



Democratic Services

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Combined Authority Board
Wednesday, 5 June 2024 – Ordinary Meeting
On the rise of the AGM
ARU Peterborough, Bishop's Road, Peterborough, PE1 5BW

AGENDA

Open to Public and Press

Item		Pages
1.	Petitions To receive any petitions in accordance with Standing Order 5.34 of the Combined Authority's Constitution.	
2.	Public Questions To receive any questions from, and provide answers to the public in accordance with Standing Order 5.22 in the Combined Authority's Constitution . Arrangements for asking a public question can be viewed here: Public Questions - Cambridgeshire and Peterborough Combined Authority	5 - 6
3.	Forward Plan To approve the Combined Authority's Forward Plan for June 2024. (The current Forward Plan is published here)	
4.	Budget Outturn Report 2023-24 Report providing an overview of the unaudited outturn financial position for the 2023-24 financial year and requesting approval of slippage requests of unspent budgets on the approved capital programme and revenue budget.	7 - 42

5.	Overview and Scrutiny Committee Annual Report 2023/24	43 - 54
	Report requesting the Combined Authority note and provide any feedback on the annual report of the Overview and Scrutiny Committee.	
6.	Member Development Annual Report	55 - 76
	Report providing an overview of the Member Development that has taken place during the 2023/24 municipal year whilst looking ahead to the forthcoming year and the programme of training offered to Members.	
7.	Appointments to Outside Bodies	77 - 82
	Report requesting appointments to be made to outside bodies.	
8.	Combined Authority Chief Executive Highlights Report	83 - 88
	Report providing an update on the key activities of the Combined Authority and the Mayor since the last Board meeting which are not covered in other reports. Also providing information on key developments, risks and opportunities that have emerged.	
9.	Combined Authority Annual Report 2023-24	89 - 122
	Report providing an overview of the activity delivered by the Combined Authority in 2023/24 in line with the Corporate Strategy adopted by the Board in January 2023.	
10.	Improvement Plan Update	123 - 146
	Report providing the Board with an opportunity to review the progress made in the improvement programme, phase 3, to address the concerns set out in the Best Value Notice dated January 2024.	
11.	Updates to the Constitution	
	Presenting for approval sections of the Combined Authority's Constitution that have been reviewed with proposed amendments.	
11(a)	LGA Model Code of Conduct	147 - 152
	Report inviting the CA Board to consider the adoption of the LGA Model Code of Conduct in full or in part.	
12.	Appointment of Independent Remuneration Panel	153 - 156
	Report requesting agreement for an Independent Remuneration Panel to be constituted to review the Members' Allowance Scheme for the Combined Authority.	
13.	Adult Education Budget Delegated Authority (Amendment)	157 - 162
	Report requesting a change of wording to the recommendation made in the Improving Efficiency and Effectiveness (Adult Education Budget) paper taken to the Skills and Employment Committee on 4 March 2024.	
14.	Recommendations from Business Board	163 - 202
	Recommendations received from the Business Board at their meeting held on 13 May 2024.	

The Combined Authority Board comprises the following members:

N Johnson (Chair), A Bailey, C Boden, S Conboy, D Jones, L Nethsingha, A Smith, B Smith, A Kingsley, J O'Brien, D Preston and E Murphy

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

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Combined Authority Board Meeting

5 June 2024 – Ordinary Meeting

Title:	Public Questions
Public Report:	Yes

Question 1 – from The Save Wilburton from Overdevelopment Community Group

To	Cambridgeshire and Peterborough Combined Authority Board
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Question: We write to you as residents of the community of Wilburton in East Cambridgeshire.

In April 2020 the Mayor’s office submitted a letter in support of a planning application by the SWCLT and Laragh Homes to develop ‘Camps Field’ in Wilburton, asserting its ‘community benefits’. Subsequently, in 2022, the Combined Authority determined that this ‘Statement of Community Benefit’ had been improperly submitted, and requested that it be withdrawn from the planning application.

An investigation was initiated by the Scrutiny and Oversight Committee in July 2022 into areas concerning the Combined Authority’s governance with specific regard to their housing programme. This investigation has been delayed.

On 26th April 2024 the Camps Field planning application was formally ‘Disposed Of’ by the LPA under Article 40 of the General Development Procedure Order (2015). With the application now terminated, we wish to ask a public question of the Combined Authority regarding the progress of the promised 2022 enquiry.

Please could you provide an explanation for its delay, an update with respect to the ‘Key Lines for the Enquiry’ set out in the 25th July 2022 Oversight & Scrutiny Committee Agenda (page 80), and a timeframe for its completion.

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Combined Authority Board

05 June 2024

Title:	2023/24 Outturn Budget Report
Report of:	Rob Emery, Assistant Director Finance
Lead Member:	Mayor Dr Nik Johnson
Public Report:	Yes
Key Decision:	Yes
Voting Arrangements:	Simple Majority of Members present and voting

Recommendations:

A	Note the unaudited outturn position of the Combined Authority for the 2023/24 financial year
B	Approve the requested slippage of unspent project budgets on the approved capital programme of £59.3m, and on the revenue budget of £14.9m.

Strategic Objective(s):

The proposals within this report impact on all four of the Combined Authority’s strategic objectives as approving budgets to be carried forward into 24-25 allows the continuation of the delivery of the Authority’s programmes in an efficient manner, and within its means.

Without the smooth continuation of funding which approval of proposed carry forwards provides many of the Authority’s projects would have to be paused while funding and deliverability are reassessed.

1. Purpose

1.1	This report provides the Board with an overview of the outturn financial position for the 2023/24 financial year and revised slippage request.
1.2	Underspends are split between project slippage, where the Board is asked to agree the carry forward of the funding, and underspend/savings, where there is funding that will be returned to the Combined Authority’s reserves as it is no longer required.
1.3	The position presented is based on the Combined Authority’s accounts before external audit, as such there is a possibility that the position will be changed following audit findings – as part of the audit of the accounts any such changes will be reported at that time.

2. Background

2.1	This report presents the actual expenditure position for the financial year ended 31st March 2024. As monitoring reports have been provided at each regular Board meeting, and Appendix B includes explanations from budget holders and project managers for every material variance across the 2023-24 revenue budget and capital programme, the report focusses on the strategic headline behaviours across the Combined Authority's portfolio and only refers to specific projects where they are very significant in the outturn position.
2.2	The budgets reported in the body of the paper only relate to those which have been approved to spend by the Board, or relevant Committee, and are thus being actively delivered against. A summary of those budgets which were subject to approval but have not come forward to draw-down is included in the appendixes.
2.3	The materiality threshold above which expenditure outturn variances for the year are required to provide a specific explanation within Appendix B are £200k for all revenue budgets and £500k on capital projects.

3. Revenue Expenditure Position

3.1	<p>The table at the end of this section contains a summary of the financial position of the Authority as at 31 March 2024. 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 A1.</p>
3.2	<p>The Combined Authority's revenue outturn position is a £21.6m 'favourable' variance against a total budget of £78.4m.</p> <p>This figure includes operational, service delivery, and project budgets. Removing service delivery and project budgets leaves a core operational budget of £10.5m with a spend of £9.9m – a £0.6m underspend.</p> <p>£320k of the net variance is due to increased recovery of overheads due to the number of staff being funded from specific projects increasing and the balance left on the corporate response fund. The low level of residual variance indicates operational budgets (staffing, management costs and corporate costs) are being effectively managed as a whole.</p> <p>The most significant variances from the budget are set out below, grouped by type of funding. Unless otherwise stated spend was below budget.</p> <p><u>Ringfenced Grants</u></p> <ul style="list-style-type: none">• £5.9m Net Zero Hub non-retrofit budgets - these are a variety of projects funded by ringfenced grants. With the exception of the £230k underspend on the Rural Community Energy Fund these projects will continue in 24/25 so funding and budgets will be carried forward.• £4.6m Net Zero retrofit schemes – those which have ended have returned funds to DESNZ, the live HUG 2 project has recently agreed a change request with DESNZ reducing overall delivery due to delays in initiation which have been experienced across the country.• £3.0m on AEB funded budgets – the AEB is a devolved fund so any underspend is retained by the Combined Authority and can be utilised on the delivery of services in future years. To avoid repeated underspends the AEB team are bringing forward a dynamic purchasing system in 24/25 which will allow in-year adaption to provider capacity i.e. matching additional capacity from some providers against gaps from others.• £2.0m Bus Service Improvement Plan + - following recommendation from the Transport and Infrastructure Committee the Combined Authority Board allocated this funding to services being delivered in 24/25, as such the underspend on the grant will be carried forward and used as agreed.• £1.4m Growth Co Services – The Growth Co programme as a whole exceeded the targeted number of new jobs to be created in the area however there were variances on individual projects

	<p>including underspends on the workstreams funded by ERDF and ESF grants. As these funds were not required to deliver the programmes outcomes they will not be drawn down.</p> <ul style="list-style-type: none"> • £1.0m Health and Care Sector Work Academy unbudgeted spend – the sponsoring department agreed extensions to this programme, with final enrolments by the 31st March 2023. As such, delivery of those courses, and associated costs, continued into 2023/24 and were funded by the unspent grant from the prior period. The balance of unspent grant at the end of the project were returned to the department. <p><u>Passenger transport levy</u></p> <ul style="list-style-type: none"> • £1.4m on Concessionary Fares – rates of payment to bus operators for concessionary pass use in 2023/24 have remained at pre-COVID levels per advice from the Department of Transport leading to a significant underspend due to the reduced number of pass-users who have returned to regular bus patronage. For 2024/25 the Department have published a new model and expenditure is forecast to increase due to the new calculation methodology. • £0.6m Supported Bus Services – £0.3m is due to the funding from Treasury Management income, allocated for expansion of the DRT pilot network (approved by the Combined Authority Board in September 23), being added to the 23/24 budget when it was intended for 24/25. The balance is due to routes retendered after the budget was approved costing less than envisioned, likely due to planned procurement exercises delivering better value than an emergency response. <p><u>Revenue general funds</u></p> <ul style="list-style-type: none"> • £0.6m Development of Bus Franchising – the underspend on this budget is due to the delay in audit process of the Outline Business Case (OBC). The 23/24 budget included funding for the public consultation which cannot occur until the audit of the OBC is completed and so the costs will now fall into 24/25. <p>Further details on these changes and all others over £200k can be found in Appendix B.</p>
3.3	<p>In addition to the approved budgets shown in the tables below which are regularly monitored, there are £2.4m of Subject to Approval budgets allocated to 23/24 which have not been drawn down as shown in Appendix C1.</p> <p>The Combined Authority is currently undertaking a project prioritisation and review process following which the profiling of these budgets will be reviewed.</p>
3.4	<p>The Board are recommended to agree the updated carry-forwards on the approved, and subject to approval, revenue budgets of £14.9m and £2.4m respectively.</p>

Revenue Expenditure to end of Mar £'000	Full-year Budget	Outturn Expenditure	Variance	Requested Slippage	Appendix B reference
Mayor's Office	3,778	3,733	-45	-	
Precept	3,624	3,624		-	
Mayor's Office	154	109	-45	-	
Chief Execs Office	3,360	2,712	-648	518	
Comms and Engagement	52	183	131	-	
Monitoring and Evaluation	226	137	-89	89	
Response Funds	907	786	-121	48	
Strategy and Vision	459	154	-305	305	
CEX Office Staffing	1,716	1,453	-263	75	1
Resources and Performance	22,713	11,916	-10,797	8,797	
Digital Services and Support	860	709	-150	147	
Energy	18,591	8,027	-10,564	8,550	18
Finance and Procurement	323	340	17	77	
Human Resources & Organisational Development	122	89	-33	-	
Legal, Governance and Member Services	309	212	-97	-	
Other Employee Costs and Corporate Overheads*	172	-90	-262	24	19
R&P Staffing	2,337	2,630	292	-	20
Economy and Growth	27,927	22,533	-5,394	2,054	2 to 11
Place and Connectivity	20,612	15,884	-4,728	3,524	12 to 17
Grand Total	78,390	56,778	-21,612	14,893	

* This budget group includes recharges to grants of costs across Finance and Procurement, Human Resources & Organisational Development and Legal, Governance and Member services as well as itself so total income from recharges can be larger than the gross costs.

4. Capital Expenditure

4.1	A summary of the 2023/24 Capital Programme for the year ended 31 st March 2024 is shown at the end of this section. A project-level breakdown of the capital programme is included in Appendix A2.
4.2	<p>The capital programme shows a spend of a £109.5m against a total budget of £159.9m, or 69%. Removing the Highways Capital Grants, the ZEBRA project (as both these funds as paid out in one go), and the Net Zero retrofit programme this gives £49.7m spent against £88.2m, or 56%.</p> <p>This is a marked improvement on performance in 22/23, when the equivalent figure was 34%, and reflects the improvement journey the Combined Authority has been on over the preceding 12 months resulting in a greater focus on delivery.</p> <p>Further work on our capital processes, through the implementation of the Single Assurance Framework processes, and reinforcement of the Programme Management Office, should ensure this direction of travel continues through a combination of more realistic profiles and clearer 'routes to market' (i.e. derivability) in business cases.</p> <p>Alongside this we will be reviewing the process of, and the approach to, budget monitoring across both the revenue and capital budgets to ensure the best possible support to Officers in owning and managing their budgets.</p>
4.3	<p>There are various reasons for underspend on the capital programme, predominantly slippage, but the impact of underspend varies depending on the funding source with some being time limited, meaning unspent/undrawn down funds must be returned to Government, while others are able to be carried forward, or reallocated to other priorities.</p> <p>While slippage on projects is to be avoided where possible, the corresponding delay in spend and high interest rates seen throughout 23/24 have resulted in treasury management income for the year slightly exceeding £10m – which has enabled the Combined Authority to make significant enhancements to its revenue programme throughout 23/24 and into 24/25.</p>
4.4	<p>Below is a summary of the 10 most significant underspends on the capital programme, covering 73% of the total, grouped by category of funding. More detailed explanations of these, and all variances of £500k or more, are included in Appendix B.</p> <p>As can be seen below, beyond the change control agreed for the HUG2 programme, there is no immediate funding risk due to the project slippage on time-limited funds. That said, the risk if those projects are further delayed through 2024/25 is substantial and, as such, is reflected on the corporate risk register and regularly reviewed and monitored by the responsible teams.</p> <p><u>Time-limited funding – Transforming Cities Fund</u></p> <p>5 of the 10 most underspent schemes are funded by the Transforming Cities Fund which the Department for Transport (DfT) expect to be defrayed before March 2025. The strategic transport team are working with delivery partners to ensure the TCF funded element of the project can be delivered in this timeframe. The 5 schemes are:</p> <ul style="list-style-type: none"> • £5.7m A141 & St Ives • £4.3m Fengate Access Study Phase 1 • £3m Nene Parkways Junction 32/3 • £1.8m A10 Upgrade • £1.7m March Junction Improvements <p><u>Time-Limited funding - Other</u></p> <p>£20.9m Net Zero Retrofit grants (HUG2) – Delivery on this scheme nationally has been significantly delayed. A change request has been agreed with the sponsoring department which will allow roughly half of this underspend to be recovered through accelerated delivery in 24/25 but the balance is not expected to be drawn down.</p>

	<p>£3.5m Active Travel 4 – This funding was committed by the end of March 2024 and schemes are due for completion by March 2025, in-line with the grant agreement with DfT.</p> <p><u>Ringfenced funding</u></p> <p>£3.0m University of Peterborough Phase 2 – this contribution to the fit out and delivery of the Phase 2 building is a funded through a specific grant from DLUHC following the withdrawal of the private sector partner in the project. The funding is not time-limited and will be paid to the company once the legal issue of shares has taken place in June 24.</p> <p><u>Discretionary Capital funds</u></p> <p>£1.2m The Growth Service Company – this project was funded by recycled capital growth funds, money which had been invested by the area’s Local Enterprise Partnership as loans and subsequently repaid. As recycled funds these are not subject to time constraints and can be applied in-line with the Combined Authority’s priorities. As such the underspend on the project can be reallocated.</p> <p>£1.1m Market Towns - March – this project is funded by capital gainshare, the devolved settlement the Combined Authority received as part of the devolution deal. The funding is not time limited, so the delay in the delivery of the Market Towns programme does not put funding at risk.</p>
4.5	<p>There are three budget lines with significant positive variances, none of these represent an unfunded overspend and are due to either changes to project funding or a clerical error:</p> <p>£4.2m Net Zero Retrofit – LAD3 – this is due to changes in classification of spend between revenue and capital budget lines in-line with discussions held with the sponsoring department. All spend on the programme is funded by a single grant so moving funding between the two budgets has no impact on the overall cost or funding of the project.</p> <p>£4.0m Highways Maintenance Capital Grant – DfT allocated an additional £4.1m pothole funding in 23/24 so this spend is balanced by additional grant income.</p> <p>£1.7m Kings Dyke – this was a clerical error, the expenditure should have been recognised in 22/23 along with the budget.</p>
4.6	<p>As capital programmes, by their nature, cross multiple financial years requests to carry forward unspent budgets into future financial years are agreed by default and recognised as savings by exception. In order to enable continued delivery of in-flight projects, the Board is requested to approve the carry forwards totalling £59.3m as slippage detailed in Appendix A2.</p> <p>The slippage figure appears higher than the actual variance in the table on the following page as the variance is a net figure include the £10m of positive variances set out in 4.5. Removing these gives a net underspend of £60.4m so slippage is the majority, with a small underspend on the Growth Company capital project.</p>
4.7	<p>In addition to the approved budgets which are monitored in the tables below, there are also £10.2m of Subject to Approval budgets agreed for the year, which have not come forward for draw-down - these are listed in Appendix C2. The Combined Authority is currently undertaking a project prioritisation and review process following which the profiling of these budgets will be reviewed.</p>

5. Income

5.1	The lower table on the following page sets out the Combined Authority’s income for the financial year and a more detailed breakdown is provided in Appendix A3.
5.2	There are several substantial changes from the position forecast at the March Board:

	<ul style="list-style-type: none"> • £2.3m of BSIP+ 23/24 funding has not yet been received. The Combined Authority has met the conditions for this funding, and received a grant determination so we have followed up with the DfT to ensure payment is made. • £2.1m of Active Travel funding was unexpectedly received early in March 2024 but will be spend in 24/25. • A £1.5m reduction in forecast income for the Net Zero Hub, this is due to funding having been received in advance in 22/23 rather than 23/24 as anticipated.
5.3	<p>Discussions are ongoing with DESNZ over the release of the Mayoral capacity funds and LEP core funding for both 23/24 and 22/23. Previous communications indicated these funds were paused, however the recently called election reduces the likelihood of an answer in the previously anticipated timeframe.</p>

Capital Expenditure to end of Mar 2024 £'000	Full-year Budget	Outturn Expenditure	Variance	Requested Slippage	Appendix B reference
Economy and Growth	19,228	9,122	-10,106	9,008	
Business	2,378	7	-2,371	2,378	21,22
Growth	4,916	3,756	-1,160	-	23
Market Town	6,080	3,331	-2,749	2,800	24
SPF	1,555	725	-830	830	25
FE Cold Spots	-	-	-	-	
University	4,300	1,303	-2,997	3,000	26
Place and Connectivity	107,839	84,920	-22,920	29,154	
Climate Action and Spatial Planning	2,140	280	-1,860	1,860	27,28
Digital Connectivity	1,726	924	-802	802	29
Housing	11,943	10,994	-949	949	30
Intercompany	-	-	-	-	
Public Transport	9,188	9,120	-68	175	
Strategic Transport	82,843	63,602	-19,241	25,368	31-42
Resources and Performance	32,793	15,320	-17,472	21,118	
Accommodation	167	131	-36	36	
Digital Services and Support	42	64	22	-	
Energy Hub	32,584	15,126	-17,458	21,081	43
Grand Total	159,861	109,362	-50,499	59,280	

Combined Authority income to end of Mar 2024 £'000	Outturn income	Budget	Variance	Change from Forecast
Mayor's Office	-3,624	-3,624	-	-
Chief Execs Office	-39	-39	-	-
Economy and Growth	-22,208	-25,993	3,785	846
Place and Connectivity	-60,278	-58,617	-1,661	-719
Resources and Performance	-83,948	-86,509	2,560	2,005
Grand Total	-170,098	-174,782	4,685	2,131

6. Appendices

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

7. 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 2024 through the Budget setting process in accordance with the Cambridgeshire and Peterborough Combined Authority Order 2017 and the Combined Authorities Financial Order 2017.

Public Health Implications

9.3 A number of the projects in delivery or planned to be delivered have direct Public Health benefits.

Environmental & Climate Change Implications

9.4 A number of the projects in delivery or planned to be delivered have direct Environmental and Climate Change benefits.

Other Significant Implications

9.5 There are no other significant implications.

8. Background Papers

10.1 None

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Agenda Item 4	Appendix
Budget Outturn Report June 24 – Revenue Expenditure Position	A1

Outturn Revenue position. Figures in £'000	Full-year Budget	Outturn Expenditure	Variance	Requested slippage
Mayor's Office	3,778	3,733	-45	-
Precept				
Precept funded contribution to operational budgets Exp	3,624	3,624		-
Mayor's Office				
Mayor's Allowance	102	100	-1	-
Mayor's Conference Attendance	28	1	-27	-
Mayor's Office Accommodation	24	7	-17	-
Chief Execs Office	3,360	2,712	-648	518
Comms and Engagement				
Communications	42	162	120	-
Website Development	10	21	11	-
Monitoring and Evaluation				
Local Evaluation Framework Initiation	135	68	-67	67
Monitoring and Evaluation Framework	91	68	-23	23
Response Funds				
Corporate Response Fund	145	72	-73	-
Improvement Plan	762	714	-48	48
Strategy and Vision				
Coronation and Eurovision Funding	39	39	-	-
Development of a cultural strategy	100	15	-85	85
Shared Vision	170	55	-115	115
State of The Region	150	45	-105	105
CEX Office Staffing				
CEX Net Staffing Costs	1,716	1,453	-263	75
Economy and Growth	27,927	22,533	-5,394	2,054
Business				
Business Board Admin Costs	-	53	53	-
Business Growth Fund	156	1	-155	155
CRF Start & Grow Project	-	109	109	-
Devolution trailblazer support	250	210	-40	40
Economic Rapid Response Fund	-	12	12	-
Growth Co Services	4,388	2,949	-1,439	-
Insight and Evaluation Programme	75	69	-6	-
Local Growth Fund Costs	242	99	-143	-
Marketing and Promotion of Services	38	-	-38	-
New Economy	230	-	-230	230
LEP Costs	-	12	12	-
Inward Investment	30	1	-29	29
UK Shared Prosperity Fund	2,160	2,337	177	-
Skills				
AEB Devolution Programme	11,081	10,037	-1,044	-
AEB Free Courses for Jobs	1,954	941	-1,013	-

Budget Outturn Report June 24 – Revenue Expenditure Position

A1

Outturn Revenue position. Figures in £'000	Full-year Budget	Outturn Expenditure	Variance	Requested slippage
AEB Innovation Fund - Revenue	779	84	-695	695
AEB Programme Costs	602	444	-157	-
AEB Provider Capacity Building	68	27	-41	-
AEB Strategic Partnership Development	108	10	-98	-
Bootcamp Wave 4	1,519	1,038	-482	-
Careers and Enterprise Company (CEC)	266	285	19	-
Changing Futures	60	60	-	-
FE Cold Spots (rev)	225	18	-207	207
Health and Care Sector Work Academy	-	982	982	-
Multiply	1,495	1,699	204	-
Skills Advisory Panel (SAP) (DfE)	55	-	-55	-
Skills Bootcamp Wave 3	669	284	-385	25
Skills Bootcamp Wave 3 PM costs	130	-	-130	-
UK SPF Skills	278	105	-173	173
Delivering Health & Wellbeing Strategy Skills	500	-	-500	500
E&G Staffing				
E&G Net Staffing Costs	569	666	97	-
Place and Connectivity	20,612	15,884	-4,728	3,524
Climate				
Biodiversity Net Gain Grant	-	14	14	-
Climate Change	50	44	-6	-
Doubling Nature Metrics	75	34	-41	41
Greater Cambridge Chalk Stream Project - Revenue	40	94	54	-54
Huntingdonshire Biodiversity for all - Revenue	100	-	-100	100
Lifebelt City Portrait	40	40	-	-
Natural Cambridgeshire	80	70	-10	10
Non Statutory Spatial Plan	-	88	88	-
Climate Evidence and Data	150	52	-98	98
Climate Action	110	8	-102	102
Future Fens	70	-	-70	70
Housing				
Angle Holding	-	6	6	-
CLT	23	8	-15	-15
Passenger Transport				
Bus Review Implementation	517	530	13	-
Bus Service Improvement Plan (BSIP+)	2,000	-	-2,000	2,000
Development of Bus Franchising	1,050	437	-613	613
Peterborough Electric Bus Depot business case	-	40	40	-
Precept funded contribution to operational budgets Inc	-3,624	-3,624	-	-
Public Transport: Bus Operator Grant	-	175	175	-
Public Transport: Bus Service Operator Grant	411	409	-2	-
Public Transport: Concessionary fares	8,915	7,552	-1,363	-
Public Transport: Contact Centre	292	138	-154	-

Budget Outturn Report June 24 – Revenue Expenditure Position

A1

Outturn Revenue position. Figures in £'000	Full-year Budget	Outturn Expenditure	Variance	Requested slippage
Public Transport: Reduced Fares for under 25s	-	-	-	-
Public Transport: RTPi, Infrastructure & Information	325	474	148	-
Public Transport: S106 supported bus costs	-	326	326	-
Public Transport: Supported Bus Services	7,355	6,758	-597	-
Public Transport: Team and Overheads	532	712	180	-
Strategic Transport				
Active Travel 4	176	-	-176	-
LEVI	403	24	-379	379
Living Streets Walk to School	12	-	-12	-
Local Transport Plan	-	7	7	-
Love to Ride	55	-	-55	-
Civil Parking Enforcement	150	-	-150	150
Local Growth Capacity Support	-	70	70	-
P&C Staffing				
P&C Net Staffing Costs	1,305	1,399	94	-
Resources and Performance	22,713	11,916	-10,797	8,797
Digital Services and Support				
ICT external support	296	273	-23	65
Software Licences, Mobile Phones cost	113	68	-46	-
PMO Software and Training Investments	450	368	-82	82
Energy				
GSE Net Zero Hub	5,296	2,608	-2,688	2,678
GSE Green Homes Grant Ph 3 (LAD 3)	2,429	609	-1,820	-
GSE Home Improvement Grant (HUG 1)	433	158	-275	-
GSE Home Improvement Grant 2 Mobilisation (HUG 2)	-	64	64	-
GSE Local Energy Advice Demonstrator	2,170	1,150	-1,020	1,020
GSE Net Zero Investment Design	12	13	1	-
GSE Public Sector Decarbonisation	1,222	230	-992	992
GSE Rural Community Energy Fund (RCEF)	445	215	-230	230
Community Energy Fund	1,000	46	-954	954
DESNZ Regional Skills Pilot	1,582	1,534	-48	48
HUG2 A Revenue 23/24	3,942	1,375	-2,567	2,567
Local Energy Plan	60	-	-60	60
Local Net Zero Accelerator Programme	-	25	25	-
Finance and Procurement				
Audit Costs	140	271	131	-
Finance Service	66	28	-38	-
Finance System	70	-	-70	70
Insurance	39	39	1	-
Procurement	8	1	-7	7
Human Resources & Organisational Development				
HR	12	33	21	21

Budget Outturn Report June 24 – Revenue Expenditure Position

A1

Outturn Revenue position. Figures in £'000	Full-year Budget	Outturn Expenditure	Variance	Requested slippage
Payroll	10	3	-7	-
Recruitment Costs	100	80	-20	-
Legal, Governance and Member Services				
Committee/Business Board Allowances	144	107	-37	-
Democratic Services	95	32	-63	-
External Legal Counsel	70	73	3	-
Other Employee Costs and Corporate Overheads				
Accommodation Costs	212	173	-39	-
Change Management Reserve	158	219	60	-
Corporate Subscriptions	56	50	-6	-
Office running costs	32	25	-7	7
Training	89	66	-23	17
Overheads recharged to grant funds	-377	-624	-247	-
R&P Staffing				
R&P Net Staffing Costs	2,337	2,630	292	-
Grand Total	78,390	56,778	-21,612	14,893

Agenda Item 4	Appendix
Budget Outturn Report June 24 – Capital Expenditure Position	A2

Outturn Capital position. Figures in £'000	Full-year Budget	Outturn Expenditure	Variance	Requested Slippage
Economy and Growth	19,228	9,122	-10,106	9,008
Business				
Business Growth Fund	950	-	-950	950
College of West Anglia - Net Zero	876	-	-876	876
Fenland Hi-tech Futures	-	7	7	-
Illumina Accelerator	-	-	-	-
Ramsey Food Hub	302	-	-302	302
Start Codon (Equity)	250	-	-250	250
Growth				
Expansion of Growth Co Inward Investment	400	400	-	-
Growth Co Services	-	52	52	-
The Growth Service Company	4,516	3,303	-1,213	-
Market Town				
Market Towns Phase 2	827	740	-87	87
Market Towns: Chatteris	455	81	-374	374
Market Towns: Ely	440	177	-263	263
Market Towns: Huntingdon	345	50	-295	295
Market Towns: Littleport	475	72	-403	403
Market Towns: March	1,434	319	-1,116	-
Market Towns: Ramsey	405	5	-400	400
Market Towns: Soham	621	261	-360	360
Market Towns: St Ives	345	262	-83	83
Market Towns: Whittlesey	450	451	1	-
Market Towns: Wisbech	281	282	1	-
March Future Highstreet Fund allocation	-	580	580	536
St Neots Masterplan		50	50	-
SPF				
UK Shared Prosperity Fund	751	650	-101	101
UK Rural Shared Prosperity Fund	804	75	-729	729
University				
University of Peterborough - Phase 2	3,000	-	-3,000	3,000
University of Peterborough Phase 3	1,300	1,303	3	-
FE Cold Spots				
FE Cold Spots (cap)	-	-	-	-
Place and Connectivity	107,839	84,920	-22,920	29,154
Climate Action and Spatial Planning				
Care Home Retrofit Programme	500	-	-500	500
Greater Cambridge Chalk Stream Project - Capital	60	4	-56	56
Huntingdonshire Biodiversity for all - Capital	800	276	-524	524
Logan's Meadow Local Nature Reserve wetland extension	280	-	-280	280

Agenda Item 4	Appendix
Budget Outturn Report June 24 – Capital Expenditure Position	A2

Outturn Capital position. Figures in £'000	Full-year Budget	Outturn Expenditure	Variance	Requested Slippage
Nature and Environment Investment Fund	250	-	-250	250
Net Zero Villages Programme	250	-	-250	250
Digital Connectivity				
Digital Connectivity Infrastructure Programme	1,726	924	-802	802
Housing				
Affordable Housing Grant Programme	11,672	10,723	-949	949
Housing Loan - Histon Road	271	271	-	-
Public Transport				
Peterborough Station Quarter	680	787	107	-
ZEBRA capital funding	8,508	8,333	-175	175
Strategic Transport				
A10 Upgrade	3,116	1,302	-1,814	1,814
A1260 Nene Parkway Junction 15	1,728	1,705	-23	23
A1260 Nene Parkway Junction 32/3	9,392	6,428	-2,964	2,964
A141 & St Ives	7,001	1,330	-5,671	5,671
A16 Norwood Dualling	1,221	313	-908	908
A505 Corridor	135	3	-132	132
A603 Barton Road	400	400	-	-
Active Travel - CCC Schemes	595	595	-	-
Active Travel 4	3,720	268	-3,452	3,452
Addenbrookes Roundabout	200	200	-	-
BP Roundabout NMU Access Study	550	-	-550	550
Brook Crossing - Sutton	225	271	46	-
Carlyle Road Crossing	225	45	-180	180
Centre for Green Technology	2,500	2,471	-29	29
Contribution to the A14 Upgrade	111	112	1	-
County-wide speed reduction	800	352	-448	448
East Park Street	260	62	-198	198
Ely Area Capacity Enhancements	124	-	-124	124
Fengate Access Study - Eastern Industries Access - Phase 1	7,563	3,297	-4,266	4,266
Fengate Access Study - Eastern Industries Access - Phase 2	841	634	-207	207
Fletton Quays Footbridge	465	-	-465	465
Kings Dyke	-	1,700	1,700	-
Lancaster Way Phase 2	-	7	7	-
Local Highways Maintenance & Pothole (with PCC and CCC)	30,604	34,586	3,982	-
March Junction Improvements	5,573	3,850	-1,723	1,723
Mill Road Cambridge	150	198	48	-
Northstowe P&R Link	500	500	-	-
Peterborough Green Wheel	631	606	-25	25

Agenda Item 4	Appendix
Budget Outturn Report June 24 – Capital Expenditure Position	A2

Outturn Capital position. Figures in £'000	Full-year Budget	Outturn Expenditure	Variance	Requested Slippage
Regeneration of Fenland Railway Stations	-	373	373	-
School Streets	10	-	-10	-
Smaller Road Safety Measures	100	8	-92	72
Snailwell Loop	150	-	-150	150
Soham Station	153	-	-153	153
Thorpe Wood Cycle Way	625	469	-156	166
Transport Modelling	2,340	1,408	-932	932
Wisbech Access Strategy	523	-10	-533	523
Wisbech Rail	310	117	-193	193
Resources and Performance	32,793	15,320	-17,472	21,118
Accommodation				
Office Fit-out costs	167	131	-36	36
Digital Services and Support				
ICT Capital Costs	42	64	22	-
Energy Hub				
GSE Green Home Grant Capital - HUG 1	2,799	1,991	-809	-
GSE Green Home Grant Capital - LAD 3	7,447	11,699	4,252	-
HUG2 A Capital 23/24	22,338	1,437	-20,901	21,081
Grand Total	159,861	109,362	-50,499	59,280

Agenda Item 4	Appendix
Budget Outturn Report June 23 – Income Position	A3

Outturn Income position. Figures in £'000	Full-year Budget	Outturn Income	Variance
Mayor's Office			
Precept funded contribution to operational budgets	-3,624	-3,624	-
Chief Execs Office			
Coronation and Eurovision Funding	-39	-39	-
Economy and Growth			
Adult Education Budget	-13,047	-12,706	341
AEB Devolution Programme	-	-172	-172
Bootcamp Wave 4	-2,878	-1,083	1,795
Careers and Enterprise Company (CEC)	-313	-282	31
Growth Co Services	-3,425	-2,564	861
Multiply	-980	-980	
Project Living Cell	-354	-266	87
UK Rural Shared Prosperity Fund	-804	-804	
UK Shared Prosperity Fund	-2,904	-2,396	508
Growth Funds	-	-3	-3
LEP Core Funding	-375	-	375
Historic LEP related income	-	-	-
EZ receipt	-913	-938	-25
Place and Connectivity			
Housing Loan - Histon Road	-8,172	-8,565	-393
Local Growth Capacity and Support	-	-316	-316
Lancaster Way Phase 2	-288	-313	-25
Local Nature Recovery Strategy	-	-169	-169
LEVI	-403	-202	202
Local Highways Maintenance & Pothole (with PCC and CCC)	-30,604	-30,252	352
Local Transport Fund	-	-175	-175
Public Transport: Bus Service Operator Grant	-411	-409	2
Public Transport: Passenger Transport Contributions	-	-16	-16
Public Transport: RTP1, Infrastructure & Information	-	-85	-85
Public Transport: S106 supported bus costs	-	-265	-265
Transport Levy	-13,495	-13,494	
Transforming Cities Funding	-20,600	-13,740	6,860
Bus Service Improvement Plan (BSIP+)	-2,314	-	2,314
ZEBRA capital funding	-2,250	-2,250	-
Biodiversity Net Gain Grant	-	-27	-27
Active Travel Funding	-	-2,061	-2,061
Peterborough Station Quarter	-680	-1,678	-998
Resources and Performance			
GSE Energy Hub	-52	-3	49
GSE Local Energy Advice Demonstrator	-2,170	-2,168	2
GSE Net Zero Hub	-3,825	-2,360	1,465

Agenda Item 4	Appendix
Budget Outturn Report June 23 – Income Position	A3

Outturn Income position. Figures in £'000	Full-year Budget	Outturn Income	Variance
HUG2 A Capital 23/24	-22,338	-7,891	14,447
HUG2 A Revenue 23/24	-3,942	-5,883	-1,941
Local Net Zero Accelerator Programme	-	-19,320	-19,320
Community Energy Fund	-1,000	-1,000	-
DESNZ Regional Skills Pilot	-1,582	-1,506	76
Late Payment Interest Receivable	-	-1	-1
Treasury Income	-10,000	-10,049	-49
Prop Co 2 Loan interest	-	-26	-26
Gainshare	-20,000	-20,000	-
Mayoral Capacity Fund	-1,000	-	1,000
Grand Total	-174,782	-170,098	4,685

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Agenda Item 4	Appendix
Budget Outturn Report 2023-24 – Detailed Variance Explanations	B

Revenue Forecast Variances >£200k

1. CEX Net Staffing Costs		Variance	-£263k
2023-24 Budget	£1,716k	Expenditure	£1,453k

During 2023-24 there has been an external review of the current staffing structure within the CEX office, during this time vacant posts were not recruited to which has created an overall saving within this budget. However, these savings have been offset by some increased costs within the communications revenue budget within the CEX office as there was a need for external support during this time.

