-
Public Transport: Supported Bus Services	2,806	2,885	79	7,419	7,689	270	570
Public Transport: Team and Overheads	243	63	-180	572	572	-	-
<b>Strategic Transport</b>							
Active Travel 4	-	-	-	176	176	-	-
LEVI	-	-	-	89	89	-	-
Living Streets Walk to School	-	-	-	12	12	-	-
Local Transport Plan	123	7	-116	123	123	-	123
Love to Ride	-	-	-	55	55	-	55
Transport Modelling	-	-	-	-	-	-	-
Civil Parking Enforcement	-	-	-	150	150	-	150
<b>P&amp;C Staffing</b>							
Net Staffing Costs	652	1,069	417	1,305	1,305	-	-
<b>Resources and Performance</b>	<b>3,921</b>	<b>3,262</b>	<b>-659</b>	<b>15,884</b>	<b>14,944</b>	<b>-940</b>	<b>-7,267</b>
<b>Digital Services and Support</b>							
ICT external support	93	137	43	296	296	-	-
Software Licences, Mobile Phones cost	48	17	-31	113	113	-	-
<b>Energy</b>							
GSE Energy Hub	233	440	207	1,419	1,508	89	89
GSE Green Homes Grant Ph 3 (LAD 3)	1,214	418	-796	2,429	2,429	-	-
GSE Home Improvement Grant (HUG 1)	223	73	-150	433	433	-	-
GSE Home Improvement Grant 2 Mobilisation (HUG 2)	-	69	69	-	-	-	-
GSE Local Energy Advice Demonstrator	-	28	28	-	2,170	2,170	2,000
GSE Net Zero Investment Design	314	13	-301	12	13	1	1
GSE Public Sector Decarbonisation	20	38	18	1,222	230	-992	-992
GSE Rural Community Energy Fund (RCEF)	277	141	-136	445	445	-	-
HUG2 A Revenue 23/24	-	239	239	6,192	3,942	-2,250	-8,133
Local Energy Plan	-	-	-	60	60	-	60

<b>Agenda Item 13</b>	<b>Appendix</b>
<b>Budget Update Report November 23 – Revenue Expenditure Position</b>	<b>1a</b>

<b>Revenue position as at 30<sup>th</sup> September. Figures in £'000</b>	<b>Budget YTD</b>	<b>Actual YTD</b>	<b>Variance YTD</b>	<b>Full-year Budget</b>	<b>Forecast Outturn</b>	<b>Forecast Variance</b>	<b>Change in Forecast</b>
<b>Finance and Procurement</b>							-
Audit Costs	40	104	64	140	240	100	-
Finance Service	50	6	-44	66	51	-15	-15
Finance System	-	-	-	70	70	-	-
Insurance	39	35	-4	39	39	-	-
Procurement	2	-	-2	8	8	-	-
<b>Human Resources &amp; Organisational Development</b>							-
HR	8	18	10	12	20	8	-
Payroll	2	1	-1	10	10	-	-
Recruitment Costs	50	11	-39	100	100	-	-
<b>Legal, Governance and Member Services</b>							-
Committee/Business Board Allowances	72	49	-23	144	144	-	-
Democratic Services	21	7	-14	95	45	-50	-
External Legal Counsel	25	39	14	70	70	-	-
<b>Other Employee Costs and Corporate Overheads</b>							-
Accommodation Costs	114	114	-	212	212	-	-
Change Management Reserve	-	10	10	158	158	-	-
Corporate Subscriptions	49	65	16	56	56	-	-6
Office running costs	14	10	-4	32	32	-	-
Training	34	27	-7	89	89	-	-
Overheads recharged to grant funds	-188	-86	103	-377	-377	-	-
<b>R&amp;P Staffing</b>							-
Net Staffing Costs	1,168	1,236	69	2,337	2,337	-	-
<b>Grand Total</b>	<b>28,645</b>	<b>23,850</b>	<b>-4,795</b>	<b>70,566</b>	<b>66,065</b>	<b>-4,501</b>	<b>-6,358</b>

<b>Agenda Item 13</b>	<b>Appendix</b>
<b>Budget Update Report November 23 – Capital Expenditure Position</b>	<b>1b</b>

<b>Capital position as at 30<sup>th</sup> September. Figures in £'000</b>	<b>Budget YTD</b>	<b>Actual YTD</b>	<b>Variance YTD</b>	<b>Full-year Budget</b>	<b>Forecast Outturn</b>	<b>Forecast Variance</b>	<b>Change in Forecast</b>
<b>Economy and Growth</b>	<b>11,768</b>	<b>1,970</b>	<b>-9,798</b>	<b>30,484</b>	<b>23,335</b>	<b>-7,149</b>	<b>-7,426</b>
<b>Business</b>							-
Business Growth Fund	407	-	-407	2,850	2,850	-	-
College of West Anglia - Net Zero	161	-	-161	1,124	1,124	-	-
Fenland Hi-tech Futures	-	-	-	-	-	-	-
Illumina Accelerator	400	-	-400	800	800	-	-
Ramsey Food Hub	200	-	-200	302	302	-	-
Start Codon (Equity)	295	-	-295	885	885	-	-
<b>Growth</b>							-
Expansion of Growth Co Inward Investment	-	400	400	400	400	-	-
Growth Co Services	-	-	-	-	-	-	-
The Growth Service Company	7,200	822	-6,378	11,926	4,500	-7,426	-7,426
<b>Market Town</b>							-
Market Towns Phase 2	-	101	101	-	-	-	-
Market Towns: Chatteris	-	-	-	455	543	88	-
Market Towns: Ely	340	49	-291	440	449	9	-
Market Towns: Huntingdon	95	-	-95	345	345	-	-
Market Towns: Littleport	-	-	-	475	475	-	-
Market Towns: March	256	123	-133	534	671	137	-
Market Towns: Ramsey	-	-	-	405	295	-110	-
Market Towns: Soham	119	103	-16	621	621	-	-
Market Towns: St Ives	95	-	-95	345	345	-	-
Market Towns: Whittlesey	-	372	372	450	538	88	-
Market Towns: Wisbech	-	-	-	281	347	66	-
St Neots Masterplan	1,000	-	-1,000	1,729	1,729	-	-
<b>SPF</b>							-
UK Shared Prosperity Fund	-	-	-	716	716	-	-

<b>Agenda Item 13</b>	<b>Appendix</b>
<b>Budget Update Report November 23 – Capital Expenditure Position</b>	<b>1b</b>

<b>Capital position as at 30<sup>th</sup> September. Figures in £'000</b>	<b>Budget YTD</b>	<b>Actual YTD</b>	<b>Variance YTD</b>	<b>Full-year Budget</b>	<b>Forecast Outturn</b>	<b>Forecast Variance</b>	<b>Change in Forecast</b>
<b>University</b>							-
University of Peterborough - Phase 2	-	-	-	3,000	3,000	-	-
<b>FE Cold Spots</b>							-
FE Cold Spots (cap)	1,200	-	-1,200	2,400	2,400	-	-
<b>Place and Connectivity</b>	<b>59,953</b>	<b>52,588</b>	<b>-7,365</b>	<b>113,294</b>	<b>103,209</b>	<b>-10,085</b>	4,399
<b>Climate Action and Spatial Planning</b>							-
Care Home Retrofit Programme	800	-	-800	2,000	500	-1,500	-250
Huntingdonshire Biodiversity for all - Capital	290	-	-290	800	800	-	-
Logan's Meadow Local Nature Reserve wetland extension	92	-	-92	280	280	-	-
Nature and Environment Investment Fund	100	-	-100	250	250	-	-
Net Zero Villages Programme	400	-	-400	1,000	1,000	-	-
<b>Digital Connectivity</b>							-
Digital Connectivity Infrastructure Programme	751	271	-481	1,719	1,719	-	-
<b>Housing</b>							-
Affordable Housing Grant Programme	11,107	5,786	-5,321	18,235	11,672	-6,563	-
Housing Loan - Histon Road	271	271		891	271	-620	-
<b>Public Transport</b>							-
Peterborough Station Quarter	-	-	-	680	680	-	680
ZEBRA capital funding	3,264	8,333	5,069	6,258	6,258	-	-
<b>Strategic Transport</b>							-
A10 Upgrade	1,493	304	-1,189	3,576	3,116	-460	-
A1260 Nene Parkway Junction 15	1,438	1,592	154	1,628	1,628	-	-
A1260 Nene Parkway Junction 32/3	3,481	1,264	-2,217	9,492	9,492	-	-
A141 & St Ives	1,777	444	-1,332	7,001	7,001	-	-
A16 Norwood Dualling	595	24	-571	2,421	2,421	-	-
A505 Corridor	-	2	2	135	135	-	-
A603 Barton Road	-	-	-	400	400	-	-
Active Travel 4	-	-	-	3,720	3,720	-	-



<b>Agenda Item 13</b>	<b>Appendix</b>
<b>Budget Update Report November 23 – Capital Expenditure Position</b>	<b>1b</b>

<b>Capital position as at 30<sup>th</sup> September. Figures in £'000</b>	<b>Budget YTD</b>	<b>Actual YTD</b>	<b>Variance YTD</b>	<b>Full-year Budget</b>	<b>Forecast Outturn</b>	<b>Forecast Variance</b>	<b>Change in Forecast</b>
Addenbrookes Roundabout	-	-	-	200	200	-	-
Brook Crossing - Sutton	-	-	-	225	225	-	-
Carlyle Road Crossing	-	-	-	225	225	-	-
Centre for Green Technology	-	-	-	2,500	2,500	-	-
Contribution to the A14 Upgrade	-	-	-	72	72	-	-
County-wide speed reduction	-	-	-	800	800	-	-
East Park Street	-	-	-	260	260	-	-
Ely Area Capacity Enhancements	-	-	-	124	124	-	-
Fengate Access Study - Eastern Industries Access - Phase 1	3,504	844	-2,660	7,563	7,563	-	-
Fengate Access Study - Eastern Industries Access - Phase 2	582	542	-40	821	821	-	-
Fletton Quays Footbridge	194	-	-194	1,407	465	-942	-
Lancaster Way Phase 2	-	-	-	-	-	-	-
Local Highways Maintenance & Pothole (with PCC and CCC)	27,695	31,677	3,982	27,695	27,695	-	-
March Junction Improvements	802	479	-323	5,573	5,573	-	3,969
Northstowe P&R Link	-	-	-	500	500	-	-
Peterborough Green Wheel	243	210	-33	631	631	-	-
Regeneration of Fenland Railway Stations	-	373	373	-	-	-	-
School Streets	10	-	-10	10	10	-	-
Smaller Road Safety Measures	-	-	-	100	100	-	-
Snailwell Loop	60	-	-60	150	150	-	-
Soham Station	61	-	-61	153	153	-	-
Thorpe Wood Cycle Way	-	-	-	625	625	-	-
Transport Modelling	943	156	-787	2,340	2,340	-	-
Wisbech Access Strategy	-	16	16	523	523	-	-
Wisbech Rail	-	-	-	310	310	-	-
Addenbrookes Roundabout	-	-	-	200	200	-	-
Brook Crossing - Sutton	-	-	-	225	225	-	-

<b>Agenda Item 13</b>	<b>Appendix</b>
<b>Budget Update Report November 23 – Capital Expenditure Position</b>	<b>1b</b>

<b>Capital position as at 30<sup>th</sup> September. Figures in £'000</b>	<b>Budget YTD</b>	<b>Actual YTD</b>	<b>Variance YTD</b>	<b>Full-year Budget</b>	<b>Forecast Outturn</b>	<b>Forecast Variance</b>	<b>Change in Forecast</b>
<b>Resources and Performance</b>	<b>14,170</b>	<b>5,833</b>	<b>-8,337</b>	<b>46,833</b>	<b>32,793</b>	<b>-14,040</b>	<b>-21,931</b>
<b>Accommodation</b>							-
Office Fit-out costs	72	104	32	167	167	-	-
<b>Digital Services and Support</b>							-
ICT Capital Costs	17	-	-17	42	42	-	-
<b>Energy Hub</b>							-
GSE Green Home Grant Capital - HUG 1	2,799	1,176	-1,623	2,799	2,799	-	-
GSE Green Home Grant Capital - LAD 3	11,281	4,231	-7,051	7,447	7,447	-	-
GSE Green Homes Grant Ph 3 (LAD 3)	-	322	322	-	-	-	-
GSE Home Improvement Grant (HUG 1)	-	-	-	-	-	-	-
HUG2 A Capital 23/24	-	-	-	36,378	22,338	-14,040	-21,931
<b>Grand Total</b>	<b>85,891</b>	<b>60,390</b>	<b>-25,500</b>	<b>190,611</b>	<b>159,337</b>	<b>-31,274</b>	<b>-24,958</b>

<b>Agenda Item 13</b>	<b>Appendix</b>
<b>Budget Update Report November 23 – Income Position</b>	<b>1c</b>

<b>Income position as at 30<sup>th</sup> September. Figures in £'000</b>	<b>Actual YTD</b>	<b>Full-year Budget</b>	<b>Forecast Outturn</b>	<b>Forecast Variance</b>	<b>Change in Forecast</b>
<b>Mayor's Office</b>					
Precept funded contribution to operational budgets	-1,812	-3,624	-3,624	-	-
<b>Chief Execs Office</b>					
Coronation and Eurovision Funding	-39	-	-	-	-
<b>Economy and Growth</b>					
Adult Education Budget	-12,678	-12,927	-12,842	85	375
Bootcamp Wave 4	-1,092	-2,878	-1,519	1,359	1,359
Careers and Enterprise Company (CEC)	-14	-313	-313	-	-
Digital Skills Bootcamp	9	-	-	-	-
EU grants for Growth Co Services	-285	-4,324	-3,524	800	800
Illumina Accelerator	-2	-	-	-	-
Multiply	-349	-1,395	-980	415	415
Project Living Cell	-84	-	-	-	-
UK Rural Shared Prosperity Fund	-804	-804	-804	-	-
UK Shared Prosperity Fund	-2,396	-2,674	-2,674	-	-278
Growth Funds	-	-642	-642	-	-
LEP Core Funding	-	-375	-375	-	-375
EZ receipt	-	-913	-965	-52	-52
<b>Place and Connectivity</b>					
Housing Loan - Histon Road	-7,170	-7,351	-8,172	-821	-
Lancaster Way Phase 2	-159	-	-	-	-
LEVI	-202	-	-202	-202	-202
Local Highways Maintenance & Pothole (with PCC and CCC)	-27,343	-27,695	-27,695	-	-
Local Transport Fund	-735	-	-	-	-
Public Transport: Bus Service Operator Grant	-	-411	-411	-	-
Public Transport: Concessionary fares	-6	-	-	-	-
Public Transport: RTPi, Infrastructure & Information	-132	-	-	-	-
Public Transport: S106 supported bus costs	-135	-	-	-	-