2. Growth Co Services		Variance	-£1,439k
2023-24 Budget	£4,388k	Forecast expenditure	£2,949k

The contract delivering Growth Co Services with GEG has finished in December 2023. 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 has been utilised by the end of the contract in December 2023. This is partially due to the slow start in previous year.

3. New Economy Team		Variance	-£230k
2023-24 Budget	£230k	Forecast expenditure	-

The recruitment of the 'New Economy' team was delayed in 23/24 as the structure was reviewed to ensure it would meet future objectives. There has also been difficulty in recruiting the right people as the first attempt at advertising and interviewing resulted in only two of the six roles being appointed to, and those at the end of 23/24. A second recruitment exercise is underway but the appointment of the remaining 4 roles will now happen in 24/25. As the new roles will join the team later than expected a revision to the original spend profile is required across 24/25 and 25/26.

4. AEB Devolution Programme and Free Courses for Jobs		Variance	-£2,057k
2023-24 Budget	£13,035	Forecast expenditure	£10,979k

The underspend is due to the lack of flexibility of the current commissioning approach that fixes the funding allocation for the year, meaning in-year allocations cannot be flexed to match our provider's capacity to deliver.

This lack of flexibility is a problem given the changing demands for skills requirements from employers and wider stakeholders.

In March, the Skills and Employment Committee approved the introduction of the Dynamic Purchasing System (DPS) which will be utilised for procurement across the CPCA Skills system including Bootcamps, as this will support the implementation of a more flexible and agile approach to commissioning.

The unused funds will be transferred to reserved and utilised in the future for further initiatives related to the AEB programme.

5. AEB Innovation Fund		Variance	-£695k
2023-24 Budget	£779k	Forecast expenditure	£84k

The underspend is due to delay to the development and delivery of the programmes included within the AEB Innovation funds' suite.

The largest of them is the setting up of the Cambridge Community funds (£240k). It aims to support AEB initiatives focus to support area and population not reached by the mainstream AEB provision. The programme went live in March 24, and it will disburse the funds during the 24/25 financial year.

Further £350k were ringfenced for match funding to external proposals. This was not utilised as no proposals were received.

The unused funds will be slipped to 24/25 to complete the activities planned.

6. Bootcamp Wave 4		Variance	-£482k
2023-24 Budget	£1,519k	Expenditure	£1,038k

As previously reported, the number of enrolments on the Wave 4 bootcamps is significantly lower than the original bid anticipated. This is in-line with the trend being experienced by Bootcamps nationally.

Increased focus work on matching the offer with employer requirements of the region has been undertaken in the last quarter of 23/24, which enabled bespoke Skills Bootcamp courses created such as an Introduction to Engineering course in collaboration with two key engineering employers in Peterborough, plus a Sustainability and Environmental Management course in line with LSIP priority needs around Green Skills.

DfE extended the course delivery deadline for MCA's, enabling course completions to take place up until July 2024. This means job outcomes will be claimed up until Jan/Feb 2025, as a result, expenditure for Wave 4 will continue in the 2024-25 FY.

7. FE coldspots (rev)		Variance	-£207k
2023-24 Budget	£225k	Expenditure	£18k

The FE cold spot programme suffered delays during the development and the delivery plan.

The revenue side of the programme aims to identify area with low Further Education provisions and create the development plan of the capital phase.

At present the first stage of the revenue programme is concluding. This requires the contracted consultant to identify and evaluate the FE cold spots in the area.

The underspend will be slipped to 24/25 as this will provide the funds to complete the revenue stage of the programme.

8. Health & Care Sector Work Academy		Variance	£982k
2023-24 Budget	-	Expenditure	£982k

Following agreement with the sponsoring department the Health & Care Sector Work Academy programme had its final enrolments by 31st March 2023, with courses and costs continuing into 2023/24, utilising underspend from the prior period.

This work is funded by a ringfenced grant and a balancing payment for the remainder of the grant was made in-year once the final position on the programme was agreed.

9. Multiply		Variance	£204k
2023-24 Budget	£1,495k	Expenditure	£1,699k

In-line with the policy agreed with the Skills and Employment Committee the Multiply programme was over-committed, as the historical trend is that contracted commitment in the skills sector is then under-delivered.

In the case of Multiply providers exceeded expectations and supported more learners than the grant provided for, this overspend will be met by the Adult Education Budget reserve.

10. Skills Bootcamp Wave 3		Variance	-£385k
2023-24 Budget	£669k	Expenditure	£284k

The programme is now complete. The forecast reflects the actual cost incurred by the programme, which is lower than budget due to lower than anticipated enrolment numbers. Mitigation actions have been put in place to encourage greater uptake in future waves as set out in explanation 6.

11. Delivering Health and Wellbeing Strategy (skills)		Variance	-£500k
2023-24 Budget	£500k	Expenditure	-

The underspend is due to delay in the development of the programme, which is in part due to wider project levers, including awaiting the outcome of the WorkWell bid. The announcement came in mid-May that the Cambridgeshire and Peterborough area had been successful in securing the programme, making them one of only 15 vanguard areas nationally, led by the Integrated Care Board.

A meeting occurred on the 20th May to move the project forward, and will continue following approval of the budget carry forward.

12. Bus Service Improvement Plan		Variance	-£2,000k
2023-24 Budget	£2,000k	Expenditure	-

Following recommendation by the Transport and Infrastructure Committee the November CA Board agreed to allocate it's BSIP+ funding against four of five foundational activities including more, and more reliable, bus services, integrated ticketing and improving the availability of service information.

All of these activities were scheduled for 2024/25 so the in-year allocation is to be carried forward to meet these commitments.

13. Development of Bus Franchising		Variance	-£613k
2023-24 Budget	£1,050k	Expenditure	£437k

The work on bus reform has developed during this financial year at pace including the development of the Business Case which is currently being audited by Grant Thornton.

In recognition of the long-term responsibilities under either Enhanced Partnership or Franchising, the CPCA have also worked to bring in more permanent members of staff which will also reduce consultant fees.

The total budget has not been drawn down, primarily due to the audit process still being underway and costs associated with the public consultation not yet being incurred. As the public consultation will now be carried out in the next financial year the unspent funding will be required in 2024/25, in addition to the funding already allocated to support the development work which will be delivered at pace following the completion of the audit and consultation.

14. Concessionary Fares	Variance	-£1,363k
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2023-24 Budget	£8,915k	Expenditure	£7,552k
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The underspend on Public Transport Concessionary Fares is due to payment for transport providers remaining at pre-covid rates. The Department for Transport have issued a new funding model for concessionary fares for 2024/25 so payment at pre-covid rates will not continue in the new-year.

Year-end surpluses and deficits across all Transport Levy funded workstreams will be held within a transport levy reserve and taken into account when setting the 2024-25 levy for the area.

15. S106 Supported Bus Services	Variance	£326k
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2023-24 Budget	-	Expenditure	£326k
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The spend here represents bus services that are either supported from S106 receipts or are provided as extra services which other local authorities pay directly for. The expenditure is offset by income received

16. Supported Bus Services	Variance	-£597k
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2023-24 Budget	£7,355k	Expenditure	£6,758k
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The variance on the supported bus service is due to two factors, first a £300k budget allocation in September 2023 for the expansion of the DRT pilot network – which was not scheduled for implementation until 2024/25 and this budget will be required in the new-year.

The remainder of the variance is due to re-procured routes costing less than envisioned, likely due to planned procurement exercises delivering better value than an emergency response.

17. LEVI (Local Electric Vehicle Infrastructure)	Variance	-£379k
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2023-24 Budget	£403k	Expenditure	£24k
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Delays in negotiation of funding agreements with delivery partners mean this project is behind schedule, the funding is not time-sensitive and so the work will be completed in 2024/25.

18. GSE Net Zero Hub Revenue	Variance	-£10,546k
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2023-24 Budget	£16,937k	Expenditure	£6,391k
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The figures above are the cumulative figures for those revenue projects with major variances which are detailed below:

- 1. Net Zero Hub**

Budget £5,296k Expenditure £2,608k Variance **-£2,688k**

Funding has been committed to September 2024 (budget cycle for this MoU) but was incorrectly profiled only for 2023/24. While there have been some delays in recruitment the programme is otherwise on track.
- 2. GSE Green Homes Grant Ph 3 (LAD 3)**

Budget £2,429k Expenditure £609k Variance **-£1,820**

As previously reported, while delivery accelerated toward the end of the extended project delivery window it still did not deliver the whole of the original allocation. The LAD3 scheme closed in September 2023 and agreed relevant funding has been repaid to DESNZ
- 3. GSE Home Improvement Grant (HUG 1)**

Budget £433k Expenditure £158k Variance **-£275k**

The project did not deliver the full allocation of funding, an extension was not approved and the scheme closed in March 2024 with funding repaid to DESNZ
- 4. GSE Local Energy Advice Demonstrator**

Budget £2,170k Expenditure £1,150k Variance **-£1,020k**

Year 1 funding has been committed to projects. There are 3 projects which have submitted change requests to DESNZ to move funding and expenditure into 24-25.
- 5. GSE Public Sector Decarbonisation**

Budget £1,222k Expenditure £230k Variance **-£992k**

Funding has been committed to September 2025, 3 new team members are being recruited to provide additional delivery capacity into the programme.
- 6. GSE Rural Community Energy Fund (RCEF)**

Budget £445k Expenditure £215k Variance **-£230k**

This was a £2.9m grant programme with final delivery in 2023/24. A minority of projects did not fully spend their allocations resulting on an underspend on the programme.
- 7. Community Energy Fund**

Budget £1,000k Expenditure £46k Variance **-£954k**

This was a new programme from DESNZ in 23/24 so funding expenditure profiles were not certain. Funding has now been committed by the NZ Hub Board and will be spent in 24/25
- 8. HUG2 A Revenue**

Budget £3,942k Expenditure £1,375k Variance **-£2,567k**

A more detailed explanation of the reasons behind the variance on this programme is provided under the capital item 43.

19. Overheads Recharged to grant funds		Variance	-£247k
2023-24 Budget	-£377k	Recharges	-£624k
<p>A number of grant-funded programmes came into place which were not anticipated when the budget was set in 2022/23. As such a greater number of staff were recharged to grant funded projects resulting in an increased level of recharged overhead costs.</p> <p>The overhead recharge rate is reviewed annually and includes items which scale with number of employees, or total funding, such as software licences, payroll services, audit fees, and recruitment costs.</p>			

20. R&P Net Staffing Costs		Variance	£292k
2023-24 Budget	£2,337k	Expenditure	£2,630k
<p>Some in-year vacant posts across the Resources & Performance directorate have been filled by relatively more costly interim/ agency staff while permanent placements are found. The most significant of these is the appointment of the permanent Director of Legal who will be joining the Combined Authority in June.</p>			

Capital forecast variances >£500k

21. Business Growth Fund		Variance	-£950k
2023-24 Budget	£950k	Expenditure	-
<p>The forecast reflects the changes in the timescale for the launch of the programme, which was originally planned for this financial year, but which will now occur early in 24/25.</p> <p>This follows the appointment of the delivery organisations through competitive tender.</p>			

22. College of West Anglia – Net Zero		Variance	-£876k
2023-24 Budget	£876k	Expenditure	-
<p>The COWA- Net Zero project's start has been pushed back as securing the funding and financing package to support the project took longer than anticipated.</p> <p>A submission for outline planning permission has now been submitted, and construction is expected to commence in November 2024 with completion forecast for September 2025.</p>			

23. The Growth Service Company		Variance	-£1,213k
2023-24 Budget	£4,516k	Expenditure	£3,303k
<p>Growth Co services comprise of funds for grant and inward investment. Despite the positive result of meeting the target for increasing employment numbers in the region, not all the funds allocated to the programme have been utilised by the end of the contract in December 2023. The unused funds will be repurposed by the Combined Authority on other programmes to help economic development and support business.</p>			

24. Market Town – March & March Future Highstreet Fund Allocation		Variance	-£536k
2023-24 Budget	£1,434k	Expenditure	£899k
<p>The Combined Authority Board approved an additional £1m allocation to March within the Market Town programme in 23/24.</p> <p>This expenditure has been captured in a separate funding head to the budget and so the two have been combined in this appendix, this will be addressed for the 24/25 reporting cycle.</p> <p>The programme will complete in 2024/25 as anticipate albeit having slipped slightly.</p>			

25. UK Rural Shared Prosperity Fund		Variance	-£729k
2023-24 Budget	£804k	Expenditure	£75k
<p>Delay in the issue of the Memorandum of Understanding from the funding department had a knock-on impact on agreeing grants with our constituent authorities resulting in the original 3 year scheme being reprofiled to predominantly deliver in the final year – 2024/2025.</p> <p>Regular catch-ups are in place with our constituent authorities and a strategic quarterly meetings act as gateway reviews to ensure projects remain on-track to deliver by March 2025, and reallocate funds where this has become impossible.</p> <p>The result of these mitigations are already being seen – the GFAs have been signed and districts have claims ready to submit which total £1,000,000. Close monitoring of the scheme will continue to ensure the funds are fully defrayed and deliverables are met.</p>			

26. University of Peterborough Phase 2		Variance	-£3,000k
2023-24 Budget	£3,000k	Expenditure	£3,000k
<p>The Combined Authority approved the investment of a further £3m into its subsidiary, the Peterborough R&D Property Company Ltd, to enable the fulfilment of the project's purpose after the private sector partner had to withdraw from the project. The subscription was expected in March 2024 but is now anticipate in June, the delay does not impact on the ability of the company to continue to operate.</p>			

27. Care Home Retrofit Programme		Variance	-£500k
2023-24 Budget	£500k	Expenditure	-
<p>Following limited uptake on the Care Homes Retrofit programme, 4 projects came forward with a combined potential ask of £286k, which are expected to claim in 2024/25.</p> <p>The Environment and Sustainable Communities Committee took the decision in March to continue with those applications in-train but to review the programme, alongside their wider project portfolio in June with the intention of recommending reallocation of funding which will not be required by the programme to other priorities.</p>			

28. Huntingdonshire Biodiversity		Variance	-£524k
2023-24 Budget	£800k	Expenditure	£276k
<p>Delays in finalising the legal agreement mean that although works have started some of the programme will slip into 2024/25.</p>			

29. Digital Connectivity Infrastructure Programme		Variance	-£802k
2023-24 Budget	£1,726k	Expenditure	£924k
<p>Two of the four workstreams have suffered delays due to announcements coming forward later than originally anticipated (i.e. Rural Gigabit Voucher top-up and Smart Poles project), both of these are now anticipated to come forward in 2024/25.</p>			

As technology and data collection requirements have evolved and expanded, the scope of the sensor technology deployment and data collection project are being reviewed to ensure the data will support an evidence base and decision making on several key strategy areas including NetZero.

30. Affordable Housing Grant Programme		Variance	-£949k
2023-24 Budget	£11,672k	Expenditure	£10,733k
<p>The CPCA is reliant on the delivery of housing from our partner agencies.</p> <p>Two major sites have completed and had final payments however others have pushed back their completion dates. Further completions are expected now later in 24/25 or early in 25/26 in-line with agreement long-stop dates.</p>			

31. A10 Upgrade		Variance	-£1,814k
2023-24 Budget	£3,116k	Expenditure	£1,302k
<p>The Combined Authority continue to work with the County Council in preparing an outline business case (OBC) for improvements to the A10. The governance decisions made by the Transport and Infrastructure Committee (TIC) at the Combined Authority, supported by a working group of CPCA and CCC officers, chaired by CPCA officers. The aim is to engage with the public later this year, having secured approval by TIC and aligning business case work with the Local Transport and Connectivity Plan and the protocols/policies of central government.</p> <p>Of note - the busway consultation, led by GCP, is separate from the A10 engagement and will be aligned but not included in the A10 project discussions.</p>			

32. A1260 Nene Parkway J32/3		Variance	-£2,964k
2023-24 Budget	£9,392k	Expenditure	£6,428k
<p>The original project scope has been delivered under-budget, with little use of the risk contingency. A change request has been discussed with DfT on the options to enhance the existing project and area with those un-utilised funds.</p> <p>If a change request is approved the underspend will be allocated to those enhancements, otherwise the funding will be reallocated within the transport portfolio in-line with Transforming Cities Fund criteria.</p>			

33. A141 & St Ives		Variance	-£5,671k
2023-24 Budget	£7,001k	Expenditure	£1,330k
<p>The Combined Authority continue to work with partners on the revalidation of the original Strategic Outline Business Case to ensure clear, consistent alignment with national and local policy - as part of this work it is important to test the merits of both strategic passenger transport initiatives and an additional option examining a limited road-based intervention in conjunction with passenger transport and active travel initiatives. This additional work has included additional transport modelling that assess the effectiveness of each of the options outlined.</p> <p>The ability to demonstrate to central government that we have examined all the possible options, whilst continuing to ensure alignment with our own local policy objectives outlined in the Local</p>			

Transport and Connectivity Plan, will put us in a stronger position when seeking funding for the scheme.

34. A16 Norwood Dualling		Variance	-£908k
2023-24 Budget	£1,221k	Expenditure	£313k
The A16 Norwood business case development was due to complete by the end of March 2024, this has been delayed due to a lack of capacity at the contracted consultancy but is underway and expected to complete by the end of July 2024.			

35. Active Travel 4		Variance	-£3,452k
2023-24 Budget	£3,720k	Expenditure	£268k
The Active Travel funding was due to be awarded in 23-24			
36. BP Roundabout		Variance	-£550k
2023-24 Budget	£550k	Expenditure	-
Delays in the contract award process and legal agreements mean that this project did not commence until April 2024.			

37. Fengate Access Phase 1 Upgrade		Variance	-£4,226k
2023-24 Budget	£7,563k	Expenditure	£3,297k
The original project scope has been delivered under-budget, with little use of the risk contingency. A change request has been discussed with DfT on the options to enhance the existing project and area with those un-utilised funds.			
If a change request is approved the underspend will be allocated to those enhancements, otherwise the funding will be reallocated within the transport portfolio in-line with Transforming Cities Fund criteria.			

38. King's Dyke (Level Crossing)		Variance	£1,700k
2023-24 Budget	-	Expenditure	£1,700k
Due to timing of evidence on project expenditure in 2023, a claim against the project budget was not accrued as anticipated in the final 2022/23 accounts. As the expenditure was expected in 2022/23 the budget was not requested to be carried forward.			
The project is funded by the Transforming Cities Fund so the funding which wasn't spent in 2022/23 is available to pay for the spend in 2023/24 so neither the overall funding, nor the project, are impacted.			

39. Local Highways Maintenance & Pothole (with PCC and CCC)		Variance	£3,982k
2023-24 Budget	£30,604	Expenditure	£34,586k
As part of the budget 2023 the government announced extra funding in year of £4,100,000 for pothole repair which was passported through to Cambridgeshire County Council and Peterborough City Council. This spend is matched extra grant income.			

The £118k balance is funding retained by the Combined Authority and used to fund its expenditure on the bus Real Time Passenger Information network.

40. March Junction Improvements		Variance	-£1,723k
2023-24 Budget	£5,573k	Expenditure	£3,850k

The original project scope has been delivered under-budget, with little use of the risk contingency. A change request has been discussed with DfT on the options to enhance the existing project and area with those un-utilised funds.

If a change request is approved the underspend will be allocated to those enhancements, otherwise the funding will be reallocated within the transport portfolio in-line with Transforming Cities Fund criteria.

41. Transport Modelling		Variance	-£932k
2023-24 Budget	£2,340k	Expenditure	£1,408k

An amended profile for the project has been agreed with the appointed consultants which resulted in some tasks have been slipped into 2024/25, this has also impacted the timeline for involvement of Cambridgeshire's transport team and associated costs.

42. Wisbech Access Strategy		Variance	-£533k
2023-24 Budget	£532k	Expenditure	-£10k

Issues with the acquisition and subsequent demolition of a property have delayed this project meaning some spend will slip into 2024/25.

The apparent negative spend is due to project costs from 2022/23 coming in slightly lower than forecast when making year-end adjustments.

43. GSE Net Zero Hub Capital		Variance	-£17,458k
2023-24 Budget	£32,584k	Expenditure	£15,126k

The figures above are the cumulative figures for the three capital retrofit projects with major variances detailed below:

GSE Green Home Grant Capital - HUG 1

Budget £2,799k Expenditure £1,991k Variance -£809k

The project did not deliver the full allocation of funding, an extension was not approved and the scheme closed in March 2024 with funding repaid to DESNZ

GSE Green Home Grant Capital - LAD 3

Budget £7,447k Expenditure £11,699k Variance £4,252k

Following a slow start, a reduced project budget was agreed with DESNZ followed by a 6-month extension. Within the extension the programme delivered better than anticipated and this increased spend was taken into account in a reduced return of funding to DESNZ so there is no wider impact on CA Budgets.

HUG2 A Capital 23/24

Budget £22,338k Expenditure £1,437k Variance -£20,901k

The under delivery is due to four major factors, and is reflected in the performance of other providers of the HUG2 scheme across the country:

- Changes by government to the technical specification and processes between the HUG1 and HUG2 schemes created delay for our major delivery partners.
- Delays in getting our delivery partners to the point of batch submission within the constraints of the restrictive scheme rules for year 1.
- Delays from the batch approval system
- In particular the experience for bricks and mortar properties was much more complex and led to significant delays in identifying and submitting properties for batch approval.

The systems within the programme nationally have now been tested and used and the major delivery partners are now in contract so most of the major causes for delay in the first year of the contract are not expected to impact year 2.

Year 2 delivery within the HUG2 bid was a cautious figure and the delivery capacity of the appointed installers across the territory allow a peak of over 400 properties per month to be completed. A revised delivery profile has been agreed with DESNZ which applies prudent assumptions regarding weather and other constraints giving a year 2 target of 1,880 properties, which will enable the Hub to recover a significant proportion of the underspend in 2024/25.

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Agenda Item 4	Appendix
Budget Outturn Report June 24 – Revenue Subject to Approval Budgets	C1

Revenue Subject to Approval budgets 23/24 as at end of year £'000	Budget
Programme Response Fund	9
Chief Execs Office Total	9
A142 Chatteris to Snailwell	150
Active Travel (Revenue)	33
Active Travel Funding	717
Climate Change	50
Development of Key Route Network	150
Development of sustainable Cultural Services for the City of Cambridge and the Region - Revenue	156
DLUHC LUF Capacity & Capability	175
Harston Capacity Study	150
Non Statutory Spatial Plan	535
Peterborough Electric Bus Depot	110
Rewilding Programme	75
Sawston Station Contribution	16
Segregated Cycling Holme to Sawtry	100
Place and Connectivity Total	2,417
Grand Total	2,426

Agenda Item 4	Appendix
Budget Outturn Report June 24 – Capital Subject to Approval budgets	C2

Capital Subject to Approval budgets 23/24 as at end of year £'000	Budget
Mkt Town 2 - Supporting Social Enterprise in Towns & Villages	423
Economy and Growth Total	423
Active Travel Funding (Cap)	1,380
Development of Sustainable Cultural Services for the City of Cambridge and the Region - Capital	336
FE Cold Spots (cap)	2,400
Regeneration of Fenland Railway Stations	267
Snailwell Loop	350
Wisbech Rail	5,080
Place and Connectivity Total	9,813
Grand Total	10,236



Combined Authority Board

5 June 2024 - Ordinary Meeting

Title:	Overview and Scrutiny Committee Annual Report 2023/24
Report of:	Edwina Adefehinti, Director Legal and Governance & Monitoring Officer
Lead Member:	Mayor Dr Nik Johnson
Public Report:	Yes
Key Decision:	No
Voting Arrangements:	No vote required

Recommendations:

A	Note the Annual Report of the Overview and Scrutiny Committee (Appendix A).
---	-----------------------------------------------------------------------------

Strategic Objective(s):

It is considered good practice for Overview and Scrutiny Committees to prepare an Annual Report to be presented to the Combined Authority to inform them of the work undertaken.

A well-run Overview and Scrutiny Committee will strongly support the Combined Authority in all its strategic objectives as outlined below.

	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 report requests that the Board note and provides feedback on the Annual Report of the Overview and Scrutiny Committee which is the work carried out by the Committee over the municipal year 2023/24. (Appendix A.)
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2. Proposal

2.1	The Annual Report for the Overview and Scrutiny Committee provides an opportunity for the Board to review the work of the Overview and Scrutiny Committee from the past year and to discuss any areas that Overview and Scrutiny may wish to focus on for the next municipal year.
2.2	A well-run Overview and Scrutiny Committee will strongly support the Combined Authority in all its strategic objectives as outlined above and a review of work undertaken from the previous year will help to inform future work areas.

3. Background

3.1	The Overview and Scrutiny Committee has been in operation since May 2017. The Committee met seven times during the 2023/24 municipal year. The Committee also introduced informal meetings this year to review corporate KPIs, the Forward Plan, Performance and Major Project dashboards to identify work programme focus; the Committee met informally three times. The Committee provides independent challenge and acts as a critical friend for the Combined Authority Board and the Mayor in their decision making.
3.2	This Annual Report is a summary of the work Overview and Scrutiny (O&S) has done this year, what has worked well and what issues need further concentration next year.

4. Appendices

4.1	Appendix A. Overview and Scrutiny Committee Annual Report
-----	-----------------------------------------------------------

5. Implications

Financial Implications	
5.1	None
Legal Implications	
5.2	None
Public Health Implications	
5.3	None
Environmental & Climate Change Implications	
5.4	None
Other Significant Implications	
5.5	None
Background Papers	
5.6	Overview and Scrutiny Report and Minutes – 18 March 2024

OVERVIEW AND SCRUTINY COMMITTEE

Annual Report:
2023/24

Contacts:

Chair: Cllr Charlotte Cane
Charlotte.cane@eastcambs.gov.uk

Vice Chair: Cllr John Fox
John.fox@peterborough.gov.uk

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CAMBRIDGESHIRE
& PETERBOROUGH
COMBINED AUTHORITY

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

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

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

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

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

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

Cllr Charlotte Cane

Cllr John Fox

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INTRODUCTION

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

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

The role of the Overview and Scrutiny Committee is to:

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

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

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

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

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

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

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

MEMBERSHIP AND MEETINGS

Meetings

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

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

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

Membership

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

The members for 2023/2024 were:

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

Member	Constituent Council
Cllr Charlotte Cane	East Cambs District Council
Cllr David Brown	East Cambs District Council
Cllr Anne Hay	Fenland District Council
Cllr Maureen Davis	Fenland District Council
Cllr Aiden Van de Weyer	South Cambs District Council
Cllr Peter Fane	South Cambs District Council
Cllr Tim Griffin	Cambridge City Council
Cllr Martin Smart	Cambridge City Council
Cllr Martin Hassall	Huntingdonshire District Council
Cllr Jon Neish	Huntingdonshire District Council
Cllr Mark Goldsack	Cambridgeshire County Council
Cllr Anna Bradnam	Cambridgeshire County Council
Cllr Wayne Fitzgerald	Peterborough City Council
Cllr John Fox	Peterborough City Council

RAPPORTEURS

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

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

Rapporteurs

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

KEY ACTIVITIES

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

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

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

IMPROVEMENT WORK

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

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

It recommended that:

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

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

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

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

ATTENDANCE & MEMBER DEVELOPMENT

Attendance

Date of Meeting	Number of members attended	Substitutes sent	Meeting Quorate
19 th June 2023	14	2	Yes
24 th July 2023	14	6	Yes
18 th September 2023	13	0	Yes
27 th November 2023	12	1	Yes
9 th January 2024	10	1	Yes
29 th January 2024	12	1	Yes
18 th March 2024	11	1	Yes

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

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

Call Ins

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

Task & Finish Groups

The Committee agreed at the March meeting to set up a Bus Reform Working group for the next municipal year .

LOOKING FORWARD

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

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

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

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

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

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

Cllr Charlotte Cane

Chair

Overview and Scrutiny Committee

Cllr John Fox

Vice Chair

Overview and Scrutiny Committee





Combined Authority Board

5 June 2024 – Ordinary Meeting

Title:	Member Development Annual Report
Report of:	Edwina Adefehinti, Director, Legal and Governance and Monitoring Officer
Lead Member:	Councillor Edna Murphy, Lead Member Governance
Public Report:	Yes
Key Decision:	No
Voting Arrangements:	No vote required.

Recommendations:

A	To note the Member Development Annual Report
B	To note the training sessions held and the planned prospectus for the new Municipal Year
C	To note the objectives as being to assist Members in carrying out their roles efficiently, and to maintain the highest standard of elected Members in carrying out their responsibilities to the Combined Authority and the communities they serve.

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	This report sets out an overview of the Member Development that has taken place during the 2023/24 Municipal year whilst looking ahead to the forthcoming year and the programme of training offered to Members.
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2. Background

2.1	Member Development is considered to be essential in providing support, knowledge and guidance to Members, both new and experienced.
2.2	Whilst none of the training sessions provided are mandatory, Members are encouraged to attend especially when sessions are subject specific relating to the work of committees they attend.

3. Member Development Programme 2023/24

3.1 An induction/information session was held on 22 June 2023 and all members and substitute members of the Combined Authority Board, regulatory committees and thematic committees were invited; along with members of the Business Board.

3.2 Subject-specific and committee-specific training sessions were held throughout the year and are shown in the table below.

Session	Invitees	Date
Audit and Governance Induction	Audit and Governance Committee	08-Jun-23
A&G - Financial Management	Audit and Governance Committee	09-Jun-23
Environment and Sustainable Communities Induction	Environment and Sustainable Communities Committee	12-Jun-23
Overview and Scrutiny Workshop	Overview And Scrutiny Committee	13-Jun-23
Transport and Infrastructure Induction	Transport and Infrastructure Committee	14-Jun-23
Member Induction	All Members including Business Board	22-Jun-23
Skills Induction	Skills and Employment Committee	03-Jul-23
KPI Training	Audit and Governance & Overview and Scrutiny Committees	13-Jul-23
A&G Training - Subsidiary Companies	Audit and Governance Committee	09-Oct-23
Board Development - MTFP and Corporate Plan	CA Board	18-Oct-23
Effective Committee Skills	All Members including Business Board	25-Oct-23
O&S Training - Subsidiary Companies	Overview and Scrutiny Committee	06-Nov-23
Budget Scrutiny	Overview and Scrutiny Committee	22-Nov-23
A&G Training - Cyber Security, Data Protection, Freedom of Information	Audit and Governance Committee	04-Dec-23
Code of Conduct	All Members including Business Board	06-Dec-23
Effective Committee Skills	All Members including Business Board	16-Jan-24
Chair Skills	All Members including Business Board	21-Feb-24

3.3 Feedback was sought from members after each session, through an emailed form they were asked to return. This received a very small number of responses over the course of the year but any feedback received was taken onboard by the team in order to improve future sessions.

4. Member Development Programme 2024/25

4.1 The training programme for 2024/25 has been compiled into a prospectus for members which is attached at appendix 1.

4.2	Some of the comments received from members following the training sessions in 2023/24 related to the content not being tailored toward Combined Authorities. This feedback was passed on to any returning training providers to try and ensure a more tailored session in 2024/25. We have also included a specific session looking at the differences between combined authorities and other LAs.
4.3	The method of receiving feedback from members will also be amended; with online surveys set up for each session to make it more accessible and interactive.

5. Appendices

4.1	Appendix A. Member Training Prospectus 2024-25
-----	------------------------------------------------

6. Implications

Financial Implications	
5.1	This report is for information only and there are no financial implications arising. However, Members should note the objective to continue to utilise cost effective Member development tools given budget realities.
Legal Implications	
5.2	This report is for information and noting only and there are no legal implications arising.
Public Health Implications	
5.3	There are no public health implications arising from this report.
Environmental & Climate Change Implications	
5.4	There are no environmental and climate change implications arising from this report.
Other Significant Implications	
5.5	This report is for information only and while there are no risk management implications arising, failure to deliver sufficient training would create a compliance risk and/or prevent Members carrying out their duties effectively.
Background Papers	
5.6	None

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Member Training Prospectus 2024/2025

Produced by Democratic Services



03

Introduction by
Democratic
Services

04

CPCA Committee
Induction Sessions

05

All Member
Induction

06

Cyber Security and
Data Protection

07

Strategic Scrutiny

08

Differences
between a CA and
LA

09

Procurement

10

Code of Conduct

11

Equality Diversity
and Inclusion Part
1

12

Equality Diversity
and Inclusion Part
2

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Speed Reading

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Budget Scrutiny

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Training session to
be confirmed

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A&G Development
Sessions

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Other useful
information and
Links

CONTENTS



Introduction by the Democratic Services Team

Dear Members,

Each Municipal year the Cambridgeshire and Peterborough Combined Authority (CPCA) provide Members with a variety of training sessions.

Members are encouraged to attend any and all of the sessions; each session is intended to providing support, knowledge and guidance to Members, both new and experienced.

This prospectus provides you with an overview of each session that is being put on throughout the year.

Following each session a short form will be sent asking for feedback, we are keen to get your opinions to help influence the types of training we put on in the future.

Please accept the meeting invitations if you are thinking of attending the Training session.

Kind regards

Democratic Services Team



CPCA Committee Inductions

Committee	Date/Time	Where
Audit and Governance Committee Induction	11th June 2024 10:00—12:00	Microsoft Teams (Details in the meeting invitation)
Transport and Infrastructure Committee Induction	20th June 4:00—5:00	Microsoft Teams (Details in the meeting invitation)
Skills and Employment Committee Induction	17th June 10:00—11:00	Microsoft Teams (Details in the meeting invitation)
Environment and Sustainable Communities Induction	12th June 12:30—2:30	Microsoft Teams (Details in the meeting invitation)
Overview and Scrutiny Committee	This will be the session taking place 17th June during the Overview and Scrutiny Member Training session. See page 7 for more information.	
Investment Committee	The Investment Committee will have two sessions of investment/subsidiary company training in a municipal year. The two sessions will be held in the autumn (likely October or November) and the spring (likely March or April).	

These session will be managed by the Directorates responsible for these areas. They will be an opportunity for members to receive a brief overview of the committee they will be joining and ask question to officers.

These sessions will be recorded and uploaded to the Member Hub for members to look back on.

If you have any questions about these sessions then please do contact Democratic.services@cambridgeshirepeterborough-ca.gov.uk



All Member Induction

	Date	19th June 2024
	Time	1:00 — 4:00
	Location	ARU Peterborough
	Trainer	CPCA Staff

The Cambridgeshire and Peterborough Combined Authority all Member Induction training session will provide newly appointed and existing members alike with a valuable insight and a comprehensive introduction to the organisation. Attendees will gain insights into the various directorates, understanding their roles and responsibilities within the authority. The session will also cover the structure and functions of the different committees, ensuring members are well-versed in governance practices and procedural operations. Additionally, participants will learn about the overarching mission and key initiatives of the Combined Authority, equipping them with the knowledge needed to contribute effectively to the region's strategic objectives and collaborative efforts.

After the training session you will receive a short form, this will provide the CPCA with your feedback on the training and help us provide better training for members.

If you have any questions about this training session please contact Democratic.services@cambridgeshirepeterborough-ca.gov.uk



Cyber Security and Data Protection Training

	Date	TBC (June)
	Time	TBC
	Location	Zoom (Details in Outlook)
	Trainer	Adam Goldsmith and Susan

This training session will be run by CPCA officers and it will focus on the following topics for members...

In our upcoming council Data Protection Training session, we will look at Cyber Security addressing cyber security fundamentals, focusing on protecting sensitive information from cyber threats and breaches. The training will briefly look at the areas of Data Protection and Information Governance. This training aims to equip council members with the knowledge and tools necessary to protect data integrity, confidentiality, and availability in our digital landscape.

After the training session you will receive a short form, this will provide the CPCA with your feedback on the training and help us provide better training for members.