<b>Agenda Item 13</b>	<b>Appendix</b>
<b>Budget Update Report November 23 – Income Position</b>	<b>1c</b>

<b>Income position as at 30<sup>th</sup> September. Figures in £'000</b>	<b>Actual YTD</b>	<b>Full-year Budget</b>	<b>Forecast Outturn</b>	<b>Forecast Variance</b>	<b>Change in Forecast</b>
Public Transport: Supported Bus Services	-2	-	-	-	-
Transport Levy	-6,747	-13,495	-13,495	-	-
ZEBRA capital funding	-2,250	-	-	-	-
Local Nature Recovery Strategy	-164	-	-	-	-
Peterborough Station Quarter	-70	-680	-680	-	-680
<b>Resources and Performance</b>					-
GSE Energy Hub	267	-	-	-	-
GSE Green Home Grant Capital - HUG 1	6,926	-	8,658	8,658	8,658
GSE Home Improvement Grant 2 Mobilisation (HUG 2)	12	-	-	-	-
GSE Local Energy Advice Demonstrator	-2,168	-	-2,203	-2,203	-33
GSE Net Zero Hub	-270	-	-3,825	-3,825	-3,555
HUG2 A Capital 23/24	-7,891	-36,378	-22,338	14,040	21,931
HUG2 A Revenue 23/24	-5,896	-6,192	-3,942	2,250	8,133
Treasury Income	-4,009	-6,315	-8,500	-2,185	-1,700
Gainshare	-20,000	-20,000	-20,000	-	-
<b>Grand Total</b>	<b>-97,690</b>	<b>-149,386</b>	<b>-131,067</b>	<b>18,319</b>	<b>34,796</b>

<b>Agenda Item 13</b>	<b>Appendix</b>
<b>Budget Update Report 2023-24 – Detailed Variance Explanations</b>	<b>2</b>

### Revenue Forecast Variances >£200k

<b>1. HUG2 revenue</b>		Change in forecast expenditure	<b>-£8,133k</b>
2023-24 Budget	<b>£12,075k</b>	Forecast expenditure	<b>£3,942k</b>

The reduction is caused by scaling back of the programme following two local authorities (Basildon and Sevenoaks) leaving the consortia and a third (Tonbridge & Malling) having won additional funding thus reducing the original number of homes allocated to that local authority. These reductions in the programme have been agreed and approved by DESN as change requests in Year 1 of the programme.

<b>2. Local Energy Demonstrator</b>		Change in forecast expenditure	<b>£2,170k</b>
2023-24 Budget	-	Forecast expenditure	<b>£2,170k</b>

Forecast increased to reflect total 23/24 grant funding received for the 6 agreed projects in this programme that are forecast to complete this year to trigger further grant funding in 24/25.

<b>3. Public Sector Decarbonisation</b>		Change in forecast expenditure	<b>-£992k</b>
2023-24 Budget	<b>£1,222k</b>	Forecast expenditure	<b>£230k</b>

This programme runs to 2025/26 and the underspend this year will be carried forward. The underspend is caused by a lack of individual projects developed to deliver this financial year also there has been a need to redirect resources to the delivery of HUG1 and LAD3 resulting in further delays to the development of the overall programme.

<b>Agenda Item 13</b>	<b>Appendix</b>
<b>Budget Update Report 2023-24 – Detailed Variance Explanations</b>	<b>2</b>

<b>4. Bootcamp Wave 4</b>		Change in forecast expenditure	<b>-£1,097k</b>
2023-24 Budget	<b>£2,878k</b>	Forecast expenditure	<b>£1,787k</b>
<p>The forecast has been revised to reflect the timing in which the courses will be taking place. The variance is slipped to next financial year when the programme will be completed.</p>			

<b>5. UK Shared Prosperity Funds – Skill</b>		Change in forecast expenditure	<b>£278k</b>
2023-24 Budget	<b>£278k</b>	Forecast expenditure	<b>£278k</b>
<p>This is a new programme starting in January 24, funded by DLUCH. The programme runs to the end of March 25 and its main purpose is brokerage of the Skills offers in the CPCA's area.</p>			

<b>6. Public Transport: Supported Bus Services</b>		Change in forecast expenditure	<b>-£525k</b>
2023-24 Budget	<b>£7,172k</b>	Forecast expenditure	<b>£7,397k</b>
<p>£300,000 of this variance relates to the extension of the DRT pilot, this expenditure is funded from increased income from treasury management activities. The balance represents increased expenditure on the provision of supported bus services.</p>			

### Capital forecast variances >£500k

<b>7. Growth Co services</b>		Change in forecast expenditure	<b>-£7,426k</b>
2023-24 Budget	<b>£11,926k</b>	Forecast expenditure	<b>£4,500k</b>
<p>Growth Co services comprises of funds for grant and inwards investments. Despite the positive result towards increasing employment numbers in the region, not all the funds allocated to the programme will be utilised by the end of the contract in December 2023. This is partially due to the slow start in previous year. The unused funds will be repurposed by the Combined Authority on other programmes with similar aims.</p>			

<b>Agenda Item 13</b>	<b>Appendix</b>
<b>Budget Update Report 2023-24 – Detailed Variance Explanations</b>	<b>2</b>

<b>8. Peterborough Station Quarter</b>		Change in forecast expenditure	<b>£680k</b>
2023-24 Budget	<b>£680k</b>	Forecast expenditure	<b>£680k</b>
Forecast has increased to reflect expenditure on Peterborough station quarter not included in the original MTFP. All expenditure is funded from Levelling Up Fund 2 grant.			

<b>9. March junction improvement</b>		Change in forecast expenditure	<b>£3,969k</b>
2023-24 Budget	<b>£5,573k</b>	Forecast expenditure	<b>£5,573k</b>
At its meeting in January 2023 the Transport and Infrastructure Committee approved the draw down of £3.9m subject to approval for this project. The increased forecast reflects this draw down.			

<b>10. HUG 2</b>		Change in forecast expenditure	<b>-£14,040k</b>
2023-24 Budget	<b>£36,378k</b>	Forecast expenditure	<b>£22,338k</b>
The reduction is caused by scaling back of the programme following two local authorities (Basildon and Sevenoaks) leaving the consortia and a third (Tonbridge & Malling) having won additional funding thus reducing the original number of homes allocated to that local authority. These reductions in the programme have been agreed and approved by DESN as change requests in Year 1 of the programme.			

<b>Agenda Item 13</b>	<b>Appendix</b>
<b>Budget Update Report – Proposals for using Treasury Management Funding</b>	<b>3</b>

## **PROPOSALS FOR USING TREASURY MANAGEMENT FUNDING**

### **Reduced Fares for Under 25s - £650k**

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

To reduce this barrier, and encourage a generational shift in bus patronage, the Combined Authority is proposing using funding in its MTFP to subsidise bus fares for all those under the age of 25 – capping the cost of a single fare on any local bus to £1 for journeys which both start and end in the region until May 2025. The proposed Treasury Management income will enable the development of this proposal as rapidly as possible with the intent that it will start later in this financial year.

### **Development of LTCP sub-strategies - £2.27m**

There are a suite of sub-strategies which will need to be developed and delivered once the new Local Transport and Connectivity Plan is adopted which form the bridge between the Plan and deliverable specifics, these cover areas such as Decarbonisation, Active Travel, Micromobility, e-scooters, Freight, Rail, as well as work looking at the potential role of other public transport options. This proposal creates a pot of funding for the Combined Authority to draw from to develop these sub-strategies once the LTCP is approved.

### **Devo 2 - £900k**

The Autumn Statement is expected to announce a new 'level 4' devolution offer aimed at deepening devolution in those areas which already have a directly elected Mayor. This funding would enable the Combined Authority to further develop the processes and models required to access any new devolution deal, building on the work already undertaken with partner organisations over the summer, and ensuring that the Combined Authority can stay at the forefront of devolution.

Looking further forward, enhancing devolution was a key topic in the Labour, Lib Dem and Conservative conferences so building the case for key powers and fiscal devolution in our area will give us the best chance of securing what is needed to ensure the Combined Authority area can continue to thrive.

### **Sector Business Strategies - £400k**

This funding will link to the work being undertaken on the refresh of the Cambridgeshire & Peterborough Independent Economic Review and drive forward action planning and delivery of the opportunities identified within our Business Strategies. Without this funding the Combined Authority's ability to successfully bid for new funds to support priority sector businesses in the future will be inhibited.

### **Inward Investment - £200k**

The Inward Investment service for the Combined Authority will move from its existing outsourced provider to a partnership model, working closely with constituent councils, from the 1<sup>st</sup> January 2024. The new model is designed to be both more flexible and cost effective for the public purse than the existing model. However there will need to be additional support



provided to ensure that no potential Inward Investment opportunities are lost during the transition from one delivery model to another. This funding will be used to significantly mitigate that risk.

### **Support for key publicity campaigns - £150k**

There are a number of strategic priorities for the Combined Authority – including encouraging modal shift and active travel, as well as climate related priorities identified in our plans and noted at the recent Climate Summit – where the Combined Authority does not have a dedicated budget to support effective publicity campaigns to encourage residents, communities and businesses in the region to think about, and potentially change, the way they approach these issues at the moment. The proposed funding will create a fund that can be drawn down from to support these priority campaigns in the future

### **Passenger Transport Services - £130k**

The report on the proposed allocations of the 2023-24 Bus Service Improvement Programme+ (BSIP+) which was presented to the Transport & Infrastructure Committee earlier this month highlighted that there were some areas relating to bus improvement that could not be funded by the current level of the BSIP+ grant but which would be beneficial to fund should other resources be available. One of these was for the Combined Authority to take on bus networks supported by other constituent councils to help maximise the value for money of the public subsidy being used on these services.

To trial this approach in one area initially it is proposed to bring those passenger transport services funded by Cambridge City council into the CPCA from the start of 2024-25. The proposed funding would support the current level of subsidy provided by Cambridge City Council for a year whilst the supported services are reviewed in a similar way to the current network review and options developed for their future. If this approach is successful then it can be rolled out to other council areas in the region in future years.

### **Development of Strategic Infrastructure Fund - £100k**

Other Combined Authorities have shown they have the power to bring together large institutional investors to unlock strategic infrastructure investments within their areas, in particular the work of Greater Manchester Combined Authority with CBRE. The Combined Authority intends to work with local institutional funds to identify what the opportunities and barriers in our region are to enable local funds to deliver more investment into our own region. This is a new area for the Combined Authority, and one of significant complexity, this funding would enable the Authority to engage appropriate expertise to support its development.



<b>Combined Authority Board</b>	Agenda Item
<b>29 November 2023</b>	<b>14</b>

Title:	Draft 2024/25 Corporate Strategy and Budget and Medium-Term Financial Plan 2024/2028
Report of:	Kate McFarlane, Director of Policy and Engagement Nick Bell, Executive Director (Resources & Performance)
Lead Member:	Edna Murphy (Lead Member for Governance)
Public Report:	Yes
Key Decision:	No
Voting Arrangements:	A two thirds majority of Board Members is required to approve the Budget  Majority voting is required to approve the timetable for consultation (Recommendation C)

<b>Recommendations:</b>	
A	Note the developing draft Corporate Strategy following refresh
B	Approve the Draft Budget for 2024-25 and the Medium-Term Financial Plan 2024-25 to 2027-28 for consultation.
C	Approve the timetable for consultation and those to be consulted.

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

<b>1. Purpose</b>	
1.1	This paper sets out the developing Corporate Strategy following refresh and the proposed Combined Authority draft Budget for 2024-25 and the Medium-Term Financial Plan (MTFP) and Capital Programme for the period 2024-25 to 2027-28.
1.2	The current Corporate Strategy was adopted by the Combined Authority in January 2023. Whilst there is no statutory requirement to update and refresh the Corporate Strategy on an annual basis, it is considered good practice to do so and for the strategic objectives in the Corporate Strategy to drive investments and resource allocation in the MTFP.

1.3	According to Chapter 4 of the Constitution, functions reserved to the Combined Authority Board include the adoption of the non-mayoral Combined Authority budgets, the Medium-Term Financial Plan and Capital Programme and fiscal strategy to reflect any taxation proposals such as local taxation.
1.4	Chapter 7 of the Constitution sets out the Budget Framework Procedure rules including how the Combined Authority will make decisions on the budget. The process for the approval of the Mayoral budget is set out in the Combined Authorities (Finance) Order 2017.
1.5	The paper also sets out the proposed timetable for the consultation and approval of the draft budget and MTFP, and the suggested consultees in line with statutory timescales.
1.6	The consultation exercise will request consultees to provide comment on the proposals contained within the report and whether there would be support for an increased precept to cover the cost of additional and more frequent routes on the bus network for consideration by the Board at its January meeting.

## 2. Proposal

2.1	According to the Constitution, “The draft Budget shall be submitted to the Combined Authority Board for consideration and approval for consultation purposes only before the end of December each year. The Combined Authority Board will also agree the timetable for consultation and those to be consulted. The consultation period shall not be less than four weeks, and the consultees shall include Constituent Authorities, the Local Enterprise Partnership and the Overview and Scrutiny Committee.”
2.2	Whilst there is no requirement in the Finance Order 2017 for the Combined Authority to consult on its budget, Local Authorities have a duty to consult where its decision will impact residents.