If you have any questions about this training session please contact Democratic.services@cambridgeshirepeterborough-ca.gov.uk



Overview and Scrutiny — making a difference at the Combined Authority

 Date	17th June 2024
 Time	6:00pm—7:30pm
 Location	Zoom (Details in Outlook invitation)
 Trainer	Beth Evans

This training session will be run by Beth Evans and it will be an opportunity for members to fully understand their role as members of the Overview and Scrutiny Committee and how to carry this out effectively

Content:

- A brief reminder of the purpose and potential impact of strategic scrutiny at the Combined Authority
- How this works to make a difference – key issues, priorities, and approaches
- The differences with scrutiny at your Council
- How do you think that scrutiny can have most impact at the Combined Authority?
- The practical aspects of scrutiny which contribute to success including:
 - Work programming – where are you going to prioritise your time and focus?
 - Preparation and planning for meetings – how do you ensure that your meetings are as effective as possible?
 - Questioning skills – how do you get the most out of the presentations/reports to scrutiny?
 - Formulating recommendations – what are the outcomes from your discussions?
 - Measuring scrutiny's success – how do you assess what difference you have made to the Combined Authority's impact in the region?
- Useful guidance and best practice

Mini scenarios – putting it all into practice!

Outcomes — That councillors involved in scrutiny feel confident about how their collective roles can make a difference to the good governance and effectiveness of the Combined Authority.

After the training session you will receive a short form, this will provide the CPCA with your feedback on the training and help us provide better training for members.



Difference between the Combined Authority and Constituent Councils

	Date	26th June 2024
	Time	6:00pm—7:30pm
	Location	Zoom (Details in Outlook invitation)
	Trainer	David McGrath

This training session will be run by Link Support and it will focus on:

- Outlining the various leadership roles enjoyed by members (at local, district, regional levels), the differences, overlaps and connections between the roles.
- Discuss the unique differences and potential connections between the Combined Authority and Constituent Council role.
- Outline the distinctive leadership role required of members whilst preparing for—and engaging in—Combined Authority Work and the pitfalls of failing to do this.
- Discuss action planning for change—members will have the opportunity to discuss personal action points.
- The Differences between LA Overview and Scrutiny and CA Overview and Scrutiny
- Ward representation in LA and CA
- The strategic function of the CA Board versus the more in-depth function of the Executive
- Statutory Functions
- The difference between CA Board vs LA Cabinet and full council
- The differences between a CA Mayor, Leader and LA Mayor

After the training session you will receive a short form, this will provide the CPCA with your feedback on the training and help us provide better training for members.

If you have any questions about this training session please contact Democratic.services@cambridgeshirepeterborough-ca.gov.uk



Cambridgeshire and Peterborough Combined Authority Procurement Training

	Date	16th July 2024
	Time	Day time (TBC)
	Location	Zoom (Details in Outlook invitation)
	Trainer	Heidi Parker

This training session will be run by Link Support and it will focus on:

- **Overview of Public Procurement Obligations**

There are a number of different pieces of legislation that determine how an authority contracts with suppliers to deliver both their statutory obligations and policy objectives. In addition to legislation, government publish various policy notes and guidance documents which may or may not apply depending on who you are and what they are about; and then, for good measure, there is case law and that too determines how you should or should not conduct your processes – if you don't want to end up in court. This first part will set out what the legislation is, how they come together and in what format. It will also talk you through a basic process under that set of “rules”

- **Obligations to come under the Procurement Act 2024 and associated regulations and guidance**

As of October 2024 the current procurement regime will be replaced by the new Procurement Act 2023 and the Procurement Regulations 2024 and guidance. This is the biggest change public procurement has seen probably since the 1993 legislation came out, but definitely since 2006. Much of what we have known is gone, the language has changed and the transparency and Open Data obligations have increased 10 fold. In addition, despite the name, it now includes pre-procurement obligations and substantial contract management obligations. This part of the training will explain some of the key features and how authorities may conduct procurements going forward.

- **What we need to be ready and comply**

Due to the magnitude of the change and the increase to cover the whole life cycle, there are a number of activities that we need to plan for and resource, including updating procurement documentation, collecting a variety of financial information, publishing various notices, publishing contracts and contract modifications to name a few. This final part of the training will map out these obligations over the whole life cycle of a contract to explain exactly who will need to do what.



Member Code of Conduct Training

	Date	11th July 2024
	Time	6:00pm—7:30pm
	Location	Zoom (Details in Outlook invitation)
	Trainer	Paul Hoey and Natalie Ainscough

This training for members on the Code of Conduct explores the importance of maintaining high standards of conduct and examines the requirements of the local Code of Conduct, using real case scenarios for members to discuss. Areas which will be explored will include the use of social media, disclosure of confidential information and member-officer relations. We encourage as much discussion as possible around the cases so that members can see the issues from different perspectives and understand for themselves how cases have been resolved, whether formally or informally, including the role of party discipline.

There will also be an in-depth discussion on the requirements on members to register and declare interests, again with case scenarios to discuss.

The session is run by external presenters Paul Hoey and Natalie Ainscough of Hoey Ainscough Associates Ltd, a company set up in 2012 to support local authorities in managing their arrangements for handling councillor conduct issues. Paul was director of strategy at Standards for England from 2001 until its closure in 2012, and Natalie worked as his deputy. We have worked with over 400 authorities in one form or another through provision of training, investigative support and wider governance advice and are the national experts on standards arrangements. We were commissioned by the Local Government Association to draw up the new model Code of Conduct and supporting guidance published in 2021.

After the training session you will receive a short form, this will provide the CPCA with your feedback on the training and help us provide better training for members.

If you have any questions about this training session please contact Democratic.services@cambridgeshirepeterborough-ca.gov.uk



Equality Diversity and Inclusion Training Part 1

 Date	12th September 2024
 Time	6:00pm—7:30pm
 Location	Zoom (Details in Outlook invitation)
 Trainer	Helen Gould

In this session, we will define what EDI means and why it's important to understand; what the Equality Act 2010 says and what it means for you as a council member; and what unconscious bias is, the impact it can have on decision-making, and how you can reduce the negative effects of bias. This course will include group discussions and activities, so please be ready to take part and feel free to ask questions.

After the training session you will receive a short form, this will provide the CPCA with your feedback on the training and help us provide better training for members.

If you have any questions about this training session please contact Democratic.services@cambridgeshirepeterborough-ca.gov.uk



Equality Diversity and Inclusion Training Part 2

	Date	7th October 2024
	Time	6:00pm—7:30pm
	Location	Zoom (Details in Outlook invitation)
	Trainer	Helen Gould

In this session, we will cover some suggestions on actions you can take to help the people around you feel comfortable and respected; how to challenge discriminatory behaviour (or engage with being challenged) in a productive way; and cover case studies to show how these concepts can be put into practice. This course will include group discussions and activities, so please be ready to take part and feel free to ask questions.

After the training session you will receive a short form, this will provide the CPCA with your feedback on the training and help us provide better training for members.

If you have any questions about this training session please contact Democratic.services@cambridgeshirepeterborough-ca.gov.uk



Speed reading and retention training

	Date	23rd October 2024
	Time	6:00pm—7:30pm
	Location	Zoom (Details in Outlook invitation)
	Trainer	Miranda Smythe

The ability to absorb information quickly and efficiently is an important skill and this session will build on your existing reading talents, increasing your base reading speed and providing you with strategies for careful analysis of important documents.

During our time together we will cover:

- The process of reading
- How to minimise barriers to fast reading
- Using different reading styles
- Ways to maximise eye/brain relationship
- Reading from computer and tablet screens
- Careful reading for understanding and retention.

Preparation

In readiness for this, two short activities can be completed. These will be sent to all those who have accepted the meeting invitation.

- A pre-course speed reading test to carry out before the session, which will help you evaluate your present reading speed.**
- Please would you also have either a chopstick (yes, really!) or a sharpened pencil handy plus a document you need to read (a report or an Agenda would work well).**

After the session, you will receive a copy of the PowerPoint slides, together with an A4 digital handout: “Reading for Speed and Retention”.

Following the training session you will receive a short form, this will provide the CPCA with your feedback on the training and help us provide better training for members.

If you have any questions about this training session please contact Democratic.services@cambridgeshire-peterborough-ca.gov.uk



Overview and Scrutiny Budget Scrutiny Training Session

	Date	6th November 2024
	Time	1:00pm—2:30pm
	Location	Zoom (Details in Outlook invitation)
	Trainer	Link Support Services

Details for training session to be confirmed



Training session TBC based on member feedback

	Date	9th January 2025
	Time	6:00pm—7:30pm
	Location	Zoom (Details in Outlook invitation)
	Trainer	Link Support Services

We have a training session booked with an experienced trainer. If members have any topics they would like to cover then please send your ideas to democratic.services@cambridgeshirepeterborough-ca.gov.uk



Audit and Governance Development Sessions

Date / Time	Topic	Where
9th July 2024 10:00—12:00	Internal Control Assurance	Microsoft Teams 
10th September 2024 10:00—12:00	Risk Management— Principles & Practices	Microsoft Teams 
15th October 2024 10:00—12:00	Financial Reporting	Microsoft Teams 
14th January 2024 10:00—12:00	Governance	Microsoft Teams 

These development sessions are for members of the Audit and Governance Committee only.



Useful links for members

The Local Government Association has a number of guidance and tool kits aimed at assisting councillors in their role. For example that have Civility in Public Life, Community action and External audit guides

[Guidance and resources | Local Government Association](#)

The Centre for Governance and Scrutiny publish a number of papers relating to governance and scrutiny.

[Discussion Paper Archives - Centre for Governance and Scrutiny \(cfgs.org.uk\)](#)

Personal Safety for Members

The Free ACT e-Learning counter terrorism awareness course-[E-Learning | ProtectUK](#)

The Blue Book: A Guide to Personal Security | ProtectUK- [The Blue Book: A Guide to Personal Security | ProtectUK](#)

The LGA's guidance on personal safety- <https://www.local.gov.uk/publications/seven-principles-safer-canvassing-guide-councillors-and-candidates>

The NCSC recommends - <https://www.ncsc.gov.uk/guidance/guidance-for-individuals-in-politics>

<https://www.protectuk.police.uk/resources/51>

NPCC, CPS, The Electoral Commission, College of Policing -Joint Guidance for Candidates in Elections 2021 (electoralcommission.org.uk)- [Joint Guidance for Candidates in Elections 2021 \(electoralcommission.org.uk\)](#)

The Suzy Lamplugh Trust has excellent guidance for lone working in every situation: Personal Safety at work | Suzy Lamplugh Trust - www.suzylamplugh.org/personal-safety-at-home, www.suzylamplugh.org/personal-safety-and-law).

The Community Security Trust website- [CST – Protecting Our Jewish Community](#) for advice/guidance specifically for Jewish communities.

Protective security schemes for places of worship-[Protective security schemes for places of worship - GOV.UK \(www.gov.uk\)](#)

You can also report matters in confidence at www.gov.uk/ACT.



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY



Combined Authority Board

5 June 2024 - Ordinary Meeting

Title:	Appointment to outside bodies
Report of:	Edwina Adefehinti, Director Legal and Governance and Monitoring Officer
Lead Member:	Cllr Edna Murphy- Governance
Public Report:	Yes
Key Decision:	No
Voting Arrangements:	Majority

Recommendations:

A	That Board decides which Member(s) is nominated and which member is appointed to the Outside Bodies detailed in the report.
B	That members appointed to external bodies provide updates to the CPCA Board at intervals agreed by the CPCA Board.

Strategic Objective(s):

The report improves the CPCA's corporate governance framework and helps to protect the interests of the CPCA and promote best value.

1. Purpose

1.1	To appoint representatives to outside bodies
1.2	To be made aware of decision making in the outside bodies appointed to, all members appointed to outside bodies will keep the CPCA Board informed of decision making, relevant issues and general updates.

2. Proposal

2.1	To appoint the Mayor as the CPCA representative on the Cambridge Growth Company Advisory Council
2.2	To appoint a CPCA Board member to represent on the Wisbech Town
2.3	To require that members appointed to outside bodies provide a report to the CPCA Board at regular intervals, the period which will be agreed by the CPCA Board.

3. Background

3.1 Making appointments to outside bodies is the responsibility of the CPCA Board:

An outside body

This is either an incorporated or an unincorporated body which is not part of the CPCA's own governance structure but whose work helps in some way towards fulfilling the CPCA's own responsibilities and/or improving community life in the area of Cambridgeshire & Peterborough.

The term embraces a diverse range of organisational purposes and structures. Outside bodies are categorised as either strategic, locality / ward-based or general in nature.

Members appointed by the CPCA Board to an outside body will, when sitting on that body, often have duties to the organisation which take precedence over their duties to the CPCA. This will depend on the type of organisation on which they serve.

Members will therefore wish to consider at any time when it appears that the organisation's interests may conflict with the CPCA's interests, whether that conflict prevents them from taking part in decision-making either at the organisation's meeting or at the CPCA's meeting. In such circumstances the Member should seek advice from the Monitoring Officer.

3.2 **WISBECH TOWN BOARD**

The Board is made up of several key partners across Wisbech, Fenland and the Wider Cambridgeshire area. With a focus on local knowledge and experience at the heart of the Board, the Board is made up of a private sector Chair, local political leaders, local community leaders and local business leaders.

This group will be working together to achieve the following aims:

- To work together to shape and manage the development of a ten-year, long-term plan for the town.
- To work together to deliver a three-year delivery plan of projects (in the short term) for the town.
- To allocate and deliver projects in line with the Government guidance to invest £20,000,000 into the town of Wisbech.
- To explore new ways of working to maximise the impact of resource deployment within core organisational resources to address the priorities for the communities we support.
- To seek to add social value to the work we all deliver by considering wider socioeconomic, environmental and health impacts through our normal service and project delivery work.
- To work together to deliver a joined up approach towards strategic interventions which improve the long-term opportunities and fortunes of our communities.
- To provide support and advice to the accountable body (Fenland District Council) in developing and governing a Long Term Plan For Towns programme in line with the Government (DLUHC) prospectus.

Government guidance on Town Board membership

"Town Board membership

Having considered whether there is a suitable existing Board that can be utilised, or that it is necessary to establish a new Town Board, the chair should engage with the local authority to consider whether further appointments are necessary to the Town Board. Similarly, the chair may choose to appoint a deputy – although this is not a requirement.

As with appointing the chair, it is worth considering the length of membership when inviting members onto the Board, and whether the Board make-up needs to change over the duration of its lifetime. The local authority, or an alternative organisation such as a community group if that is agreed between the chair and local authority, should act as secretariat to the Town Board.

Outside of the requirements around the inclusion of certain elected representatives and a senior representative from the police, this guidance is wholly non-prescriptive and membership will vary depending on the local context:

1. Parliamentary representatives

The relevant local MPs, for example, those MPs whose constituencies sit within the boundary of the town must sit on the Town Board. Councils in Scotland and Wales may wish to invite the local MSP or MS.

2. Local councillors

In areas where there are two tiers of local authorities, there should be one councillor from each tier of local government. In unitary authorities, there should be 2 councillors from the authority. Where relevant for the town, the chair may wish to invite parish, town, or community councillors, noting that total numbers of elected representatives should be limited to promote community leadership.

3. A senior representative from the police

Town Boards must have a senior representative from the police. In England and Wales, it is expected that this will be the Police and Crime Commissioner (PCC), though, subject to the agreement of the chair, a local senior representative from the police can act as an alternative. In Scotland, the chair may wish to invite a senior police officer. Where combined authority mayors exercise PCC functions, it is expected that the Mayor or their Deputy Mayor for Policing and Crime should be the representative, though, subject to agreement with the chair, a local senior representative from the police can act as an alternative. Should Town Boards feel that they require further contribution from the police, noting particularly the different skills and input that could be provided by an operational representative, then it is within their discretion to invite whomever they deem appropriate to sit on the Board.

Other membership should be tailored to local context and is at the chair's discretion, but might comprise:

4. Community partners, such as:

- community groups
- faith groups
- local charities
- neighbourhood forums
- youth groups
- the local Council for Voluntary Service (CVS) or Third Sector Interface (TSI) in Scotland

5. Local businesses and social enterprises, such as:

- the chair or board members for the Business Improvement District (BID) where these exist
- key local employers or investors in the town

Community and smaller businesses have been shown to be able to support regeneration and improve investment at a local level, and property owners have a major stake in how towns are repurposed.

6. Cultural, arts, heritage and sporting organisations, such as:

- local sports club directors
- local heritage groups

7. Public agencies and anchor institutions, such as:

- local schools, higher education and further education institutions
- relevant government agencies for that area, for example Integrated Care Boards or Community Planning Partnerships in Scotland

Town Boards should consider the size of membership and could convene smaller working groups to facilitate wider engagement in the themes of the Long-Term Plan for Towns. DLUHC will work with Town Boards, supported by local authorities, with contracting and commercial advice to ensure value for money, based on best practice from previous Levelling Up Funds. In the first instance, local authorities should get in touch with their existing area team leads.”

3.2

Cambridge Growth Company Advisory Council

The Cambridge Development Group is a growth company established as a government team to advise on and drive forward the government's vision for Cambridge. The team is made up of policy professionals, surveyors, town planners, economists and development specialists, drawing on the

	<p>expertise of Homes England and the Department of Levelling Up, Housing and Communities (DLUHC). The Group's work to-date has involved working with local partners to inform and support the delivery of the government's vision for Cambridge as set out at Spring Budget.</p> <p>The Advisory Council members will provide views and perspective to the Growth Company Board on a range of issues relevant to the activities of the Growth Company for example transport, water, housing, business and innovation , finance and viability and community/wellbeing.</p> <p>In line with the remit of the Cambridge Growth Company, the Cambridge Development group Chair invite the Mayor to join the Advisory Council.</p>
3.3	<p>Alternative options:</p> <p>Not to appoint. This option would not provide best value to the CPCA and its residents.</p>

4. Appendices

4.1	Appendix A. Advisory Council - Cambridge Growth Company (Homes England) - Terms of Reference
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5. Implications

Financial Implications	
5.1	None
Legal Implications	
5.2	<p>Representation on outside bodies helps towards fulfilling the CPCA's own responsibilities and priorities and improving community life in its area.</p> <p>Constitution</p> <p>The CPCA Board has the reserved function of appointing members to committees.</p>
Public Health Implications	
5.3	None
Environmental & Climate Change Implications	
5.4	None
Other Significant Implications	
5.5	None
Background Papers	
5.6	Guidance- Long-Term Plan for Towns: guidance for local authorities and Town Boards.

Terms of Reference of the Council

- i. As a member of the Advisory Council you will be asked to provide views and perspective to the growth company board¹ on a range of issues relevant to the activities of the Growth Company for example transport, water, housing, business and innovation, finance and viability and community/wellbeing;
- ii. Peter Freeman will Chair the Advisory Council and meetings will take place every six weeks;
- iii. The Chair may invite additional members to join the Advisory Council to address gaps in skills and representation;
- iv. Locally elected leaders will be invited to join the Advisory Council ex-officio;
- v. Membership of the Advisory Council will be for two years or, if sooner, until the formation of a development corporation. Should you wish to stand down I would ask only that you notify me as Chair in writing;
- vi. Members will take on no liabilities and will not be accountable for decisions of the growth company;
- vii. Agendas and papers will be prepared for each meeting of the Advisory Council and minutes taken, these minutes will be [to be agreed];
- viii. Agendas and papers will be prepared for each meeting of the Advisory Council. Noting that some information will be commercially sensitive, and balancing that requirement with the need for transparency where possible, the following will be published:
 - i. The parts of the agenda which are not confidential (to provide stakeholders with an overview of the Advisory Council's priorities and activities)
 - ii. Minutes of the meetings which are not confidential including decisions, actions, general updates (to keep stakeholders informed about the Advisory Council's direction, priorities and activities)

Informational content such as presentations/reports which are not confidential (to provide background information to stakeholders).
- ix. Members will be reminded that the Cambridge Growth Company will be a subsidiary of Homes England and therefore subject to Homes England's internal policies including our approach to Freedom of Information;
- x. The Growth Company will develop a strategy to ensure a proactive and holistic approach to public engagement, and this will be an early item for the Advisory Council to consider.

¹ The Board of the growth company is Peter Freeman (Chair); Will Garton, Kay Withers and Melanie Montanari/Emma Fraser (jobshare) from DLUHC and Beth Dugdale from Homes England. The Growth Company CEO will join the Board once appointed.

- xi. Members will be able to request the inclusion of items on the Advisory Council's agenda and make suggestions as to studies or research the growth company could undertake. Members of the Councils reasonable expenses will be reimbursed but no salary / fee will be paid for attendance;
- xii. The Advisory Council may choose to create sub-groups of the Council to focus on specific issues. In addition to members of the Council other people with specific expertise may be invited to sit on such sub-groups;
- xiii. Noting that Members will not be asked to commit to any confidentiality or non-disclosure agreement, however the Chair would ask that no announcements or communications are made on behalf of the Advisory Council without the written agreement of the Chair.

DRAFT



Combined Authority Board

5 June 2024 – Ordinary Meeting

Title:	Combined Authority Chief Executive Highlights Report
Report of:	Rob Bridge, Chief Executive
Lead Member:	Mayor Dr Nik Johnson
Public Report:	Yes
Key Decision:	No
Voting Arrangements:	No vote required

Recommendations:

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

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

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

1. Purpose

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

2.1	<p>Funds allocated by the CPCA</p> <ul style="list-style-type: none"> £2.7m of re-allocated Transforming Cities Fund to deliver enhancements in St Ives, March, Fengate and Junction 3 of the A1260. £400k to maintain momentum in delivering and embedding the improvement plan
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	<ul style="list-style-type: none"> • £170k to support Natural Cambridgeshire over 2 years. • £120k to support Fenland soil over 2 years. • Match funding awarded from within UKSPF and existing MTFP to unlock £310k of further funding from the Careers Enterprise Company.
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3. Public Affairs

3.1	<p>UKREiiF</p> <p>The Combined Authority booked a pavilion at the UK’s Real Estate Investment & Infrastructure Forum (UKREiiF) 21-23rd May 2024 and took the regions first delegation. UKREiiF is the largest cross sector property conference in the UK, with c. 12,000 delegates attending this year.</p> <p>A small multi-disciplinary team have worked with constituent authorities and the business board to produce a programme of events and marketing materials which we showcased in the pavilion.</p> <p>It was an opportunity to showcase Cambridgeshire and Peterborough investment propositions to a national and international audience of developers, investors and occupiers. It also acted as a springboard for the Team Cambridgeshire and Peterborough approach to inward investment.</p> <p>The six core panel events, and two fringe events which the Combined Authority hosted throughout the three days were well attended, with many being standing room only.</p> <p>Feedback from delegates visiting the pavilion included:</p> <p><i>“I’ve been in all the pavilions, and Team Cambridgeshire and Peterborough events have been by far the most interesting.”</i></p> <p><i>“It’s noticeable how much more energy there is in the Team Cambridgeshire and Peterborough pavilion.”</i></p>
3.2	<p>Transport Summit</p> <p>The Combined Authority had planned a Transport Summit on June 7th at KingsGate Conference Centre, Peterborough, however it will be postponed until the Autumn in line with pre-election period guidance.</p> <p>The Transport Summit will aim to discuss, highlight and raise awareness of barriers to delivery which are currently facing the Combined Authority and other MCAs. It will raise awareness of future innovative transport solutions that the Combined Authority are pursuing and highlight where they have successfully been introduced in other MCAs.</p> <p>Following the postponement, we are now working on towards a new date in Autumn 2024.</p>
3.3	<p>In May Mayor Dr Nik Johnson and Rob Bridge welcomed the Rt Hon Sir Conor Burns MP, The Prime Minister’s Trade Envoy for Regional US Trade and Investment to the region. They discussed the region’s international reputation and plans to build on this in the future.</p> <p>The Mayor and Sir Conor Burns discussed the benefits of fostering strong partnerships with US States with complimentary economies to Cambridgeshire and Peterborough. This meeting was held as the Cambridgeshire and Peterborough Combined Authority was gearing up to showcase the region at UKREiiF, the UK’s biggest trade and investment conference, for the first time.</p>

4. Economy and Growth

4.1	<p>Peterborough AI Summit</p> <p>Peterborough's first public AI summit will explore how the rapidly advancing technology is changing both businesses and our lives.</p> <p>Supported by the Cambridgeshire & Peterborough Combined Authority and Anglia Ruskin University, the event will be held at the city's new university, ARU Peterborough, on June 6. The event organisers have held similar successful events in Norwich.</p> <p>The summit aims to help people and businesses stay ahead of the latest advances in the technology, which has made a mainstream breakthrough with the advent of tools like Chat GPT and Bing AI. Businesses from micro to large, entrepreneurs, tech enthusiasts or those simply curious, will find out more about opportunities and challenges for AI through expert insight and thought-provoking panels and Q&A sessions.</p>
4.2	<p>XRP eXtended Reality Peterborough</p> <p>The new facilities at ARU Peterborough, which combine elements of the virtual and the real world to create an immersive educational experience, have been opened thanks to £5.7 million of funding from the Office for Students (Ofs) to support simulated learning in Peterborough and the ARU campuses in Cambridge and Chelmsford.</p> <p>As part of her visit to ARU Peterborough, Ms Toksvig, who is also the founder of the Women's Equality Party, delivered a guest lecture about the new Mappa Mundi project, which she is leading at Cambridge University.</p> <p>The state-of-the-art facilities will help students to perfect skills, and practice and repeat techniques, in a safe environment.</p> <p>The future Centre of Excellence is on the ground floor of the Innovation and Research Centre at ARU Peterborough. The three-storey facility has been majority funded with £13.78 million from the Cambridgeshire & Peterborough Combined Authority Business Board's Get Building Fund, while "The Lab", the third phase of ARU Peterborough, is due to open this summer.</p>
4.3	<p>Cambridgeshire Companies to Benefit from £1.84M Agri-Tech Innovation Fund</p> <p>Three Cambridgeshire companies are among 12 regionally which have won £1.84 million of funding from the Innovate UK Launchpad for Agritech and Agrifood in Eastern England.</p> <p>This Innovate UK Launchpad provides innovation support and funding tailored to the wider region's strengths from the forefront of crop and plant research, to harvesting, processing and packaging the food on our plates.</p> <p>Agri-tech forms a key part of the region's industrial strategy, called the Economic Growth Strategy and Cambridgeshire and Peterborough Combined Authority is supporting the growth of the sector including through funding and support. With The Fens home to 50 per cent of the country's very best 'Grade 1' agricultural land, the region is ideally placed to be at the forefront of agri-tech innovation.</p> <p>The Innovate UK Launchpads support clusters of small and medium sized enterprises (SMEs) and helps the most innovative businesses to progress their projects towards commercialisation, contributing to local economic growth. The Eastern Agritech and Agrifood Launchpad has been developed through a partnership between the national innovation agency, Innovate UK, with Greater Lincolnshire LEP, New Anglia LEP and the Cambridgeshire and Peterborough Combined Authority.</p>

6. Transport

6.1	<p>Active Travel Update</p> <p>Unfortunately, the eCargo bike bids with Sustainable Cities Mobility Challenge and DfT's Transport Decarbonisation Demonstrators were not successful and therefore we did not get the funding to roll out the eCargo bike project. The Combined Authority officers are seeking clarification as to why this bid was unsuccessful to learn lessons for future funding applications.</p> <p><u>Active Travel Conference</u></p> <p>There is a conference set up with Active Travel England on 3rd July. The aims of this technical session from across the region:</p> <ul style="list-style-type: none"> • Showcase the Combined Authority area aims and future ambition in relation to the Local Transport and Connectivity Plan • Highlighting existing behaviour change programmes and infrastructure that demonstrates good practice, including working with businesses and community. • Identify the challenges and create an environment for meaningful discussion about how we overcome barriers. • Foster collaboration and partnership across private and public sector. <p><u>Active Travel Advocate</u></p> <p>The Active Travel Specialist Advisory Board has been consulted on developing the job description for the Active Travel Champion (ATC), including the role's requirements and expectations. Additionally, we have actively engaged with Active Travel England, who strongly recommended that the job description be broadly based on those previously created by Chris Boardman and other ATCs.</p>
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7. Appendices	
7.1	None

8. Implications	
Financial Implications	
8.1	None other than those contained in the body of the report
Legal Implications	
8.2	None
Public Health Implications	
8.3	None
Environmental & Climate Change Implications	
8.4	None
Other Significant Implications	
8.5	None

Background Papers	
8.6	None

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Combined Authority Board

5 June 2024 - Ordinary Meeting

Title:	Combined Authority Annual Report 2023-24
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	To note the content of the report.
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Strategic Objective(s):

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

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

1. Purpose

1.1	This report provides an overview of the activity delivered by the Combined Authority in 2023/24 in line with our Corporate Strategy adopted by the Board in January 2023.
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2. Proposal

2.1	The aim of this annual report is to highlight the impact of the Cambridgeshire & Peterborough Combined Authority on employees, learners, businesses and communities during 2023/24. The report reflects the Combined Authority's focus on driving real outcomes for people and business across the whole region and ensuring we are working in partnership to support the development of a prosperous and sustainable Cambridgeshire and Peterborough.
2.2	The report highlights key achievements including: <ul style="list-style-type: none"> Supporting 254 business to start

	<ul style="list-style-type: none"> • Engaging 300 businesses in skills development and upskilled 1,8000 people • Creating over 800 apprenticeships and over 570 new employment opportunities • Supporting over 4,000 participants on numeracy courses • Replacing 1 million car trips and saving over 500 tonnes of CO2 emissions with the use of e-scooters and e-bikes • Securing £6.2m in funding for active travel across the region • Allocating almost £10m from the UK Shared Prosperity Fund (UKSPF) enable the initiation of 38 projects across the region • Delivering 34 market towns projects • Establishing 3 social enterprise hubs
2.3	The Annual Report which showcases what we do will be shared with a wide range of local and national stakeholders and with existing and future potential partners, to highlight our continued progress and regional impact.

3. Background

3.1	Last year the Combined Authority produced its first Annual Report, which was presented to Combined Authority Board in June 2023 as an appendix to the Chief Executive's Highlight Report. Following positive feedback on the 2022/23 document it was agreed that an Annual Report would be produced at the end of year municipal year and presented to Combined Authority Board at the Annual General Meeting.
3.2	Work on the 2023-24 Annual Report started in March 2024, with Officers from across the Combined Authority engaged to develop a compelling narrative on our achievements during the municipal year. The draft Annual Report was presented to the Combined Authority's Corporate Management Team twice before CMT approved the Annual Report for sharing with Combined Authority Board Members at the AGM.
3.3	Last year the Annual Report was shared with colleagues within our Constituent Councils, Local MPs stakeholders and members of our Independent Improvement Board. We have improved our distribution plan for the 2023-24 Annual Report to ensure the document has a significantly increased reach this year. This will include sharing the Annual Report with Parish and Town Councils in the region via Cambridgeshire and Peterborough Association of Local Council, sharing the report via the Member newsletter and sharing with a wider range of stakeholders and community groups who have supported the development of our Shared Ambition. Following the General Election, we will circulate the Annual Report to newly appointed Ministers and Shadow Ministers as well as Local MPs.

4. Appendices

4.1	Appendix A. Combined Authority 2023/24 Annual Report
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5. Implications

Financial Implications

5.1 There are no direct financial implications arising from this report.

Legal Implications

5.2 There are no direct legal implications arising from this report.

Public Health Implications

5.3 There are no direct public health implications arising from this report.

Environmental & Climate Change Implications	
5.4	There are no direct environmental & climate change implications arising from this report.
Other Significant Implications	
5.5	There are no other significant implications.
Background Papers	
5.6	None

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**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

OUR ACHIEVEMENTS

2023/24





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WELCOME

MAYOR'S FOREWORD – A YEAR TO BE PROUD OF

All involved in the work of this Combined Authority should feel very proud about what we have collectively achieved in this past year.

Our organisation is now a vastly different entity, in its make-up, its outlook, and its performance, and, to my mind, that's a product of how this region has come together in pursuit of its shared ambitions.

On good governance, given our diversity of political persuasions, it is all the more impressive that we've been able in much of our various dealings to successfully navigate our differences, setting aside what sets us apart, and instead putting common endeavour first. And as we've progressed along our improvement journey, even when we have disagreed, we have for the most part been willing to state how and where our views align, making clear our capacity for collaborative effort towards the types of change we each want to see across our communities.

As we enter the final year of this administration – my first as Mayor, and our second as a Combined Authority – we do so arguably better equipped than perhaps at any point in our short history. Indeed, in some instances we have not just substantially improved but have actually led the way nationally in terms of best practice and exemplary output.

Furthermore, based on what I have seen over the course of the 2023/24 municipal year, I have every confidence that this organisation and the excellent partnerships that make it possible will rise to any and every challenge ahead of us.



Dr Nik Johnson
Mayor of Cambridgeshire
and Peterborough

CHIEF EXEC FOREWORD – REFLECTING ON A YEAR OF COLLABORATION, DELIVERY AND INNOVATION

As we reflect on the past year, I am incredibly proud to present this report highlighting some of the remarkable achievements, continuous improvement and progress made by our organisation.

Throughout the year, we have demonstrated unwavering commitment to our mission of fostering economic growth, sustainability, and community prosperity. This report serves as a testament to the dedication and hard work of our team as we embed our improvements, as well as the collaborative spirit that drives us forward.

Collaboration and engagement have been at the heart of our success this year. We have strengthened our relationships with our constituent councils and our partnerships with key stakeholders, including government bodies, community organisations, and businesses, to collectively address challenges and seize opportunities. Together, we have leveraged our collective expertise and resources to deliver impactful projects that make a difference in people's lives. Through effective planning, resource allocation, and stakeholder engagement, we have successfully brought numerous projects to fruition, making meaningful contributions to the prosperity and well-being of our region. By fostering a culture of inclusivity, transparency, and accountability, we have strengthened trust and partnerships, laying the foundation for a brighter, more prosperous future for all. We know we have more to do and continually improve and be a learning organisation.

From groundbreaking infrastructure projects to innovative community initiatives, we have remained focused on delivering tangible outcomes that benefit our communities. Innovation has been a driving force behind our efforts to address complex challenges and embrace new opportunities. We have embraced innovative technologies, methodologies, and approaches to enhance the effectiveness and efficiency of our work. Whether it's harnessing data analytics to inform decision-making, piloting new sustainability initiatives, or exploring emerging trends in green technology, our commitment to innovation has enabled us to stay ahead of the curve and drive positive change in our communities.

As we look ahead, we remain committed to building on our successes, embracing new challenges, and working collaboratively to create positive change. Together, we have the power to shape a future that is inclusive, sustainable, and prosperous for all.



Rob Bridge
Chief Executive

WHO WE ARE

The Cambridgeshire and Peterborough Combined Authority was created in 2017 after an historic agreement between the UK Government and the seven councils that together make up the Combined Authority (Cambridge City Council, Cambridgeshire County Council, East Cambridgeshire District Council, Fenland District Council, Huntingdonshire District Council, Peterborough City Council and South Cambridgeshire District Council).

The aim of the agreement was to devolve decisions away from Westminster so they can be made by the communities they affect.

We have a range of responsibilities including transport, infrastructure, planning, economic growth, business support and adult education. We receive our funding in several different ways, from a devolved transport budget and a £20m a year funding allocation from the Department for Levelling Up, Housing and Communities to grow the economy. We play an important role in developing bold, ambitious plans for the future, advocating for and representing the region to bring in investment and funding to grow the economy for the benefit of all. We firmly believe that together we are greater than the sum of our parts and the people of this region are best placed to determine its future.

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

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



OUR VISION AND PRIORITIES

MAYORAL AMBITION

To have a healthier and more prosperous Combined Authority region.

STRATEGIC VISION

A prosperous and sustainable Cambridgeshire and Peterborough.

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

STRATEGIC OBJECTIVES



ACHIEVING GOOD GROWTH



AMBITIOUS SKILLS AND EMPLOYMENT OPPORTUNITIES



ENABLING RESILIENT COMMUNITIES



IMPROVING CONNECTIVITY



ACHIEVING BEST VALUE AND HIGH PERFORMANCE

MAYORAL PLEDGES

Promote, protect, and grow our unique Fens

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

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

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

IMPACT AT A GLANCE



£181M

Funding Received by CPCA



£112M

Funding Awarded by CPCA



Supported the start-up of

254

businesses



Upskilled nearly

1,800

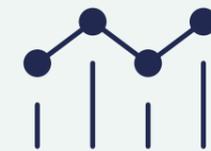
people



Secured

£6.2M

in funding for regional active travel development



Established

3

social enterprise hubs driving economic growth and community cohesion



Created over

800

apprenticeships and 570 new employment opportunities



Facilitated over

4,000

participants in numeracy courses



Allocated almost

£10M

from the UKSPF to enable the initiation of 38 projects across six councils within the Combined Authority area



Delivered

34

successful market town projects



Replaced

1M

car trips and saved 500 tonnes of CO2 emissions with the use of e-scooters and e-bikes

ACHIEVING GOOD GROWTH

A strong and sustainable economy that is socially inclusive, environmentally responsible and globally competitive. We seek to increase productivity and reduce inequality.



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MARKET TOWNS PROGRAMME (PHASE 1)

The Combined Authority is helping the region's market towns to thrive and continues to invest to ensure these areas remain vibrant and thriving places, driving growth and sustainable regeneration in support of rural communities.

The programme has enabled the Combined Authority to successfully support the revitalisation of several high streets across Cambridgeshire and Peterborough, including improved signage and wayfinding, new public realm and shop frontage improvements, and WiFi and CCTV infrastructure to enable towns to become more efficient with the introduction of smarter technology.

There are also some notable key projects funded through the programme, including in Fenland, where the Combined Authority invested over £1.5m to bring forward a new pavilion and water park in Wisbech, and new Community Centre and Museum space in Chatteris. A further £2m has been invested in support of the March Future High Streets Fund Scheme to improve transport infrastructure in the town.

In East Cambs, we invested over £1.8m in support of two new business centres in Soham (Spencer Mill Business Centre and NIAB Agritech Business Centre), and the expansion of the E-Space Business Centre in Littleport.

In Huntingdonshire, we invested over £4.1M into St Neots in support of the town's Future High Street Fund Scheme. There has also been significant investment in Huntingdon, which includes the expansion of the Oliver Cromwell museum, and in St Ives to improve the market square. Additionally, over £500K has been invested into Ramsey in support of a new Community Civic Centre for the town.

KEY ACHIEVEMENTS



Significant Funding Allocation: £14.2 million from the Combined Authority, supplemented by over £12.5 million of external match funding,

Successful Project Implementation: Out of the 52 projects in the programme's portfolio, 34 have been successfully completed by March 2024.

Future-focused Planning: With £7.35 million profiled to be expended by March 2025, the Market Towns Programme underscores a forward-looking approach towards sustainable regeneration and continued support for the vitality of market towns in the region.





🔍 CASE STUDY

SHOP FRONT GRANT SCHEME TO BENEFIT FURTHER MARKET TOWNS

The Combined Authority extended its successful Shop Front Grant Scheme to St Neots and Ramsey town centres in the year, supporting more businesses to repair and improve their shop fronts.

The scheme aims to improve the aesthetics and accessibility of our high streets, encouraging residents to shop locally and attract more local businesses to the area.

Applications will be reviewed monthly, and examples of improvements include, but are not limited to, repairs, improving accessibility, repainting, signage, external lighting, repair of external stonework and brickwork and other professional fees.

The scheme is funded by the Combined Authority's Market Towns programme and is delivered jointly by BID Huntingdon First and HDC.

Huntingdonshire District Council's Executive Councillor for Jobs, Economy and Housing, Cllr Sam Wakeford, said: "We are thrilled that we can now extend this popular scheme into St Neots and Ramsey town centres. The scheme has been a success in St Ives and Huntingdon, and I look forward to seeing that replicated."

Mayor Dr Nik Johnson, said:

“Community and commerce; this initiative scores for both. The Combined Authority is massively committed to the market towns and this scheme has been a real winner. Extending it widens opportunity, making these town centres ever more attractive to visitors, shoppers, investors, new businesses, and to the residents who love where they live.”



MARKET TOWNS PROGRAMME (PHASE 2)

In March 2023, the Combined Authority approved the business case for a continuation of the market towns programme and has committed £2.5m investment to strengthen local communities and groups and to support for social enterprises and community-owned businesses. This runs to March 2025.

The Programme objectives are to safeguard and enhance social capital, employment opportunities, and skills in market towns throughout Cambridgeshire and Peterborough by:

- Boosting the local social enterprise ecosystem through the implementation of Social Enterprise Hub space.
- Support Community ownership of local assets and boosting young people's engagement with STEM.

The Programme will deliver the following key outcomes:

- **Stream 1** – Community ownership of local businesses – to establish a dedicated support programme, community “support package” and bursary funding for community groups in Cambridgeshire and Peterborough, with a focus of revitalising assets in market towns and rural areas. Over five community groups supported to date.
- **Stream 2** – Social enterprise hubs - the creation of one or more social enterprise hubs in Cambridgeshire & Peterborough. The hubs will support the growth of social entrepreneurship and the social economy across market towns and rural areas, providing coworking / business startup space for social enterprises alongside community space and a retail offer for residents and communities. A total of £1,175,800 grant has been successfully awarded in support of three hubs, and all scheduled for completion before March 2025. These are Allia Printworks (Papworth), CCORRN (March) and People & Animals Community Farm (Wisbech).
- **Stream 3** – STEM exhibition programme – to support the capital element of an educational programme, to be delivered via pop-up science centres, located in publicly owned buildings, community or educational facilities in the Cambridgeshire & Peterborough market towns and rural areas.

- The pop-up centres will be accessed by children, families, schools, and adult groups and aim to raise awareness and aspirations for STEM related study and careers. A total of five STEM roadshows held to date in Fenland and Huntingdonshire, engaging with over 10,000 local community participants and visitors.

The expected benefits of the Programme include:

- Businesses and jobs created and safeguarded in the third sector, social enterprise ecosystem, and community interest groups.
- Revitalisation of market towns by bringing back vacant assets into use through community ownership.
- Driving footfall in market towns by restoring the service offer and increasing local amenity
- Increasing the local sense of pride in place.
- Increased educational aspirations of local school children in market towns and improved long-term outcomes through STEM workshops.
- Creation of community and social enterprise space for use by local people, increasing social vitality and reducing social isolation.

KEY ACHIEVEMENTS



Community Empowerment: Over five community groups supported, fostering local business ownership and revitalizing market towns and rural areas.

Social Enterprise Development: Three social enterprise hubs successfully established, driving economic growth and community cohesion.

STEM Engagement: Five STEM roadshows held, engaging well over 10,000 participants in Fenland and Huntingdonshire, promoting STEM education and career aspirations, enhancing long-term regional outcomes.

CASE STUDY

PLUNKETT UK EMPOWERING COMMUNITY OWNERSHIP

The Combined Authority has commissioned Plunkett UK to help community groups across the region take ownership and operation of local assets, such as pubs, shops, cafés and other community buildings, which are vacant or at risk of closure. This ambition is to protect key local services that benefit the local area. This partnership builds upon the work and investment made to date under the Combined Authority's Phase 1 but with a new emphasis – one of supporting communities and delivering inclusive growth.

A good example of this in action is the **Haddenham Sports and Social Club**, which will use the development and feasibility grant of £5,000 to revitalise their building so they can widen their membership and explore what additional 'more than' services it can offer the community.

The club is already a recognised Warm Hub which brings people from across the community together.

Derek Wakefield, Treasurer at the Club, said:



This grant will help us pay for an architectural designer to think about ways to better use the space and improve accessibility for a building that is 70 years old. It is part of changing the aesthetics of the club and futureproofing it for coming generations.



PETERBOROUGH STATION QUARTER

The Peterborough Station Quarter will be a new district in this ambitious and transforming city. It will create a welcoming series of new public spaces supported by a mix of new homes and offices conveniently connected by high quality rail and bus links and safe and attractive cycle options – a super connected gateway to the city and the wider region.

Since the successful outcome of the Levelling Up bid last year, the project has moved at pace. Working with Peterborough City Council, the Combined Authority achieved a major milestone in securing Government's approval of the Outline Business Case for a £47,850,000 investment for the first phase of the Peterborough Station Quarter.

This funding will provide a new western station entrance and improvements to the existing entrance, including a new station square and active travel improvements. This will ease pressure on roads into the centre. Green areas with biodiversity, community spaces and better pedestrian and cycle connections to the bus station and city centre will improve accessibility, encourage active travel, and help to reduce carbon emissions.

Improving passenger journeys will encourage more rail travel, stimulating local and regional economies. It will free up land for commercial and residential developments and help Peterborough attract inward investment, knowledge-intensive and high-level employers. Work will continue at pace over the next year to develop a Full Business Case for Government's approval and the start of construction.

KEY ACHIEVEMENTS



Effective Planning – Preparation of the Outline Business Case – a key document to demonstrate the project continues to have strategic and economic value.

Continued Delivery – Approval by the Government of the Outline Business Case - the green light to continue the project's development.

Strategic Achievement – £47,850,000 investment secured.

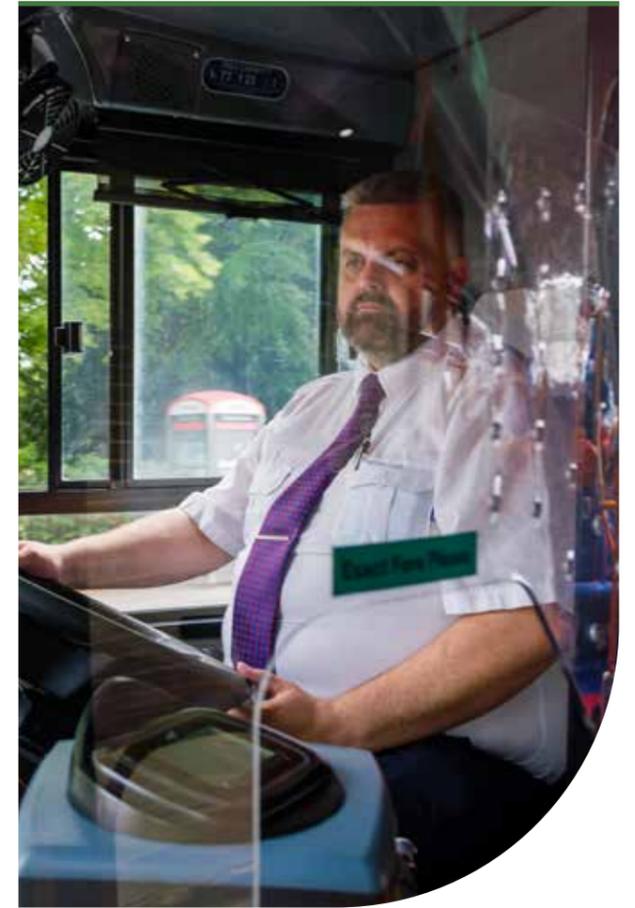


TRANSFORMING CITIES FUNDING

The Transforming Cities Fund (TCF) stands as a cornerstone of our commitment to enhancing transport infrastructure and fostering sustainable mobility across Cambridgeshire and Peterborough.

With an allocated sum of £95 million, the Combined Authority has diligently pursued TCF's multifaceted objectives, striving not only to improve access to employment opportunities but also to tackle pressing issues such as air pollution and congestion.

This includes the ZEBRA project, which delivered part of the funding for 30 new state of the art electric double-deckers. We have also reduced congestion and unwanted traffic in towns such as St Ives, through packages of work such as changes to on-street parking restrictions in the town centre area, to reduce illegal and inconsiderate parking, focussing on reducing congestion pinch points in the town centre, rat running and improving bus access as well as walking and cycling signage improvements.



CASE STUDY

CENTRE FOR GREEN TECHNOLOGY

The Centre for Green Technology at Peterborough College marks a significant milestone in the city's pursuit of sustainability and economic growth. This state-of-the-art facility, located within Inspire Education Group's Peterborough College campus, is designed to equip students with advanced knowledge and skills in modern construction methods, emerging technologies, alternative heat sources, and electric vehicle technology. Developed in collaboration with local employers, the innovative curriculum aims to bridge the gap between classroom education and industry needs, ensuring graduates are well-prepared for the evolving demands of the construction landscape and the transition to a net-zero carbon economy.



KEY ACHIEVEMENTS



Substantial Funding Support:

The project received significant financial backing from key stakeholders, including £2.471 million from the Cambridgeshire & Peterborough Combined Authority (CPCA) via the Transforming Cities Fund and an additional £400,000 from the Local Growth Fund. This substantial investment, coupled with a £1.9 million package from Peterborough City Council via the Towns Fund, underscores the commitment to advancing green skills and fostering economic prosperity in the region.

Industry Collaboration and Curriculum Development:

The Centre for Green Technology's innovative curriculum has been developed in close collaboration with local employers, ensuring alignment with industry needs and emerging trends in the green technology sector. This proactive approach highlights the project's commitment to bridging the gap between education and industry, preparing students for successful careers in high-growth fields related to sustainability and green technology.

Construction Commencement and Strategic Partnership:

The commencement of construction marks a significant step forward for the project, with partners Clegg Construction managing the build. Their partnership with Inspire Education Group underscores a shared commitment to excellence and innovation, laying the foundation for a transformative educational facility that will play a pivotal role in shaping the future workforce and advancing Peterborough's prominence in the green technology sector.

GROWTH HUB

The CPCA Growth Hub, funded by the Combined Authority, connects businesses in Cambridgeshire and Peterborough with essential support, information, and funding. Our expert team provides tailored advice to help businesses at any stage, from startup to expansion. The Growth Hub simplifies access to resources through a comprehensive Knowledge Base and direct assistance from our dedicated advisers, ensuring your business has the tools to thrive.

2023/24 saw the Growth Hub reach more minority groups across the region, ensuring that services are more accessible for anyone starting or running a business across the region. Inclusivity has been a significant campaign and a source of pride for the Growth Hub team in the last year. The Growth Hub has also shaped its offering due to the UK Shared Prosperity Fund offering other grants in local authority regions. Its revamped website has an interactive map which quickly identifies the grants available

www.cpcagrowthhub.co.uk



KEY ACHIEVEMENTS

Increased Engagement:

Streamlined business growth support services in the region, engaging with 2,340 enquiries and garnering 12,876 website hits.

Enhanced Accessibility: Supported 254 businesses to start up and facilitated 3,744 business hours of mentoring.

Service Evolution: Adapting to complement the UK Shared Prosperity Fund, the Growth Hub revamps its website to include an interactive map, quickly identifying available grants, while also making 356 referrals to import/export programs, showcasing a comprehensive approach to supporting regional businesses.

CASE STUDY

TEST LABS EXPANDS WITH NEW VIRUS LABORATORY

Test Labs is a medical device testing company which has benefitted from a Combined Authority grant to support its growth plans.

The grant has allowed it to open a second, fully kitted-out virus laboratory, allowing space for even more ground-breaking work.

The new virus lab offers a tailored set of testing services complemented by state-of-the-art specialist equipment with the expansion coming in response to the growing market demand that has exceeded supply capacity, both locally and globally.

Test Labs is the UK's only accredited UK laboratory for crucial medical device reprocessing – a process which enables their safe reuse.

The investment has further boosted Test Labs as a vital resource for medical and device manufacturers and organisations to test their own innovative products. The grant enabled the creation of new jobs and opportunity for Peterborough, as well as new markets for the business. Test Labs has grown from a small enterprise to a significant part of the region's thriving medtech and healthcare industries. The investment also supports the spread of growth in those sectors further into the region, supporting Cambridgeshire and Peterborough's status as a growing and globally competitive medtech economy.



SUPPORTING KEY SECTORS

As part of the Economic Growth Strategy for the region, the Combined Authority is supporting some of the region's key industrial sectors, supporting business, innovation and jobs.

LIFE SCIENCES

Once such sector is life sciences and the Combined Authority, through its Local Growth Fund, invested £2.3 million in the pioneering TTP (The Technology Partnership) campus, an incubator supporting the company to work collaboratively across disciplines.

One of the biggest blockers for growth in the life sciences and healthtech sector in the Greater Cambridge economy is a lack of available lab space. In 2023 Bidwells reported that combined demand for lab and office space in this area was at record levels. Investment in the TTP campus by the Combined Authority, has helped contribute to tackling the acute challenge.

The campus, also designed with sustainability and ecology in mind, is made up of three key buildings – the Tech Barn including bio labs, a laser lab and advanced manufacturing for larger projects; The Exchange, with a gym, restaurant, event spaces and open spaces for socialising and collaboration, and The Hive, which offers lab and office space. The campus, which cost £55.2 million, was a winner in the Greater Cambridge Design and Construction (GCDC) Awards 2024.

Dr Sam Hyde, Managing Director of TTP, said:

“

Our new campus will enable our technically brilliant people to come together and work across disciplines. It will enhance the way we work alongside, and deliver for, our clients from the early ideas through to commercial production.

”

AGRI-TECH

The Combined Authority is working collaboratively with partners in the east, in Lincolnshire, Norfolk and Suffolk, which contains

some of the UK's best farmland, to help make the region a global innovation centre for agri-tech.

With food security, biodiversity and net zero major issues for agriculture, supporting innovation and good growth in the sector will be vital to the future of the globe, with the East of England well placed to develop commercial solutions. Among the recommendations in the Combined Authority's agri-tech sector strategy is to support an environment which allows agri-tech firms to scale up, and to de-risk the adoption of new technologies, providing regionally specific grant schemes for projects of varying sizes.

In autumn 2023, working with Innovate UK and partner councils, a £7.5 million programme was launched with Government to drive innovation and business growth in agri-tech, agri-biotech, and food-tech. Grant funding of between £25,000 and £300,000 was available for projects that provide exceptional impact to the agri-tech, agri-biotech and food-tech innovation cluster. Several projects in Cambridgeshire won funding through the programme and a second round of funding has now been launched, including a separate scheme for small and micro businesses.

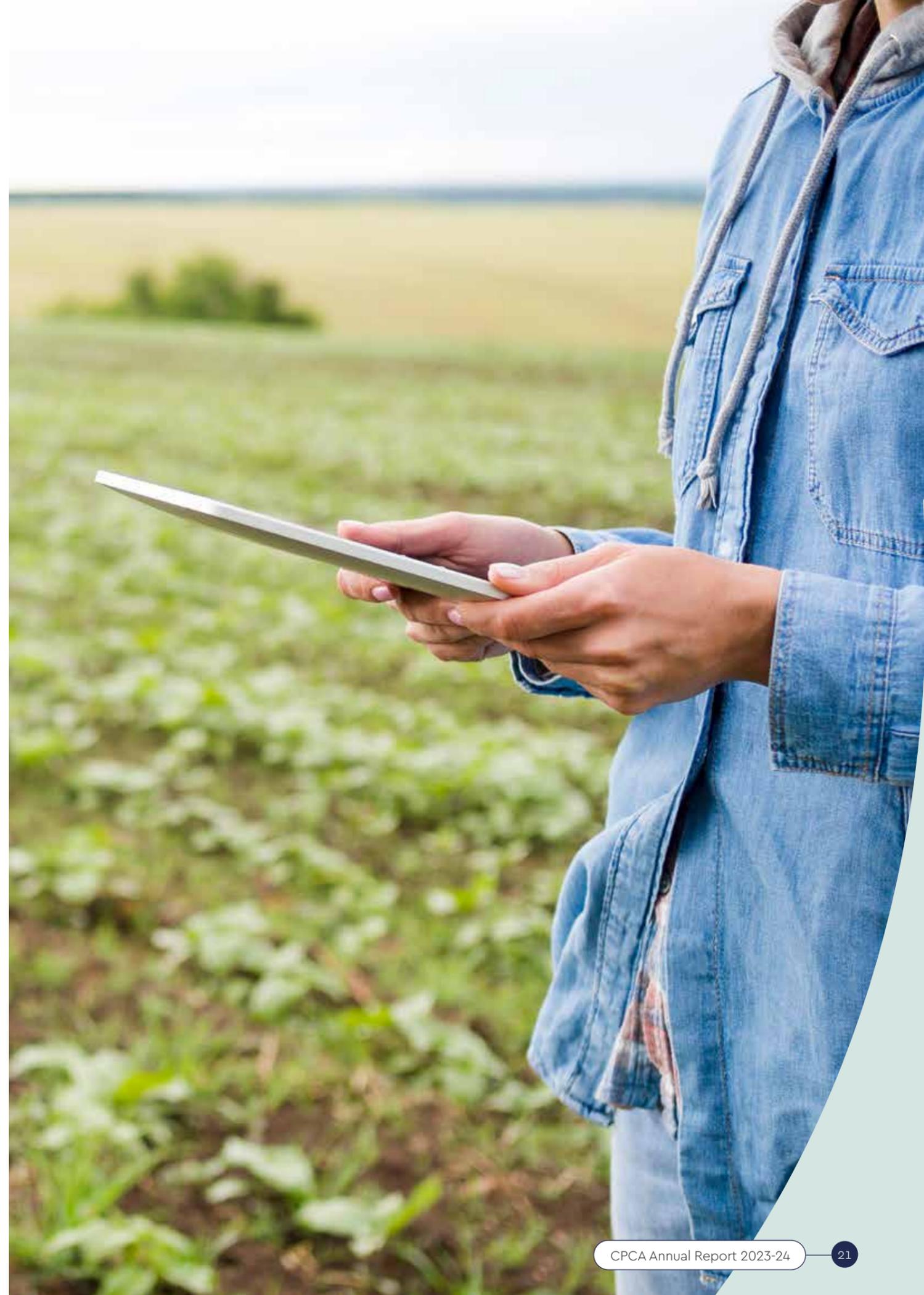
Chair of the Business Board, Al Kingsley, said:

“

This funding is another welcome boost in support of the ambition for our region to become a global centre for agri-tech innovation. We already are a base for cutting edge research, the commercialisation of ideas and successful businesses, and with the right funding, collaboration and support, agri-tech in this region can be a major driver of sustainable economic growth, inward investment and skilled jobs.

”

Among further collaboration is the Combined Authority's role as partner in the LINCAM project across Cambridgeshire and Peterborough and Lincolnshire, and involving the Universities of Cambridge and Lincoln, to promote further agri-tech innovation in the region. In autumn 2023 the partnership was successful in bringing £4.9 million in grant funding from the Engineering and Physical Sciences Research Council (EPSRC) to help further drive the region's ambition to be a global agri-tech pioneer.



AMBITIOUS SKILLS AND EMPLOYMENT OPPORTUNITIES

Developing and sustaining a world-class skills system which maximises the potential of our residents, employers, and communities. Delivering a workforce where everyone can succeed according to their talent and their potential and ensuring the skills, tenacity, and resilience of our region enables us to seize opportunities for growth, without leaving anyone behind.



GROWTH WORKS WITH SKILLS

Growth Works with Skills, the region's dedicated skills brokerage service, moved in-house to the Combined Authority at the start of 2024.

Launched in 2020 as part of the Growth Works consortium, the service is now well placed to build further on its initial work. With funding from the UK Shared Prosperity Fund, the service works with employers to understand their plans for growth and works with them to help them source the skilled staff they need. As well as one-to-one support, the service runs roundtables, seminars and other events to reach employers more widely.

Help on offer to service users includes supporting plans to attract skilled people, upskilling existing staff, securing high-quality training, and helping to access funding for schemes like apprenticeships and Skills Bootcamps.

Growth Works with Skills is tasked with increasing by 570 the number of job starts in the region and is placing focus on bringing forward more apprenticeships – a key aspiration in the Combined Authority's Skills Strategy. Already the region's numbers of completed apprenticeships are two per cent above the national average, with apprenticeship starts also on the increase, bucking the trend of the national picture which is slightly down.

Growth Works with Skills is working to educate and inform employers of the benefits of apprenticeships, including using existing employers as advocates of the schemes.

KEY ACHIEVEMENTS



Facilitating Skill Development:

Engaged with over 300 businesses and upskilled nearly 1,800 people, with a further 1,800 targeted for 24/25.

Employer Engagement: Through roundtables, seminars, and other events, Growth Works with Skills contributed to the creation of more than 800 new apprenticeships.

Employment Opportunities: Collaborated with employers to create 570 new employment opportunities, particularly for those furthest from the labour market, emphasising the importance of entry-level apprenticeships and internships in achieving this goal.





SUPPORTING EVOLVING NETWORKS' 'APPRENTICESHIP COMMUNITY'

Fast-growing Peterborough business Evolving Networks praised the support of Growth Works with Skills as crucial to its goal of building an 'apprentice community'.

The company provides pioneering internet connectivity services to other businesses and has described apprenticeships as a key pillar of its plans for growth.

Half of their senior Management Board are former apprentices, and a quarter of the staff are currently apprentices.

Evolving Networks' General Manager Ben Wright and its Head of People and Culture Amber Roberts started their apprenticeship journey with Evolving Networks as teenagers and, now in their late 20s, they both occupy senior positions. They have come full circle, now working with Growth Works with Skills to continue to build their base of apprenticeships.

Amber said:

“

Growth Works with Skills have been fantastic for us. Being a small business, we don't pay into the Apprenticeship Levy, so every apprentice we've recently brought through the door they've helped us find funding, invited us to open days, run presentations with them, helped with my people strategy and helped to get the word out about the apprentice army we are looking to build. Their support has been vital in this growth period for Evolving Networks, and I would recommend Growth Works with Skills to any employer.

”

Ben said:

“

For businesses, there's a lot of untapped talent out there, and it just takes someone to give them a chance with an apprenticeship. There are so many success stories I can point to which prove that it works.

”

UK SHARED PROSPERITY FUND AND RURAL PROSPERITY FUND

The Government's UKSPF (UK Shared Prosperity Fund) replaced EU funding for regional projects and is aimed at giving local leaders more say in how money is spent. It aims to support Levelling Up in the country by providing opportunities for economic growth, increasing social value and fostering community cohesion and pride of place.

The initiative seeks to invest in three key areas: communities and places, local business investments, and people and skills. The Combined Authority area received almost £10 million in funding, covering 38 initiatives across six councils and running for three years from 2022-2025.

The projects are led by the relevant district or city council and examples of projects include supporting small businesses and entrepreneurship, improving careers education for all ages, skills development, expanding green spaces, exploring the possibility of new cycling and walking routes, reducing flood risk, improving the vitality of high streets and supporting arts and culture.

The Rural England Prosperity Fund (REPF) aims to tackle the specific challenges of rural areas, including helping businesses grow, improving digital connectivity, and increasing access to community services and support. The districts benefitting from the REPF are East Cambridgeshire, Fenland, Huntingdonshire and East Cambridgeshire.

The £3.2 million fund launched in summer 2023 and is in delivery, with support already benefitting local businesses and communities. Further rounds of funding are coming forward and the fund is planned to be spent by March 2025.

KEY ACHIEVEMENTS



Economic Growth and Community Development:

The allocation of almost £10 million from the UK Shared Prosperity Fund (UKSPF) has enabled the initiation of 38 projects across six councils within the Combined Authority area.

Empowerment of Local Leaders: The UKSPF initiative empowers local leaders by providing them with greater autonomy in decision-making regarding fund allocation and project implementation.

Targeted Support for Rural Areas: The Rural England Prosperity Fund (REPF), totalling £3.2 million and benefiting districts such as East Cambridgeshire, Fenland, and Huntingdonshire, addresses specific challenges faced by rural areas.



INVESTING IN CAMBRIDGE CULTURE AND HERITAGE

Mayor Dr Nik Johnson visited a number of sites in central Cambridge earmarked to benefit from a package of funding from the Cambridgeshire and Peterborough Combined Authority, including via the UKSPF. The visit included Cambridge market, a significant part of the city's heritage, supporting the local economy and attracting visitors. Three schemes, a joint project between Cambridge City Council and South Cambridgeshire District Council, aim to preserve the health and vitality of the market.

They are:

- £30,000 for a scheme which will enable 20 market traders in Greater Cambridge to apply for grants of £1,000 to enhance their current business operations, and access advice and support to help develop their business.
- £30,000 to fund The Youth Enterprise Support Programme which will support young people in Greater

Cambridge who want to become market traders to get started – for example by offering free pitches.

- £30,000 to fund a study into the benefits of markets across the Greater Cambridge area and to understand the conditions needed for their ongoing success and future development.

Mayor Dr Nik Johnson said:

“ It was great to see first-hand how our funding is planned to make a real difference to local residents and the visitor experience, providing a truly unique opportunity to invest back into the health and vitality of the city centre for the long-term. ”



VITA NOVA SOLUTIONS' PHENOMENAL GROWTH WITH GRANT SUPPORT'

A period of rapid growth begun at a Chatteris family business crediting business and grant support as a key contributor to success.

Vita-Nova Solutions provides wholesale automation services such as food packing robots for production lines and is taking bigger sales orders than ever, creating new jobs.

In 2023 Vita-Nova Solutions was one of eight firms to be awarded grant funding to help develop its growth plans in the first round of the Fenland Investment in Business Programme, funded through the Rural England Prosperity Fund. The programme has also provided the company free support and advice for its growth plans.

The funding paid for a 3D printer, which means it can design and manufacture parts for its automation systems itself and can deliver to customers quicker and at more competitive

rates. Director Paul Millard, his son, design director Keanu, 26, and Paul's wife Cheryl launched Vita-Nova Solutions at the end of 2019.

This year, it is signing a string of contracts that, at in the region of £750,000 in one case, are up to almost double that of its previous biggest sales. It's also in the process of developing a product that director Paul Millard believes to be a global first, with a huge global market, which he expects to bring to market in the next 12 months.

Paul said:

“ It's going to be a period of phenomenal growth from April onwards. ”

SKILLS BOOTCAMPS

Since September 2021 innovative Skills Bootcamps have been delivering fast, effective training to help individuals boost their careers or help employers upskill their workforce.

The Combined Authority has secured £2.8m in funding for several waves of Skill Bootcamps, with a focus on continually improving how the programme works.

Skills Bootcamps, flexible courses lasting up to 16 weeks, offer individuals the chance to acquire sought-after skills demanded by employers across the Cambridgeshire and Peterborough area. These initiatives aim to enhance career prospects by tailoring training directly to the needs of the workplace and can include interviews with employers once the course completes. Courses come at no cost to learners.

They can be for people who want to change career, the unemployed who need a kick start getting back into the workplace, the self-employed, or people who want to advance in an existing job. They can also be a gateway to further training, including apprenticeships.

For employers, the Combined Authority has been deepening its connections with various sectors across the region to put on Skills Bootcamps directly linked to their skills needs and talent gaps, ensuring they are tailored to the needs of the local economy.

The courses offered continually update, depending on demand, and have included everything from electric vehicle maintenance, marketing, engineering, leadership skills, construction skills, and data analysis. The Combined Authority works with a variety of colleges, universities and training providers to ensure high quality learning is provided.

KEY ACHIEVEMENTS

Impactful Training Initiatives:

Since September 2021, Skills Bootcamps have provided fast, effective training to individuals, securing millions in funding and continually improving program effectiveness. Notably, 31% of learners from Peterborough postcode areas participated, reflecting focused efforts to raise attainment levels in targeted areas.

Tailored Learning Opportunities: Positive engagement across all age groups, with 12% aged 50-59, supports the government's aim to support individuals aged 50+.

Industry-Relevant Training: Deepening connections with various sectors, the Combined Authority tailors Skills Bootcamps to address specific skills needs and talent gaps in the local economy.



CASE STUDY

GETTING STARTED IN ENGINEERING

A perfect example of the flexibility of Skills Bootcamps to meet skills needed in local industry was the Introduction to Engineering Skills Bootcamp which launched at the start of 2024.

The Combined Authority worked with Peterborough engineering companies Howden Turbo, Baker Perkins, as well as College of West Anglia to develop an intensive Skills Bootcamp course giving learners the skills they need for a career in the industry.

The Skills Bootcamp was in response to the companies wanting to expand their pool of talent for engineering apprenticeships. The training on offer included technical drawing, computer-aided design, fitting and welding to give a broad base of skills.

The 10-week courses offered a further incentive with the opportunity of an interview with Baker Perkins or Howden Turbo for their apprenticeship opportunities in 2024.

Sarah Worsley, Senior HR Officer from Baker Perkins, a brand of Schenck Process FPM comments said:



Being part of a manufacturing business dedicated to innovation and technical engineering, means we are continuously seeking out new talent, fresh opinions and insights. Joining a new business or changing careers is a big step. Therefore, using Skills Bootcamps as a method of seeking out potential apprentices and associates, gives those candidates the option to see what opportunities a career in manufacturing engineering and our company has to offer. Across 2024 we are committed to actively utilising the Bootcamps to attract apprentice engineers, who want the opportunity to learn and develop new skills for engineering in food and performance material industries.



CAREERS HUB

The Careers Hub supports high quality careers education in both primary and secondary schools and is a crucial part of the Combined Authority's ambition to create a world class skills ecosystem in the region.

It provides careers leaders in schools with resources and access to employers and the wider education sector to give young people the inspiration and resources they need to follow their dreams.

The Careers Hub has a network of Enterprise Co-ordinators who cover clusters of schools including provision for special educational needs and disabilities (SEND) and alternative education. It has built links with employers, having a bank of senior business volunteers called Enterprise Advisors, who give schools their unique insights into the world of work, across a variety of sectors.

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

Over the last 12 months, the Careers Hub has consistently reported an improvement in performance, with substantial increases in the number of schools achieving Gatsby Benchmark 1 (A stable careers programme), up 23% in the last year. The number of schools achieving three full Gatsby Benchmarks has increased by 17%, meaning that 94% of schools in the area are now achieve this.

KEY ACHIEVEMENTS



Comprehensive Careers Support:

The Careers Hub plays a vital role in delivering high-quality careers education in primary and secondary schools, fostering partnerships between schools, employers, and the wider education sector to inspire and equip young people for future career paths.

Inclusive Provision: Through its network of Enterprise Coordinators and Enterprise Advisors, the Hub ensures provision for special educational needs and disabilities (SEND) and alternative education, facilitating inclusive career guidance and support tailored to diverse student needs.

Performance Improvement: Over the past year, the Careers Hub has demonstrated significant performance improvements, with notable increases in the number of schools achieving Gatsby Benchmarks, reflecting its commitment to providing stable careers programs and comprehensive support to schools across the region.

CASE STUDY



START SMALL, DREAM BIG!

The Cambridgeshire and Peterborough Careers Hub launched a trailblazing primary school project in March 2023 as a part of the Careers and Enterprise Company's 'Start Small, Dream Big' careers in primary pilot. The pilot was delivered by a select group of Careers Hubs nationally and involving 64 Cambridgeshire and Peterborough primary schools.

Pupils and teachers were surveyed by ImpactEd at the beginning and end of the project to record its impact on their access to employers and exposure to careers-related learning. This data, informed by the experiences of Cambridgeshire and Peterborough pupils, will be returned to the Department of Education and used to design future opportunities.

Through the programme, lead teachers in each school were offered funded CPD training from Teach First, guiding them in creating a careers strategy, delivering careers-related projects and embedding careers related learning in the curriculum. Participating schools were also supported by Form the Future to deliver an 'employer encounter' - an opportunity for students to interact with an employer or visit a workplace. Sixty-six of these took place in total, including a large primary school careers fair, a 'DNA Day' hosted by Illumina, and a series of trips to the Cambridge University Institute of Astronomy and Department of Engineering.



CASE STUDY

COLLABORATING FOR FUTURE SUCCESS

Meadowgate Academy in Wisbech, G's Fresh of Barwell, Soham and NHS Addenbrooke's Hospital in Cambridge, came together in Spring 2023 to produce two videos to support young people with additional needs prepare for entering the workplace. The purpose was to raise aspirations and support transition, along with offering students the opportunity to safely explore and gain valuable insights into the recruitment process.

A professional cameraman spent the day at Meadowgate speaking with students about how they felt about entering the workplace, and understanding how employers could support students with additional needs to enter the workplace.

Filming also took place out in the community, visiting some of the students whilst they were on work experience placements at a garage, a coffee shop, and a nursery. Employers reported a very positive experience of offering work placements and how with some support, they can not only offer experiences to young people with additional needs but have also identified a different way of attracting and diversifying their approach to new talent.

G's Fresh and NHS Addenbrooke's recruitment shared their experiences in the hope they can inform and inspire and other employers who may be interested in broadening their approach to inclusive recruitment.

The videos are available for all schools to use to inspire and prepare their students for the world of work as well as being used to promote inclusive careers to employers.

www.growthworkswithskills.com



ADULT EDUCATION

The Combined Authority has been continually improving adult education in the region since the devolution of the budget from August 2019.

Education and training courses for adults aged 19+ in England are funded through the adult education budget. We have been aligning spend in the budget to the Combined Authority's wider goals for inclusive growth and prosperity to the region, reducing inequalities and delivering opportunities to more people and places.

A key aim has been to target low skilled and low paid residents in the workforce particularly, but not exclusively, in Peterborough and Fenland. As well as getting those people on to courses, the Adult Education Budget team has also worked with employers and training providers to support next steps into the workplace, apprenticeships or further training.

A significant consequence of this devolved skills funding has been a rebalancing of the region's skills provision to significantly increase courses of value to local employers, particularly level 3 courses which grew from 0.9% to 4% of enrolments.

Increased local flexibility has also enabled us to offer more outstanding support to learners from less advantaged backgrounds. For example, increases in English for Speakers of Other Languages enrolments from 4,717 (21/22) to 5,890 (22/23) have been driven by refugee re-settlement programmes such as Homes for Ukraine. The leadership of the Combined Authority in the region for ESOL courses has been a shining example of the benefits of local budgetary control.