## 3. Corporate Strategy

3.1	As considerable work was undertaken to develop the current two year, transitional Corporate Strategy adopted in January 2023 the Combined Authority Board agreed in September 2023 that, whilst it was important to align the processes for determining the Corporate Strategy and MTFP for the first time, the focus on the Corporate Strategy would be more of a refresh of the existing Corporate Strategy (informed by a 6-month review of the existing Corporate Strategy), rather than a more fundamental review. This was 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.
3.2	<p>The refresh of the Corporate Strategy consists of four stages:</p> <ol style="list-style-type: none"> <li>1. High level review of existing adopted Corporate Strategy (completed).</li> <li>2. Six-month progress review of delivery of the Corporate Strategy priorities and deliverables (completed).</li> <li>3. Refining the 2024/25 Corporate Strategy and Mayoral ambitions (mid-November to mid-January 2024)</li> <li>4. Revising Directorate Business Plans for 2024/25 (by mid-March 2024)</li> </ol> <p>The above will, in turn, inform individual objective setting which is to be completed by the end of April 2024 as part of the Learning, Excellence, Achievement, Performance (LEAP) performance cycle.</p>
3.3	<p><b>Stage 1: Review of existing adopted Corporate Strategy &amp; Business Plan</b></p> <p>A high-level review of the existing adopted Corporate Strategy &amp; Business Plan including consideration of political, economic, social, technological, legal and environmental (PESTLE) factors from a national, regional and organisational perspective has been completed with input on these from the Board Corporate Pan and MTFP workshop on the 18<sup>th</sup> October and the Leaders Strategy meeting on the 8<sup>th</sup> November. This highlighted several significant factors for consideration:</p>
3.4	<p><b>National Drivers:</b></p> <ul style="list-style-type: none"> <li>• Challenging economic times – inflation, cost of living, borrowing &amp; business finance, reduced business confidence, unemployment rising</li> </ul>

	<ul style="list-style-type: none"> <li>• Consensus around Devolution - but uncertainty around nature and timing</li> <li>• National significance of the region re-enforced by Cambridge 2040 policy</li> <li>• Growing importance of Place – establishment of new Government Office of Place</li> <li>• Adapting to future technology opportunities (and challenges)</li> <li>• Climate Change – focus on adaption and mitigation to deliver net zero targets</li> <li>• Post pandemic challenges – such as access to health care, school attendance</li> <li>• General election – uncertainty in national policy landscape</li> </ul>
3.5	<p><b>Regional Drivers:</b></p> <ul style="list-style-type: none"> <li>• An area of significant population and housing growth – but rural isolation &amp; widening inequalities remain a challenge</li> <li>• Infrastructure constraints including water, energy and housing are holding back future sustainable growth</li> <li>• National Cambridge 2040 policy will likely have implications beyond just Greater Cambridge</li> <li>• Securing a future Devolution Deal and need for agreement on most regionally most significant components of the framework</li> <li>• Productivity remains below national average – declining in some districts/improving in others</li> <li>• Workforce challenges – skills gaps and shortages, but a labour market that is seeing some cooling</li> <li>• Global sector leader in knowledge intensive industries– but increasingly competing nationally and internationally</li> <li>• Climate Change – progress toward regional target plateauing out</li> <li>• Availability of overall funding a challenge including from Greater Cambridge Partnership (GCP)</li> <li>• Sustainable transport network with urban and rural solutions remains a key focus</li> <li>• Step change in lobbying required to demonstrate impact of the Region and to secure future investment for the Region</li> </ul>
3.6	<p><b>Organisational Drivers</b></p> <ul style="list-style-type: none"> <li>• Moving from Best Value notice and improvement to embedding longer term organisational development and shifting from good to great</li> <li>• Embedding our values &amp; behaviours and operating principles, including embedding partnership working</li> <li>• Moving Building blocks into implementation – Single Assurance Framework (SAF), Performance Management Framework, Procurement Framework</li> <li>• Effective integration of Business Board functions and bringing Growth Works in house</li> <li>• Better communicating who we are, what we do, impact to residents, businesses &amp; importance of region to UK Plc</li> <li>• Delivering the Corporate Strategy and Mayoral Pledges with progress tracked through our newly agreed performance reporting framework</li> <li>• Support for care leavers</li> <li>• Preparing for future elections</li> <li>• Delivering at pace/ productivity/ efficiencies</li> </ul>
3.7	<p><b>Stage 2: Six-month progress review of delivery of Corporate Strategy priorities and deliverables</b></p> <p>The six-month progress review has taken the form of RAG rating activities outlined in the current Directorate Business Plans. These articulate in more detail how the Combined Authority will deliver the Corporate Strategy priorities, which Directorate is responsible along with key milestones.</p> <p>This review, which was completed at the end of October has identified that approximately two thirds of objectives are green with delivery on track, one third has been rated as amber, with delivery expected but slightly behind schedule. The amber ratings are primarily as the result of limited staffing capacity, which has, and is being addressed through recruitment activity and secondly as the result of conscious decision to invest additional time in working with partners in early-stage scoping work.</p>

3.8	<p><b>Stages 3: Refining the Corporate Strategy and Mayoral Ambitions</b></p> <p>The refresh of the Corporate Strategy is deliberately looking at how the Corporate Strategy can be more accessible; this follows feedback from both Scrutiny Committee and findings from the recently external review of communications and engagement. It will look to better describe the role of the Combined Authority and the Mayor, integrate the Mayoral Pledges, and include the Strategic Objective "Achieving Best Value and High Performance" which was adopted by the Combined Authority Board in May 2023. A stronger articulation of our equality focus will be included following engagement with the Equality &amp; Human Rights Commission (EHRC) will be provided and importantly greater detail on what the Combined Authority intends to deliver in 2024/2025.</p>
3.9	<p>The proposed areas of activity against each of the Corporate Strategic Objectives and Mayoral ambitions are listed below. Whilst there is no statutory requirement to consult on the Corporate Plan as part of the MTFP we will be seeking headline feedback on what is most important to residents, businesses and stakeholders to inform the refresh. Details on the consultation can be found in section 7. Progress on delivery of the Corporate Plan will be reported quarterly in line with the Performance Management Framework agreed at the September 2023 Combined Authority Board.</p>

STRATEGIC OBJECTIVES

	Achieving Good Growth	Improving Connectivity	Ambitious Skills and Employment Opportunities	Enabling Resilient Communities
MAYORAL PLEDGES	Promote, protect and grow our unique Fens  Influencing government policy to enable key infrastructure to support sustainable housing and economic growth, including tackling pressing water-related challenges and opportunities, and accelerating delivery of water infrastructure programmes in the Fens.  Working with partners to deliver the Future Fens Integrated Adaptation initiative and explore potential designation of the Fens as a special area.	Reducing isolation in the Fens and other rural areas by improving connectivity between our rural areas, towns and cities.	Building skills infrastructure in the Fens and other Further Education cold spots, and working with our learning providers to ensure we grow a sustainable FE and HE sector that can deliver world-class learning to our residents.	Piloting work on addressing how climate change is impacting the condition of the region's roads in the Fens and other affected areas.  Supporting sustainable agriculture in the Fens and other agricultural areas.
	A locally determined, innovative and public transport system that is fit for the future	Developing and delivering the region's key strategic and key localised transport/connectivity schemes and initiatives, using best practice and innovative thinking to improve projects and funding bids.  Delivering the function of the Passenger Transport Authority, including maintaining and improving the current network and offer to customers; and developing the overarching strategy for passenger transport for implementation.  Working towards a joined-up, net zero carbon transport system, which is high quality, reliable, convenient, affordable, safe, and accessible to everyone.  Reforming the bus network (including assessing bus franchising options) and bus sustainability.  Supporting rail and station improvements and campaigning for better rail infrastructure.  Delivering transport-related strategic plans, policies and supporting documents.	Maximising connectivity to training and employment opportunities.	Working towards Alternative Fuel Strategy Deliverables and Local Electric Vehicle Strategy and Infrastructure.
	Working with Integrated Care System to support the delivery of better health outcomes and address health inequalities in the region	Supporting active travel infrastructure to promote and deliver health and environmental benefit.  Campaigning for and supporting modal shift with initiatives including reduced fares for young people, care leavers and those on universal credit.  Supporting road safety interventions.	Implementing a Health and Work Strategy to address economic inactivity and productivity, working with employers to support those with disabilities and long-term health issues to thrive in the workplace.	Leading delivery of the Climate Action Plan 2022-2025, to mitigate and adapt to the impacts of climate change; and renewing the Strategy in 2024.  Hosting the Greater South East Net Zero Hub and supporting the delivery of the Local Net Zero Programme 2022-2025, including public sector estate decarbonisation, strategic projects, toolkit development, community projects and knowledge sharing.  Providing skills and business support to enable more homes, care homes and village halls to be retrofitted.  Enhancing biodiversity through developing a Local Nature Recovery Strategy for consultation in 2024, as part of our Doubling Nature Vision.
	Creating a strong sense of place and cultural identity for our region	Completing our housing programme, delivering over 600 affordable homes by 2025.  Developing enterprise zones, knowledge intensive growth clusters and increased commercial space, that will support innovation across high-knowledge business sectors including agri-tech, life sciences, advanced manufacturing and materials, and digital and technology.  Developing a market towns masterplan, that will support rural communities and businesses including social impact organisations.  Supporting social investment through co-investment in a new social investment fund.  Developing an Infrastructure Delivery Framework and large-scale investment fund to address infrastructure barriers to good growth.  Promoting Cambridgeshire & Peterborough nationally & internationally to create growth & inward investment opportunities.	Leading delivery of the region's Digital Connectivity Infrastructure, and Digital Strategies.	Growing bold strategic partnerships that meet the talent needs of our economy, at the same time as increasing learning and work opportunities for all.  Working with employers to increase the number of high-quality apprenticeships open to our young people, especially from less advantaged backgrounds.  Supporting the region's advanced manufacturing and materials, agri-tech, cultural and creative, digital and technology, and life sciences sectors, to increase employment and skills opportunities, improve health and wellbeing and support green transition.  Enhancing careers education, information, advice and guidance through delivering the Cambridgeshire & Peterborough Careers Hub and influencing national providers of careers to deliver lifelong learning and workforce skills.

Achieving Best Value and High Performance

Developing a single view, narrative and shared vision that communicates the ambitions and aspirations of Cambridgeshire and Peterborough as a place.  
Exploring and articulating our readiness to effectively draw on the opportunities further devolution presents for our region.  
Undertaking a 'State of the region' review of the evidence underpinning our strategies and plans.  
Developing a balanced Medium Term Financial Plan for 2024/25 and beyond that supports the delivery of the CPCA's strategies and priorities.

Developing a new operating model that demonstrates Best Value in all its operations.  
Enhancing support to the Office of the Mayor through the embedding of a new Chief Executive's Office Team  
Embed a culture of continuous improvement in the Programme Management Office to ensure that projects deliver on time and on budget.  
Providing support to enable the implementation of our Single Assurance Framework  
Embed the Performance Management Framework to support decision making and scrutiny.

#### 4. Draft budget for 2024-25 and MTFP for the period 2024-25 to 2027-28

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

Table 1 Revenue Funding Summary	2024/5			2025/6			2026/27			2027/28			
	Balance at 1/4/24	Income	Expenditure	Balance at Year End	Income	Expenditure	Balance at Year End	Income	Expenditure	Balance at Year End	Income	Expenditure	Balance at Year End
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
Revenue Single Pot	(14,501)	(13,240)	21,490	(6,251)	(10,000)	13,548	(2,703)	(9,240)	11,851	(93)	(8,840)	11,451	2,518
Mayoral Precept	-	(3,691)	3,691	-	(3,760)	3,760	-	(3,835)	3,835	-	(3,912)	3,912	-
Business Board Revenue Funds	(1,782)	(1,004)	1,227	(1,559)	(986)	1,227	(1,318)	(986)	766	(1,538)	(913)	194	(2,257)
Inflation Reserve	(2,400)	-	-	(2,400)	-	-	(2,400)	-	-	(2,400)	-	-	(2,400)
<i>Subtotal discretionary funds</i>	<i>(18,683)</i>	<i>(17,935)</i>	<i>26,408</i>	<i>(10,210)</i>	<i>(14,746)</i>	<i>18,535</i>	<i>(6,421)</i>	<i>(14,061)</i>	<i>16,452</i>	<i>(4,031)</i>	<i>(13,665)</i>	<i>15,557</i>	<i>(2,139)</i>
Transport Levy	(562)	(13,765)	15,041	713	(14,040)	15,347	2,020	(14,321)	15,654	3,353	(14,607)	15,955	4,701
Passenger Transport Grants	(529)	(2,725)	411	(2,843)	(411)	411	(2,843)	(411)	411	(2,843)	(411)	411	(2,843)
<i>Subtotal passenger transport funding</i>	<i>(1,091)</i>	<i>(16,490)</i>	<i>15,452</i>	<i>(2,130)</i>	<i>(14,451)</i>	<i>15,758</i>	<i>(823)</i>	<i>(14,732)</i>	<i>16,065</i>	<i>510</i>	<i>(15,018)</i>	<i>16,366</i>	<i>1,858</i>
Earmarked Reserves	(4,042)	(260)	-	(4,302)	-	780	(3,522)	(260)	-	(3,782)	(260)	-	(4,042)
Transport Ringfenced Rev grants	(150)	-	-	(150)	-	-	(150)	-	-	(150)	-	-	(150)
Adult Education Budget (AEB)	(1,785)	(12,927)	12,927	(1,785)	(12,927)	12,927	(1,785)	(12,927)	12,927	(1,785)	(12,927)	12,913	(1,799)
Skills Ringfenced Grants	(1,031)	(1,472)	2,831	328	-	-	328	-	-	328	-	-	328
Business Ringfenced Grants	(118)	-	-	(118)	-	-	(118)	-	-	(118)	-	-	(118)
SPF Revenue	(361)	(4,353)	4,190	(524)	-	-	(524)	-	-	(524)	-	-	(524)
Net Zero Hub	(1,346)	(2,873)	3,879	(340)	-	340	0	-	-	0	-	-	0
<i>Subtotal ringfenced funding</i>	<i>(8,833)</i>	<i>(21,885)</i>	<i>23,827</i>	<i>(6,891)</i>	<i>(12,927)</i>	<i>14,047</i>	<i>(5,771)</i>	<i>(13,187)</i>	<i>12,927</i>	<i>(6,031)</i>	<i>(13,187)</i>	<i>12,913</i>	<i>(6,305)</i>
<b>Grand Total</b>	<b>(28,608)</b>	<b>(56,310)</b>	<b>65,687</b>	<b>(19,231)</b>	<b>(42,124)</b>	<b>48,340</b>	<b>(13,015)</b>	<b>(41,980)</b>	<b>45,444</b>	<b>(9,551)</b>	<b>(41,871)</b>	<b>44,836</b>	<b>(6,586)</b>

Table 2 Capital Funding Summary	2024/5			2025/6			2026/27			2027/28			
	Balance at 1/4/24	Income	Expenditure	Balance at Year End	Income	Expenditure	Balance at Year End	Income	Expenditure	Balance at Year End	Income	Expenditure	Balance at Year End
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
Capital Gainshare	(32,072)	(12,000)	46,753	2,681	(12,000)	33,577	24,257	(12,000)	16,242	28,499	(12,000)	12,942	29,441
Recycled Growth Funds	(9,805)	(522)	2,559	(7,768)	(184)	-	(7,952)	(184)	-	(8,136)	-	-	(8,136)
<i>Subtotal discretionary funds</i>	<i>(41,877)</i>	<i>(12,522)</i>	<i>49,312</i>	<i>(5,087)</i>	<i>(12,184)</i>	<i>33,577</i>	<i>16,306</i>	<i>(12,184)</i>	<i>16,242</i>	<i>20,363</i>	<i>(12,000)</i>	<i>12,942</i>	<i>21,305</i>
Transforming Cities Fund	2,525	-	1,730	4,255	-	1,500	5,755	-	-	5,755	-	-	5,755
Capital contingency reserve	(1,500)	-	-	(1,500)	-	-	(1,500)	-	-	(1,500)	-	-	(1,500)
Transport Ringfenced Cap grants	(4,726)	(47,170)	47,630	(4,266)	-	-	(4,266)	-	-	(4,266)	-	-	(4,266)
Highways Capital Grants	-	(27,695)	27,695	-	(27,695)	27,695	-	(27,695)	27,695	-	(27,695)	27,695	-
SPF Capital	(24)	(4,462)	4,462	(24)	-	-	(24)	-	-	(24)	-	-	(24)
Net Zero Retrofit Grants	139	(35,419)	35,280	-	-	-	-	-	-	-	-	-	-
Housing	(9,693)	-	5,287	(4,406)	-	4,406	-	-	-	-	-	-	-
<i>Subtotal ringfenced funding</i>	<i>(15,804)</i>	<i>(114,746)</i>	<i>120,354</i>	<i>(10,196)</i>	<i>(27,695)</i>	<i>32,101</i>	<i>(5,790)</i>	<i>(27,695)</i>	<i>27,695</i>	<i>(5,790)</i>	<i>(27,695)</i>	<i>27,695</i>	<i>(5,790)</i>
<b>Grand Total</b>	<b>(55,156)</b>	<b>(127,268)</b>	<b>171,396</b>	<b>(11,028)</b>	<b>(39,879)</b>	<b>67,178</b>	<b>16,271</b>	<b>(39,879)</b>	<b>43,937</b>	<b>20,328</b>	<b>(39,695)</b>	<b>40,637</b>	<b>21,270</b>



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

## 5. DIRECTORATE BUDGETS

	<b>EMPLOYMENT AND GROWTH</b>
5.1	The Employment and Skills Strategy and Economic Growth Strategy, both approved by the Board in 2022, set out challenges and opportunities to deliver on the overarching vision defined in the devolution deal.

5.2	The Employment and Skills Strategy recognises that to address the systemic skills challenges is a long-term project and therefore a number of longer-term system change outcomes have been identified. We will continue to work with partners to drive forward this ambition.
5.3	In terms of employment and skills this means: <ul style="list-style-type: none"> <li>• <b>Inspiring more young people into careers that can transform their life chances</b>, raising social mobility across the Combined Authority, and especially in Peterborough and Fenland.</li> <li>• <b>Tackling the inequalities in access to further (FE) and higher education (HE)</b> that hold back life chances and progress to improve related health and social outcomes. Building FE and HE capacity to provide more adults, of all ages, with an education able to improve their access to better jobs and prosperity and raising the proportion of the population in the north of the region gaining a NVQ4 or above qualification. Chief amongst our aspirations to raise life chances through education, is the further development of the University of Peterborough.</li> </ul>
5.4	However, filling the higher-level skills gap in Peterborough and the Fens will have limited impact on real lives without effective measures to significantly grow the business demand for those skills. This will require concurrent development of the innovation and business support eco-system to grow indigenous high-value firms and attract new ones more evenly across our region.
5.5	Green and inclusive business growth support is key to levelling-up, already well underway through an integrated and powerful array of support that accelerates our recovery by strengthening our businesses and workforce capacity for growth. The Growth Works Service is coming to an end in December 2023, having delivered strong jobs growth, and the following existing services will be replaced by a series of tailored solutions that will be delivered in conjunction with our partners: <ul style="list-style-type: none"> <li>• <b>A Growth Coaching Service</b> to engage and support our highest potential firms to speed their growth, build their capacity for growth, and sustain their period of growth.</li> <li>• <b>An Inward Investment Service</b> to better connect us into global markets, to engage and persuade firms to locate into our economy or invest in our strategic projects.</li> <li>• <b>A Skills Brokerage Service</b> to link learners and those retraining for new jobs, to employers and skills providers to improve the supply of skills to our growth sectors.</li> <li>• <b>A Capital Growth Investment Fund</b> to help SMEs, grow through organic expansion, offering an integrated range of grants, loans and equity products unavailable</li> </ul>
5.6	Within the proposed Capital Programme there is a further £20m over the MTFP period to support both skills provision and business growth through the development of a Strategic Growth Fund. The projects to be supported by this fund will be approved in the future through the new SAF prioritisation process, however it is anticipated that at least £5m of this fund will be used to help fund important infrastructure at Peterborough University. In addition to the £20m Strategic Growth Fund, a further £3m will be allocated to the development of a regional creative industries hub in Cambridge.
5.7	Contributing to delivery of Levelling Up across all of the Combined Authority will be the portfolio of projects being delivered via the UK Shared Prosperity Fund and Rural England Prosperity Fund. Place based innovation is key to levelling-up. As demonstrated in Cambridge, research is fundamental to achieving this - it produces the new ideas and technologies that enable entrepreneurs to start up, existing businesses to scale-up and for new tech-firms to spin-out of universities. Now that the university of Peterborough has started delivery from its first building with the second being ready for occupation and the third being built, it is time to deliver on the ambition to increase innovation-based business growth in the north of the region by replicating and extending the infrastructure and networks that have enabled Cambridge to become a global leader in innovative growth. Future phases of the university project will help to realise this
5.8	Within the proposed Capital Programme there is a further £10m over the MTFP period to help support areas and communities across the region to 'level-up' further. The individual projects to be funded from this sum will be subject to further approval in line with the approved SAF process.
	<b>PLACE AND CONNECTIVITY</b>
5.9	The Combined Authority is the area's Strategic Transport Authority, as such it has responsibility for creating and owning the statutory Local Transport and Connectivity Plan (LTCP) – this sets out the long-term strategy to improve transport for both the people and businesses of Cambridgeshire and

	<p>Peterborough, with our constituent Council's Local Plans adhering to the LTCP. Reflecting the impact that internet connectivity has on transport needs, the Combined Authority has rolled Connectivity into the Plan forming the LTCP. Following public engagement, formal public consultation and significant discussions with key stakeholders it is hoped that the final document will be approved by the Board soon. Following approval further work will be undertaken to develop other documents within the Plan's suite, such as modal and geographical specific strategies and policies.</p>
5.10	<p>Along with the LTCP the Combined Authority has responsibility for shaping the bus network across the region. This includes paying for concessionary fares as well as supporting bus services to ensure key areas not served by commercial bus services of the County are better connected. The Combined Authority with partners have revised our Bus Service Improvement Plan that was previously submitted to government following collaborative working with our local bus services, the Greater Cambridge Partnership and the Local Highways Authorities. The BSIP, which remains in draft form, strongly aligns to the emerging Bus Strategy that sets out our vision for a bus network for the area that is fast, frequent, reliable, and ready to help drive a modal shift in transport. Government made a BSIP + allocation of £4.6 million to the Combined Authority earlier this year in two £2.3m tranches. Proposals for the first tranche of funding are included in the Bus Strategy item elsewhere on this agenda. In order to both encourage more utilisation of the buses by the young people in the region, as well as to help with the cost of living crisis, it is proposed that a significant part of the revenue headroom in the MTFP (£3.85m), along with £550k of the BSIP+ allocation mentioned above, be used to reduce the single fares for those under 25 travelling on buses within the region to £1 per journey until May 2025.</p>
5.11	<p>The landscape for bus provision across the region has changed markedly over the last couple of years, giving a need to revisit the strategy for taking the bus network forward. There are significant challenges – lower patronage, cuts in commercially-viable services and increasing unreliability due to traffic and driver shortages. Meanwhile, the ambitions for what the bus network needs to achieve are growing, as set out in the Combined Authority's Local Transport and Connectivity Plan to dramatically boost bus provision and in parallel cut private vehicle travel by 15%. Achieving this will see bus patronage more than double, compared to 2019 levels, with some 60-75 million passenger journeys anticipated. Therefore, the Combined Authority has undertaken a review of the subsidised network, with a set of recommendations for the Board to consider elsewhere on this agenda. The Combined Authority is also continuing work, agreed by the Board in September, to audit the outline business case for bus reform, which includes an assessment of the case for franchising or an enhanced partnership. This is due to be reported to the Board in January.</p>
5.12	<p>The Transport team also programme manage a portfolio of large capital projects delivering journey improvements and public health benefits across the region to help deliver the Combined Authority's corporate plan objectives, in particular to enhance connectivity. These projects are predominantly funded by the Transforming Cities Fund, a £95m fund devolved to the area with the Combined Authority able to direct to where it will create the greatest impact.</p>
5.13	<p>A total of £36.5m is included in the draft Capital Programme for additional transport schemes across the region to enable continued work on existing priority projects as well introduce and support other programmes and projects that address corporate and mayoral priorities. Projects include improvements to active travel across the region, better rail station and bus stop infrastructure, more funding to support road safety and 'Vision Zero and priority road junction improvements to improve safety and reduce congestion in both March and on the A16 in Peterborough.</p>
5.14	<p>The Directorate is also responsible for an overall spatial framework for the area and the delivery of the statutory local Nature Recovery Strategy. It supports implementation of the Climate Action Plan, taking forward the recommendations of the Cambridgeshire and Peterborough Independent Commission on Climate, with wide ranging implications for both the public and private sectors in the Combined Authority.</p>
5.15	<p>A further £9m of Capital and £2m of revenue is included in the MTFP proposals to help deliver the Climate Action Plan and Local Nature Recovery Strategy, as well as developing innovative ways to support infrastructure being affected by climate change (e.g. the Fen roads) and to support the delivery of new requirements on biodiversity for constituent councils. The MTFP proposals also include an allocation to take forward the findings from the Infrastructure Delivery Framework, which is working with partners to identify the obstacles to sustainable growth across the area and set out costed solutions.</p>

5.16	Housing also lies within the remit of the Directorate. The CPCA Board paper on the future of Housing (June 2022) recognised that there is a need to deliver genuinely affordable housing across the Combined Authority Area, however with no further financial support from DLUHC beyond the end of the current programme the CPCA does not have the financial support to deliver anything significant and regional housing support will have to come through Homes England.
5.17	Whilst there are no immediate prospects of significant funding being received from government to develop further housing in the region, it is considered that the CPCA should retain some basic capability to bid for any future Housing grant or funding opportunities that may arise, particularly through further devolution. The current Housing Loans programme has recently been completed with the final loan repayment received.
<b>CHIEF EXECUTIVE'S OFFICE AND RESOURCES AND PERFORMANCE</b>	
5.18	These two Directorates cover those services which support the business of the Authority. The Chief Executive's Office includes policy, communications and the secretariat. Resources and Performance comprises finance, legal, governance and audit, procurement, HR and the Programme Management Office. Two of the three statutory officers, the Monitoring Officer and the Chief Finance Officer, are based in this Directorate. Additionally, the Greater South East Net Zero Hub resides in the Resources and Performance Directorate. The Hub provides support, advice and guidance across many local authority areas to support the drive to net zero emissions, as well as managing major contracts and programmes on behalf of government across that geography.
<b>MAYOR'S BUDGET</b>	
5.19	The Mayor's Office budget is included within this report for completeness as it draws on CPCA funding sources. However, the mayoral budget has a different approval process to the non-Mayoral Combined Authority budget. The process for determining the mayoral budget is set out in the Combined Authorities (Finance) Order 2017.

## 6. BUDGET OPTION – IMPROVEMENTS TO THE BUS NETWORK

6.1	The Combined Authority has recently undertaken a review of the existing bus network. Last year the existing bus network was saved by the injection of additional funding of around £3.6m which was generated by a Council Tax precept, levied by the Mayor, of £12 per year for a Band D property. Ongoing funding equivalent to £3.6m, plus inflation, is needed to maintain the bus network at a basic level of service.
6.2	Further investment is, though, needed to secure the bus network for the future. This includes improvements to bus stops and bus shelters, the development of bus depots which can handle low carbon emissions buses (including electric), short term funding to help routes which are nearly commercially viable become fully commercial viable (which will save public subsidy for these routes in the future) and better synchronisation of the public bus network with other networks (e.g. school transport, hospital transport and business funded transport) to maximise the efficiency of the network for the public purse. Funds are provided within the MTFP to begin this process of securing the bus network for the future, and it is anticipated that the efficiencies and reductions in public subsidy generated by this approach will provide options to either reinvest the funds or to reduce the local tax burden in the future.
6.3	These investments, together with the funding of the reduced fare of £1 a journey for everyone who is under the age of 25, will see the single biggest revenue investment in our bus network since the Combined Authority was established.
6.4	However, despite these investments, the network will not be able to serve a significant minority of the population. To improve this position will require investments in both new services and more frequent buses on some existing services to both strengthen and shape the services needed for the future. A further investment of up to £7.5m per annum in the bus network would enable both more routes and more frequent services on existing routes to be developed, serving far more people more conveniently than is currently the case.

6.5	<p>If the Board were to choose to invest in the additional and more frequent services mentioned in above this could not be met from current resources. A range of funding options (or a combination of them) could be considered including:</p> <ul style="list-style-type: none"> <li>• Seeking contributions from Constituent Councils, including greater increases in the Transport Levy from Cambridgeshire County Council and Peterborough City Council</li> <li>• Utilising some of the unringfenced funding proposed to be used on other priorities contained in this report for Revenue and/or Capital enhancements to the bus network</li> <li>• Cutting other service areas funded by unringfenced funding and redirecting that funding into enhancing bus services</li> <li>• Increasing the Mayoral precept (to fund the gap would require an increase in the precept of £24 a year for a Band D property compared to the existing precept)</li> <li>• Introducing a Supplementary Business Rate (this is subject to a successful referendum amongst business rate payers and funding from it would not be deliverable until April 2025 at the earliest).</li> </ul>
6.6	<p>Whilst final decisions on whether to invest in further improvements to the bus service, if so how much to invest and how to fund any required investment will be taken at the Board on 31<sup>st</sup> January, it is proposed that the Combined Authority consult on the possibility of increasing the Band D Council Tax precept by £24 a year from its current level so that it can be considered as an option in January.</p>