With the publication of Census 2021 data highlighting educational inequalities and economic inactivity, we continue building momentum with our ambitious package of local funding policy changes and flexibility. We expect our progressive policies will help 'level up' skills across the sub-region and widen participation in adult learning, and just a few of these include:

- Disadvantage uplift - targeting and support for residents in the most relatively deprived areas of the sub-region.
- £250 per learner under our Youth Offer for 19-23 Entitlement for enrichment, tutorial, work experience and more.
- Fully funded first Level 2 and first Level 3 qualifications.
- Fully funded ESOL (English for Speakers of Other Languages).
- Increase funding for Essential Skills qualifications by 10 per cent (English, math's, and Essential Digital Skills - entitlements) claimed on achievement.
- Extending our Low Wage Scheme to £22,500 before fees are payable.
- Our Bursary for Care Leavers, 19-22 increases to £1,500, with an enhanced package of support.
- An entitlement to fully funded learning for individuals and their dependents, covered by our Armed Forces Covenant.

Partnerships have also been central, and we are working with the Chambers of Commerce, DWP, Public Health, our constituent authorities and many other partners on a shared vision to ensure that our collective contribution is much greater than the sum of its parts.

KEY ACHIEVEMENTS



Strategic Investment:

Improved adult education in the region, aligning spending with wider goals for inclusive growth and prosperity, with £12.57 million spent, covering 84% of the allocation, benefiting over 11,000 active learners.

Increased Accessibility: Targeting low-skilled and low-paid residents, particularly in areas like Peterborough and Fenland, the Adult Education Budget team has achieved an impressive 17% increase in enrolments, with 83% of adult skills learning fully funded and 44% of learning aims delivered to Peterborough residents.

Enhanced Support: Through partnerships and policy changes, the Authority has provided enhanced support, including a £1,500 Bursary for Care Leavers, an entitlement to fully funded learning for individuals and their dependents under the Armed Forces Covenant, and an extended Low Wage Scheme, demonstrating a commitment to 'levelling up' skills and reducing educational inequalities across the sub-region.



CASE STUDY

CARE LEAVERS: AJ'S STORY



But a change of foster placement and then a move into semi-independent accommodation ahead of her 18th birthday, along with some difficulties in her personal life, meant she did not complete her qualification.

She then went on to have a series of short-term jobs in shops and hospitality, with periods of unemployment during the Covid-19 lockdowns and suffered poor mental and physical health.

But by January 2022, AJ, who was then aged 20, was in her own council accommodation and felt settled enough to focus on her studies once more. Thanks to the Combined Authority's commitment to care leavers like AJ, the CWA was able to enrol her in a one-year course to complete her Level 3 qualification in childcare.

In September 2022, AJ worked as a teaching assistant in a primary school in the region and now has a nursery practitioner role in a local nursery, working with two and three-year-olds.

AJ said:



The bursary helped me in more ways than one. It helped with transport, lunches, and personal care items and college equipment. Being a young person in care or a care leaver is hard enough without the stress of college and knowing what you want to do with your life. It's full of making decisions you don't even know if you're ready for. The bursary helped with knowing how to budget money, how to prioritise essentials.

Now I have my own council accommodation, a puppy, and I work full time in the childcare industry. All of this wouldn't have been possible if I didn't return back to education. The bursary made that possible.



During the year, the milestone was reached of 100 young people leaving the care system receiving a bursary set up by the Combined Authority to fund education and training.

Through its devolved control of the adult education budget, the Combined Authority offers offering funded opportunities at colleges and training centres for care leavers aged 19 to 22, including a Care Leavers Bursary of up to £1,500 per year.

It also provides care leavers with independent living and financial literacy training and support, free breakfasts at selected colleges, a free bicycle for eligible young people who complete a cycling proficiency test and enhanced careers advice and guidance.

One person who has benefited from the bursary is AJ. She started her Level 3 childcare course at the College of West Anglia (CWA) as a 16-year-old and was an excellent and motivated student.



CARE LEAVERS COVENANT

The Combined Authority Board made the decision in September 2023 to recognise care as a protected characteristic and in October 2023 the Combined Authority announced they had officially signed the Care Leavers Covenant.

By joining the Care Leavers Covenant, the Combined Authority is taking a step towards a more equitable future, where every young person has access to opportunities and resources that help them reach their full potential.

What is the Care Leavers Covenant?

The Care Leavers Covenant is an initiative that focuses on creating better opportunities and support for young people who have experienced time in the care system. It aims to ensure that care leavers have the same life chances as their peers and that they receive the support they need to thrive in adulthood. We're proud to stand with this cause and play our part in this vital mission.

What does that mean for the Combined Authority?

As a Combined Authority, we are committed to:

- Providing 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.
- Independent and impartial careers advice and guidance through the National Careers Service.
- Provide work experience and apprenticeship opportunities ourselves and broker opportunities from local businesses.
- As an employer, we have signed up to become a care leaver friendly employer.
- We will offer guaranteed interviews when Care Leavers meet the minimum criteria.

More information can be found here:

mycovenant.org.uk/opportunities/cambridgeshire-peterborough-combined-authority-employment-opportunities/



MULTIPLY

The Government allocated £4 million to the Cambridgeshire and Peterborough Combined Authority to enhance numeracy skills throughout the region under the national Multiply initiative. Colleges and training providers across the area are offering opportunities for individuals to improve their maths abilities and number confidence, to boost everything from effective household budget management to acquiring the necessary skills for career progression.

Some of the courses this year have included, Cost of Living Budgeting, Bridges to GCSE, Keeping up with the Children, Excel for Beginners, Energy Saving At Home and Game On! – teaching maths concepts to families through board games.

Demand in some areas has been so strong that the Combined Authority topped up the Government Multiply funding to allow more people to access courses.

Delivery is taking place in libraries, community centres, schools and colleges. The Multiply scheme runs until 31 March 2025 and our focus this year is to have a bigger impact on number confidence generally, but also helping people to feel more confident going back to or progressing in work, supporting employers to upskill their employees with number skills and supporting parents to be able to help their children with maths.



KEY ACHIEVEMENTS

Expanding Numeracy Skills:

With £4 million allocated under the Multiply initiative, the Combined Authority has facilitated over 2,500 participants in longer courses and 1,700 shorter ones, doubling its target for supporting employers and individuals in the workplace and training 33 Numeracy Champions through National Numeracy.

Diverse Course Offerings: Courses such as Cost of Living Budgeting, Bridges to GCSE, and Excel for Beginners have empowered individuals to improve their math abilities, with nearly 1,600 participants engaging in the NN Numeracy Challenge, contributing to enhanced number confidence and career progression opportunities.

Accessible Delivery: Delivery taking place in libraries, community centres, schools, and colleges has ensured accessibility, allowing more people to access courses and gain necessary skills for effective household budget management and career advancement, while also supporting parents in assisting their children with math.

CASE STUDY

UKRAINIAN REFUGEES

One beneficiary of the Multiply programme has been refugees from Ukraine. Training provider Runway Training has described how beneficial having free-to-access skills has been in helping them settle.

The most common courses undertaken by the Ukrainians were Effective Family Budgeting and Employability and Financial Awareness in the Workplace. Multiply courses can be held in Ukrainian, where needed.

In the budgeting course, learners were given a handy expense tracking spreadsheet and were encouraged to put their learning into practice as homework.

The employability course gave tips for job applications and CVs and more information about the use of numbers and finance in the workplace.

A course was also launched called Energy Saving at Home, aiming to improve money saving and sustainability in heating homes.

With the huge upheaval in leaving a country at war, the skills offered through Multiply are bringing real benefits to those most in need.



ARU PETERBOROUGH

ARU Peterborough is a new, employment-focused university aiming to tackle a long-standing 'cold spot' for higher education in the city.

Made possible by devolution, and a Partnership with Peterborough City Council and Anglia Ruskin University (ARU), ARU Peterborough opened to the first students in September 2022. It's launch marked the start of realising a decades-long ambition to build a new university in the city.

The courses provided are rooted in the needs of the local economy, with local employers acting as co-creators of the curriculum, linking the skills coming out of the university with demand in workplace.

This is aimed at supporting jobs and economic growth, opening up more opportunity to local communities. More long term, the university aims to sit at the heart of an innovation ecosystem, blending research and entrepreneurship and creating the high skill, high wage economy to level up the city.

2023/24 has been another year of exceptional progress for the campus, notably through award wins and the progress of the university's third phase building.

'The Lab' will offer a publicly accessible, flexible space for exhibits and events to inspire the local community in science and technology, while also bringing them closer to the research of students. It will also provide additional teaching space in the rest of the building. Starting construction in Spring 2023, the striking building remains on course for completion in summer 2024. This phase is funded by a £20m grant from the Government's Levelling Up fund; £2m in recycled Local Growth Funds from the Business Board; in kind land contribution from Peterborough City Council, £4m from ARU, and additional funding of £1.9m each from the three partners.

The second phase Innovation and Research Centre has seen the opening of a state-of-the-art extended reality facility, developed by ARU, to support more immersive, cutting-edge learning for students. It will also be made available for local employers in support of their skills and training needs.

With the university now well established, the partners are looking towards future phases, with the aim of seeking further Government investment to create a new research institute in technologies of the future, linking academia, innovative research and development, businesses, and entrepreneurship. An early phase proposal for a green energy research centre on the campus, focused on hydrogen, was showcased at a Parliamentary reception in spring 2024.

KEY ACHIEVEMENTS



A year of awards and nominations:

University of the Year at the UK Social Mobility Awards, in recognition of the role ARU Peterborough is playing in advancing social mobility.

Finalist in the Local Government Chronicle Awards in the Partnership category, for outstanding partnership working.

Won in the University Alliance (UK) Awards for partnership working and collaboration and the Association of University Directors of Estates (AUDE) awards in the Impact Initiative of the Year category.

Shortlisted for Outstanding Contribution to the Local Community award in the prestigious 2023 Times Higher Education Awards with ARU winning in the University of the Year category.

The striking design of University House saw it shortlisted for the Architects' Journal Architecture Awards 2023.

CASE STUDY

DAN SHOWS IT'S NEVER TOO LATE TO LEARN



Dan said:

“

After I retook and passed my exams, I wanted to explore a career I found interesting and that I could excel in. ARU Peterborough looked ideal as it was right on my doorstep.

”

Despite his struggles at school, Dan has been able to thrive in a university environment. His tutors have provided him with support for his dyslexia and the range of modules and resources online have allowed him to study at home, away from distraction.

Alongside his academic studies, ARU Peterborough's links with industry partners have allowed Dan to work part time in a biomedical laboratory, something that has enhanced his learning.

Alongside his academic studies, ARU Peterborough's links with industry partners have allowed Dan to work part time in a biomedical laboratory, something that has enhanced his learning.

“The university got me the job at a local lab, and it's been great to be able to get that hands on experience with my degree course while also earning some money.”

For Dan, going to university in his 40s has been a positive experience that has opened the door to opportunities he never knew he would be able to grasp.

He added: “It's never too late to learn or change your career path so long as you knuckle down and work hard at it, you can achieve whatever you set your mind to.”

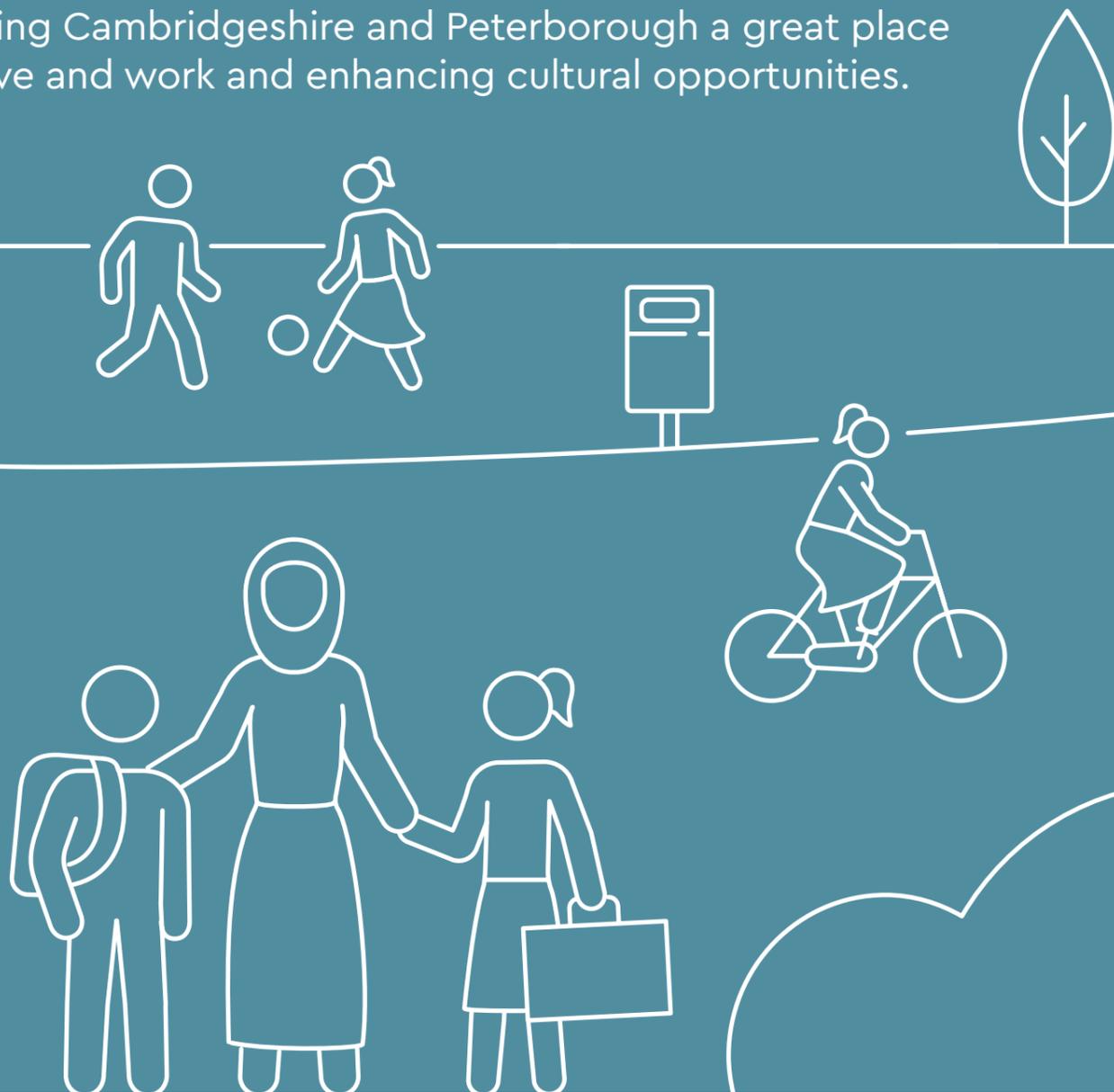
43-year-old Dan Arrowsmith's story is a great example of the opportunity ARU Peterborough is bringing to local people no matter their age or background.

The Peterborough man had his academic ambitions dampened when he left school without any GCSEs and was told he should look for a vocational trade. Struggling with his dyslexia, Dan spent 22 years working in kitchens climbing the ranks to head chef before life became very difficult. Finding himself without work during the pandemic, Dan returned to college to retake his exams passing them with merits and distinctions.

Aged 42, Dan took on a challenge that many his age would not dream of doing and applied to ARU Peterborough, the city's new university, to take on a biomedical degree.

ENABLING RESILIENT COMMUNITIES

Providing the infrastructure and support to enable communities across the region to be adaptable to environmental and climate, financial and social crises. Making Cambridgeshire and Peterborough a great place to live and work and enhancing cultural opportunities.



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AFFORDABLE HOUSING

Between 2023 and 2024, the Combined Authority has made significant strides in addressing the issue of affordable housing in Cambridgeshire and Peterborough through various initiatives.

One notable project is the Northminster Build-to-rent Scheme, which received over £12.5 million in funding from the Combined Authority's Affordable Housing Programme. This scheme, developed by Cross Keys Homes in partnership with Willmott Dixon, offers quality rental dwellings at 80% of market rent prices. These homes cater to key workers, young professionals, and lower-income earners, providing them with secure accommodation in the city centre. The rent is capped at 80% of the market norm, ensuring affordability and stability for tenants, who benefit from longer lease agreements ranging from 1 to 3 years. The Indigo development, comprising 1, 2, and 3-bedroom flats and duplexes, also includes two commercial retail units, further enhancing the community.

Additionally, the completion of 94 homes at Alconbury Weald, funded with a grant of over £4.4 million from the Combined Authority's Affordable Housing Programme, is another significant achievement.

These homes, managed by Longhurst Housing Association, consist of a mix of affordable rented and shared ownership properties, primarily for key workers. Ranging from one to four bedrooms, these homes provide essential housing options for individuals in Huntingdonshire.

Overall, these initiatives demonstrate the Combined Authority's commitment to addressing the housing needs of diverse communities, particularly key workers and lower-income earners, by providing affordable and sustainable housing solutions.

KEY ACHIEVEMENTS

Effective Delivery: 94 homes completed at Alconbury Weald for key workers.

Substantial funding: £16.9 million in funding provided from the Combined Authority's Affordable Housing Programme



GREATER SOUTH EAST NET ZERO HUB

The Combined Authority hosts the Greater South East Net Zero Hub (GSENZH) which is funded by the Department for Energy Security & Net Zero.

We work collaboratively with local authorities, public sector organisations, and their stakeholders to support the development, delivery and financing of local net zero projects.

The UK Government and local authorities share a common goal to deliver Net Zero, but this can only be achieved if we work together. The GSENZH has a unique position as an interface between national government and our regions and localities. We are committed to addressing critical sustainability issues and recognise the scale and urgency of the challenges posed by climate change. We recognise the complex challenges we face, and our central focus is to support net-zero solutions for our clients, whilst growing their commercial capabilities.

Over the last 12 months, the Hub has recruited an additional 20 roles and embedded key new positions to deliver valuable support, capacity, and capability for existing and new projects while keeping a close eye on emerging technology, digital transformation, and the impact AI will have on accelerating net zero ambitions.

Maxine Narburgh, Director of the Greater South East Net Zero Hub, said:

“

Local delivery of net zero matters, a third of emissions are dependent on sectors directly shaped by local authority practice, policy or partnerships. National policies can drive the change, but delivery needs to be focused through regional and local knowledge and networks delivering place-based solutions, the Hub is committed to supporting public sector organisations.

”



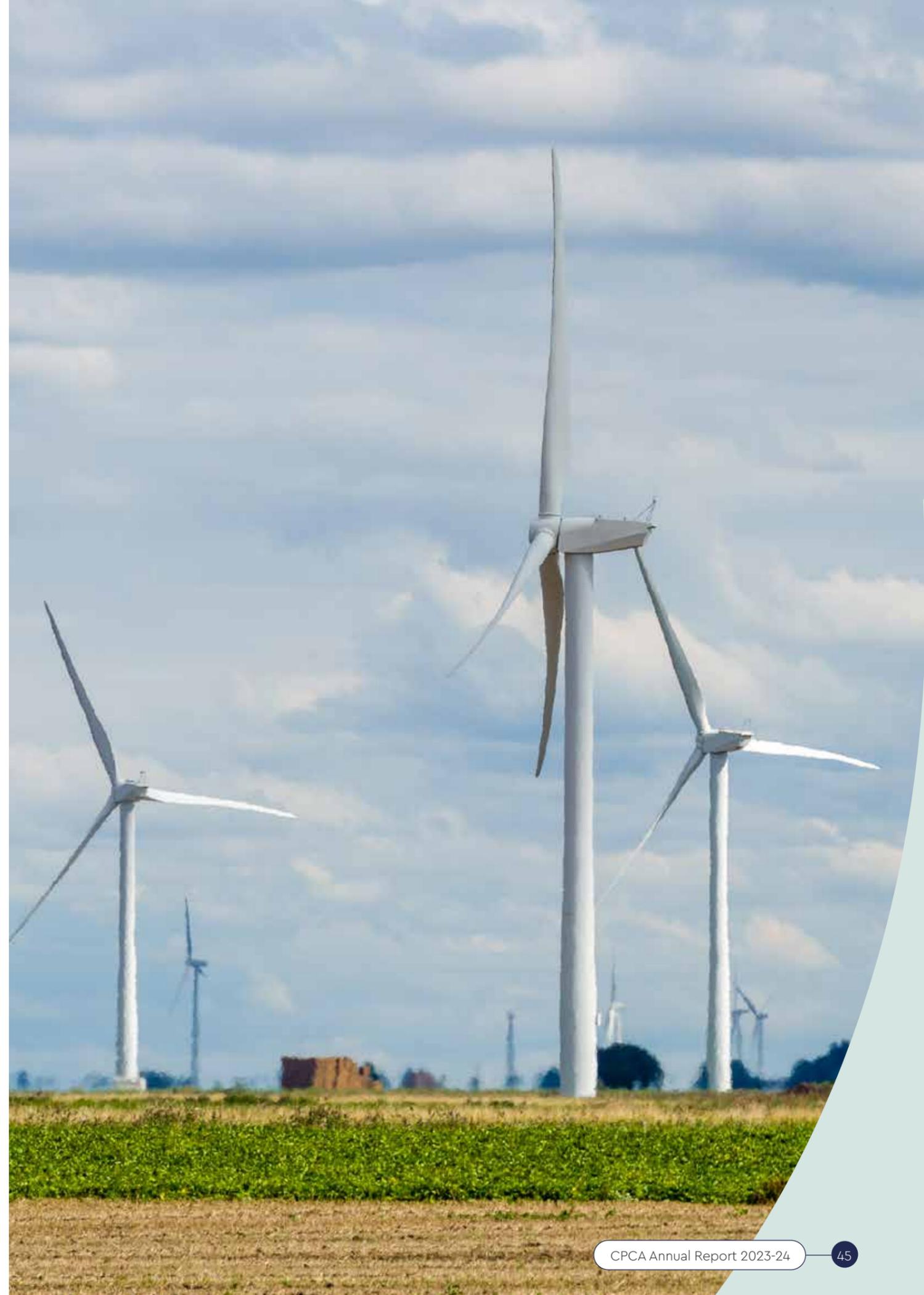
KEY ACHIEVEMENTS

Facilitating Financing: The Greater South East Net Zero Hub (GSENZH) has facilitated £50 million in private finance for client projects, demonstrating its effectiveness in securing investment for local net zero initiatives.

Significant Project Impact: With £1.116 billion worth of projects currently being supported or successfully completed, the Hub has played a pivotal role in advancing local net zero efforts, contributing to a substantial estimated saving of 10.4 million tonnes of CO₂e lifetime emissions.

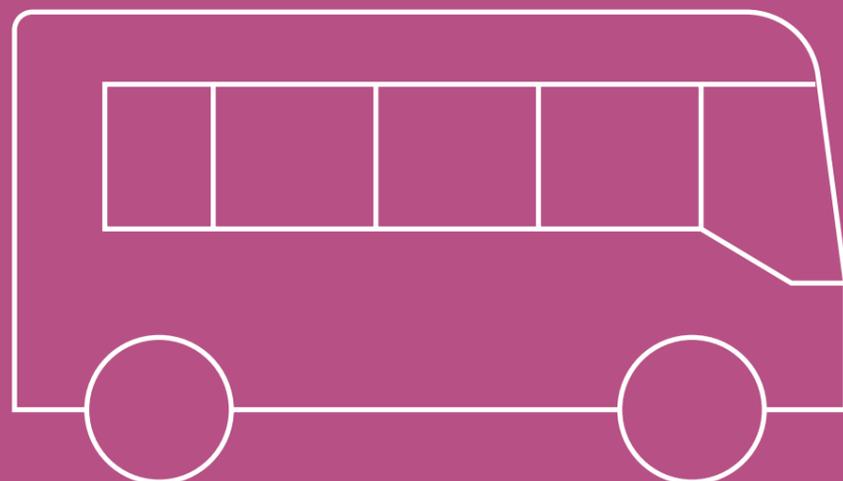
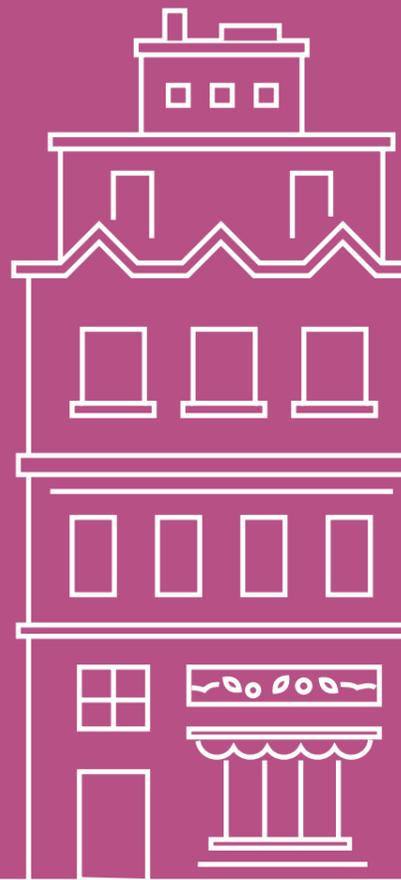
Strategic Growth: The recruitment of 20 additional roles and the embedding of key positions reflects the Hub's commitment to expanding its capacity and capability, ensuring it remains at the forefront of supporting regional and local efforts towards achieving net zero emissions.

Award Winning – In March, GSENZH received the Regional Large-Scale Project of the Year Award at the South East leg of the Energy Efficiency Awards 2024. The award celebrated the Hub's work, in collaboration with E.ON, on the Sustainable Warmth retrofitting project.



IMPROVING CONNECTIVITY

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



ROAD IMPROVEMENT SCHEMES

The A1260 safety and improvement schemes, led by the Combined Authority in collaboration with Peterborough City Council, aim to enhance the strategic road network crucial for Peterborough's development. These initiatives, including the A1260 Junction 15 and Junction 32/3 projects, target reducing congestion, cutting carbon emissions, promoting active travel, and supporting business and housing growth in the area.

The Junction 15 project focuses on enhancing a critical grade-separated junction, improving journey times and safety for commuters through the addition of a third lane on the northbound stretch of the A1260 Nene Parkway and circulatory reconfiguration. Emphasising connectivity to public transportation and green spaces, this scheme prioritizes pedestrian and cyclist-friendly infrastructure while enhancing biodiversity through bulb and tree planting. Similarly, the Junction 32/3 project addresses congestion and safety concerns, enhancing accessibility, promoting sustainable travel options, and contributing to biodiversity net gain objectives, marking a significant milestone in optimizing road infrastructure for the region's growth and prosperity.

The completion of this project in April 2024 signifies a significant milestone in the ongoing efforts to optimize road infrastructure for the region's continued growth and prosperity.

KEY ACHIEVEMENTS



Improved Journey Times and Safety:

Notably enhanced commuting experiences and safety for road users, contributing to smoother traffic flow and reduced congestion.

Enhanced Connectivity and Sustainability:

Both projects prioritize connectivity to public transportation and green spaces, fostering a pedestrian and cyclist-friendly environment while promoting active travel options and biodiversity net gain.

Successful Completion and Public Accessibility:

With practical completion achieved for both schemes, the projects are now fully operational, delivering immediate benefits to the community and supporting Peterborough's growth aspirations.

ACTIVE TRAVEL

This year marked significant progress in local active travel initiatives. With the recruitment of an Active Travel Lead by the Combined Authority and the establishment of an Active Travel Centre of Excellence by Cambridgeshire City Council, efforts were intensified in developing the Local Walking and Cycling Infrastructure Plan and promoting behavioural change activities. Moreover, the creation of an Active Travel Specialist Advisory Board ensured robust oversight and guidance for major active travel projects, leveraging input from key stakeholders across Cambridgeshire and Peterborough.

Strengthening partnerships with central government, particularly Active Travel England, highlighted the region's commitment to active travel. A visit from Active Travel Commissioner Chris Boardman and CEO Danny Williams bolstered collaboration and earned the Combined Authority a high capability rating, translating into substantial funding allocations. Notably, £4,996,590 was secured for active travel infrastructure, alongside £1,234,380 for revenue work, supporting diverse initiatives such as promoting active travel to schools, consulting on new routes, and running the Love to Ride campaign. This funding facilitated the implementation of nine projects, including construction of the Buckden to Brampton cycleway and forthcoming development of the Thorpe Wood Cycleway, signalling significant strides toward enhancing active travel infrastructure and engagement across the region.



KEY ACHIEVEMENTS



Enhanced Funding Allocation:

Securing £6,230,970 in funding for regional active travel development underscores the commitment to improving active travel infrastructure and engagement across Cambridgeshire and Peterborough.

Community Engagement Success:

Engaging 2,546 residents in the Love to Ride campaign has resulted in over 1,328,529 miles cycled, demonstrating significant community participation and support for active travel initiatives.

Strengthened Partnerships and

Collaboration: Strengthening partnerships with central government and earning a high capability rating from Active Travel England has facilitated collaboration and substantial funding allocations, enabling the implementation of nine projects aimed at enhancing active travel infrastructure and promoting sustainable mobility options.

E-SCOOTERS

The Local Transport and Connectivity Plan prioritizes reducing road traffic by 15%, emphasizing sustainable travel alternatives as key solutions. The e-scooter trial and e-bike initiative in Cambridge have emerged as popular choices, offering environmentally friendly transportation options that align with the city's sustainability goals. Since October 2020, these initiatives have gained significant traction, with a total of 3.2 million trips taken using Voi e-scooters or e-bikes, effectively replacing 1 million car trips and resulting in a reduction of 500 tonnes of CO2 emissions.

With an average distance travelled of 2km, the e-scooters and e-bikes have become integral to commuter journeys, with the route from the train station to the city centre emerging as the most popular. To enhance accessibility, various discounts are available, catering to individuals from diverse backgrounds, including those with low income, emergency services personnel, military personnel, and students. Moreover, the operation of the trial has created opportunities for new skills and jobs, including roles such as vehicle mechanics, fleet specialists, and fleet managers, contributing to local employment growth.

As the trial extends until 31 May 2026, the impact of e-scooters and e-bikes on sustainable travel patterns and reduced carbon emissions is expected to continue, reinforcing their role as effective alternatives to traditional car travel.



KEY ACHIEVEMENTS



Substantial Trip Reduction:

Over 3.2 million trips have been taken using e-scooters and e-bikes since October 2020, effectively replacing 1 million car trips and contributing to reduced road traffic congestion.

Significant Carbon Emission Reduction:

The adoption of e-scooters and e-bikes has led to a reduction of 500 tonnes of CO2 emissions, highlighting their role in promoting environmentally sustainable transportation solutions.

Enhanced Accessibility and Inclusivity:

Various discounts and incentives have made e-scooters and e-bikes more accessible to individuals from diverse socio-economic backgrounds, including low-income earners, emergency services personnel, military personnel, and students, fostering inclusivity in sustainable travel initiatives.

LOCAL TRANSPORT AND CONNECTIVITY PLAN (LTCP)

The approval of the Local Transport and Connectivity Plan (LTCP) by the Combined Authority in November 2023 marks a pivotal step in addressing the region's transportation challenges and opportunities. This comprehensive plan outlines strategies to ensure sustainable growth and development across the county, providing a menu of measures that can be tailored to meet the plan's overarching vision and objectives. With a focus on collaboration, the LTCP required the approval of the Highways Authority for Peterborough and Cambridgeshire, as well as consultation with relevant District Councils, ensuring alignment with local priorities and needs.

Moving forward, the implementation of the LTCP involves the development of associated sub-strategies, approved by the CA Board in March 2024. These strategies, developed in collaboration with stakeholders, aim to translate the LTCP's vision into actionable projects and initiatives. Aligned with the Medium-Term Financial Plan (MTFP) and Strategic Asset Fund (SAF), the projects selected for implementation will be supported by funding and closely tied to the LTCP's goals for sustainable transport infrastructure and connectivity.

KEY ACHIEVEMENTS



Development of Comprehensive Transportation Strategy:

The approval of the LTCP provides a strategic framework for addressing transportation challenges and opportunities, ensuring sustainable growth and development across the region.

Collaboration and Stakeholder Engagement: The LTCP emphasises collaboration with stakeholders, including Highways Authorities and District Councils, to ensure alignment with local priorities and needs, fostering a unified approach to transportation planning.

Implementation Readiness: Approval of associated sub-strategies and alignment with funding mechanisms such as the MTFP and SAF signal readiness for the implementation phase, enabling the translation of LTCP goals into actionable projects and initiatives for sustainable transport infrastructure.

INFRASTRUCTURE DELIVERY FRAMEWORK

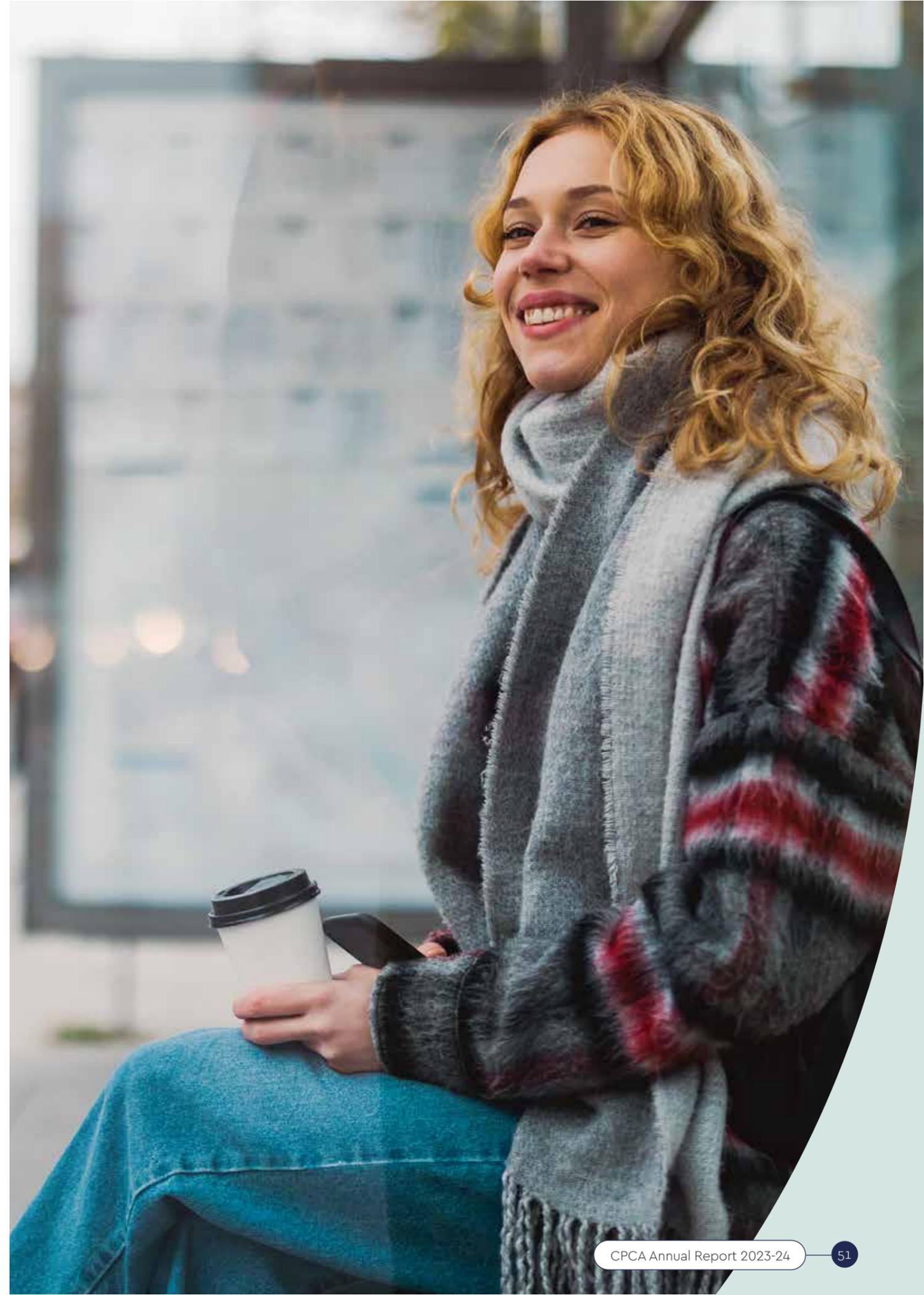
Worked commenced in Autumn of 2023 to create an Infrastructure Delivery Framework (IDF). The IDF project aims to support sustainable growth across Cambridgeshire and Peterborough by identifying and addressing infrastructure barriers that may impede development. The Combined Authority has already highlighted the need to look at water and energy needs.

The key aspects of the IDF report will include:

- **Insightful Analysis:** insight into immediate and longer-term barriers impacting the delivery of sustainable growth in the region, with a focus on key themes such as energy, water supply, green/blue natural capital, and connectivity.

- **Financial Clarity:** The IDF report will enable the Combined Authority and its partners to clearly articulate the financial investment required to address identified barriers.
- **Accessible Evidence Base:** The report will establish an evidence base that remains accessible and usable by local authorities, ensuring transparency and informed decision-making.

Once complete the framework will outline the next steps for action, reporting to committee in June 2024.