## 7. CONSULTATION TIMETABLE

7.1	<p>The Combined Authority will consult on our plans from Thursday 30th November to Thursday 11th January.</p> <p>We will consult with residents, business and key stakeholders and our objective is to build awareness of our role and our responsibilities, our financial obligations and gain feedback and input on our plans. Our central aim is to create greater awareness of the role and responsibilities of the Combined Authority, demonstrate the impact we are already having on communities and business across our region and ensure audiences have the opportunity to share their views about what is important to them. We will do this by focusing on a small number of Mayor-led face-to-face events alongside a comprehensive digital campaign. Both will be underpinned by an online consultation form where consultees can have their say.</p> <p>We will ask audiences to prioritise proposed deliverables within the Corporate Plan and give their views on how their priorities could be funded.</p> <p>Responses from the consultation will help to share the proposals that Combined Authority Board will consider at their meeting in January. We will also ask respondents to sign up to receive future updates from the Combined Authority to maintain engagement.</p> <p>The consultation strategy has been created to learn lessons from last year's consultation and align to best practice from other Mayoral Combined Authorities.</p>																							
7.2	<p>The proposed timetable for approving the budget and MTFP is set out below and is in accordance with the key dates and statutory deadlines set out in the Constitution (Budget Framework) and the Finance Order.</p>																							
7.3	<table border="1"> <thead> <tr> <th data-bbox="181 1711 1209 1756"><b>Proposed Statement and Budget Setting Timetable</b></th> <th data-bbox="1214 1711 1321 1756"><b>Day</b></th> <th data-bbox="1326 1711 1481 1756"><b>Date</b></th> </tr> </thead> <tbody> <tr> <td data-bbox="181 1762 1209 1839">CPCA Board Meeting (to receive and approve the draft Budget and MTFP for consultation)</td> <td data-bbox="1214 1762 1321 1839">Wed</td> <td data-bbox="1326 1762 1481 1839">29/11/23</td> </tr> <tr> <td data-bbox="181 1845 1209 1890">Consultation Period Starts</td> <td data-bbox="1214 1845 1321 1890">Thu</td> <td data-bbox="1326 1845 1481 1890">30/11/23</td> </tr> <tr> <td data-bbox="181 1897 1209 1942">Overview and Scrutiny Committee Meeting (Consultation)</td> <td data-bbox="1214 1897 1321 1942">Mon</td> <td data-bbox="1326 1897 1481 1942">tbc</td> </tr> <tr> <td data-bbox="181 1948 1209 1993">Consultation Ends</td> <td data-bbox="1214 1948 1321 1993">Thu</td> <td data-bbox="1326 1948 1481 1993">11/01/23</td> </tr> <tr> <td data-bbox="181 2000 1209 2045">Overview and Scrutiny Committee Meeting</td> <td data-bbox="1214 2000 1321 2045">Mon</td> <td data-bbox="1326 2000 1481 2045">29/01/23</td> </tr> <tr> <td data-bbox="181 2051 1209 2128">CPCA Board Meeting to Approve the 2023-25 Corporate Strategy refresh and the 2024-25 to 2027-28 Budget and MTFP</td> <td data-bbox="1214 2051 1321 2128">Wed</td> <td data-bbox="1326 2051 1481 2128">31/01/23</td> </tr> </tbody> </table>			<b>Proposed Statement and Budget Setting Timetable</b>	<b>Day</b>	<b>Date</b>	CPCA Board Meeting (to receive and approve the draft Budget and MTFP for consultation)	Wed	29/11/23	Consultation Period Starts	Thu	30/11/23	Overview and Scrutiny Committee Meeting (Consultation)	Mon	tbc	Consultation Ends	Thu	11/01/23	Overview and Scrutiny Committee Meeting	Mon	29/01/23	CPCA Board Meeting to Approve the 2023-25 Corporate Strategy refresh and the 2024-25 to 2027-28 Budget and MTFP	Wed	31/01/23
<b>Proposed Statement and Budget Setting Timetable</b>	<b>Day</b>	<b>Date</b>																						
CPCA Board Meeting (to receive and approve the draft Budget and MTFP for consultation)	Wed	29/11/23																						
Consultation Period Starts	Thu	30/11/23																						
Overview and Scrutiny Committee Meeting (Consultation)	Mon	tbc																						
Consultation Ends	Thu	11/01/23																						
Overview and Scrutiny Committee Meeting	Mon	29/01/23																						
CPCA Board Meeting to Approve the 2023-25 Corporate Strategy refresh and the 2024-25 to 2027-28 Budget and MTFP	Wed	31/01/23																						

7.4	<p><b>Consultees</b></p> <p>The consultees on the draft budget and MTFP must, as a minimum, include the following organisations:</p> <ul style="list-style-type: none"> <li>• Cambridge City Council</li> <li>• Cambridgeshire County Council</li> <li>• East Cambridgeshire District Council</li> <li>• Fenland District Council</li> <li>• Huntingdonshire District Council</li> <li>• Peterborough City Council</li> <li>• South Cambridgeshire District Council</li> <li>• The Business Board</li> <li>• CPCA Overview and Scrutiny Committee</li> </ul> <p>The draft budget and MTFP will also be considered by other key partner organisations (including the Greater Cambridge Partnership and the Integrated Care Board) as well as the Thematic Committees (in so far as the proposals fall within the remit of those Committees) and it will also be set out on the Combined Authority website and a communications campaign will be run to encourage public engagement.</p>
-----	--

## 8. Background

8.1	<p>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.</p>
-----	---

## 9. Appendices

9.1	Appendix A. Assumptions underpinning the draft MTFP
9.2	Appendix B. Detailed proposed Capital Programme
9.3	Appendix C. Detailed proposed Revenue Programme
9.4	Appendix D. New Capital Investment proposals
9.5	Appendix E. New Revenue Investment proposals

## 10. Implications

### Financial Implications

10.1	The financial implications are contained in the body of the report.
------	---

### Legal Implications

10.2	<p>Under powers granted by the Combined Authorities (Finance) Order 2017, elected Mayors may raise a precept on Constituent Authorities Council Tax bills under section 107G of the Local Democracy Economic Development and Construction Act 2009. A Mayoral Precept may only be issued in relation to the costs of the Mayor or of discharging Mayoral Functions. The Mayoral functions are set out in Article 12 of the Cambridgeshire and Peterborough Combined</p> <p>Further, under Section 25 of the Local Government Act 2003, the Authority's Chief Financial Officer (the Treasurer) is required to report on the robustness of the estimates made for the purposes of the budget and levy calculations and the adequacy of the proposed reserves. This information enables a longer-term view of the overall financial position to be taken.</p>
------	---

	<p>This report is submitted to the Board in accordance with the Budget procedure rules. The CPCA has a statutory duty to have regard to the report of the Chief Finance Officer when making decisions about its budget calculations. The legal and governance processes that need to be completed including consideration by Overview and Scrutiny Committee and the Combined Authority Board.</p> <p>As a public authority which has the power to levy for transport functions and to raise a precept, the Cambridgeshire and Peterborough Combined Authority must set a budget every year which is agreed through its formal decision-making processes.</p> <p>Some savings proposals may only be delivered after specific statutory or other legal procedures have been followed and/or consultation taken place. Where consultation is required, the CPCA cannot rule out the possibility that they may change their minds on the proposal because of the responses to a consultation, and further reports to the CPCA Board may be required.</p> <p>If General Fund Reserves are used to support the budget, they may need to be reimbursed at the earliest opportunity to provide the necessary, margin of safety in future years.</p> <p>Apart from statutory duties relating to specific proposals the CPCA must consider its obligations under the Equality Act.</p>
Public Health Implications	
10.3	None directly
Environmental & Climate Change Implications	
10.4	None directly
Other Significant Implications	
10.5	None
Background Papers	
10.6	None

<b>Agenda Item 14</b>	<b>Appendix</b>
<b>Draft 2024/25 Corporate Strategy and Budget and Medium-Term Financial Plan</b>	<b>A</b>

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

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



2023/24		2024/25	2025/26	2026/27	2027/28
£'000	Capital Programme	£'000	£'000	£'000	£'000
	<b>Economy &amp; Growth Directorate</b>				
	<b>Business</b>				
4,516	<i>Business Rebound &amp; Growth Service - Capital Grant and Equity Fund</i>	-	-	-	-
876	<i>College of West Anglia - Net Zero</i>	1,124	-	-	-
-	<i>Creative Industries</i>	-	1,000	1,000	1,000
-	<i>Cultural Quarter</i>	500	1,000	-	-
400	<i>Expansion of Growth Co Inward Investment</i>	-	-	-	-
950	<i>Growth Works Additional Equity Fund (cap)</i>	4,275	4,275	-	-
-	<i>Illumina Accelerator</i>	800	-	-	-
-	<i>Levelling Up</i>	2,500	2,500	2,500	2,500
-	<i>Market Towns and Villages</i>	1,250	-	-	-
455	<i>Market Towns: Chatteris</i>	88	-	-	-
347	<i>Market Towns: Ely</i>	-	-	-	-
345	<i>Market Towns: Huntingdon</i>	201	-	-	-
475	<i>Market Towns: Littleport</i>	400	125	-	-
633	<i>Market Towns: March</i>	88	-	-	-
405	<i>Market Towns: Ramsey</i>	-	-	-	-
621	<i>Market Towns: Soham</i>	-	-	-	-
-	<i>Market Towns: St Neots</i>	3,100	-	-	-
345	<i>Market Towns: St. Ives</i>	201	-	-	-
450	<i>Market Towns: Whittlesey</i>	88	-	-	-
281	<i>Market Towns: Wisbech</i>	88	-	-	-
302	<i>Ramsey Food Hub</i>	-	-	-	-
804	<i>Rural England Fund</i>	2,411	-	-	-
250	<i>Start Codon (Equity)</i>	635	-	-	-
-	<i>Strategic Growth Fund</i>	4,400	5,000	5,200	5,400
751	<i>UK SPF Core (cap)</i>	2,051	-	-	-
<b>13,206</b>	<b>Business Total</b>	<b>24,200</b>	<b>13,900</b>	<b>8,700</b>	<b>8,900</b>
	<b>Skills</b>				
2,400	<i>FE Cold Spots (cap)</i>	2,175	-	-	-
<b>2,400</b>	<b>Skills Total</b>	<b>2,175</b>	-	-	-
	<b>UoP</b>				
1,300	<i>Prop Co 1</i>	-	-	-	-
3,000	<i>Prop Co 2</i>	-	-	-	-
<b>4,300</b>	<b>UoP Total</b>	-	-	-	-
<b>19,906</b>	<b>Economy &amp; Growth Directorate Total</b>	<b>26,375</b>	<b>13,900</b>	<b>8,700</b>	<b>8,900</b>
	<b>Resources and Performance Directorate</b>				
	<b>Digital Services and Support</b>				
42	<i>Digital Services and Support</i>	42	42	42	42
42	<b>Digital Services and Support Total</b>	<b>42</b>	<b>42</b>	<b>42</b>	<b>42</b>
	<b>Energy</b>				
22,338	<i>GSE HUG2 (Capital) -2324</i>	29,988	-	-	-
4,112	<i>GSE Green Home Grant Capital - HUG 1</i>	-	-	-	-
13,234	<i>GSE Green Home Grant Capital - LAD 3</i>	-	-	-	-
-	<i>HUG2 23/24</i>	-	-	-	-
-	<i>Local Energy Advice Demonstrator</i>	-	-	-	-
-	<i>Net Zero Hub</i>	-	-	-	-
39,684	<b>Energy Total</b>	<b>29,988</b>	-	-	-
	<b>Human Resources &amp; Organisational Development</b>				
-	<i>HR system implementation</i>	50	-	-	-
-	<b>Human Resources &amp; Organisational Development Total</b>	<b>50</b>	-	-	-
	<b>R&amp;P</b>				
167	<i>Office Fit-out costs</i>	-	-	-	-
167	<b>R&amp;P Total</b>	-	-	-	-
<b>39,893</b>	<b>Resources and Performance Directorate Total</b>	<b>30,080</b>	<b>42</b>	<b>42</b>	<b>42</b>

2023/24		2024/25	2025/26	2026/27	2027/28
£'000	Capital Programme	£'000	£'000	£'000	£'000
	<b>Place &amp; Connectivity Directorate</b>				
	<b>Climate</b>				
500	Care Home Retrofit Programme	1,500	-	-	-
153	City of Cambridge Culture - Capital	30	-	-	-
-	Climate Capital Fund	2,250	2,250	2,250	2,250
60	Greater Cambridge Chalk Stream Project - Capital	120	120	-	-
800	Huntingdonshire Biodiversity for all - Capital	500	-	-	-
280	Logan's Meadow Local Nature Reserve wetland extension	-	-	-	-
-	Meanwhile at Core Site, North East Cambridge	1,000	-	-	-
250	Nature and Environment Investment Fund	750	-	-	-
250	Net Zero Villages Programme	750	-	-	-
-	Waterbeach Depot Solar PV Smart-grid Project	2,700	-	-	-
<b>2,293</b>	<b>Climate Total</b>	<b>9,600</b>	<b>2,370</b>	<b>2,250</b>	<b>2,250</b>
	<b>Digital Connectivity</b>				
1,719	Digital Connectivity Infrastructure Programme	1,500	-	-	-
<b>1,719</b>	<b>Digital Connectivity Total</b>	<b>1,500</b>	-	-	-
	<b>Housing</b>				
11,672	Affordable Housing Grant Programme	5,287	4,406	-	-
271	Housing Investment Fund	-	-	-	-
<b>11,943</b>	<b>Housing Total</b>	<b>5,287</b>	<b>4,406</b>	-	-
	<b>Transport</b>				
3,116	A10 Upgrade	3,460	3,000	-	-
1,628	A1260 Nene Parkway Junction 15	-	-	-	-
9,492	A1260 Nene Parkway Junction 32-3	-	-	-	-
7,001	A141 & St Ives	1,500	1,500	-	-
1,221	A16 Norwood Junction	1,000	3,000	2,500	-
400	A603 Barton Road	-	-	-	-
3,720	Active Travel 4	-	-	-	-
550	Active Travel Funding (cap)	1,779	1,300	1,000	1,000
200	Addenbrookes Roundabout	-	-	-	-
-	Alconbury Railway Station	500	-	-	-
-	BP Roundabout NMU Footbridge top-up	500	2,500	-	-
225	Brook Crossing - Sutton	-	-	-	-
225	Carlyle Road Crossing	-	-	-	-
2,500	Centre for Green Technology	-	-	-	-
800	County-wide speed reduction	-	-	-	-
260	East Park Street Crossings	-	-	-	-
124	Ely Area Capacity Enhancements	-	-	-	-
7,531	Fengate Access Studies Phase 1	-	-	-	-
468	Fengate Access Studies Phase 2 (University Access)	230	-	-	-
32	Fengate Access Study - Eastern Industries Access - Phase 1	-	-	-	-
373	Fengate Access Study - Eastern Industries Access - Phase 2	-	-	-	-
465	Fletton Quays Footbridge	2,963	-	-	-
27,695	Highways Maintenance and Pothole funding (with PCC and CCC)	27,695	27,695	27,695	27,695
-	LEVI	-	-	-	-
5,573	March Junction Improvements	3,000	4,000	-	-
500	Northstow P&R Link	-	-	-	-
631	Peterborough Green Wheel	-	-	-	-
680	Peterborough Station Quarter	47,170	-	-	-
267	Regeneration of Fenland Railway Stations	1,000	1,000	1,000	-
-	Road Safety fund	250	250	250	250
10	School Streets	-	-	-	-
100	Smaller Road Safety Measures	-	-	-	-
500	Snailwell Loop	-	-	-	-
523	Wisbech Access Strategy	-	-	-	-
5,390	Wisbech Rail	-	-	-	-

2023/24		2024/25	2025/26	2026/27	2027/28
£'000	Capital Programme	£'000	£'000	£'000	£'000
<b>84,319</b>	<b>Transport Total</b>	<b>92,762</b>	<b>45,960</b>	<b>32,445</b>	<b>28,945</b>
	<b>Passenger Transport</b>				
-	<i>Bus Stop Infrastructure</i>	500	500	500	500
6,258	<i>ZEBRA</i>	-	-	-	-
<b>6,258</b>	<b>Passenger Transport Total</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
<b>106,532</b>	<b>Place &amp; Connectivity Directorate Total</b>	<b>109,649</b>	<b>53,236</b>	<b>35,195</b>	<b>31,695</b>
<b>166,330</b>	<b>Grand Total</b>	<b>166,104</b>	<b>67,178</b>	<b>43,937</b>	<b>40,637</b>

2023/24		2024/25	2025/26	2026/27	2027/28
£'000	Revenue Programme	£'000	£'000	£'000	£'000
	<b>Mayor's Office</b>				
	<b>Mayor</b>				
-	<i>Election Costs</i>	-	780	-	-
102	<i>Mayor's Allowance</i>	106	110	114	118
10	<i>Mayor's Conference Attendance</i>	10	10	10	10
24	<i>Mayor's Office Accommodation</i>	24	24	24	24
18	<i>Mayor's Office Expenses</i>	18	18	18	18
3,624	<i>Precept funded contribution to operational budgets</i>	3,691	3,760	3,835	3,912
<b>3,778</b>	<b>Mayor Total</b>	<b>3,849</b>	<b>4,702</b>	<b>4,001</b>	<b>4,082</b>
<b>3,778</b>	<b>Mayor's Office Total</b>	<b>3,849</b>	<b>4,702</b>	<b>4,001</b>	<b>4,082</b>
	<b>Chief Executive's Office</b>				
52	<b>Comms and Engagement</b>	<b>325</b>	<b>180</b>	<b>115</b>	<b>115</b>
39	<b>Coronation and Eurovision</b>	-	-	-	-
135	<b>Local Evaluation Framework Initiation</b>	<b>50</b>	-	-	-
91	<b>Monitoring and Evaluation</b>	<b>140</b>	<b>140</b>	<b>140</b>	<b>140</b>
170	<b>Shared Vision</b>	-	-	-	-
150	<b>State of The Region</b>	-	-	-	-
	<b>CXO Staffing</b>				
260	<i>CEX office</i>	280	303	315	327
629	<i>Comms &amp; Engagement</i>	590	619	653	691
368	<i>Executive Support</i>	342	356	375	392
126	<i>Mayoral Advisory</i>	131	135	141	147
493	<i>Policy &amp; Evaluation</i>	519	550	579	609
<b>1,876</b>	<b>CXO Staffing Total</b>	<b>1,862</b>	<b>1,963</b>	<b>2,063</b>	<b>2,166</b>
<b>2,513</b>	<b>Chief Executive's Office Total</b>	<b>2,377</b>	<b>2,283</b>	<b>2,318</b>	<b>2,421</b>

2023/24		2024/25	2025/26	2026/27	2027/28
£'000	Revenue Programme	£'000	£'000	£'000	£'000
	<b>Economy &amp; Growth Directorate</b>				
	<b>Business</b>				
250	Devolution 2 Development	900	-	-	-
-	Greater Cambridge Social Impact Fund	1,000	-	-	-
4,347	Growth Co Services	-	-	-	-
41	Growth Hub	-	-	-	-
-	Growth Hub 'Team Cambridgeshire'	573	573	572	-
156	Growth Works Additional Equity Fund (rev)	156	127	-	-
500	Health and Wellbeing Strategy	-	-	-	-
-	Innovate Cambridge	50	50	50	-
75	Insight & Evaluation Programme	75	75	75	-
-	Inward Investment	200	-	-	-
242	Local Growth Fund Costs	-	-	-	-
38	Marketing and Promotion of Services	35	33	30	-
230	New Economy Team	460	460	-	-
-	Sector Business Strategies	400	-	-	-
161	UK Shared Prosperity Fund - Management Costs	608	-	-	-
1,999	UK Shared Prosperity Fund - Revenue	3,018	-	-	-
<b>8,039</b>	<b>Business Total</b>	<b>7,475</b>	<b>1,318</b>	<b>727</b>	<b>-</b>
	<b>Skills</b>				
10,846	AEB Devolution Programme	10,846	10,846	10,846	10,846
1,954	AEB Free Courses for Jobs	954	954	954	965
-	AEB High Value Courses	-	-	-	-
779	AEB Innovation Fund - Revenue	500	500	500	500
602	AEB Programme Costs	602	602	602	602
68	AEB Provider Capacity Building	-	-	-	-
108	AEB Strategic Partnership Development	-	-	-	-
266	Careers and Enterprise Company (CEC)	161	-	-	-
60	Changing Futures	60	-	-	-
225	FE Cold Spots (rev)	-	-	-	-
1,495	Multiply Programme	1,395	-	-	-
-	Post-SPF Skills Support	-	333	333	334
55	Skills Advisory Panel (SAP) (DfE)	-	-	-	-
799	Skills Bootcamp Wave 3	-	-	-	-
1,519	Skills Bootcamp Wave 4	1,359	-	-	-
9	UKSPF All age Careers	9	-	-	-
45	UKSPF Internships	175	-	-	-
95	UKSPF Skills Brokerage	380	-	-	-
<b>18,925</b>	<b>Skills Total</b>	<b>16,441</b>	<b>13,235</b>	<b>13,235</b>	<b>13,247</b>
	<b>UoP</b>				
-	University of Peterborough OPA	200	-	-	-
-	<b>UoP Total</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Workstream Budget</b>				
111	Contribution to A14 Upgrade (DfT)	111	111	111	111
<b>111</b>	<b>Workstream Budget Total</b>	<b>111</b>	<b>111</b>	<b>111</b>	<b>111</b>
<b>50</b>	<b>Development of a cultural strategy</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>E&amp;G Staffing</b>				
103	AEB	-	-	-	-
91	Business	238	356	385	405
20	CEC	35	-	-	-
186	Exec Director E&G	199	206	214	223
158	Skills	152	150	156	162
<b>558</b>	<b>E&amp;G Staffing Total</b>	<b>624</b>	<b>712</b>	<b>755</b>	<b>790</b>
<b>27,683</b>	<b>Economy &amp; Growth Directorate Total</b>	<b>24,901</b>	<b>15,376</b>	<b>14,828</b>	<b>14,148</b>

2023/24		2024/25	2025/26	2026/27	2027/28
£'000	Revenue Programme	£'000	£'000	£'000	£'000
	<b>Place &amp; Connectivity Directorate</b>				
	<b>Climate</b>				
113	City of Cambridge Culture - Revenue	75	-	-	-
100	Climate Change	1,100	1,100	100	100
110	Delivering the Climate Action Plan	-	-	-	-
150	Developing Climate evidence and data	-	-	-	-
75	Doubling Nature Metrics	50	-	-	-
70	Future Fens	-	-	-	-
40	Greater Cambridge Chalk Stream Project - Revenue	80	-	-	-
100	Huntingdonshire Biodiversity for all - Revenue	50	-	-	-
40	Lifebelt City Portrait	-	-	-	-
60	Local Area Energy Plan	-	-	-	-
-	Meanwhile at Core Site, North East Cambridge - Revenue	-	120	-	-
80	Natural Cambridgeshire	70	-	-	-
190	Non-Statutory Spatial Framework (Phase 2)	50	-	-	-
75	Rewilding Programme	75	-	-	-
-	Sustainable Infrastructure	400	-	-	-
<b>1,203</b>	<b>Climate Total</b>	<b>1,950</b>	<b>1,220</b>	<b>100</b>	<b>100</b>
	<b>Transport</b>				
176	Active Travel 4	-	-	-	-
617	Active Travel Capability Funding	-	-	-	-
33	Active Travel Funding (rev)	-	-	-	-
150	Civil Parking Enforcement	-	-	-	-
-	Develop strategic infrastructure fund	100	-	-	-
492	LEVI	-	-	-	-
12	Living Streets Walk to School	-	-	-	-
55	Love to Ride	-	-	-	-
-	LTCP sub-strategy development	800	800	670	-
<b>1,535</b>	<b>Transport Total</b>	<b>900</b>	<b>800</b>	<b>670</b>	<b>-</b>
	<b>Passenger Transport</b>				
2,000	BSIP+ commitments Nov CA Board	-	-	-	-
150	Bus Reform Consultation	-	-	-	-
517	Bus Review Implementation	-	-	-	-
-	Cambridge City Passenger Transport Services	130	-	-	-
- 3,624	Contribution to Passenger Transport services from Mayoral budget	- 3,691	- 3,760	- 3,835	- 3,912
300	Demand Responsive Travel pilot	-	-	-	-
900	Development of Bus Franchising	900	-	-	-
411	Public Transport: Bus Service Operator Grant	411	411	411	411
8,915	Public Transport: Concessionary fares	9,806	10,002	10,202	10,406
292	Public Transport: Contact Centre	306	312	318	324
325	Public Transport: RTPI, Infrastructure & Information	332	339	345	352
7,015	Public Transport: Supported Bus Services	7,705	7,859	8,016	8,176
572	Public Transport: Team and Overheads	584	595	607	607
-	Reduced Fares for under 25s	4,000	500	-	-
<b>17,773</b>	<b>Passenger Transport Total</b>	<b>20,482</b>	<b>16,258</b>	<b>16,065</b>	<b>16,366</b>
	<b>P&amp;C Staffing</b>				
-	Bus reform	173	188	206	223
274	Environment and Spatial Planning	317	332	350	369
165	Housing	171	176	183	191
-	Passenger Transport	-	-	-	-
869	Strategic Transport	1,104	1,141	1,189	1,237
<b>1,308</b>	<b>P&amp;C Staffing Total</b>	<b>1,765</b>	<b>1,837</b>	<b>1,928</b>	<b>2,020</b>
<b>21,819</b>	<b>Place &amp; Connectivity Directorate Total</b>	<b>25,097</b>	<b>20,115</b>	<b>18,763</b>	<b>18,486</b>

2023/24		2024/25	2025/26	2026/27	2027/28
£'000	Revenue Programme	£'000	£'000	£'000	£'000
	<b>Resources and Performance Directorate</b>				
	<b>Digital Services and Support</b>				
296	ICT external support	221	226	226	231
113	Software Licences, Mobile Phones cost	73	73	73	73
<b>410</b>	<b>Digital Services and Support Total</b>	<b>295</b>	<b>299</b>	<b>300</b>	<b>304</b>
	<b>Energy</b>				
3,942	GSE HUG2 (Revenue) -2324	5,292	-	-	-
1,610	GSE Energy Hub	-	-	-	-
3,271	GSE Green Homes Grant Ph 3 (LAD 3)	-	-	-	-
454	GSE Home Improvement Grant (HUG 1)	-	-	-	-
2,669	GSE Net Zero Hub	1,064	-	-	-
-	GSE Net Zero Investment Design	-	-	-	-
250	GSE Public Sector Decarbonisation	645	340	-	-
445	GSE Rural Community Energy Fund (RCEF)	-	-	-	-
-	HUG2 23/24	-	-	-	-
2,170	Local Energy Advice Demonstrator	2,170	-	-	-
<b>14,811</b>	<b>Energy Total</b>	<b>9,171</b>	<b>340</b>	<b>-</b>	<b>-</b>
	<b>Finance and Procurement</b>				
240	Audit Costs	250	250	250	250
66	Finance Service	61	62	63	64
70	Finance System	-	-	-	-
39	Insurance	38	39	40	41
<b>415</b>	<b>Finance and Procurement Total</b>	<b>349</b>	<b>351</b>	<b>353</b>	<b>355</b>
	<b>Human Resources &amp; Organisational Development</b>				
12	HR systems	50	50	50	50
10	Payroll	-	-	-	-
100	Recruitment Costs	50	50	50	50
<b>122</b>	<b>Human Resources &amp; Organisational Development Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
	<b>Legal, Governance and Member Services</b>				
144	Committee/Business Board Allowances	227	222	222	222
95	Democratic Services	50	35	35	35
70	External Legal Counsel	70	70	70	70
8	Procurement	3	11	11	11
<b>317</b>	<b>Legal, Governance and Member Services Total</b>	<b>350</b>	<b>338</b>	<b>338</b>	<b>338</b>
	<b>Other Employee Costs and Corporate Overheads</b>				
212	Accommodation Costs	212	212	212	212
158	Change Management Reserve	160	160	160	-
56	Corporate Subscriptions	62	65	68	71
32	Office running costs	32	32	32	32
-	Overheads recharged to programmes	-	890	-	528
89	Training	105	105	105	105
88	Travel and professional memberships	70	74	78	82
<b>49</b>	<b>Other Employee Costs and Corporate Overheads Total</b>	<b>-</b>	<b>248</b>	<b>148</b>	<b>128</b>
	<b>Response Funds</b>				
-	Corporate Efficiency Target	-	-	100	-
145	Corporate Response Fund	145	145	145	145
762	Improvement Plan	-	-	-	-
9	Programme Response Fund	1,290	1,290	1,290	1,290
-	SAF OBC development fund	500	-	-	-
<b>916</b>	<b>Response Funds Total</b>	<b>1,935</b>	<b>1,335</b>	<b>1,235</b>	<b>1,235</b>
	<b>R&amp;P Staffing</b>				
195	Exec Director R&P	199	206	214	223
570	Finance	644	679	712	743
384	Governance	402	423	446	470
332	HR & OD	354	370	364	389

2023/24		2024/25	2025/26	2026/27	2027/28
£'000	Revenue Programme	£'000	£'000	£'000	£'000
537	<i>Legal</i>	598	635	667	694
-	<i>NZ Hub</i>	-	-	-	-
262	<i>PMO</i>	387	409	433	457
211	<i>Procurement</i>	220	231	244	256
<b>2,491</b>	<b>R&amp;P Staffing Total</b>	<b>2,804</b>	<b>2,953</b>	<b>3,080</b>	<b>3,232</b>
<b>19,531</b>	<b>Resources and Performance Directorate Total</b>	<b>14,755</b>	<b>5,864</b>	<b>5,533</b>	<b>5,699</b>
<b>75,323</b>	<b>Grand Total</b>	<b>70,979</b>	<b>48,340</b>	<b>45,444</b>	<b>44,836</b>



<b>Agenda Item 14</b>	<b>Appendix</b>
<b>Draft 2024/25 Corporate Strategy and Budget and Medium-Term Financial Plan</b>	<b>D</b>

## **New Capital Investment Proposals**

Throughout September, October and November the Combined Authority Officers have been working with Constituent Council Officers and Members to identify what the high priority investment areas are across the region, which demonstrate strong fit with the strategic objectives of the Combined Authority identified in the Business Plan, and to match those needs to the funding available within the Combined Authority's budgets.

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

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

#### **Strategic Growth Fund - £20m**

The funds available for local government to locally determine investment into skills and economic capital has reduced since the end of the Local Growth Fund, this fund is intended to mitigate this shortfall and fund both direct construction as well as enabling infrastructure. It is anticipated that £5m of the fund will be used to help develop critical infrastructure at the University of Peterborough. The fund is phased to increase each year in anticipation of growth in the economy.