ACHIEVING BEST VALUE AND HIGH PERFORMANCE

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



EVIDENCE OF ACHIEVEMENT

Throughout the period of this Annual Report, the Combined Authority has been on an ambitious journey of change and transformation; to enable us to deliver against our five strategic objectives and mayoral priorities.

With the support of our Independent Improvement Board, and Constituent Councils, the Combined Authority has successfully delivered, or commenced, several key priority activities to enable our continued improvement.

These activities have been grouped into four themes with demonstrable evidence of progress provided for each.

PARTNERSHIP WORKING

The Combined Authority embraced its convening role by bringing together local and national politicians, business leaders, partner organisations and community groups to host two successful summits in 2023, one focused on Rail and the other on Climate. The summits allowed the Combined Authority to foster collaboration to define and then advocate for solutions to the challenges we face.

In Autumn 2023, Combined Authority Board approved funding for two key initiatives, the development of a State of the Region Report 2024 and the creation of a Shared Ambition for Cambridgeshire & Peterborough. Work commenced on both projects in late 2023, with a high-level Working Group established bringing together technical colleagues from Constituent Councils and Stakeholders. An Engagement Group was also created, enabling a joined-up approach to engagement with and avoiding duplication with our partners.

As part of the development of a Shared Ambition, the Combined Authority hosted the first of three workshops with Combined Authority Board and Constituent Council Chief Executives in January 2024 which was followed by a wider session with over 70 stakeholders in March.

CULTURE, CONFIDENCE & CAPACITY

Throughout 2023-24 the Combined Authority launched our CIVIL Values putting Collaboration, Integrity, Vision, Innovation and Leadership at the heart of everything we do; both internally and externally.

Embedding the CIVIL Values is an important part of our ongoing organizational development and ensuring the Combined Authority is an employer of choice for both existing and potential future employees.

We have also established a regular pattern of staff surveys and recruited a dedicated Internal Communications Advisor as part of our ongoing delivery of our Staff Engagement Strategy.

The results from our staff surveys shows our people feel more valued, better led and are more likely to recommend us as a great place to work.

Also, throughout 2023-24, new, highly experienced people have joined us in permanent senior roles and now have a robust Corporate Management Team in place to spearhead the organisation's ongoing development.



DELIVERY

In Autumn 2023, the Combined Authority became the first to adopt, following approval from DLUHC, a Single Assurance Framework (SAF). The SAF sets out key processes for ensuring accountability, probity, transparency and legal compliance and for ensuring value for money is achieved across our investments.

In addition to the SAF, the Combined Authority also adopted a new Risk Management Framework and a new Performance Management Framework to improve the delivery of current and future projects.

These improved ways of working will not only strengthen the way projects are delivered but also how projects are developed throughout their life cycle and ultimately drive better outcomes for the residents and businesses of Cambridgeshire & Peterborough.

The Combined Authority has also commenced our next Gateway Review, which is the process used by the Department for Levelling Up, Housing and Communities (DLUHC) to assess the impact of our investments. A Local Evaluation Framework was approved by DLUHC in Summer 2023 and work on the next phase, the Mid-Term Report, began in Autumn 2023.

GOVERNANCE

The Combined Authority's governance processes have been strengthened, including the adoption of a revised Constitution and Member Officer Protocol by Combined Authority Board. A Medium-Term Financial Plan and refreshed Corporate Strategy were approved in January 2024, following a six-week public consultation period.

The role of the Combined Authority's Thematic Committees has evolved with the respective Committees now overseeing thematic policy and making informed recommendations to the Combined Authority Board, empowering our Elected Members to make informed decisions.

The Business Board, the former Local Enterprise Partnership for the region, has taken on a new role ensuring the needs of our businesses are considered in our decision-making process.



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Combined Authority Board

5 June 2024

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

Recommendations:

A	Note the progress in March against the identified areas of ongoing concern set out in the Best Value Notice received in January 2024.
B	Note the update from the Chair, Independent Improvement Board following the meeting held on 7 May 2024

Strategic Objective(s):

The identified improvements set out in this report to meet concerns of Best Value Notice received in January 2024 will support the Combined Authority achieve Best Value and enable the delivery of agreed priorities and objectives.

1. Purpose

1.1	This report provides the Combined Authority Board with an opportunity to review the progress made in the improvement programme, phase 3, to address the concerns set out in the Best Value Notice dated January 2024.
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2. Proposal

2.1	<p>Best Value Notice January 2024</p> <p>A new Best Value Notice was received by the Combined Authority on 30 January 2024 for a further six month period.</p> <p>The Cambridgeshire and Peterborough Combined Authority (CPCA) Board in March 2024 agreed the Improvement plan, phase 3 to address the identified concerns set out in the Best Value Notice (January 2024):</p> <ul style="list-style-type: none"> Continue to implement and embed the changes agreed by the Combined Authority Board as part of the improvement plan.
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	<ul style="list-style-type: none"> • Continue to implement and monitor cultural change across the organisation, for both officers and members, with a focus on measurable outcomes. • Commit, through strong partnership working at both officer and member level, to develop the strategic priorities and aspirations for the area that will benefit local residents, and a credible delivery strategy for progressing these. We hope that this can be achieved through consensus but, if not all stakeholders are ready to fully engage, the opportunity should be left open for them to do so when they feel ready to. This work is also important in informing CPCA's approach to further devolution. • Continue with the independent Improvement Board, making full use of its support and engaging with its recommendations over the next six months. • Continue to engage regularly with the Department at official level throughout the period of this Notice.
2.2	<p>Overall progress</p> <p>Overall the programme is rated as 'Green / Amber' at the end of March 2024, meaning 'successful delivery of the improvement plan to time, cost and quality appears to be highly likely', reflecting the positive trends across the three themes set out in the highlight report attached as Appendix 1.</p> <p>A significant amount of further activity is planned across all three workstreams and set out in the Improvement Plan agreed by the CPCA Board in March 2024.</p> <p>It is positive that two workstreams are RAG rated as 'Green' at this stage in the programme, with the 3rd having an 'Green / Amber' status recognising the challenges of culture change within the Member environment.</p> <p>The Improvement Group, chaired by the Executive Director, Resources continues to assess progress against the agreed plan and address any programme issues or risks.</p> <p>Set out below is a summary of the activity delivered against the Improvement Plan for each improvement theme and detailed in the Improvement Plan highlight report.</p>
2.3	<p>Continue to implement and monitor cultural change across the organisation, for both officers and members, with a focus on measurable outcomes (Green / Amber)</p> <p>Key activities include:</p> <ul style="list-style-type: none"> • First ever staff awards to recognise and embed values and behaviours scheduled for 24 June 2024 • Revised process for reviewing and developing individual performance in line with the values & behaviours approved and appraisal process underway • Developed new Senior Manager forum to help embed more distributed leadership across the authority • Training programme for members being scoped and commissioned • Planning is under way for the next induction session to take place in June / July for new and returning CA Board members • Support for Board Members by the IIB members has commenced
2.4	<p>Commit, through strong partnership working at both officer and member level, to develop the strategic priorities and aspirations for the area that will benefit local residents, and a credible delivery strategy for progressing these (Green)</p> <p>Key activities include:</p> <ul style="list-style-type: none"> • Stakeholder Workshop on developing Shared Ambition held on 6th March with very positive feedback. Further activity undertaken in April and May of note is: <ul style="list-style-type: none"> ○ Board and CEX Workshop 2 – 15 April ○ Stakeholder workshop 2 – 10 May ○ Staff workshops – 15 May • Interactive activities developed for the website to keep residents and other stakeholders up to date with the progress on developing a Shared Ambition • Planning for attendance at UKREiiF in May with partners from across the Region undertaken. Further activity undertaken in May of note is:

	<ul style="list-style-type: none"> ○ UK REiIF delivered and Investment Prospectus was completed ● Economic Prospectus for the Region drafted in conjunction with partners ● State of the Region on track for delivery to July CPCA Board - Draft interim report submitted. Further activity undertaken in April and May of note is: <ul style="list-style-type: none"> ○ Infrastructure Delivery Framework draft submitted and on track for delivery to June Environment & Sustainable Communities Committee ● Public affairs Strategy on track to be delivered to June CPCA Board
2.5	<p>Continue to implement and embed the changes agreed by the Combined Authority Board as part of the improvement plan (Green)</p> <p>Key activities include:</p> <ul style="list-style-type: none"> ● Finalisation of procurement training for all staff and options to roll out to partners under consideration ● New roles recruited to within the Performance Team to strengthen capacity ● Training for all relevant staff on the new risk management software completed ● Processes and documentation to support the implementation of SAF developed and tested internally and with partners ● Inclusion of improvement activity in directorate business plans and individual objectives
2.6	<p>Engagement with Department for Levelling Up, Housing and Communities (DLUHC)</p> <p>A formal review meeting was held with DLUHC colleagues on 9 May 2024 to review progress against the key improvement themes set out in the Best Value Notice, January 2024 and detailed in paragraph 2.1 above.</p>
2.7	<p>Engagement with Independent Improvement Board</p> <p>The Independent Improvement Board (IIB) met on 7 May 2024 and received an update from the Chief Executive on the areas of improvement underway. John Pye, Chair, Audit and Governance Committee was also in attendance for part of the meeting.</p>

3. Background

3.1	The update set out in this report respond to the report presented to Combined Authority Board in March 2024 and the new Best Value Notice received in January 2024.
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4. Appendices

4.1	Appendix A. Improvement Plan Highlight report, March 2024
4.2	Appendix B. Note from Chair, IIB May 2024

5. Implications

Financial Implications

5.1	There are no direct financial implications to the update report.
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Legal Implications

6.1	<p>Under the Local Government Act 1999, local authorities must legally deliver what is termed 'Best Value' the Combined Authority must be able to show that it has arrangements to secure continuous improvement in how it carries out its work.</p> <p>Guidance from government recommends seven best value themes built on the lessons learned from past interventions and reflect what most local authorities already do or are striving to achieve. While</p>
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	these themes are all interdependent, strong governance, culture, and leadership underpin effective partnerships and community engagement, service delivery, and the use of resources. Continuous improvement is the outcome of all the themes working well together.
Public Health Implications	
7.1	None
Environmental & Climate Change Implications	
8.1	None
Other Significant Implications	
9.1	None
Background Papers	
10.1	CA Board report March 2024
10.2	Best Value Notice January 2024

Programme Level Highlight Report

for the Period:

1 March 2024 to 31 March 2024

**Improvement Plan Phase 3
Programme Level Highlight Report for the Period:**

Period – 1st March 2024 – 31 March 2024

Lead Executive Director Overview

The Combined Authority received a further Best Value Notice at the end of January 2024 for a period of 6 months, covering four main areas:

- Shared Ambition/Vision
- Culture
- Embedding improvements made already
- Partnerships

The CPCA Board approved a revised (Phase 3) Improvement Programme to run to the end of July 2024 with additional resources to support it. The revised Programme incorporates the first three areas noted above as separate workstreams, each with a dedicated CMT lead, and recognises that improvements to Partnerships span all three of those other areas. The third area (Embedding improvements) was extended to include the development of processes for Continuous Improvement in the Authority in the future.

During February the existing Phase 2 of the Improvement Programme was closed, in line with the approval given by the CPCA Board, and activities that were not complete were either moved into Business As Usual (BAU) or into Phase 3 of the Improvement Programme. An Internal Audit of the Phase 2 Procurement Improvement workstream has been ongoing through March and should report next month, and discussions are underway with the Internal Auditors to undertake a further Internal Audit, which will look to assure that the Phase 2 activities not taken into Phase 3 have been appropriately and effectively taken into BAU.

Also during February the new workstreams were mobilised with dedicated resources and clear Terms of Reference/Scope of Activity to ensure strong delivery in future months, and March was indeed a strong month for delivery across all three workstreams in the Improvement Programme.

Key activity included:

- Stakeholder Workshop on developing Shared Ambition held on 6th March with very positive feedback
- Interactive activities developed for the website to keep residents and other stakeholders up to date with the progress on developing a Shared Ambition
- Planning for attendance at UKREiiF in May with partners from across the Region undertaken
- Economic Prospectus for the Region drafted in conjunction with partners
- State of the Region 'beta' dashboard being developed to enable partners and stakeholders to access critical information about the Region
- New Communications, Engagement and Public Affairs Strategy being developed for sign off in April
- First ever staff awards to recognise and embed values and behaviours scheduled
- Revised process for reviewing and developing individual performance in line with the values & behaviours approved
- Developed new Senior Manager forum to help embed more distributed leadership across the authority

- Commenced development of activities and schedule of support for Board Members to be delivered via LGA and IIB
- Finalisation of procurement training for all staff and options to roll out to partners under consideration
- New roles recruited to within the Performance Team to strengthen capacity
- Training for all relevant staff on the new risk management software completed
- Processes and documentation to support the implementation of SAF developed and tested internally and with partners

A significant amount of further activity is planned for April and May across all three workstreams. It is positive that all three workstreams are RAG rated as 'Green' at this stage in the programme.

As well as focusing on the programme's inputs and outputs, the workstreams are focusing on what evidence they can gather to help demonstrate impact and outcome of the activities undertaken, and more detail around this will be included in the next Highlight Report.

RAG Status		
	This Period	Last Period
Culture Change	Amber/Green	N/A
Continuous Improvement	Green	N/A
Strategic priorities and ambitions and broader partnership working	Green	N/A

Programme Governance

Workstream Highlight Reports

Culture Change		
Project Description:		
<p>The project aims to address the issue highlighted in the Best Value letter around cultural change within the organisation for both officers and members. The objective of the project is:</p> <p>To continue to ensure that officers and members are equipped to embrace and commit to work according to our defined CIVIL values</p>		
Project Outputs:		
<ol style="list-style-type: none"> 1. A plan is in place to address areas for improvement as identified through officer feedback. 2. An effective Senior Leadership Team network is launched and established. 3. An appropriate officer training program is developed and scheduled with an effective feedback mechanism to evaluate the delivered training sessions. 4. An action plan is developed to continue our partnerships with trade unions. 5. Officer commitment, work ethic and exemplified adoption of our values and behaviours is recognised via a well-structured and organised staff awards events programme. 6. The LEAP Appraisals system is reviewed and analysed to produce a report on completion rates and a plan is developed to address any identified issues. 7. The established programme of member training sessions continues to be reviewed and scheduled. 8. The established process for member inductions continues to be reviewed and delivered together with the Member Induction Pack. 9. A programme of activities is developed to raise further awareness of our CIVIL values amongst CA Board Members and to encourage members to further embrace those values. <p style="margin-left: 20px;">Additionally:</p> <ol style="list-style-type: none"> a. A delivery partner (e.g. LGA) is identified and secured to assist with the development and (independent) delivery of the programme b. The IIB is engaging with CA Board Members to support and challenge 10. The CA Board is able to exemplify an effective leadership role, demonstrated via its contribution to the development of the Strategic Ambition. 		
Project Outcomes:		
<ul style="list-style-type: none"> • Officers continue to embrace and work according to our defined CIVIL values and behaviours. • Focus on CA Board consideration of their public duties according to our defined CIVIL values and behaviours. 		
Workstream Sponsor:	Judith Barker	
Project Manager/s:	Peter Tonks	
PMO (Programme Management Office) Support:	Heidi Robinson	
Agreed Completion Date:	31/07/2024	
Forecast Completion Date:	31/07/2024	
Reporting Period:		
01/03/2024 – 31/03/2024		
Culture Change - Project Status	This Period:	Amber/Green
	Previous Period:	

<p>Culture Change – March Project Update: Key Project Artifacts have been developed and agreed including Terms of Reference, Scope, Risks and Project Plan. The Project Team has been formed and regular (fortnightly) project meetings have been scheduled for the duration of the project.</p> <p>Key activities that have been undertaken this period:</p> <ul style="list-style-type: none"> • Commenced analysis of staff survey to identify common themes and areas for improvement. • Commenced prioritisation of areas for improvement • Commenced staff consultations on proposed improvements • Identified key senior leadership team members for inclusion in Senior Leadership Team (SLT) Network • Planned and scheduled first SLT Network (15/04/2024) • Further developed partnerships with Trade Unions including relevant inclusion in policies and regular meetings (this element of the Project Plan is now complete and transferred to BAU) • Developed nomination and selection process for staff awards • Planned and organised first Staff Award Event (24/06/2024) • Review LEAP Staff Appraisal process from (23/24), update and re-issue • Commence development of activities and schedule of support for CA Board Members which is to be delivered via LGA and IIB 		
<p>Culture Change: Workstream Sponsor Comments: Good progress in March to plan the implementation of the staff focussed activities on SLT launch, staff awards and appraisals. Set up a session with LGA and IIB Board members to ensure a refreshed focus on member culture following a challenging Board meeting and discussion on improvement.</p>		
Culture Change - Key Milestones/Activities this Period:		Status
1	SLT Network Planned and Scheduled	Complete
2	Staff Awards Event Planned and Scheduled	Complete
3	LEAP process reviewed and issued	Complete
4	Develop partnerships with Trade Unions	Complete
Culture Change - Key Milestones/Activities Planned for Next Period:		
1	Continue analysis, prioritisation and consultation on staff survey feedback	
2	Hold first SLT Network Meeting	
3	Further develop purpose and objectives for SLT Network (following initial meeting)	
4	Promote Staff Awards ceremony	
5	Commence tracking of LEAP appraisals completion and support	
6	Commence LGA/IIB Led CA Board Member support	
Culture Change - Project Risks:		
	Risk Description	Mitigation
1	Board Members unwilling/unable to engage in specific support activities designed to encourage collaboration and cohesion and to embed the CIVIL values leading to continued reputational risk and best value notice not being lifted.	Continue to focus on and develop the specific LGA/IIB activities that are designed to address this. Ensure able to demonstrate that activity is planned and promoted, and that the opportunity to contribute/partake in the

		activities is available to members who do not (wish to) initially engage.
2	Given the timescales for the project, there may not be sufficient time for the outcomes to be realised and subsequently evidenced. This is particularly difficult given that the project is based on cultural change which takes time to take effect/impact. This could result in the Best Value Notice remaining.	Evidence section added to monthly Highlight Report to evidence ongoing progress (below); Evidence folder created within Culture folder; and gathering evidence is a standing item on the Culture meeting agenda. Where specific outcomes cannot be evidenced (e.g. activity or outputs will occur following the end of the Project Period), demonstrate activity that has happened towards the output.
Culture Change – Evidence Gathering		
What have we done?	Developed partnerships with Trade Unions	
How did we do it?	<ul style="list-style-type: none"> • Regular meetings with Trade Union representatives to understand their concerns and suggestions • Collaborate on initiatives that benefit both the organization and the unions • Address any issues or conflicts in a timely and constructive manner 	
Who did it include?	Managers, Staff and Trade Unions	
What will it achieve/what are the benefits?	<ul style="list-style-type: none"> • Provides a channel for improved dialogue and trust between CPCA and its staff. • Supports and formalises problem resolution. • Gives employees a voice. 	
Culture Change - Report Completed By:		P Tonks
Completion Date:		11/04/2024

Continuous Improvement

Project Description: The project aims to address the issue highlighted in the Best Value letter around continued improvement within the Combined Authority. The project is undertaken as part of Phase Three of the wider Improvement Programme for the Combined Authority.

To embed the changes implemented in Phase 2 and ensure that there are robust processes in place that have focus on user engagement, user experience and on agile ways of working to support the continuous improvement of the Combined Authority in relation to the areas highlighted in the BVN.

Commit, through strong partnership working at both officer and member level, to ensure the organisation is seen as credible, stable and robust in its delivery across the region, providing excellent governance and scrutiny. The CPCA will guarantee that the processes and procedures to govern the organisation are robust and audited internally and externally to provide further reassurance to local government partners and central government. This work is also important in informing CPCA's approach to further devolution.

Project Outputs:

- Procurement –
 - Develop KPIs to demonstrate social, operational and financial value
 - Undertake internal audit of procurement phase 2 improvement plan and implement recommendations
 - Develop procurement hub as a centre of excellence for the Authority and its partners
- Governance -
 - Complete review of ToR and operations for the Business Board
 - Review existing governance structures in advance of new municipal year (annual review)
 - Develop calendar for future reviews of the Constitution
 - Finalise implementation of the improvements for O&S
 - Implement Investment Committee (linked to SAF development) for new municipal year
- A restructured Project Management Office
- A single process for managing funding applications within the CPCA, including:
 - Implement main changes from approved SAF by amending existing processes and developing new ones
 - Refine and implement proposed project prioritisation processes
 - Train all key personnel (including partners) on new and revised processes
 - Development mechanisms to demonstrate impact of SAF and review its operation annually
- Risk Management –
 - Implement recommendations from recent internal audit of risk, including embedding the risk software at directorate level
 - Undertake series of deep dives into major strategic risks at A&G Committee
 - Develop further ongoing training in risk across the organisation and, where applicable, with partners to ensure full understanding of benefits of risk management and the processes to support this
 - Undertake annual review of risk framework and processes
- Performance management –
 - Develop and refine metrics within existing performance reporting framework, including setting of targets and baseline data
 - Where indicators are based on lagging national data sets develop proxy measures/lead indicators to help monitor progress in a timelier manner

- Develop further engagement and training with staff in CPCA and partners to ensure continued understanding of the use of performance metrics to aid decision making
- Annually review the performance management framework and its linked processes to ensure it remains fit for purpose and represents best value.
- Monitoring & Evaluation –
 - Develop a draft M&E framework

Project Outcomes:

- A robust and transparent procurement provision within the CA that enables social, financial & operational value
- A constitution and governance structure that is tested and reviewed on a regular basis to ensure it remains compliant, fit for purpose and relevant
- A robust and transparent process for managing decision making associated with funding arrangements within the CA
- Risk Management that enables the CA to make better decisions, using the agreed risk appetite to reduce negative impacts and is tested and audited
- Performance Management within the CA provides the basis for better decision making & under pins delivery.
- Monitoring & Evaluation procedures in draft which includes review arrangements and a formal change process

Workstream Sponsor:		Nick Bell
Project Manager/s:		Louisa Simpson
PMO Support:		Heidi Robinson
Agreed Completion Date:		31 st July 2024
Forecast Completion Date:		31 st July 2024
Reporting Period:		01/03/2024 – 31/03/2024
Continuous Improvement Project Status	This Period:	Green
	Previous Period:	N/A

Continuous Improvement – March Project Update:

We have completed all of the project documents, including:

- Scope & ToR
- Project Plan
- Risk Register

We have held 2 project workstream meetings and have agreed attendees. Actions outstanding from Phase 2 have been integrated into the Phase 3 project plan.

Procurement training has been completed by all staff and the team continue to issue guidance and support to internal staff [Purchasing Vs Procurement \(sharepoint.com\)](https://sharepoint.com) There is a proposal to allow access if possible to partner Procurement Officers in order to share good practice.

Significant work has been undertaken to support the implementation of the SAF and the required changes to the PMO to support the SAF <https://youtu.be/0tcJrXFtSgA>

Risk Management has also progressed, RSM are working with the PMO to develop the directorate risk registers and the overarching CPCA register, training has been rolled out to the teams who currently have a register on the R4 system and a guide is being developed to support staff. Members have received an update on the Risk Framework and management this will well received and feedback from attendees was very positive.

The Performance Team have recruited to key roles, this will support the further development of performance management and reporting within the CA. The State of the Region work continues to move forwards, managed with the Culture Workstream.

Continuous Improvement: Workstream Sponsor Comments:
 Strong progress has been made across all areas of this workstream during March. Many of the current and planned activities help to implement the approved Single Assurance Framework (SAF) or are important linked aspects of the assurance ecosystem (eg the Risk Management, Performance Management and Monitoring and Evaluation Frameworks). These will take much of the focus of this workstream to deliver, and part of their embedding will go beyond the end of July, but many of the critical processes will have been embedded by testing and reviewing a number of times before that point.

Continuous Improvement - Key Milestones/Activities this Period:		Status
1	Investment Panel Stand Up – Members engagement materials in place	Completed
2	Create new Performance roles in a restructured Policy and Performance team	Completed
3	Recruit Head of Policy, Insight and Performance	Completed
4	Share potential new indicators with State of the Region Technical Working Group	Completed
5	Present State of the Region update to CAB	Completed
6	Directional Options for proposed PMO structure	Completed
7	Version of Single Project Register ready for discussion	Completed

Continuous Improvement - Key Milestones/Activities Planned for Next Period:

1	Internal Audit completed on Procurement Phase 2
2	Investment Panel Stand Up – ‘interim’ sessions scheduled – SAF Implementation
3	Investment Panel Stand Up – logs and associated ways of working in place - SAF
4	Investment Panel Stand Up – Members engagement complete - SAF
5	SAF core templates agreed
6	Risk Management Guidance document in place for Projects/Programmes
7	Proposed Risk Management Framework in place for projects
8	Developed detailed project plan for PMF implementation
9	Engage relevant CPCA staff in PMF project plan briefing
10	Direction of travel agreed - PMO
11	Ratified version of the Single Project Register (by CMT)
12	Prioritisation Workshop with CMT/SLT
13	Single Project register reviewed and agreed by CMT
14	Single Project Register live
15	Comms Plan in place – including Significant Update - All Team Meeting

Continuous Improvement - Project Risks:

	Risk Description	Mitigation
1	Executive Director of Resources & Performance - Project Sponsor leaving organisation on 17th May 2024	A deputy lead sponsor has been identified – Rob Emery, they will hold the workstream until a handover has been completed with the new Exec Dir of Resource & Performance
2	Capacity to demonstrate achievement given timescales	Project plans have been developed in partnership with internal leads, there is an acknowledgement that there will still be work to do post July but the plan will remain in place until actions have been completed
Continuous Improvement – Evidence Gathering		
What have we done?	1 - We have set out the SAF process and implementation at an all Staff meeting https://youtu.be/0tcJrXFtSgA 2 – Updated Risk process outlined to Members	
How did we do it?	1 - This was by way of a video available on Teams 2 – This was in a meeting specifically to set out the new risk management arrangements in projects	
Who did it include?	1 - All internal staff 2 – Members of the CA Board	
What will it achieve/what are the benefits?	1 - There is an increased awareness of the changes being implemented and the impact the changes will have to our way of working. 2 – there is an improved awareness of the risk management framework being implemented and how Members will be able to interrogate risk across the CA	
Continuous Improvement – Report Completed By:		Louisa Simpson
Completion Date:		15/04/2024

Strategic priorities, and ambition, and broader partnership working

Project Description:

To develop a shared ambition and consistent unified voice for Cambridgeshire & Peterborough through co-ordinated representation, policy alignment, and effective advocacy focusing on our “ask” and “offer” and what we can achieve collectively.

To commit, through strong partnership working at both officer and member level, to develop the strategic priorities and aspirations for the area that will benefit local residents, and a credible delivery strategy for progressing these. We hope that this can be achieved through consensus but, if not all stakeholders are ready to fully engage, the opportunity should be left open for them to do so when they feel ready to. This work is also important in informing CPCA’s approach to further devolution.

Project Outputs:

- Adoption of the 2024 State of the Region Review & dashboard
- Development of a Devo 4 submission in readiness for the opportunity
- Adoption of Shared Ambition and priorities
- Promote the region through the presence of the first Cambridgeshire & Peterborough pavilion and associated events at UKREiiF
- Production of a new Cambridgeshire & Peterborough Inward Investment Prospectus
- Coordinate, convene and influence through the Transport Summit
- Adopted Infrastructure Delivery Framework (IDF)
- Delivery of a Comms and Public Affairs Strategies underpinning transport summit and IDF
- Work with Combined Authority Board, constituent Council CEXs and partners to develop future devolution opportunities

- Working with UK Mayors and UK Mayor networks to collectively shape the future Devolution opportunities and future national policy
- Embedding member e-newsletter
- Launching a new stakeholder e- newsletter
- Revamping the Combined Authority website

Project Outcomes:

- Adopt a shared evidence base to underpin our Shared Ambitions, Priorities and Lobbying, enabling the region to speak with a unified voice.
- Co-ordinate, convene and facilitate the delivery of a Shared Ambition for the Cambridgeshire & Peterborough, enabling the region to speak with a unified voice.
- Co-ordinate the joint, promotion and championing of the region to attract funding and inward investment to deliver our region’s vision and strategic priorities.
- Coordinate, convene, lobby and influence one combined voice for the region’s transport and infrastructure investment priorities to unlock barriers to growth and focusing on what can be achieved collectively.
- Coordinate, convene and influence with one combined voice for the region’s devolution opportunities and future national policy, enabling additionality for the region through focusing on what can be achieved collectively.
- Proactive communication with partners and stakeholders utilising a wide range of channels to improve our reach and engagement and demonstrate our positive impact.

Workstream Sponsor:	Kate McFarlane
Project Manager/s:	Nathan Bunting
PMO Support:	Thomas Farmer
Agreed Completion Date:	October 2024 (excluding website)
Forecast Completion Date:	October 2024

Reporting Period:	01/03/2024 – 31/03/2024
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Strategic priorities, and ambition, and broader partnership working - Project Status	This Period:	Green
	Previous Period:	N/A

Strategic priorities, and ambition, and broader partnership working – March Project Update:

Key Project Artifacts have been developed and agreed including Terms of Reference, Scope, Risks and Project Plan. The Project Team has been formed and regular (fortnightly) project meetings have been scheduled for the duration of the project. Good progress has been made in March, with all outputs currently being delivered to time. More detailed updates are below.

Shared Ambition –

The 06 March Stakeholder Workshop was delivered successfully, and we have received positive feedback about the event particularly around partnership working. Attended by circa 80 delegates, this is the first of three workshops that seek to bring together stakeholders from a broad range of sectors including representatives from further education, universities, voluntary & community sector, public sector organisations such as the Fire Service, DWP & DLUHC, infrastructure providers such as Anglian Water, UK Power Networks, active travel, business representatives, local cultural and sporting organisations together with Local Authority Chief Executives and Leaders. There was representation from all Local Authorities except for one. Feedback from the interactive activities have been consolidated and synthesised onto Miroboard and the development of Shared Ambition framework has begun.

Materials from the first stakeholder workshop are available on the website, along with two interactive activities - a map where anyone can drop a pin and highlight what is great about the region and an online postcard where individuals can share their ambitions. The website will keep residents and stakeholders up-to-date with progress and future online engagement activities are planned between June and July. The website is now live and can be accessed through this link - [Have Your Say Today - Shared Ambition - Commonplace](#)

Work has also begun on the facilitation and activity planning for 15th April Board Member and CEX Workshop 2 and 10th May Stakeholder Workshop 2.

UKREiIF & Inward Invest Prospectus –

The Combined Authority have for the first time booked a pavilion at the UK's Real Estate Investment & Infrastructure Forum (UKREiIF) 21-23rd May 2024. This is the largest cross sector property conference in the UK, with 10,000 delegates anticipated to attend. Working with constituent Councils and stakeholders the Combined Authority is facilitating and convening this high-profile opportunity to showcase Cambridgeshire and Peterborough investment propositions to a national and international audience of developers, investors and occupiers. It will also raise awareness of the Cambridgeshire & Peterborough Combined Authority and build on the "Team Cambridgeshire & Peterborough" approach to attracting investment.

Planned events at UKREiIF include a debate on sustainably growing Cambridge and the potential for an international train station and Peterborough amongst others. The approach, agenda and events have been agreed at recent Leaders Strategy Meeting as part of our close partnership with our constituent authorities, partners and stakeholders. Filming is currently underway for a launch video which will feature leaders and CEX from our region. The Economic prospectus and associated materials are being drafted with input from CEXs and Economic Development Officers. Draft prospectus to be shared with CEXs and Board members for comment in early April.

State of the Region-

Key deliverables (e.g. Data Collection & Gap Analysis Report and Final Policy Strategy Review) have been submitted this month with continued development on the dashboard indicators and data collection. Now working towards production of the Beta Dashboard, the team is embedding user feedback into its design to refine over the coming months and launch user testing.

Infrastructure Delivery Framework

Working with the Place Directors to agree the skeleton of the Infrastructure Delivery Framework report, with sample appendices regarding the locational analysis to each council in April. The next Place Directors meeting in May to discuss the report, prior to it being taken to Environment & Sustainable Communities Committee in June.

Communications, Engagement and Public Affairs Strategy

Over the Summer 2023, an independent review of the communications and PR function was undertaken and highlighted a number of areas for improvement. In September 2023, CMT endorsed new operating principles to underpin the creation of an integrated and high-performing Communications, Engagement and Public Affairs Team. Since September the team has made great strides towards improvements set out in the review including agreeing a new operating model, starting a restructure and implementation of new ways of working including a campaign-based approach. A key component of this work, and recommendation from the initial independent review, is to have a robust Communications, Engagement and Public Affairs Strategy and Workplan to guide the new team and ensure Gold standard communications for the Combined Authority. A draft of the strategy is being shared with CMT on Monday April 29th and is on the Combined Authority Board Forward Plan for their Annual General Meeting (Wednesday 5th June). The Board will be provided an update on new approach to Communications, Engagement & Public Affairs and asked to approve the over-arching Communications, Engagement and Public Affairs Strategy for 2024/25.

<p>Strategic priorities, and ambition, and broader partnership working – Workstream Sponsor Comments:</p> <p>Work is progressing at pace with the Shared Ambition project, which is delivering on schedule. Positive feedback has been received from Board Members/ CEXs and stakeholders who have attended the first two Shared Ambition workshops. The State of the Region 2024 Review is progressing well, with significant input from partners through the Working Group and Technical Group and progress updates provided to Board Members at the Leaders Strategy Meeting and Overview & Scrutiny Committee meetings this month. UKREiiF planning is progressing with Infrastructure Matters appointed to support the design and delivery of the pavilion, economic prospectus and associated inward investment materials for use at UKREiiF and beyond. Regular updates and input received from Board Members and CEXs.</p> <p>The workstream is on track with clear plans in place and the appropriate resources secured to deliver them at this time.</p>		
<p>Strategic priorities, and ambition, and broader partnership working – Key Milestones/Activities this Period</p>		<p>Status</p>
1	<p>Delivery of 06 March Stakeholder Workshop. Plus consolidated and synthesised Stakeholder Workshop 1 outputs onto Miroboard and began development of Shared Ambition framework. Website live.</p>	<p>Green</p>
2	<p>Facilitation and activity planning for 15th April Board Member Workshop 2 and 10th May Stakeholder Workshop 2.</p>	<p>Green</p>
3	<p>State of the Region key deliverables (e.g. Data Collection & Gap Analysis Report and Final Policy Strategy Review) have been submitted</p>	<p>Green</p>
<p>Strategic priorities, and ambition, and broader partnership working - Key Milestones/Activities Planned for Next Period:</p>		
1	<p>Delivery of 15 April Board Member and CEX Workshop 2</p>	
2	<p>Continued work in preparation for UK REIIF on 21-23rd May</p>	
3	<p>Begin Beta user testing on State of the Region Dashboard & Final report to be delivered by end of April</p>	
<p>Strategic priorities, and ambition, and broader partnership working - Project Risks:</p>		
	<p>Risk Description</p>	<p>Mitigation</p>
1	<p>Lack of political buy-in to Ambition. Leaders not engaging with the work, or not seeing value in it</p>	<p>Early member engagements to ensure buy-in at political level.</p> <p>1-1 meetings with Board members to ensure buy in - plus keeping them involved as driving it throughout.</p> <p>Board/CEX workshops seeking to secure political buy in and ownership</p> <p>Ensure innovative solutions to engagement.</p>
2	<p>Lack of public engagement and buy in. Lack of buy in to ambition, not a 'shared'</p>	<p>Online activities to engage public through Commonplace website - launched</p>

	ambition with public. Not representative due to lack of reach into hard-to-reach areas or youth.	Review alternative engagement for hard-to-reach areas. Engagement strategy developed - working with engagement working group
3	Next steps after Ambition uncertain. Uncertainty on how the ambition will be used, linked to uncertainty around BVN and Devolution	To review how the Ambition document will be used - for example shaping and prioritising projects 15 April Board/CEX workshop will seek views on how be used Work closely with Board members on development so feel part of its development to ensure gets used Work on getting out of best value notice through the Improvement Programme
4	Lack of capacity to deliver effectively	To bring consultants in to lead on certain engagements, therefore freeing up capacity Assess what internal CPCA and partner capacity will be needed to support the consultant. Look to use existing forums and groups where possible
Strategic priorities, and ambition, and broader partnership – Evidence Gathering		
What have we done?	Shared Ambition Stakeholder Workshop – Developing Insights, 06 March 2024	
How did we do it?	<p>This interactive workshop was opened by Mayor Dr Nik Johnson and Cllr Sarah Conboy, Lead Member for Devolution & Place.</p> <p>The activities were:</p> <ul style="list-style-type: none"> • Mapping of strengths, weaknesses, opportunities and threats in order to survey stakeholders understanding the region. • “What makes us Stand out?” - capture a series of place-based words and qualities that reflect the uniqueness and diversity of the region. • “What Unites Us?” introduced a ten-point framework. Working together, stakeholders were asked to complete ten sentences such as “people who live and work here do so because...” to tease out the place characteristics, assets, values and investment priorities that are shared amongst stakeholders. • Postcard to enable attendees to record their own personal ambition for the future. 	
Who did it include?	This workshop was attended by circa 80 delegates and is the first of three workshops that seek to bring together stakeholders from a broad range of sectors.	
What will it achieve/what are the benefits?	<p>The output from this workshop will feed into future stages, which includes two further all stakeholder workshops scheduled for May and July and a web presence.</p> <p>Feedback from the workshop included: <i>“with multiple stakeholders today we heard lots of ambition, lots of ideas, and a real sense of working together across all those different stakeholders to really deliver an identity, a sense of</i></p>	

	<p><i>purpose and a strategic vision going forward, I have been really inspired today” Mayor Dr Nik Johnson</i></p> <p><i>“if we could bottle the enthusiasm in the room we would all be incredibly wealthy on behalf of Cambridgeshire & Peterborough. There has been a real will to think about the things that are really important to our residents, important to our businesses, important to our communities and how we can harness those and really find a way to bring people together around making Cambridgeshire and Peterborough an even better place to live and work”. Cllr Sarah Conboy</i></p> <p><i>“Really good session last week. Growing sense of what unites us and our strengths....” Feedback from CA Board Member about session to Independent Improvement Board on 11.03.24</i></p> <p><i>“Positive engagement, creative thinking about what the region can do... all better and stronger if we can work together”. CPCA Board Member feedback to Independent Improvement Board, 11.03.24</i></p> <p><i>“Stepping up, visible to external organisations...feeding off the energy in the room” CPCA Board Member feedback to Independent Improvement Board, 11.03.24</i></p> <p><i>“It was a good morning participating in the Visioning workshop for Cambridgeshire and Peterborough Combined authority with about 80 people from every sector in our local region”. LinkedIn post from CA Board Member</i></p> <p><i>“A very productive morning representing the university at the Cambridgeshire & Peterborough Shared Ambitions event.– LinkedIn post from delegate</i></p>
<p>Strategic priorities, and ambition, and broader partnership working Completed By:</p>	<p>Nathan Bunting</p>
<p>Completion Date:</p>	<p>15/04/2024</p>

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

Set out below is the methodology adopted.