#### **Levelling Up - £10m**

This fund is proposed to enable both local match funding for projects which will leverage significant external funding as well as the opportunity to expand the current market towns programme into other large non-market town settlements in the area enabling the delivery of much-needed public realm improvements.

#### **Creative Industries - £3m**

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

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

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

### **Improving Connectivity**

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

As part of the announcement of Network North the Government have committed to funding the delivery of the upgrades of the A10 (Cambridge City to East Cambridgeshire) and the A1139 (Peterborough) in the Combined Authority area. While the details of these commitments have not yet been confirmed by

the Department for Transport the Combined Authority is allocating funds to ensure the work to develop the business case of these projects is progressed in the short-term to ensure release of the delivery funds when available.

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

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

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

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

#### **A16 Norwood - £6.5m**

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

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

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

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

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

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

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

## **Enabling Resilient Communities**

### **Bus Stop Infrastructure - £2m**

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

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

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

### **Road Safety Fund - £1m**

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

### **Climate - £9m**

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

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

<b>Agenda Item 14</b>	<b>Appendix</b>
<b>Draft 2024/25 Corporate Strategy and Budget and Medium-Term Financial Plan</b>	<b>E</b>

## **New Revenue Investment Proposals**

Throughout September, October and November the Combined Authority Officers have been working with Constituent Council Officers and Members to identify what the high priority investment areas are across the region, which demonstrate strong fit with the five strategic objectives of the Combined Authority identified in the Business Plan, and to match those needs to the funding available within the Combined Authority’s budgets.

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

### **Achieving Good Growth**

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

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

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

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

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

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

## **Ambitious Skills and Employment Opportunities**

### **Innovate Cambridge - £150k**

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

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

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

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

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

## **Enabling Resilient Communities**

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

The Combined Authority is committed to supporting a modal shift from the private vehicle to public and active transport due to the demonstrated benefits this bring in public health, climate emissions, and reliable connectivity. The best time to build a habit of public transport use is in those with a lifetime of future transport ahead of them, however they are often the least able to afford the cost of bus fares. To reduce this barrier, and encourage a generational shift in bus patronage, the Combined Authority intends to subsidise bus fares for all those under the age of 25 – capping the cost of a single fare on any local bus for travel in the region to £1 until May 2025. This allocation goes hand in hand with the in-year allocation proposed via the Budget Update report which will allow this initiative to be developed sooner than April 2024.

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

The potential of the Combined Authority area, with its outstanding Universities, grade A farm-land in the Fens, globally leading innovation ecosystem, and rapidly growing City of Peterborough, is huge. However there are key infrastructure constraints – both water and energy – which must be overcome if the area is to be able to achieve its potential. There is work already underway by various governmental and non-governmental bodies examining the problem and what could be done to address it. This funding is to enable the Combined Authority to fulfil its strategic leadership role in bringing that work together to

ensure it results in a clear picture of the challenges the area faces and the opportunities available to address and overcome those challenges including driving forward the recommendations from the current work on the Infrastructure Delivery Framework.

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

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



<b>Combined Authority Board</b>	Agenda Item
<b>29th November 2023</b>	<b>15</b>

Title:	Appointment of a Director to CPCA Subsidiary Company - Peterborough Higher Education Property Company Ltd (PropCo1)
Report of:	James Cunningham Interim Assistant Director Delivery
Lead Member:	Mayor Dr Nik Johnson
Public Report:	Yes
Key Decision:	No
Voting Arrangements:	A simple majority of voting Members

<b>Recommendations:</b>	
A	Appoint Claire Paul, Assistant Director of Skills, CPCA as a director of Peterborough Higher Education Property Company Ltd (PROPCo1)

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

<b>1. Purpose</b>	
1.1	To consider who to nominate to be a director of the Peterborough HE Property Company Limited and who should attend meetings of the company on behalf of CPCA as a member

<b>2. Proposal</b>	
2.1	CPCA has the right to appoint Directors to the Board of the Peterborough Higher Education Property Company Limited. This paper proposes that Claire Paul Assistant Director of Skills be appointed

### 3. Background

3.1	The CPCA may appoint up to two Directors to this company according to the Shareholder Agreement. Following the resignation of Fliss Miller there is a vacancy on the Board of this company It is in the CPCA's interest to have a CPCA appointed directors on the company to build resilience
3.2	Richard Kenny, the Executive Director of Economy and Growth, proposed that Claire Paul, recruited to replace Fliss Miller as an Assistant Director of Skills, would be a suitable replacement as a director of PropCo1. The current PropCo1 Director, Nick Bell, has been consulted and is in favour of the appointment. The nomination is additionally supported by Jim Cunningham and Caroline Fairhurst who form the University of Peterborough team.
3.3	The nominated director needs to be able to vote at board level without conflicts of interest.

### 4. Appendices

4.1	None
-----	------

### 5. Implications

#### Financial Implications

5.1	No remuneration is payable to officers acting as a director on subsidiary company Boards
-----	--

#### Legal Implications

5.2	CPCA is a corporate body with a separate legal personality and is therefore capable of owning companies. CPCA may exercise various powers and functions given to it by statute which include a range of express and implied powers to form and acquire shares in a company for the furtherance of the CPCA's aims such as in the Localism Act 2011 and section 95, Local Government Act 2003. Under the Companies Act, Section 154 A private company must have at least one director and a public company must have at least two directors. In addition, S 155 requires that at least one director must be a natural person.
-----	---

#### Public Health Implications

5.3	None
-----	------

#### Environmental & Climate Change Implications

5.4	None
-----	------

#### Other Significant Implications

5.5	None
-----	------

#### Background Papers

5.6	None
-----	------





<b>Combined Authority Board</b>		Agenda Item
<b>29 November 2023</b>		<b>16</b>
<b>Title:</b>	Statutory and Senior Appointments	
<b>Report of:</b>	Rob Bridge, Chief Executive Officer	
<b>Lead Member:</b>	Mayor Dr Nik Johnson	
<b>Public Report:</b>	Yes	
<b>Key Decision:</b>	No	
<b>Voting Arrangements:</b>	A simple majority of Members present and voting. To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor.	

<b>Recommendations:</b>	
A	Note the contents of this report.
B	To note the recommendation made by the Members of the HR Committee at the meeting on 16 March 2023 that the preferred candidate be appointed to the position of Executive Director (Place and Connectivity).
C	Delegate to the Chief Executive the function of agreeing with the successful candidates the terms and conditions of appointment, including associated start date and any other requirements and actions necessary to finalise arrangements.
D	To note that the recruitment for the position of Director of Legal and Governance led to no appointment being made.

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

<b>1. Purpose</b>	
1.1	To outline the process and for the board to note the preferred candidate for the appointment of the Executive Director Place and Connectivity and to note the recruitment process for the Director of Legal and Governance. This follows consideration of this issue by the HR Committee (HRC) of the Combined Authority at its meeting on 16 November 2023. Board members are asked to note the recommendation made by the Members of the HR Committee that the preferred candidate be appointed to the position of Executive Director (Place and Connectivity).

## 2. Proposal

2.1	The post is a senior strategic role within the Cambridgeshire and Peterborough Combined Authority and required to oversee the delivery of organisational priorities for the Combined Authority. The role reports to the Chief Executive Officer and is a member of the senior team with responsibility for the management and coordination of the employee within the Combined Authority.
2.2	Appendix 1 is exempt from publication as it contains the identity of the preferred candidate. The exemption is applied in order to enable the preferred candidate time to communicate their departure to the staff within their current organisation.

## 3. Background

3.1	The recruitment process adopted for both roles is being led by the Chief Executive and Executive Director Resources and Performance (s73 Officer).
3.2	Penna Executive recruitment agency had been appointed to support the Combined Authority with the search elements of the recruitment process through to the selection of the recommended candidates.
3.3	A shortlisted pool of candidates was proposed by Penna at the HR Committee held on the 10 November 2023. At this meeting a decision was made to invite 3 candidates for final interview in respect of the Executive Director Place and Connectivity position and 3 candidates in relation to the Director Legal and Governance.
3.4	The candidates attended a formal interview with HRC members on the 16 November 2023. Additionally, stakeholder engagement took place with the candidate comprising a number of CEX's of CPCA constituent authorities. Other key CPCA staff and external partners engaged with the candidate between 14-16th November 2023. At the end of the stakeholder session participants took the opportunity to discuss and give feedback for the candidate which was shared with the HRC on 16 November 2023.
3.5	HRC formally voted on their preferred candidate for each post, which is contained within the Exempt Appendix 1. To note, the recruitment for the position of Director of Legal and Governance led to no appointment being made.

## 4. Appendices

4.1	EXEMPT Appendix A – Names of Preferred Candidates
-----	---

## 5. Implications

### Financial Implications

5.1	It has been confirmed that budget provision has been made for the positions within the staffing establishment budget. There are no additional financial implications.
-----	---

### Legal Implications

5.2	This post is an Employment Committee (now referred to as HR Committee) appointment in line with the criteria set out in the Officer Employment Procedure Rules, and will be recruited to in accordance with those Procedure Rules
5.3	Chapter 12 Rule 2.1 of the constitution-Terms of Reference for the Employment Committee provides: The functions of the Employment Committee (now referred to as HR Committee) are: (a) To make recommendations to Combined Authority Board on the appointment of the Head of Paid Service (Chief Executive), Monitoring Officer and Chief Finance Officer ("the statutory officers"). (b) To appoint chief officers.

5.4	<p>Chapter 18, Rule 3.1(f) of the Constitution provides that:</p> <p>(a)The Combined Authority Board will approve the appointment of the Head of Paid Service (Chief Executive), the Monitoring Officer and the officer with the responsibilities set out in section 73(1) of the Local Government Act 1985 (Chief Finance Officer) (“the statutory officers”) following the recommendation of the Committee.</p> <p>(b)Appointments of Chief Officers will be made by the Committee.</p>
Public Health Implications	
5.5	None
Environmental & Climate Change Implications	
5.6	None
Other Significant Implications	
5.7	None
Background Papers	
5.8	None



<b>Combined Authority Board</b>	Agenda Item <b>17</b>
<b>29 November 2023</b>	

Title:	Recognising Care Experience as an Equally Protected Characteristic
Report of:	Donya Taylor, HR Business Partner and Kate McFarlane, Director of Policy & Engagement
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	Agree that 'care experience' will be treated as if it were a Protected Characteristic by the Combined Authority under the Equalities Act 2010.
B	Agree that oversight of support to Care Leavers falls within the remit of the Employment and Skills Committee.
C	Encourage all organisations on the Combined Authority Board to explore what more they can do to support care leavers and to share best practice.

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

1. Purpose	
1.1	This report outlines the Combined Authority's proposed approach to Care Experienced Individuals, also known as Care Leavers and seeks support for the recommended actions.
1.2	Care Leavers – although usually resilient – face multiple barriers and often experience discrimination in many elements of their lives including employment, with a range of support being inconsistent. The data table showing the broad outcomes of Care Leavers aged 19-21 yrs in Cambridgeshire & Peterborough, compared to England, for 2019-22 can be found at Appendix A.
1.3	In May 2023 the HR Committee signed up to the Employer's Charter of the Care Leaver Covenant and in September 2023 it was agreed that the Combined Authority would treat Care Experience as a 'protected characteristic' under the Equalities Act 2010 in relation to HR Policies and Procedures.

1.4	The Combined Authority is already offering some support to Care Leavers but, we recognise as an organisation there are opportunities beyond us being an employer that we should to take forward to improve the life chances of Care Leavers.
-----	--

## 2. Proposal

2.1	The Combined Authority will recognise Care Experience as if it were a protected characteristic.
2.2	<p>Details on activity currently being delivered by the Combined Authority is summarised in the paragraphs 3.5 to 3.7. The Combined Authority will explore a range of activities and what we can do to better support Care Leavers through the various funding streams, projects and activities delivered across the organisation. These include:</p> <ul style="list-style-type: none"> <li>• What we can influence through procurement processes and the supply chain.</li> <li>• Delivery of an internal work experience programme with specific places being reserved for those with Care Experience. Exact numbers will depend on how many placements can be hosted across the organisation. First programme to run Summer 2024.</li> <li>• Identify future opportunities where we as an employer could promote Apprenticeships to Care Experienced individuals.</li> <li>• Skills team identifying future opportunities including access to information, career advice and guidance; provision of a Care Leavers Bursary, for Care Leavers aged 19-22, who are resident in Cambridgeshire and Peterborough, and enrolled on a course funded by us.</li> </ul> <p>Within the draft Medium Term Financial Plan (MTFP) proposals include everyone under the age of 25 travelling on buses for £1. In addition to this we will explore the option of a targeted fare scheme for Care Leavers, as a priority for BSIP+ funding, as set out in the Bus Strategy paper in the TiC section of this agenda.</p>
2.3	We have engaged already with colleagues at Cambridgeshire County Council. We will continue to do this and learn from what they have already implemented and what opportunities there are for us to collaborate in the future. We will also work with our colleagues at Constituent Councils, to see how we can raise awareness of our initiatives and work in partnership to maximise opportunities and collaborate where possible.
2.4	We have identified a Corporate Management Team (CMT) lead for this area of work, Kate McFarlane, Director of Policy & Engagement and subject to approval by the Board support for Care Leavers will feature within the refreshed 2023-2025 Corporate Strategy. Accordingly, actions will be reflected in 2024-2025 Directorate Business Plans and progress reported through the Corporate Performance Framework adopted by the Board in September 2023.
2.5	Raising the profile of opportunities to improve outcomes for Care Leavers more widely is important. The Mayor will use his profile to raise awareness of this topic when meeting stakeholders and partners to engage others to look at how they can support Care Leavers and more broadly in the media. All Board Members can also look at how, within their own organisation and networks opportunities can be identified to improve outcomes for Care Leavers.
2.6	Maintaining a sharper focus on support for Care Leavers is important. We recommend that in future, we report progress to the Skills and Employment Committee.