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

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY
INDEPENDENT IMPROVEMENT BOARD OVERVIEW AS AT MAY 2024

The Independent Improvement Board (IIB) met on 7th May and reviewed the Combined Authority's progress with its plan to address the areas of improvement set out in the Best Value Notice dated January 2024. This included taking account of insights provided by the Combined Authority's Chief Executive as well as a review of the latest highlight reports and evidence pack.

Overall, the IIB continues to be encouraged by the progress being made and the evidence provided to support this.

Cambridgeshire and Peterborough's planned presence at UKReiFF has been used constructively to drive a focus on compiling an investment prospectus for the region which has been developed in partnership and, similarly, there has been constructive engagement by most parties in the crystallisation of a set of shared ambitions. The IIB has reiterated the importance of these two products being aligned and the work on the later will then need to drive the prioritisation of investment priorities.

Meanwhile, the IIB has spent time with the Chair of the Combined Authority's Audit Committee. This has provided further assurance that the appropriate governance and ways of working are being embedded within the Authority.

In addition, successful appointments have been made to senior management roles which provide re-assurance about the permanent capacity and leadership the Combined Authority, whilst there is an appropriate focus on the cultural development of the organisation and on addressing issues raised through the recent staff survey.

Whilst there has been an understandable focus on the operation of the Board of the Combined Authority in which some are more engaged than others, the important work of the committees that sit underneath it should not be overlooked in which there are high levels of engagement across the constituent councils.

Finally, given the stage reached in the electoral cycle, the Chief Executive and his team are appropriately planning for potential scenarios.

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Combined Authority Board

5 June 2024 - Ordinary Meeting

Title:	Adoption of the LGA Code of conduct
Report of:	Edwina Adefehinti, Director Legal and Governance and Monitoring Officer
Lead Member:	Cllr Edna Murphy- Governance
Public Report:	Yes
Key Decision:	No
Voting Arrangements:	Majority

Recommendations:

A	The CPCA Board is invited to consider the matters raised in this report and consider whether the Local Government Model Code of Conduct be adopted in full or part.
B	The CPCA Board is invited to consider whether the associated guidance on the Model Code of Conduct should be adopted in full or in part.
C	The CPCA Board is invited to consider whether the associated guidance on complaint handling should be adopted in full or in part
D	The CPCA Board is invited to consider the requests from the combined authority board member

Strategic Objective(s):

The report improves the CPCA's corporate governance framework and helps to protect the interests of the CPCA and promote best value.

1. Purpose

1.1	To place before the CPCA Board, the Local Government Association's ("LGA") Model Code of Conduct, plus supporting guidance, for the Committee to consider adoption of the Code in whole or in part along with the connected guidance.
1.2	For the CPCA Board to review the comments from the Combined Authority member

2. Proposal

2.1	For the CPCA Board to consider guidance, codes and procedures as are required to keep the ethical culture of the Authority under review.
2.2	For the CPCA Board to consider the present hearings process and determine whether changes are required and to keep the process under review.

2.3	<p>For the CPCA Board to consider</p> <ul style="list-style-type: none"> • whether the Model Code should be adopted in its entirety • Whether the Combined Authority's existing arrangements could be amended by including elements taken from the Model Code; • Timeframes for both adoption of a new code and guidance
2.4	For the CPCA Board to decide whether to accede to the comments of the Combined Authority Board member

3. Background

3.1	<p><u>Member Code of Conduct</u></p> <p>This report proposes that the Combined Authority adopts the LGA Model Code of Conduct. The current Member Code of Conduct appears to have been adopted and has been in force since inception of the CPCA.</p> <p>This CPCA Board is invited to consider the arrangements that should be in place for a Member Code of Conduct from June 2024. In forming a view about this, the CPCA Board should consider the current Member Code of Conduct as well as the Local Government Association Model Code of Conduct. Further detail about both the current Member Code of conduct and the LGA Model Code of conduct are set out below and in Appendices A and B.</p>
3.2	<p><u>The Current Member Code of Conduct</u></p> <p>The Current code complies with statutory requirements as it: -</p> <ul style="list-style-type: none"> • deals with the conduct that is expected of members and co-opted members of the authority when they are acting in that capacity. • Is consistent with the Seven Principles of Public Life, also known as the Nolan Principles • includes provision for and requirements relating to registration and disclosure of pecuniary and non-pecuniary interests.
3.3	<p><u>The Local Government Association Model Code of Conduct</u></p> <p>The Local Government Association (LGA) has developed a Model Member Code of Conduct, in association with partners and after consultation with Public Sector organisations. A copy of the Model Code is attached at Appendix B. The Model Code is a template for Local Authorities to adopt in whole and/or with local amendments.</p> <p>The aim of the Model Code is to enhance the consistency and quality of local authority codes, in line with the recommendations of the Committee on Standards in Public Life in their review of Local Government Ethical standards.</p>
3.4	<p>Sitting behind the Model Code, the LGA has produced Guidance on the interpretation of the Code and on the handling of complaints.</p> <p>A suite of documents is attached to this report for Members' consideration, as follows:</p> <p><u>The CPCA's current Standards documents:</u></p> <ul style="list-style-type: none"> • Appendix A: The CPCA's current Members' Code of Conduct and complaints procedure • Appendix B: Hearing Procedure <p><u>The LGA's Model Code and Supporting Guidance:</u></p> <ul style="list-style-type: none"> • Appendix C: The LGA's Model Code of Conduct • Appendix D: The LGA's Guidance on the Model Code of Conduct • Appendix E: The LGA's guidance on Complaint Handling <p>Members are invited to consider to what extent they wish to adopt the Model Code of Conduct and supporting guidance.</p>
3.5	<p><u>Legal and Constitutional matters</u></p> <p>The Combined Authority Board is required to adopt a Member Code of Conduct under s.27 of the</p>

	<p>Localism Act 2011 and the Code must comply with the requirements of s.28 of the Localism Act 2011. The current Member code of Conduct is one of the Codes and Protocols in Part 16 of the Constitution. Audit and Governance committee is responsible for advising the Combined Authority Board on the adoption and operation of the Member Code of Conduct and for making recommendations for change. The Monitoring Officer can confirm that at the March Audit & Governance committee meeting, the committee recommended that the LGA Model code of conduct and associated documents should be adopted in its entirety.</p>
3.6	<p><u>Committee on Standards in Public Life</u></p> <p>On 30 January 2019, the Committee on Standards in Public Life (CSPL) produced a report on Local Government Ethical Standards. The report found that there is considerable variation in the length, quality and clarity of local authority Codes of Conduct. CSPL made various formal and best practice recommendations intended to improve local government ethical standards and improve public confidence in the arrangements. The Government responded to these recommendations in March 2022 (links below under Background Papers).</p> <p>The first recommendation was that the Local Government Association should create an updated Model Code of Conduct, in consultation with representative bodies of members and officers of all tiers of local government.</p> <p>The Localism Act 2011 states that relevant authorities must promote and maintain high standards of conduct by members and co-opted members. It requires these authorities to adopt a Code of Conduct for their Members. It is for individual local authorities to set their own local code.</p> <p>The Committee on Standards in Public Life also made recommendations in relation to best practice. These can be found in the link- https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/777315/6.4896_CO_CSPL_Command_Paper_on_Local_Government_Standards_v4_WEB.PDF</p> <p>There are 15 recommendations:</p> <ol style="list-style-type: none"> 1. Include prohibitions on bullying and harassment in codes of conduct. These should include a definition of bullying and harassment, 2. Provisions requiring councillors to comply with any formal standards investigation and prohibiting trivial or malicious allegations by councillors. 3. Review of code of conduct each year and regularly seek, where possible, the views of the public, community organisations and neighbouring authorities. 4. Publish a clear and straightforward public interest test against which allegations are filtered. 5. Have access to at least two Independent Persons. 6. An Independent Person should be consulted as to whether to undertake a formal investigation on an allegation and should be given the option to review and comment on allegations which the responsible officer is minded to dismiss as being without merit, vexatious, or trivial. 7. Have straightforward and accessible guidance on its website on how to make a complaint under the code of conduct, the process for handling complaints, and estimated timescales for investigations and outcomes. 8. Procedures in place to address any conflicts of interest when undertaking a standards investigation. Possible steps should include asking the Monitoring Officer from a different authority to undertake the investigation. 9. Provisions requiring councillors to comply with any formal standards investigation and prohibiting trivial or malicious allegations by councillors. 10. Review of code of conduct each year and regularly seek, where possible, the views of the public, community organisations and neighbouring authorities. 11. Publish a clear and straightforward public interest test against which allegations are filtered. 12. Have access to at least two Independent Persons. 13. An Independent Person should be consulted as to whether to undertake a formal investigation on an allegation and should be given the option to review and comment 14. Have straightforward and accessible guidance on its website on how to make a complaint under the code of conduct, the process for handling complaints, and estimated timescales for

investigations and outcomes.

15. Procedures in place to address any conflicts of interest when undertaking a standards investigation. Possible steps should include asking the Monitoring Officer from a different authority to undertake the investigation.

The current Code and updated procedure for dealing with complaints mostly complies with the recommendations from the Committee on Standards in Public Life. However, the current Code does not contain the principle of civility.

Furthermore, whilst it is customary to review the Code of Conduct in advance of the next local elections, the Code of Conduct is not currently reviewed on an annual basis. Members may wish to consider this when deciding how best to proceed.

The Model Code of Conduct is the first recommendation in the Ethical Standards report and the Government has noted the production of the Model Code in its response to the report, whilst highlighting that it remains a local decision on whether to adopt it or not.

The intention is that the updated Model Code of Conduct establishes a consistent benchmark that local authorities can amend or add to as they see fit to reflect local circumstances and priorities.

3.7 Comments from Combined Authority Board member:

“Clearly, if the CPCA adopts the LGA model Code of Conduct and the complaints handling guidelines, the Constitution will need to be reviewed to ensure the documents are consistent.

I advocate that this paragraph of the Constitution needs review: “16.8.5.3 is the complaint politically motivated, vexatious or tit for tat?”

Personally, I don’t agree with the test of “is the complaint politically motivated”. For me, it is not the motivation of the complainant that should ever be under scrutiny, but the behaviour of the individual being complained about.

Taking it to the extreme, if the politically motivated test remains there could be a case where a complaint is thrown out because it is deemed to be “politically motivated” even though an actual breach of the Code had taken place. That would clearly be wrong and I think it should be removed.

I would appreciate if this could be reflected in the Board papers as discussed.”

3.2 Local Benchmarking

From a brief review of other neighbouring and Combined Authorities’ Member Codes of Conduct:

Authority	Status
Cambridge City Council	Reviewing whether they adopt
Cambridge County Council	Looking to adopt
East Cambridgeshire District Council	Reviewing whether to adopt
Fenland District Council	Not adopted
Huntingdonshire District Council	Adopted
Peterborough City Council	Not adopted
South Cambridgeshire Council	Adopted
Greater Manchester Combined Authority	Reviewing whether to adopt
West Midlands Combined Authority	Adopted
South Yorkshire Combined Authority	Not adopted
West Yorkshire Combined Authority	Not adopted
West Of England Combined Authority	Looking to adopt
Greater London City Council	Not adopted
Liverpool City Region	Not adopted
Northeast Combined Authority	Not adopted
Tees Valley Combined Authority	Not adopted
East Midlands Combined Authority	Not adopted, Recently established
York and North Yorkshire	Not adopted Recently established

3.8 *Alternative options considered:*

	The options available for the Committee's consideration are to make no changes to the Combined Authority's current Codes and procedures, adopt some or all of the LGA's Model Code and/or guidance or to introduce other changes to the Code of Conduct not covered by the LGA's Model Code.
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4. Appendices

4.1	Appendix A. Current Member Code of Conduct and complaints procedure
4.2	Appendix B. Hearing Procedure
4.3	Appendix C. The LGA's Model Code of Conduct
4.4	Appendix D. The LGA's Guidance on the Model Code of Conduct
4.5	Appendix E. The LGA's guidance on Complaint Handling
4.6	Appendix F. LGA 2023 survey showing 63% of Councils have adopted the mode code of conduct for members
4.7	Appendix G. Audit & Governance Committee Terms of Refence

5. Implications

Financial Implications

5.1	The Combined Authority already has access to two Independent Persons so there is no additional direct financial implications in the adoption of the LGA recommendations.
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Legal Implications

5.2	<p>Under the Constitution Audit & Governance committee has the responsibility:</p> <ul style="list-style-type: none"> • for ensuring the Combined Authority has effective policies and processes in place to ensure high standards of conduct by its Members and Co-opted Members • for assisting the Members and Co-opted Members to observe the Code of Conduct and • for implementing the obligation to ensure high standards of conduct amongst Members <p>This responsibility includes advising on the Members' Code of Conduct and associated guidance. Changes to the Code of Conduct and the Constitution are.</p> <p>However, reserved to the Combined Authority Board and any recommendation for changes to the Code of Conduct, which forms part of the Constitution, would need to be made to the Combined Authority Board. The CPCA Board makes the final decision on changes to the constitution.</p> <p>The Members' Code of Conduct is set out in the constitution. The CPCA's arrangements in Chapter 16 of the constitution, under which complaints about Member conduct are investigated and decided to comply with the relevant provisions of the Localism Act 2011. All complaints are dealt with in consultation with one of the CPCA's Independent Persons.</p> <p>Considering best practice and implementing improvements will help maintain sound corporate governance and the integrity of local authority decision making.</p> <p>Under the Localism Act 2011 all Local Authorities must adopt a code of conduct dealing with the conduct that is expected of Members and co-opted Members when that are acting in that capacity. There is no national prescribed version of a code in England and no obligation to adopt a particular model.</p> <p>The Code must be consistent with the principles of selflessness, integrity, objectivity, accountability, openness, honesty and leadership. Local Authorities must also ensure that their codes include appropriate provisions about declaring pecuniary and other interests.</p> <p>The Combined Authority will publicise its adoption, revision or replacement of a Code of Conduct in such manner as it considers is likely to bring the adoption, revision or replacement of the code of conduct to the attention of persons who live in its area. This will be on the Combined Authority's</p>
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	<p>website.</p> <p>Chapter 16 of the Combined Authority's constitution requires the Monitoring Officer to consider as part of the decision process, at Paragraph 16.8.5.3 whether the complaint is politically motivated, vexatious or tit for tat?</p>
Public Health Implications	
5.3	None
Environmental & Climate Change Implications	
5.4	None
Other Significant Implications	
5.5	None
Background Papers	
5.6	Local Government Ethical Standards A Review by the Committee on Standards in Public Life ("the Ethical Standards report") January 2019
5.7	Government's response to the Ethical Standards report



Combined Authority Board

5 June 2024 – Ordinary Meeting

Title:	Independent Remuneration Panel
Report of:	Edwina Adefehinti, Interim Director for Legal, Governance & Monitoring Officer
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 an Independent Remuneration Panel be constituted to review the Members' Allowance Scheme for the Combined Authority in relation to the Mayor's allowance.
B	Agree that an Independent Remuneration Panel be constituted to review the allowance for the two Independent Persons for the Audit & Governance Committee.
C	Agree that an Independent Remuneration Panel be constituted to review the allowance for the members for the Audit & Governance Committee.
D	Agree that an Independent Remuneration Panel be constituted to review the allowance for the members for the Overview & Scrutiny Committee.
E	Agree that an Independent Remuneration Panel be constituted to review the allowance for travel and subsistence of all Combined Authority members including co-opted members.

Strategic Objective(s):

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

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

1. Purpose

1.1	The Combined Authority Board is asked to agree that an Independent Remuneration Panel be constituted to review the Members' Allowance Scheme for the Combined Authority in relation to the Mayor's allowance and the Independent Persons for the Audit & Governance Committee Allowance.
1.2	The Combined Authority is required to make a scheme of allowances in accordance with the Local Authorities (Members' Allowances) (England) Regulation 2003. The process for making and reviewing such a scheme is regulated so that the public can have confidence in the independence, openness and accountability of the process involved.
1.3	The process requires that the Combined Authority must establish an Independent Remuneration Panel, and before making or amending its scheme of allowances, it must have regard to the recommendations of the Panel.

2. Proposal

2.1	The Combined Authority Board is requested to discuss and approve constituting an Independent Remuneration Panel to review the Members' Allowance Scheme for the Combined Authority in relation to the Mayor's allowance; the recommendations from the 2021/22 panel included that the Mayoral allowances should next reviewed in early 2025 to be applicable from the beginning of the Mayoral term in May 2025.
2.2	The Combined Authority is requested to approve including as part of the Independent Remuneration Panels considerations the allowance of the Independent Persons for the Audit and Governance Committee be reviewed.
2.3	The Combined Authority is requested to approve including as part of the Independent Remuneration Panels considerations the allowance of the members for the Audit and Governance Committee be reviewed.
2.4	The Combined Authority is requested to approve including as part of the Independent Remuneration Panels considerations the allowance of the members of the Overview and Scrutiny Committee be reviewed. allowances for travel and subsistence
2.5	The Combined Authority is requested to approve including as part of the Independent Remuneration Panels considerations the allowance for travel and subsistence of all Combined Authority members including co-opted members.

3. Background

3.1	The Members' Allowance Scheme was adopted by the Combined Authority Board on 28 June 2017 following a report from the Independent Remuneration Panel dated April 2017. The scheme included the allowance paid to the Mayor.
3.2	A review of the Members' Allowance Scheme was undertaken in 2018/19 which recommended an allowance of £80,000 per annum should be payable to the Mayor to reflect the changing role and responsibilities since 2017. The Independent Remuneration Panel in 2017 advised that review of the scheme should be undertaken every 24 months.
3.3	In September 2021 the CA Board agreed to constitute a panel of Cambridgeshire County Council and Peterborough City Council to review the Members' Allowance Scheme for the Combined Authority in relation to the Mayor's allowance.
3.4	The review was undertaken and recommended that the level of Mayoral Allowance at Cambridgeshire and Peterborough Combined Authority be set at £86,121 from the start of the 2022/23 municipal year and that the level of Mayoral Allowance at be indexed against the National Joint Council cost of living increase each year rather than the Consumer Price Index and should be applied each year.

3.5	<p>The Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) (Amendment) Regulations 2024 states the following:</p> <p><i>(2) The Combined Authority may pay an allowance to-</i></p> <ul style="list-style-type: none"> <i>a) the Mayor;</i> <i>b) a member of a constituent council who is appointed to an overview and scrutiny committee of the Combined Authority or to a sub-committee of that committee; or</i> <i>c) a member of the Combined Authority or to a member of a constituent council who is appointed to the audit committee of the Combined Authority.</i> <p><i>(3) The Combined Authority may only pay an allowance under sub-paragraph (2) if—</i></p> <ul style="list-style-type: none"> <i>a) the Combined Authority has considered a report published by an independent remuneration panel established in accordance with article 16 of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 which contains recommendations for such an allowance; and</i> <i>b) the allowance paid by the Combined Authority does not exceed the amount specified in the recommendation made by that panel.</i>
3.6	<p>The Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) (Amendment) Regulations 2024 defines An independent remuneration panel as—</p> <ul style="list-style-type: none"> <i>a) a panel established by one or more of the combined authority’s, or combined county authority’s, constituent councils, under regulation 20 of the Local Authorities (Members’ Allowances) (England) Regulations 2003(9), or</i> <i>b) a panel established by the combined authority or combined county authority to make recommendations to that authority about allowances paid in accordance with articles 10A (payment of overview and scrutiny committee members) and 15 (payment of audit committee members).</i> <p><i>(2) An independent remuneration panel established in accordance with paragraph (1)(b) must consist of at least three members none of whom—</i></p> <ul style="list-style-type: none"> <i>a) is also a member of the combined authority or, as the case may be, the combined county authority, or is a member of a committee or sub-committee of that authority; or</i> <i>b) is disqualified from being or becoming a member of that authority.</i> <p><i>(3) The independent remuneration panel may be a panel established to make recommendations to the combined authority or, as the case may be, combined county authority about other allowances payable by that authority.</i></p> <p><i>(4) An independent remuneration panel established by the combined authority or combined county authority in accordance with paragraph (1)(b) may be used by that authority to make recommendations about other allowances payable by the authority.</i></p> <p><i>(5) The combined authority or, as the case may be, combined county authority, may pay the expenses of an independent remuneration panel in carrying out its functions and may pay the members of the panel such allowances or expenses as that authority may determine.”.</i></p>
3.7	<p>The Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) (Amendment) Regulations 2024 In the Schedule to the Cambridge and Peterborough Combined Authority Order 2017(17), for paragraph 8 (remuneration) substitute—</p> <p><i>“8.—(1) Save as provided for in sub-paragraphs (2) and (3), no remuneration is to be payable by the Combined Authority to its members or to members of a constituent council referred to in sub-paragraph (2)(b) and (c), other than allowances for travel and subsistence paid in accordance with a scheme drawn up by the Combined Authority.</i></p>

4. Appendices

4.1	None
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5. Implications

Financial Implications

- 5.1 The recommendations of any independent remuneration panel will not be known until they report, which will inform the long-term financial implications, however the 2024/25 budget and Medium-Term Financial Plan includes an allowance for costs payable to the Committees should the panel recommend, and the Combined Authority adopt, such a scheme.
The costs of an independent remuneration panel would be met from that approved budget.

Legal Implications

- 5.2 As set out in the body of the report, the Combined Authority Board is empowered to approve the setting up of the Independent remuneration panel and consider the recommendations of the panel.

Public Health Implications

- 5.3 None

Environmental & Climate Change Implications

- 5.4 None

Other Significant Implications

- 5.5 None

Background Papers

- 5.6 [Combined Authority Board Report – 28 June 2017](#)
- 5.7 [Combined Authority Board Report – 28 November 2018](#)
- 5.8 [Combined Authority Board Report – 29 May 2019](#)
- 5.9 [Combined Authority Board Report – 28 July 2021](#)
- 5.10 [Combined Authority Board Report – 29 September 2021](#)



Combined Authority Board

5 June 2024 - Ordinary Meeting

Title:	Adult Education Budget delegated authority (amendment)
Report of:	Jaki Bradley, Head of Adult Education Budget
Lead Member:	Cllr Lucy Nethsingha, Lead Member for Skills
Public Report:	Yes
Key Decision:	KD2024/036
Voting Arrangements:	Vote required

Recommendations:

A	<p>To delegate authority to Assistant Director of Skills, in consultation with the Chief Finance Officer and Monitoring Officer to:</p> <ul style="list-style-type: none"> enter into, sign and award grant agreements or awards to training providers to deliver Adult Skills Funds to include but not limited to Adult Education Budget, Free Courses for Jobs and Innovation Fund with providers chosen via the relevant procurement exercise. And where appropriate, extend contracts with existing providers.
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Strategic Objective(s):

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

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

The Combined Authority's devolution agreement and commissioning of skills programmes contributes to the above strategic objectives, aligned to the pillars within the Employment and Skills Strategy (2022):

- **Pre-work learning and formal education:** improving learning and experiences of work, including quality careers information, advice, and guidance, during formal education; providing a strong foundation for labour market entry and future working lives.
- **Employer access to talent:** developing priority skills that support sustainable growth, improving employers' engagement with education and improving job quality
- **Life-wide and lifelong learning:** improving access to life wide careers guidance and a rich learning and skills offer to upskill and reskill residents through their life-course
- **Support into and between work:** Supporting the unemployed residents to transition into training and then employment and support to disadvantaged groups to access the labour market.

1. Purpose

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| 1.1 | To request a change of wording to the recommendation made in the Improving Efficiency and Effectiveness (Adult Education Budget) paper taken to the Skills Committee on 4 March 2024. |
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2. Revised recommendation

- | | |
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| 2.1 | The Recommendations taken to the previous board did not account for the procurement exercise to include the AEB and FCFJ budget. section; this should have included 'Adult Education Budget and FCFJ' . The procurement process required to engage new Independent Training Providers would not be approved under the original wording. The procurement is time-sensitive due to the Academic Year nature of skills delivery . A delay in starting the procurement will mean that there will not be enough time for training providers to mobilise and will risk an underspend of the Adult Education Budget via contracts that will be secured through this process. |
| 2.2 | On 20 May 2024 an e-mail was sent to Skills Committee advising them of this with the agreement of the Chair. |

3. Appendices

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| 6.1 | Appendix A. E-mail to Skills Committee members |
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4. Implications

Financial Implications

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| 7.1 | Finance will ensure that the funds procured do not exceed the funds available. |
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Legal Implications

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| 7.2 | The recommendations and activities outlined in this paper are to discharge the Combined Authorities' statutory duties under the Apprenticeships, Skills, Children and Learning Act 2009. Under the devolution agreement of 2016, specified adult education functions from the Secretary of State were transferred to the Combined Authority. |
| 7.3 | Legal and finance will undertake due diligence on providers of services before issuing contracts. The Dynamic Purchasing System will be used to publish mini competitions as required before contracts for services are awarded to the successful organisations following completion of due diligence and subsidy control. |

Public Health Implications

- | | |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7.4 | The report recommendations have positive implications for public health. Participation in adult learning improves the health and wellbeing of participants and wider society. Being able to measure the wider outcomes of learning will provide evidence of the most effective approaches which will inform future planning and joint work with public health colleagues. |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Environmental & Climate Change Implications

- | | |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7.5 | The report recommendations have positive implications for the environment. Environmental Conservation courses and Carbon literacy are funded by AEB. In addition, training for retrofit occupations (in construction trades) and electric vehicle maintenance and charging and digital skills are also funded by AEB, FCFJ and Skills Bootcamps. |
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Other Significant Implications

- | | |
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| 7.6 | The recommendations in this report have due regard to the Combined Authority's Equalities duties under the Equality Act 2010 in implementing funding policies which seek to widen participation and make learning opportunities more accessible for all citizens including all protected characteristics. |
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7.7	Within their funding allocation, all Learning Organisations have Learner Support Funds to enable them to discharge their duties under the Equalities Act 2010. Funding is provided to enable reasonable adjustments and additional support to be provided for learners with learning difficulties and disabilities, to access and progress in learning.
Background Papers	
7.8	Employment and Skills Strategy 2022
7.9	Report to Skills and Employment Committee 4 March 2023

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Appendix 2: Email sent to Skills & Employment Committee Members – 20 May 2024

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Dear Skills & Employment Committee Members,

I am writing to let you know that, with Cllr Nethsingha's approval, we will be taking a short paper to CA Board on 5 June to correct a drafting error in a March 2024 Skills & Employment Committee Paper, *Improving Efficiency and Effectiveness (Adult Education Budget)*.

In this paper we referred to 'Innovation Fund' in error in the Recommendations section; this should have said 'Adult Education Budget' but unfortunately the error wasn't spotted in the sign-off process. Our apologies for this.

The change in wording is below.

March 2024 Skills Committee paper

To delegate authority to the Assistant Director for Skills, in consultation with the Chief Finance Officer and Monitoring Officer to:

- a) enter into grant funding agreements and/or service contracts with training providers to deliver Innovation Fund project activity. This can either be with new (following a procurement exercise) or existing providers
- b) extend and /or vary contracts with existing providers where appropriate.

Redrafted paragraph 5 June CA Board

To delegate authority to the Assistant Director of Skills, in consultation with the Chief Finance Officer and Monitoring Officer to:

- a) enter into, sign and award grant agreements or awards to training providers to deliver Adult Skills Funds to include but not limited to Adult Education Budget, Free Courses for Jobs and Innovation Fund with providers chosen via the relevant procurement exercise. And where appropriate, extend contracts with existing providers.

All best wishes

Claire

Claire Paul
Assistant Director Skills

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Combined Authority Board

5 June 2024 – Ordinary Meeting

Title:	Recommendations from Business Board
Board Date:	13 May 2024
Meeting Link:	Business Board 13 May 2024

Agenda Item	Strategic Growth Fund and Levelling Up Fund Update (Gainshare) KD2024/024
Recommendations:	<p>That the Business Board:</p> <ul style="list-style-type: none"> A Notes the updates on development of the Strategic Growth Fund and Levelling Up Fund contained within this report. B Recommends that the Combined Authority Board reallocates a maximum of £1.5 million unspent capital from the completed Growth Works programme to the Strategic Growth fund to increase the total budget available for this fund. <p>Members advised and requested that the transferred £1.5m capital funds are ring fenced notionally to be used for specifically for economic / growth projects and investments.</p>
Voting Arrangements:	A simple majority of voting members
Strategic Objectives:	<p>Achieving ambitious skills and employment opportunities</p> <p>Achieving good growth</p> <p>Achieving best value and high performance</p>
Purpose:	<p>To outline the status of development of future funding programmes that the Economy & Growth Directorate have budget available in the MTFP 2024/25.</p> <p>To provides the Business Board with a progress update since the budget allocation of £20 million for Strategic Growth Fund and £10 million for Levelling Up Fund was approved by the Combined Authority Board in January 2024 from its Gainshare capital funding.</p> <p>To request recommendation from the Business Board to the Combined Authority Board to reallocate a maximum of £1.5 million unspent capital remaining to the Strategic Growth fund from the completed Growth Works programme to increase the total budget available for this fund.</p> <p>Tt update and receive feedback from the Business Board on the proposed process for developing the Programme Business Cases and the outlines proposal for the contents of the Business Cases.</p>
Report and Appendices:	Business Board 13 May 2024 – Item 11 Strategic Growth Fund Update (Gainshare)
Background Papers:	Combined Authority Board 31 st January 2024 MTFP decision - MTFP Capital Paper

Agenda Item	Business Board Annual Report and Delivery Plan 2024-25	
Recommendations:	<p>That the Business Board:</p> <ul style="list-style-type: none"> A Approve the Business Board's Annual Report & Delivery Plan 2024-25 B Recommend the Combined Authority Board approves the Business Board's Annual Report & Delivery Plan (2024-25), and for this to be submitted to the Cities and Local Growth Unit 	
Voting Arrangements:	A simple majority of voting members	
Strategic Objectives:	<p>Achieving ambitious skills and employment opportunities Achieving good growth</p>	
Purpose:	<p>To seek approval of the Business Board's Annual Report & Delivery Plan (2024-25) and for the document to be published on the Combined Authority website and submitted to The Cities and Local Growth Unit, which is a shared department of Department for Business and Trade (DBT) and Department for Levelling Up, Housing and Communities (DLUHC).</p>	
Report and Appendices:	<p>Business Board 13 May 2024 – Item 12 Business Board Annual Report and Delivery Plan 2024 Appendix A - Business Board Annual Report & Delivery Plan 2024</p>	
Background Papers:	<p>2022 – 2023 Business Board Annual Report: .Document.ashx (cmis.uk.com)</p>	

**CAMBRIDGESHIRE AND PETERBOROUGH
BUSINESS BOARD
ANNUAL REPORT & DELIVERY PLAN 2024**



INTRODUCTION

The Business Board has set the benchmark for an effective Local Enterprise Partnership (LEP) which has embedded the business voice within the Combined Authority. It has focussed on achieving 'Good Growth' that is more sustainable, securing stronger share of inward investment, realigning skills development and creating sustainable higher value jobs for the area. One of our greatest strengths is our ability to continually evolve and work in partnership with our constituent partners, stakeholders and businesses.

We meet challenges and innovate new ways of working, improving the role of the Business Board to advise, support and develop opportunities with the Combined Authority, which has been more important than ever before in a challenging economy where cost-of-living, cost-of-doing business and inflation are hitting hard.

Cambridgeshire and Peterborough's position is as a leading area for inclusive growth, and we are seeking to continue our growth in a sustained way with a view to reducing inequalities across our region wherever we can. We need our businesses more than ever to support growth, ensuring our local economies can share in prosperity, with workers, learners and leaders reaching their full potential and achieving their goals.

To deliver this aim the Business Board has proposed changes to become further integrated within the work of the Combined Authority, reframing the role and function of the Business Board and drawing on its members' diverse experience, capabilities, and perspectives to help realise these shared plans. The Cambridgeshire and Peterborough Economic Growth Strategy is being imbedded into the work right across all projects and activities of the Combined Authority. It is being implemented to maximise the huge opportunities of our region which is known for its dynamic, innovation-led economy, and it is identifying and tackling the barriers to growth which are holding parts of the region back.

The role of the Business Board is changing in line with Government thinking for Local Enterprise Partnerships but also in line with the Combined Authority's new governance arrangements which will see the strengthening of the business voice across more of the Combined Authority's other Boards and Committees. We will play a crucial advisory role to help our area make the most of the growth opportunities from existing and emerging sectors, by identifying, understanding, and seeking to break down barriers to growth.

Our execution on projects like Growth Works, which is the Cambridgeshire and Peterborough Business Growth Service, is delivering accelerated growth rates across our sub-economies, and is contributing to the Combined Authority's ambition of doubling Gross Value Added in Cambridgeshire & Peterborough by 2045, but in a more sustainable, greener, digitally enabled, and inclusive way.

Our mission is to work with our partners to create an innovation economy that leads to greater opportunity for everyone in our region. The benefit of being within a Combined Authority is the ability to work across local Government, alongside businesses, public services, and Government, to continue to make this region an internationally competitive local economy.

In 2024, the Business Board will drive its new role as an advisory board to the Combined Authority, with new board members providing fuller representation across sectors and themes, sitting on all Combined Authority Committees and Boards and external key partnerships and boards.

FOREWORD: AL KINGSLEY (CHAIR OF THE BUSINESS BOARD)

It is my pleasure to provide a few words as Chair of the Business Board for the Cambridgeshire and Peterborough Combined Authority, not least given the transformation we have undertaken over the last 18 months. Fundamentally the focus of the Business Board has been on helping our private, public and third sectors to work effectively together to rise to these challenges, to make the most of the opportunities that our unique local economy continues to generate, and to continue to play our role in supporting the sustainable growth of the UK as a whole. Changes to the landscape for Local Enterprise Partnerships (LEPs) has seen the Business Board evolve into a body that is now seamlessly interwoven into all parts of the Combined Authority's work, with an enhanced focus on ensuring we have a strong business voice heard at all stages of activities.

As a Board, our focus has been multifaceted. Firstly, to recruit a diverse and experienced group of business leaders that can support both our broad economic plans and the key sector strategies most relevant to our region. Our second focus has been to develop greater input and involvement across all thematic activities within the Combined Authority and then, thirdly, to broaden our outward connections across the region's business community. All are evolving at pace, but we are very mindful of a need to further extend our reach and voice. Alongside these areas of focus, naturally, the order of the day for the Board is to support impactful and evidence-based investments across our region and support the Combined Authority's economic and growth strategies.

Reflecting on a year of a continuing cost-of-living crisis, geopolitical turmoil, global inflation and the ongoing recovery from Covid-19, Cambridgeshire and Peterborough's economy remains innovative, globally competitive, and ambitious. Our importance to UK Plc is no less proven in tough times as well as the good, and over the year we have seen positive news such as strong employment growth and a rebound in inward investment to the region.