## 3. Background

3.1	<p>A care experienced individual is someone who has been looked after by the Local Authority at any point, for any length of time. This includes, but is not limited to, people who:</p> <ul style="list-style-type: none"> <li>• spent time in the care of the local authority (e.g., foster care or children’s home)</li> <li>• were ‘looked after at home’ under a supervision order</li> <li>• spent time in kinship foster care (where a friend or family member becomes the foster carer)</li> <li>• spent time in kinship care through a formal arrangement, recognised by a local authority.</li> </ul>
-----	---

	For us to be able to provide support to the individual, either through existing support (for example, Care Leaver's Covenant) or in the ways outlined in the 27 September 2023 HR Committee paper, the individual would need to disclose their status.
3.2	Care Experienced people face significant barriers that impact them throughout their lives; despite the resilience of many Care Experienced people, society too often does not take their needs into account; Care Experienced people often face discrimination and stigma across housing, health, education, relationships, employment and in the criminal justice system.
3.3	Care Experienced people are a group who are likely to face discrimination and Councils and Combined Authorities have a responsibility to put the needs of disadvantaged people at the heart of decision-making through co-production and collaboration.  Officers propose that future policies made and adopted by the Combined Authority should be assessed through Equality Impact Assessments to determine the impact of changes on people with care experience, alongside those who formally share a protected characteristic.
3.4	The Combined Authority will continue to proactively engage and seek out and listen to the voices of Care Experienced people when developing new Strategies and policies. The development of a new Shared Vision for Cambridgeshire and Peterborough is one immediate area.
3.5	We already offer support to Care Leavers, <a href="#">in the following ways</a> . <ul style="list-style-type: none"> <li>• Provide a Care Leavers Bursary for Care Leavers aged 19-22, who are resident in Cambridgeshire and Peterborough and enrolled on a course funded by us. As of October 2023, we had passed the milestone of 100 Care Leavers benefiting from the CPCA bursaries.</li> <li>• Provision of independent and impartial careers advice and guidance through the National Careers Service.</li> </ul>
3.6	As an Employer, we have <a href="#">recently signed up</a> to the Care Leaver's Covenant Employer's Charter. This states that if you are a Care Leaver and you are applying for a role at the Combined Authority, we guarantee an interview where you meet the minimum criteria for the role.
3.7	We took a paper to HR Committee in September 2023, where a proposal was passed where it was resolved unanimously to: <ol style="list-style-type: none"> <li>Agree that 'care experience' will be treated as if it were a Protected Characteristic under the Equalities Act 2010 in relation to HR Policies and Procedures.</li> <li>Approve the amendment of the Combined Authority's Equality, Diversity and Inclusion HR Policy to reflect 'care experience' being treated as if it were a protected characteristic.</li> <li>Note that officers will take a report to the CPCA Board in November to recommend a broader proposal to treat Care Experience as if it were a protected characteristic under the Equalities Act 2010 across all CPCA work and services. That report will include an action plan of activities.</li> </ol> This paper is the report referenced in c) above and a) above is now in place with the Equality, Diversity and Inclusion HR Policy having been updated.

## 4. Appendices

4.1	Appendix A: Broad Outcomes of Care Leavers Aged 19-21
-----	---

## 5. Implications

### Financial Implications

5.1	There will be financial implications relating to the provision of subsidised or free bus passes – however that proposal will be considered separately either through the MTFP and/ or to relevant Committees (for example, Transport and Infrastructure Committee).
-----	---

### Legal Implications

5.2	The recognition of Care Experience as a protected characteristic by the Council does not create any enforceable rights for those who have this characteristic. It is not at present one of the protected characteristics under the Equality Act 2010, in respect of which discrimination is unlawful. In some instances, care experienced persons will also have other protected characteristics recognised under The Equality Act 2010.
5.3	Section 4 of the Equality Act 2010 sets out 9 characteristics and people with those characteristics are protected from discrimination on the grounds of those characteristics. There is no legal reason why the Combined Authority cannot add Care Experience to the list to be considered locally in its Equalities Impact Assessments. However, in the event that in any assessment there is a conflicting impact between Care Experience and any of the statutory protected characteristics, then the statutory protected characteristics must take precedence.
5.4	Any proposed positive action will need to be assessed on a case-by-case basis to ensure that it does not unlawfully discriminate against those with any of the protected characteristics breach any other legal requirements.
Public Health Implications	
5.5	None
Environmental & Climate Change Implications	
5.6	None
Other Significant Implications	
5.7	None
Background Papers	
5.8	<a href="#">Care Leavers Report</a> – HR Committee Paper 27/09/23

Agenda Item 17	Appendix
Recognising Care Experience as an Equally Protected Characteristic	<b>A</b>

## Broad Outcomes of Care Leavers Aged 19-21

Geography	% of 19-21 Care Leavers by Broad Outcome											
	In Education, Employment or Training				Not in Education, Employment or Training				Information Not Known			
	2019	2020	2021	2022	2019	2020	2021	2022	2019	2020	2021	2022
Cambridgeshire	47%	44%	49%	54%	37%	37%	45%	40%	16%	19%	6%	5%
Peterborough	47%	43%	49%	53%	44%	41%	42%	38%	9%	15%	9%	8%
England	52%	53%	52%	55%	39%	39%	41%	38%	9%	9%	7%	7%

Source – Looked After Children in England, Department for Education

Please note % is a total of Care Leavers who are still in contact with the responsible local authority. The total does not include those care leavers who are not in contact with the local authority

- Compared to previous years, a higher proportion of Cambridgeshire and Peterborough Care Leavers aged 19-21 in 2022 have been recorded as being in Education, Employment or Training, however neither local authority has reached parity with England as a whole
- The proportion of Care Leavers recorded as **not** being in Education Employment or Training has also decreased between the two local authorities, with Peterborough showing similar levels to England as a whole whilst Cambridgeshire is slightly higher.
- It should be noted that both local authorities have a lower proportion of care leavers where the information is not known, and the change in the two measures above will have been partly affected by this decrease.





<b>Combined Authority Board</b>		Agenda Item
<b>29 November 2023</b>		<b>18</b>
Title:	Recommendations from Transport and Infrastructure Committee	
Committee Date:	13 September 2023 and 15 November 2023	
Meeting Link:	<a href="#">Transport and Infrastructure Committee 13 September 2023</a> <a href="#">Transport and Infrastructure Committee 15 November 2023</a>	

Agenda Item	Local Transport and Connectivity Plan KD2022/056	TIC 15 Nov 2023
Recommendations:	The Combined Authority Board is recommended to: <ul style="list-style-type: none"> <li>• approve the Local Transport and Connectivity Plan.</li> </ul>	
Voting Arrangements:	A vote in favour by at least two thirds of all Members (or their Substitute Members) appointed by the Constituent Councils, to include the Members appointed by Cambridgeshire County Council and Peterborough City Council, or their Substitute Members.	
Strategic Objectives:	Achieving ambitious skills and employment opportunities Achieving good growth Increased connectivity Enabling resilient communities	
Purpose:	To provide an update on the Local Transport and Connectivity Plan for approval for submission to central government	
Report and Appendices:	<a href="#">Transport and Infrastructure Committee 15 November 2023 – Item 6 – Local Transport and Connectivity Plan</a> Appendix A. <a href="#">CPCA Local Transport and Connectivity Plan Strategic Document (clean version)</a> Appendix B. <a href="#">CPCA Local Transport and Connectivity Plan Revised Strategic Document (with track changes)</a> Appendix C. <a href="#">East Cambridgeshire Local Section</a> Appendix D. <a href="#">Fenland Local Section</a> Appendix E. <a href="#">Revised Greater Cambridge Local Section (track change)</a> Appendix F. <a href="#">Huntingdonshire Local Section</a> Appendix G. <a href="#">Revised Peterborough Local Section (track change)</a> Appendix H. <a href="#">Local Transport and Connectivity Plan Glossary</a> Appendix I. <a href="#">Local Transport and Connectivity Plan Evidence Base</a> Appendix J. <a href="#">LTCP Monitoring and Evaluation Report</a> Appendix K. <a href="#">Quantified Carbon Assessment – Technical Note</a> Appendix L. <a href="#">Quantified Carbon Assessment – Briefing Note, March '22</a> Appendix M. <a href="#">Quantified Carbon Assessment – Briefing Note, November '22</a> Appendix N. <a href="#">Quantified Carbon Assessment – Briefing Note, February '23</a> Appendix O. <a href="#">LTCP Consultation Report</a> Appendix P. <a href="#">LTCP Consultation Report – You Said, We Did</a> Appendix Q. <a href="#">CPCA LTCP Integrated Impact Assessment</a> Appendix R. <a href="#">CPCA LTCP Integrated Impact Assessment – Appendices</a> Appendix S. <a href="#">CPCA LTCP Policy Review</a>	

	Appendix T. <a href="#">CPCA LTCP Habitats Regulations Assessment</a> Appendix U. <a href="#">LTCP Engagement Briefing Note</a>
Background Papers:	<a href="#">Transport and Infrastructure Committee 4 November 2020</a> <a href="#">Transport and Infrastructure Committee 10 March 2021</a> <a href="#">Transport and Infrastructure Committee 8 September 2021</a> <a href="#">Transport and Infrastructure Committee 12 January 2022</a> <a href="#">Transport and Infrastructure Committee 18 January 2023</a> <a href="#">Transport and Infrastructure Committee 15 March 2023</a> <a href="#">Transport and Infrastructure Committee 13 September 2023</a> <a href="#">Combined Authority Board 25 November 2020</a> <a href="#">Combined Authority Board 24 March 2021</a> <a href="#">Combined Authority Board 26 January 2022</a> <a href="#">Combined Authority Board 22 March 2023</a> <a href="#">Combined Authority Board 20 September 2023</a>

Agenda Item	Bus Update KD2023/046	TIC 15 Nov 2023
Recommendations:	The Combined Authority Board is recommended to: <ul style="list-style-type: none"> <li>• approve the proposals for the 19 tendered bus services which were placed under review.</li> <li>• approve the preferred way forward for the allocation of the BSIP+ funding</li> </ul>	
Voting Arrangements:	A vote in favour by at least two thirds of all Members (or their Substitute Members) appointed by the Constituent Councils, to include the Members appointed by Cambridgeshire County Council and Peterborough City Council, or their Substitute Members.	
Strategic Objectives:	Increased connectivity	
Purpose:	To set out the further findings of the Bus Network Review and set out recommendations for services to be retained and further work required to complete the review. The paper also provides an overview of an audit of the on-street infrastructure, the intention to submit a further bid to the national Zebra funding scheme and updates on the national £2 fare scheme.	
Report and Appendices:	<a href="#">Transport and Infrastructure Committee 15 November 2023 – Item 7 – Bus Strategy Update</a> <a href="#">Appendix A – Bus Network Review Service Summaries</a>	
Background Papers:	13 September 2023 TIC meeting - <a href="#">Bus Network Review - Initial Recommendations</a>	

Agenda Item	BP Roundabout Non-Motorised User (NMU) Crossing Study KD2023/054	TIC 15 Nov 2023
Recommendations:	The Combined Authority Board is recommended to: <ul style="list-style-type: none"> <li>• to approve the funding of £550,000 for the next stage of this project, from within the MTFP. The funding will be from £1.8m subject to approval unallocated active travel capital funding for 2024/25 to fund further appraisal work (Stage 2 in para 3.5).</li> </ul>	
Voting Arrangements:	A vote in favour by at least two thirds of all Members (or their Substitute Members) appointed by the Constituent Councils, to include the Members appointed by	

	Cambridgeshire County Council and Peterborough City Council, or their Substitute Members.
Strategic Objectives:	Increased connectivity
Purpose:	To provide an update on the BP Roundabout Non-Motorised User (NMU) crossing Study and outlines next stages. The paper also seeking recommendation for this project to progress to the next stage and recommend funding for £550,000 for the next stage to CPCA Board.
Report and Appendices:	<a href="#">Transport and Infrastructure Committee 15 November 2023 – Item 8 – BP Roundabout NMU Crossing Study</a>
Background Papers:	Previous BP Roundabout Non-motorised user paper 15 March 2023 <a href="#">Document.ashx (cmis.uk.com)</a>

Agenda Item	DEFRA's Air Quality Bid KD2023/055	TIC 15 Nov 2023
Recommendations:	<p>Subject to DEFRA approval, the Combined Authority Board is recommended to:</p> <ul style="list-style-type: none"> <li>• approve the drawdown of Air Quality Grant funding</li> <li>• approve the delegation of authority to the Assistant Director - Transport to enter into a contract with sub-contractors named in the bid, subject to procurement, and in consultation with the Chief Financial Officer and Monitoring Officer.</li> </ul>	
Voting Arrangements:	A simple majority of all Members present and voting	
Strategic Objectives:	Increased connectivity Enabling resilient communities	
Purpose:	<p>To update Members on proposals to utilise funding secured from DLUHC (Department for Levelling Up, Housing and Communities) to provide a depot for electric buses in Peterborough.</p> <p>To notify Members of arrangements for project planning and delivery.</p>	
Report and Appendices:	<p><a href="#">Transport and Infrastructure Committee 15 November 2023 – Item 14 – DEFRA's Air Quality Bid</a></p> <p>EXEMPT Appendix 1: Bid Document 4 - Deliverability EXEMPT Appendix 2: Bid Document 5 - Strategic Alignment EXEMPT Appendix 3: Bid Document 6 - Delivering Air Quality Benefits EXEMPT Appendix 4: Bid Document 7 - Value for Money EXEMPT Appendix 5: Bid Document 8 - Monitoring</p>	
Background Papers:	<a href="#">Invitation to apply Air Quality Grant Scheme</a>	

Agenda Item	Depot for Electric Buses, Peterborough	TIC 13 Sep 2023
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none"> <li>• approve the drawdown of £200,000 from the 'subject to approval' budget to the 'approved budget' to meet expenses yet to be incurred by Peterborough City Council (PCC) to commission further feasibility work, investigate governance and funding models, establish site infrastructure requirements, and formulate a site specification.</li> </ul>	

	<ul style="list-style-type: none"> <li>• delegate authority to the Executive Director of Place and Connectivity in consultation with the Chief Finance Officer and Monitoring Officer, to enter into a grant funding agreement with PCC for the feasibility study.</li> </ul>
Voting Arrangements:	A simple majority of all Members present and voting
Strategic Objectives:	Increased connectivity Enabling resilient communities
Purpose:	To update Members on proposals to utilise funding secured from DLUHC (Department for Levelling Up, Housing and Communities) to provide a depot for electric buses in Peterborough. To notify Members of arrangements for project planning and delivery.
Report and Appendices:	<a href="#">Transport and Infrastructure Committee 13 September 2023 – Item 10 – Depot for Electric Buses, Peterborough</a> <a href="#">Appendix A – Indicative Project Milestones and Timeline</a> <a href="#">Appendix B – Link to PIRI Initiative</a>
Background Papers:	<a href="#">Combined Authority Board report – 22 March 2023 – Property Acquisition for Peterborough Bus Depot</a>

<b>Agenda Item 18</b>	<b>Appendix</b>
<b>Recommendations from Transport and Infrastructure Committee</b>	<b>A</b>

## **Estimated Timeline and Milestones for Peterborough Bus Electric Bus Depot**

**Produced by Peterborough City Council Officers**

<b><u>Date</u></b>	<b><u>Event</u></b>
November 2023	CPCA approves feasibility funding to PCC
December 2023	Commission feasibility team (technical - design, M&E engineer, bus depot operational advisor etc; finance & legal) Initial feasibility team meeting
January 2024	Technical aspects of work underway (including PIRI meeting) Obtain initial legal advice (procurement, subsidy control etc)
February 2024	Progress review of technical aspects
March 2024	Complete technical report Explore commercial/funding discussions with potential operators Confirm site requirements
April 2024	Legal review of governance and operational options Identify preferred site Prepare draft feasibility report
May 2024	Complete feasibility report Report progress to Members