But we are all keenly aware of the crucial need to invest back into our infrastructure if we want to remain competitive. So, it was significant in this last year that the Combined Authority got agreement on a new Local Transport and Connectivity Plan, something the Business Board gave input to. It sets out a bold plan for journeys, connecting more people and place to opportunities for education, training and employment. A bus strategy was also launched, aiming to reform the whole network. Our Board is well placed to support further, including how we make the business case for the infrastructure investment we need.

Another piece of the jigsaw is skills and training, a key focus of the Business Board. Strides are being taken to increase opportunity to more people, align skills and training more closely to the needs of employers, and bring employers, the education and training sector and learners together in a cohesive and world class skill system.

I have had the pleasure of several visits to ARU Peterborough – the city’s new university – itself a remarkable testament to the ambition of this region. With construction starting during a pandemic, and numerous economic shocks along the way, we now have a thriving and growing campus. I have seen impressive progress first-hand, including the exciting phase 3 building ‘The Lab’, on target for completion later this year. With significant funding from the Business Board, the benefits are already being felt on the community, with about half applicants coming people with Peterborough postcodes.

We have also seen the official opening of the Business Board-funded North Cambridgeshire Training Centre in Chatteris, funding for a green skills centre at College of West Anglia’s Wisbech campus and progress on another funded project, the Centre for Green Technology at Peterborough College. These are all schemes in areas where levels of skills are below national averages.

These are all examples of how we are laying foundations for projects that will deliver for the region not just over years, but decades, and all of which serve the Combined Authority’s higher goal of doubling the size of the economy under its Devolution Deal.

The Business Board has also continued to embrace the Combined Authority's four strategic priorities, of good growth, better connectivity, ambitious skills and employment opportunities and making our communities more resilient. These are important to delivering a better quality of life, and the Board has worked constructively with the Mayor, the Combined Authority, the constituent local authorities, and the business community to ensure that the efforts of the whole can be greater than the sum of the parts. Now more than ever, the ability for our region to grow can only be maximised with a joined-up and cohesive approach, we are significantly stronger, and the Business Board will continue to seek to maximise impact for the benefit of the region as a whole.

I'd finally like to share a huge thank you to Professor Andy Neely, Tina Barsby and Dr Belinda Clarke who have stepped down from the Business Board over the last year as their terms of office concluded. They have all been very influential in the development and evolution of our Business Board, as well as being hugely supportive for me throughout their terms.

KEY ACHIEVEMENTS 2023-24: BUSINESS BOARD CONTINUING TO BOOST ECONOMIC RECOVERY AND GROWTH IN CAMBRIDGESHIRE & PETERBOROUGH

POSITIVE RESULTS FROM THE GROWTH WORKS END OF PROGRAMME REPORT

Following the completion of the Growth Works Programme, a final evaluation was conducted utilising a range of resources producing a short summary document and full report.

The Growth Works Service was designed to better enable the commercialisation of innovative ideas, provide support to entrepreneurs and SMEs to scale up whilst attracting firms to locate to the area. Growth Works also aimed to respond to the impact of COVID-19, and accelerate economic recovery, whilst building future resilience. The establishment of Growth Works was led by the Combined Authority and supported heavily by the Business Board. The programme has been delivered with a consortium of experts to help and support businesses to grow across a range of services.

Job Outcomes: Overall Growth Works performed well, reporting 6,376 jobs at the end of the three-year programme, equating to 116% of the planned target. However a significant proportion of jobs were reported in the final year, illustrating that Growth Works delivered better towards the end of the programme.

JOBS*	Target				Actual			
	Year 1	Year 2	Year 3	Overall	Year 1	Year 2	Year 3	Overall
Growth Coaching	46	1,454	1,723	3,223	139	1,388.5	2,287	3,814.5
Inward Investment	75	263	485	823	323	349	812	1,484
SME CapEx Grants	397	474	349	1,220	439	255	103.5	797.5
Equity Service	0	10	210	220	0	14	188	202
Skills Service	No job targets set for the Skills Service				4	63	11	78
Total	518	2,201	2,767	5,486	905	2,069.5	3,401.5	6,376

* Job numbers include both those created/evidenced and those forecast/committed

The Growth Coaching part of the Service, as expected, contributed to the greatest number of jobs (60% of total), reporting an over performance of 691.5 jobs against target. Next greater number and proportion of jobs was delivered through the Inward Investment Service; however, the SME CapEx Grants Service line delivered 422.5 fewer jobs than planned, equating to achieving 65% of target. A small number of additional jobs were created through the Skills Service.

Non-Job Outcomes: In addition to the creation of new jobs, Growth Works committed to improving the supply of skills through learning outcomes and apprenticeships.

SKILLS OUTCOMES	Target				Actual			
	Year 1	Year 2	Year 3	Overall	Year 1	Year 2	Year 3	Overall
Learning Outcomes	209	748	748	1,705	257	610	910	1,777
Apprenticeships*	51	449	900	1,400	66	251	487	804

* Apprenticeship numbers include both starts by the end of the contract date and commitments to start from employers up to 30.4.2024

Growth Works reported 1,777 learning outcomes equating to 104% of delivery. Performance ramped up over the three-year period, with over half achieved in the third and final year of the service. The apprenticeship target however was not achieved, with Growth Works only delivering 804 apprenticeships against a target of 1,400, just 57%.

Budgetary Spend: Overall Growth Works expenditure was in line with budgetary planning, with the exception of the Growth Coaching Service and Equity Investment Service under-delivery of grant allocations. These unspent funds remain within CPCA reserves and are available for investment in future business support programmes. The funding model for Growth Works included a significant element of European funding, which is not sustainable or replicable currently for any future programmes.

	Budget / Allocation / Planned					Actual Costs / Expenditure					% Total Spend
	Costs £	Grants £	BEIS Growth Hub £	Growth Go Admin £	Total £	Costs £	Grants £	BEIS Growth Hub £	Growth Go Admin £	Total £	
High Growth Coaching*	3,202,000	4,000,000	286,288	287,717	£7,778,006	3,202,000	3,054,548	368,275	275,537	£6,900,360	33%
Equity Investment (CapEx Grants + Equity)	780,001	10,270,000	382,004	334,607	£11,766,612	780,001	6,382,278	491,402	316,037	£7,969,718	38%
Talent & Skills Development	3,588,568		195,665	171,388	£3,955,621	3,668,568		251,700	161,876	£4,082,144	20%
Inward Investment	1,667,205		88,921	77,888	£1,834,015	1,667,205		114,387	73,566	£1,855,157	9%
Total	£9,237,774	£14,270,000	£952,879	£834,649	£25,332,253	£9,317,774	£9,436,826	£1,225,763	£827,016	£20,807,379	100%

* Includes BGS Nudge Grants

Client Feedback and Key Programme Impact: Regular surveys of clients were undertaken throughout the duration of Growth Works, using the Net Promoter Score (NPS) metric. A total of 295 responses were secured across the nine quarterly surveys resulting in an overall Growth Works NPS at 54%, which is classed as excellent.

Moreover, Growth Works has already generated some £193m net gross value added, and is predicted to generate some £507m over the next three years. This is above the predicted return set out within the original business case. Growth Works has the potential to result in a very strong return on investment of £24.40 for every £1 of public investment.

A green book assessment of wider benefits demonstrates £100m of benefits:

Total	
Labour Supply Impacts	£16,734,761
Wellbeing Impacts	£27,389,537
Skills Uplift	£26,346,414
R&D Benefits	£29,944,395
Total	£100,415,107
BCR	4.8

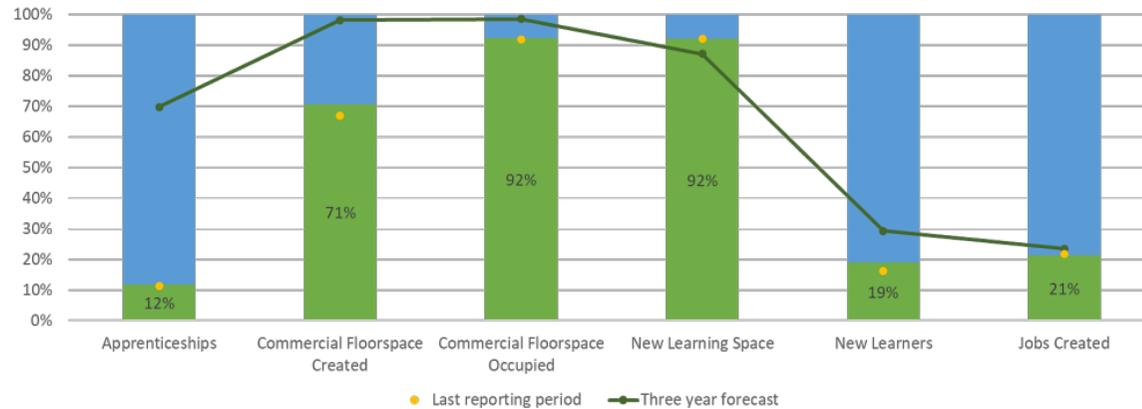
Taking these alone, Growth Works has the potential to return a respectable 1:4.8 benefit cost ratio over the next three years.

LOCAL GROWTH FUND PERFORMANCE

£155 million of investment into Cambridgeshire and Peterborough has come through the Local Growth Fund since 2015. Transport schemes, new skills facilities, business incubator space and business growth and innovation projects have all been supported. Economic benefits now stand at:

- 14,249 jobs and 1587 apprenticeships created
- people upskilled through courses and training
- £304 million further investment leveraged.

The table below shows performance against the 3 years LGF targets:



IMPROVING LGF INVESTMENT PER JOB

A second phase of LGF Evaluation has been undertaken by Metro Dynamics across 9 projects which were approved under the oversight of the Business Board, the evaluation indicated a unit cost per job of £12,233 which offers good value for money and is significantly less than unit costs achieved across the UK’s ERDF programme as a comparator (£26,000). It also compares favourably to unit costs reported in the 2021 LGF evaluation (£70,973 per job).

LGF Case Study 1 – West Cambridge Hub, The University of Cambridge’s unique, multi-purpose facility is a meeting place for students, businesses and the wider community to study, work, collaborate and socialise. Opening in April 2022, it was part funded through a £3 million Local Growth Fund grant from the Combined Authority Business Board. Since launch it has made a big impact from its base at the innovation district at Cambridge West on JJ Thomson Avenue.

“My first thought was how many people I know in business, public sector and other walks of life who could really make a use of the West Hub. It really does offer something for everyone. The technology built in to the conferencing, tuition and meeting rooms is first rate and the whole flow of the building, transitioning from one space to another, feels very seamless and natural.”

““The West Hub is at the heart of the developing innovation district at Cambridge West. Since the West Hub launched last year, it has created a real buzz– bringing together people from across the University, local business, and the wider community. Hundreds of events have already been held at the Hub, which is open to all, and it has become a unique venue for learning and collaboration – whether through networking events, or socialising at the café and bar.”

LGF Case Study 2 - Aracaris, a UK subsidiary of a US-based drug company named Northwest Biotherapeutics (NW Bio), is involved in manufacturing of cell-based products. Aracaris intends to become a leading hub that supplies regenerative medicine products not just locally but also across Europe and beyond. Aracaris sought 50% match funding from CPCA in 2019 to enable commissioning and equipping of two manufacturing suites that were already built and to support construction and enabling of a third suite. The project received £1.35m in loan funding from the LGF.

“Most of the cell-based therapies come out of academia and clinical research. But that doesn’t allow for such products to go through commercial stage.... that’s why we were attracted to this work...we could build a facility in Cambridge that would allow manufacture of cell-based products

for wider reach. The fund helped us with some of the buildout works, getting the suites ready for licensing, creating lab and office spaces, constructing warehouses, and so on”.

LGF Case Study 3 – Cambridge Regional College (Huntingdon Campus) converted existing college space to a state-of-the-art construction training facility enabling further developments in manufacturing training to be introduced over time, including in modular building and Modern Methods of Construction. The development of bespoke apprenticeships linked to modern construction methods are being pursued. There was also an upgrade to the IT infrastructure at the college site to support online learning which was extremely valuable during the pandemic.

“The project has been instrumental in re-invigorating learning in construction at the Huntingdon Campus. The facilities are excellent, so learners operate in an environment which is aspirational, welcoming, safe and where they are encouraged to contribute to their working environments to inspire future learners. Facilities accommodate full time students in carpentry, electrical and multi-skills and apprentices in carpentry. We are also excited to be taking on electrical apprentices soon. We have already supported over 100 young people to gain strong skills for employment in such a critical industry and we expect this number to grow year on year, improving the life chances of those accessing the campus and furthermore benefitting the future workforce”.

LGF Case Study 4 - TWI Innovation Ecosystem is a modular incubator and co-working space in Granta Park. The project’s rationale is to tackle restrictions on Cambridge’s business growth, generate high-value jobs, and contribute to rise in productivity across the C&P area. They received a total grant funding of £1.23m from the LGF to refurbish and create office spaces in Building 2. The experience and confidence obtained through conversion of Building 2 with the help of LGF investment was a critical factor in the company pursuing a bigger strategy in Phase 2 where they refurbished both Abington Hall and Building 1. Their initial plan involved refurbishment of only one additional building. *“Our strategy got bigger overtime and we've been able to offer far more spaces*

in the life sciences market. We felt that there is an opportunity to expand considering the growth of the life science market in Cambridge and the positive take up of Building 2. So, we made the decision to use private investments into converting Building 1. We converted the space this year and it has been fantastic for us.”

LGF Case Study 5 - TeraView expansion project received a total loan funding of £120,000 from LGF to support the fit-out costs of a new research facility in the Cambridge Research Park Enterprise Zone. Formed in 2001, TeraView is a leader in supply of terahertz-based spectroscopy and imaging products with an established track record of installing & supporting terahertz (THz) systems in production environments.

The company has experienced a notable reputational benefit because of LGF funding. Having the support of the local government gives them more credibility while approaching foreign investors from Asia and the US. It also allows them to demonstrate that they can expand. Investors and clients are impressed with the new facility and the growth potential evidence. *“The new facility is increasingly becoming key in our discussions with customers and investors. We need to demonstrate to them that we have the capacity to build more systems if the orders go up. It is easier to articulate that with the new facility”.*

LGF Case Study 6 – NIAB Refit and refurbishment of Barn 4 - development of SME start up space focused on AgriTech industry, LGF provided £2.5m of grant funding to the scheme. The investment has allowed NIAB to bring a new level of practical support to agritech companies in the CPCA region. These companies are developing technologies as diverse as plant derived pharmaceuticals, fruit picking robots and novel protein crop varieties. With over 100 companies advised and supported since Barn4 opened in March 2021 the level of impact that the funding has enabled has been huge.

“Having leading companies such as Kyomei located at Barn4 links NIAB directly into the heart of agri-tech development. It is great that our facilities and science teams can support the creation of such exciting technology. We are however, not resting on our laurels and are continuing to develop Barn4. We have recently completed the installation of a new £400,000 set of state-of-the-art plant growth containers. These and other ongoing improvements to the Barn4 ecosystem are focused on providing the best possible support to those companies taking the agriculture sector forwards.”

LGF Case Study 7 – *Metalcraft - creation of an Innovation Launchpad will act as a nucleation point for innovation cluster development and business growth. Provision of a new training centre to meet the needs of local and wider area businesses to address the lack of training facilities for apprentices.*

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

SHARED PROSPERITY FUND

The UK Shared Prosperity Fund (UKSPF) launched by Government in 2022 to replace EU funding for regional projects and aims to give local leaders a greater say in how money is spent.

Cambridgeshire and Peterborough Combined Authority area was awarded £9,872,624 in funding from the UKSPF on the approval of a Local Investment Plan developed with Local Authority partners.

The projects submitted in the investment plan cover a wide variety of areas. They include supporting small businesses and entrepreneurship, improving careers education for all ages,

programmes to build skills, expanding green spaces, exploring the possibility of new cycling and walking routes, reducing flood risk, improving the vitality of high streets and supporting arts and culture. Some of the money will be used to support existing projects with additional funding. The programme portfolio of 38 projects is now fully into delivery phase after considerable time spent getting funding agreements in place, procurement processes and subsidy controls.

RURAL ENGLAND PROSPERITY FUND (REPF)

Cambridgeshire and Peterborough were successfully awarded £3.4 million from the new £110m Rural England Prosperity Fund (REPF). The fund will support projects that will boost the rural economy and create jobs across the rural areas in the region and to be spent on creating quality jobs and healthy lives. The REPF will provide capital grants for converting farm buildings and supporting diversification to other business uses, building rural tourism. Also provision of gigabit-capable digital infrastructure at community hubs such as village halls, pubs and post offices – including developing, restoring or refurbishing local natural, cultural and heritage assets and sites. Transport can also be improved, including providing new footpaths and cycle paths, particularly in areas of health need.

Within the Combined Authority this funding is being invested into our rural communities and businesses across the four rural districts to unlock quality jobs and promote a sense of community in our rural areas.

“Often, those living in rural communities feel isolated and the interconnectivity this funding can bring, both digitally and physically with foot and cycle paths, will be enormously beneficial. This money will be used to address inequalities within our county and promote happier, healthier and safer lives.”

ARU PETERBOROUGH: HELPING MAKE PETERBOROUGH’S NEW UNIVERSITY A REALITY

ARU Peterborough, the city's new university, is addressing one of the country's most significant "cold spots" for higher education. With a curriculum co-created by local employers it gives both students the skills they need for great careers and offer employers access to the talent they need to thrive in the modern economy.

The top-line objectives for the University programme are to:

- Improve access to better quality jobs and improve access to better quality employment, helping to reverse decades of relative economic decline, and increasing opportunities, aspiration, wages and social mobility for residents.
- Make a nationally significant contribution to Government objectives for levelling up, increase regional innovation, and accelerate the UK's net zero transformation.
- Accelerate the renaissance of Peterborough as a knowledge-intensive university city attracting new investment in the regeneration of the city.

ARU Peterborough is already achieving considerable success and making a major contribution to the economy of Peterborough and the wider area. The University has had an outstanding impact in its first operational year and its progress remains aligned to the original business plan. The development of the campus continues at pace and in line with objectives. Phase 2 building is now complete with the University occupying the Ground floor and the remaining two floors being marketed to innovation and research led organisations and companies. Phase 3 is under construction and on target for completion in August 2024.

The University has been developed in three key phases as described in more detail below:

Phase 1 University House – the first teaching building was handed over to ARU Peterborough in the Summer of 2022 and was completed on time and within budget. The University welcomed its first students with teaching starting in September 2022. This facility was created at a cost of £30.47m with contributions from CPCA £12.3m, Local Growth Fund £12.7m, PCC £1.87m (land in kind).

Phase 2 Innovation and Research Centre – The intention is to achieve significant sector-cluster growth, improve services and increase the number of jobs, to help reset Peterborough’s potential rate of economic recovery. The building will seek to strengthen links between academia and industry, establish skills and learning in the very heart of the city, and provide a platform for an innovation eco system with a university at its core. The building shell was completed in February 2023. This phase of the project is being financed through a contribution of £13.78m from the CA Business Board; a loan facility of £2m from the Combined Authority and a grant of £3m from the Department of Levelling Up, Housing and Communities (DLUHC). The Centre comprises approximately 18,000ft on three floors. The University has taken occupancy of the Ground Floor and invested £1.9m to create an extended reality centre which enables students to undertake learning as in a real-life environment, such as Nursing Students responding to a major road traffic accident.

The remaining floors are being marketed to innovation and research-based organisations and companies with the aim being to attract a single user for the first floor and multi occupancy for the top floor.

Phase 3 Living Lab and further academic space - This phase, called ‘The Lab’ features mainly STEM (science, technology, engineering and mathematics) based teaching activities. The Living Lab part of the building will enable the public to enjoy events and exhibits to inspire future generations in STEM, the net zero economy and careers of the future. The facility is on target to be completed by August 2024 at a total cost of £31.77m. This phase is being financed by a £20m grant from DLUHC; £2m in recycled Local Growth Funds from the CA Business Board; in kind land contribution from Peterborough City Council; £4m from ARU and additional funding of £1.9m each from the three local partners CPCA, PCC and ARU.

Further development – Further development of the Campus will focus on maximising the economic impact of the project through the attraction of major research and development facilities whose activities are aligned to ARUP and the local economy. To achieve this, the existing footprint of the University campus will need to be increased. This will involve the preparation and

submission of an Outline Planning Application to Peterborough City Council which will set out proposed land uses. In support of this, a response has been submitted to PCC's Local Plan Review to ensure that the land required for the future expansion of the University continues to be protected. The attraction of major research and development facilities is likely to require further public sector investment and this need will be taken forward as part of CPCA's negotiations with Government with respect to a new devolution deal and in additional funding asks of Government.

ENTERPRISE ZONES – ALCONBURY WEALD & CAMBRIDGE COMPASS

Cambridgeshire & Peterborough has two Enterprise Zones "Alconbury Weald" (Collecting Authority – Huntingdonshire District Council - EZ status ends March 2038) and "Cambridge Compass" (Collecting Authorities - South Cambridgeshire District Council, East Cambridgeshire District Council, and St Edmundsbury Borough Council – EZ status ends March 2042). Government policy states that NNDR (National Non-Domestic Rates) generated from Enterprise Zones development should be retained locally and used to support local economic growth. The 6 Enterprise Zone sites are:

- Alconbury Weald Enterprise Campus – 150 hectares of EZ designated employment land, owner/developer: Urban & Civic.
- Cambridge Research Park, Waterbeach – 7 hectares of EZ designated employment land, owner: JLL Property Management.
- Lancaster Way Business Park, Ely - 40 hectares of EZ designated employment land, owner/developer: Grovemere Property.
- Northstowe, Phase 1 – 5 hectares of EZ designated employment land, owner: South Cambridgeshire District Council.
- Cambourne Business Park – 9,600 sqm of EZ designated employment land, owner: South Cambridgeshire District Council.
- Haverhill Research Park - 4 hectares of EZ designated employment land, owner/developer: Jaynic.

The Combined Authority continues to work with local partners and Enterprise Zone teams to maximise the growth development of the Enterprise Zone sites and maximise retained business rates income that the Combined Authority shares with each local collecting authority. This income is reinvested back into the local economy and support business support provision in the area. The Enterprise Zone income figure for CPCA in 2023/24 was £965k, and with projections to exceed £1m from this year.

ECONOMIC GROWTH STRATEGY

The Economic Growth Strategy was published in 2022. It is the region's plan to help support inclusive economic growth, with a primary objective to reduce inequality between and within Greater Cambridge, The Fens, and Greater Peterborough, whilst increasing productivity and delivering our goals of doubling GVA by 2040, delivering outputs to create jobs and higher wages.

ECONOMIC GROWTH STRATEGY IMPLEMENTATION PLAN

As part of the Economic Growth Strategy, an Implementation Plan was developed that sets out the projects that the Combined Authority and partners have agreed to deliver against objectives in the Strategy.

This is a live document, designed to provide a practical road map for realistic and achievable delivery.

The Implementation Plan was endorsed by the Business Board and the Combined Authority Board in March 2023, and an update report was presented to the Business Board in September 2023. The next update report to Business Board is scheduled for May 2024.

EMPLOYMENT & SKILLS

It is encouraging to see learner numbers increasing after a severe slump during the pandemic. However, Covid left behind a raft of challenging employment issues such as a tighter labour market, an increase in mental health problems amongst young people, and growing numbers who are economically inactive. The economic situation also had a marked impact on skills; employer engagement and investment in workforce training is challenging and our education providers faced increased energy bills, labour costs, and inflation. And there remains an acute shortage of teachers nationally, especially in STEM subjects such as Maths. Geopolitical challenges have also necessitated more skills programmes aimed at refugees where English is not their first language. Notwithstanding these challenges, there were encouraging shifts in the performance of the Combined Authority's skills programmes during the year as we continue to collaborate with our partners (especially the LSIP and Chambers of Commerce) to reshape and refocus the post pandemic devolved skills landscape.

- As part of The Combined Authority's Business Growth Service, '**Growth Works with Skills**' provided a specialist Skills Brokerage Services for the region's SMEs. To the end of December 2023, the service had supported 268 SMEs, leading to 1,777 additional CPD activities, and the creation of 804 additional apprenticeship opportunities. The service was brought in-house in January 2024, funded by UK Shared Prosperity Funding (UKSPF). For the time being, the service will retain the Growth Works with Skills branding and will continue to offer skills support / guidance to businesses across the area. In a change to the previous ESF-funded service, support under UKSPF funding will be available to businesses of all sizes and sectors.
- **Skills Bootcamp courses** (duration up to 16 weeks) address the skills needs and job vacancies of local employers. This past year has seen a big step-up in our partnerships with regional businesses. Baker Perkins and Howden Turbo were instrumental in developing the '*Introduction to Engineering Skills*' Bootcamp, delivered by College of West Anglia. We have also worked with Anglian Water @one Alliance to develop an innovative 12-week '*Project*

Delivery' Skills Bootcamp, where the business is co-investing in upskilling new employees through Skills Bootcamp funding. NB Validated learner numbers/ outcomes data has not yet been made available by the DfE for 2022/23

- The performance of our devolved **Adult Education Budget (AEB)** continued to improve in 2022/23. There were 11,007 active learners (with enrolments up 17% on 2021/22) and we spent 84% of the allocated £12.57m (up from £11.2m in 2021/22). We continued to balance the need to focus on higher level skills, as well as supporting those from less advantaged backgrounds. Level 3 enrolments (the equivalent of A levels) rose by 42% compared to 2021/22, with 33% of learners being unemployed and 44% residing in areas of disadvantage. Of particular note, we saw a 17% rise in AEB spend in Peterborough, compared to 2021/22. Using our devolved regional flexibilities, we invested more in learners whose first language is not English – in large part, reflecting the region's commitment to hosting refugees.
- **The Careers Hub** engaged effectively with employers to ensure schools bring the voice of business into their careers' programmes, enabling young people to receive current and relevant information about local jobs and career pathways. Through the Careers Hub, schools continued to make progress against the Gatsby Benchmarks, a mark of high quality careers guidance.

COMBINED AUTHORITY GAINSHARE - BUSINESS GROWTH & SOCIAL IMPACT FUND

The Business Growth and Social Impact Investment Fund was designed to address the challenges faced by businesses and third sector organisations within certain key sectors that are key to sustainable and inclusive economic growth across the Combined Authority. The programme will support two distinct categories of business and organisation targeted as follows:

Fund 1 is £7.125million aimed at providing equity or debt funding to high growth potential businesses that have limited access to funding from other sources. The primary sector will be

green-tech businesses, plus businesses that are needing to invest in reducing their carbon emissions with equity investment and loans of £100,000 - £500,000.

Fund 2 is £2.375million aimed at providing grants or loans to third sector businesses that have limited access to funding from other sources. This will consist of smaller loans or grants of less than £75,000 to support third sector.

External delivery partners will be responsible for managing the implementation and delivery of the funds and making investment decisions according to rigorous commercial criteria.

COMBINED AUTHORITY GAINSHARE - MARKET TOWNS PROGRAMME (PHASE 1)

The CPCA remains committed to helping the region's market towns to thrive and continues to invest to ensure these areas remain vibrant and thriving places, and to drive targeted growth and sustained regeneration in support of rural communities. In March 2023, the Combined Authority approved the last bid for funding under the Market Towns Programme. As a result of ten funding calls under the Programme, a total of £14.2 million has been awarded by the Combined Authority and a portfolio of 52 projects and bringing in over £12.5m of external match funding. This investment included funding contributions towards the areas two Future High Street Fund (FHSF) schemes in St Neots (£3.1m) and March (£2m).

As of March 2024, a total of £6.85m grant funding has been administered through the Programme with the remainder of £7,352,367 profiled to be expended by March 2025. Of the 52 projects within the portfolio, 34 are now completed, 2 have been cancelled and 16 are in delivery.

COMBINED AUTHORITY GAINSHARE - MARKET TOWNS PROGRAMME (PHASE 2)

In March 2023, the Combined Authority approved the business case for a continuation of the market towns programme and has committed £2.5m investment to strengthen local communities

and groups and to support for social enterprises and community-owned businesses and runs to March 2025. The Programme objectives are:

- Safeguard and enhance social capital, employment opportunities, and skills in market towns throughout Cambridgeshire and Peterborough by:
 - Boosting the local **Social Enterprise ecosystem** through the implementation of Social Enterprise Hub space.
 - Support **Community ownership** of local assets and boosting young people's engagement with **STEM**.

The Programme will deliver the following key outcomes:

- **Stream 1 - Community ownership of local businesses** - to establish a dedicated support programme, community “support package” and bursary funding for community groups in Cambridgeshire & Peterborough, with a focus of revitalising assets in market towns and rural areas. Over 5 community groups supported to date.
- **Stream 2 - Social enterprise hubs** - the creation of one or more social enterprise hubs in Cambridgeshire & Peterborough. The hubs will support the growth of social entrepreneurship and the social economy ecosystem across market towns and rural areas, providing co-working / business startup space for social enterprises alongside community space and a retail offer for residents and communities. A total of £1,175,800 grant has been successfully awarded in support of 3 Hubs, and all scheduled for completion before March 2025. These are Allia Printworks (Papworth), CCORRN (March) and People & Animals Community Farm (Wisbech).
- **Stream 3 - STEM exhibition programme** - to support the capital element of an educational programme, to be delivered via pop-up science centres, located in publicly owned buildings, community or educational facilities in the Cambridgeshire & Peterborough market towns and rural areas. The pop-up centres will be accessed by children, families, schools, and adult groups and aim to raise awareness and aspirations for STEM related

study and careers. A total of 5 STEM roadshows held to date in Fenland and Huntingdonshire, engaging with over 10,000 local community participants and visitors.

The expected benefits of the Programme include:

- Businesses and jobs created and safeguarded in the third sector, social enterprise ecosystem, and community interest groups.
- Revitalisation of market towns by bringing back vacant assets into use through community ownership.
- Driving footfall in market towns by restoring the service offer and increasing local amenity
- Increasing the local sense of pride in place.
- Increased educational aspirations of local school children in market towns and improved long-term outcomes through STEM workshops.
- Creation of community and social enterprise space for use by local people, increasing social vitality and reducing social isolation.

As of March 2024, a total of £582k grant funding has been administered through the Programme with the remainder of £1.918m profiled to be expended by March 2025.

LOOKING FORWARDS 2024-25: DELIVERING A MORE PROSPEROUS, FAIRER AND RESILIENT FUTURE

GROWTH HUB

Having spent almost three years being outsourced, the Growth Hub left the management of Growth Works on 1st November 2023 and all Growth Hub staff were transferred back into the CPCA.

This has meant the Growth Hub can be far more reactive to regional needs and deliver programmes throughout the region as required by the LA`s and BB. Growth Hub works very closely with the EDO`s around the region, bending and flexing as and when needed on delivery, especially now SPF funding has launched and each LA has different offerings, we will be delivering our core service in 2024-2025 as per our DBT funding agreement. This will be basic business assist, mentoring, signposting and running various workshops which include monthly start up workshops which will be virtual and physical across the region.

With the extra money the Business Board have given us, we are taking on sector specialists such as: a Net Zero Business Advisor, CIC/charity Business Advisor, Manufacturing Business Advisor, Generic Business Advisor / Workshop delivery person (to train up to replace retiring member of staff) and a Finance Business Advisor, all of whom are able to be booked out to businesses across the region in hour or 2 hour slots working with businesses to strengthen their strategy and vision.

These staff will have open diaries that will be viewable by the EDO`s across the region and will be able to book clients in subject to time, travel, etc. This will open up a huge new audience for the Growth Hub and there is little doubt that these staff will be kept very busy travelling the patch as well as virtually (subject to clients' needs / wants).

Our presence is now better than ever across the region, we interact with all partners across the region and work very closely with the likes of the Chamber, Innovate UK , British Business Bank, DBT , FDi, TWi, and so on.

We have, for a third year in a row, just delivered the business planning / financial overview workshops for the BIPC across three months, which again was a huge success and shows the need for the workshops we deliver. With the residue money from the Business Board, we are going to purchase a licence to use a programme called Growth Canvas that has just been launched and recommended by DBT which is an advisor tool, very similar to Oxford innovations Growth Mapper, which captures all the important data we need from a business and gives them a powerful strategy document to work with, which can be revisited on subsequent trips by the business advisor.

We will also be networking the region, trying to remove those regional barriers and delivering as Team Cambridge and Peterborough. We are also upgrading our website to include a map of the region with the various grants available subject to location, this was to free up the advisors time so they don't get bogged down with phone calls on a daily basis. We additionally have a new CRM system being installed in May, Evolutive will allow us to share data (subject to GDPR) with all the local LA`s which will be amazing on client visits etc and a great way to share intel, a really joined up approach.

All in all, we are in great place to deliver 2024/25 and are very much looking forward to the challenges the year presents to us.

BUSINESS SUPPORT FOR 2024-2025 AND BEYOND

CPCA Growth Hub having been outsourced for 3 years as part of Growth Works is now back in house at CPCA and starts Financial Year 2024/25 in a good place, with existing strong relationships maintained across the region with all the Local Authorities, public and private stakeholders.

The core funds are provided by DBT to Combined Authorities and Upper Tier Authorities across England to provide a standard Growth hub business support offering in all places. For the CPCA area we propose to utilise the £298,250 grant funding across the core main team of a Growth Hub Manager, 2 Growth Hub Advisors (Generalist), Growth Hub Analyst and support of a full time Growth Hub Comms and Marketing Lead.

A funding proposal to utilise Enterprise Zone receipts and recycled Local Growth revenue Funds was recommended by the Business Board to the Combined Authority, and subsequently approved by the Combined Authority in July 2023. For the CPCA area we propose to utilise this additional funding of £573,000 to provide 4 additional specialist Growth Hub Advisors, a Manufacturing support programme, plus new diagnostic tools, business intelligence and business support tools.

The Core Growth Hub Staff (x5) will be carrying out their usual roles across the region, delivering business assist to any size business from a startup idea through to multi worldwide conglomerates, signposting, mentoring and delivering workshops across the Team Cambridge - Peterborough region, what will enhance the offerings we have significantly will be the sector specific advisors that businesses will be able to book in with 1 –2 hour slots, and work on their strategy in the various sectors such as the CIC / Social Enterprise sector, we get lots of enquiries but our generic advisors are too busy with start-ups and generalist advice to sit down for a strategy session with a CIC or Social Enterprise – exhausting all avenues of funding, this is where value gets added, the MD or CEO can work with an advisor i.e. CIC's normally have poor sales pitches or usually don't see commercial opportunities, that an advisor as a "fresh pair of eyes" will see, the same with the Net Zero Advisor, businesses across the patch are very wary of pay for consultants in this sector, with us having a "safe pair of hands" who can advise and signpost to other "safe pair of hands" this could be the stimulation the market needs locally to help with De Carb targets, which are currently not being taken seriously.

The Manufacturing advisor will have a big pair of shoes to fill with SMA being disbanded, thus why giving this advisor a tool such as Oxford Innovations Growth Mapper, which is industry wide respected and used by a well-trained advisor (training is included) can give some powerful metrics back to a business owner in the form of a strategy document.

The Growth Hub also needs a more prominent face in the minority sector events, such as the African Chamber events we are attending this year, also reaching out to women only groups especially in the north of the region where there are very few female start-ups in the minority sectors, we need to make sure everyone knows across the region that we are there for their business needs not just the usual few.

With the new due diligence system, we can save money outsourcing this service, this system also takes over from two extremely expensive intel systems we used to use, thus cutting costs by £20K, and all advisors sector specific or generalist will be using a new advisor tool called Growth Canvas, as well as aligning the advisors questioning and reporting this will give the CPCA quality data about the businesses across the region, which will help with forward planning and pick out trends and troughs quickly.

We start 2024/25 very much working aligned with the LA EDO depts, with regular meetings across each LA to ensure we are not repeating anything ensuring maximum value for money in delivery, we also start 2024/25 with a shared marketing calendar designed by GH that all the LA`s have access too, this again makes sure we maximize marketing campaigns across the region for business services on offer, again working harder to make our borders invisible and make us the true Team Cambridge / Peterborough.

New Economy Team - Sectors

During 2024-25 we are developing the inhouse capacity and capability to work with business in our priority sectors and to support the work delivering support on Inward Investment, Trade and Innovation the Business Board recommended and the CPCA approved funding to be utilised to recruit a Trade and Investment Manager who will lead a team of 5 Sector Champions covering Agri-Tech, Decarb and Greentech, Digital, Life Sciences, Manufacturing.

This new team will also lead on reviewing and the implementation of the recommendations in the sector strategies, working with partners, external stakeholders and businesses.

TRADE AND INVESTMENT ACTIVITIES

- CPCA Presence at UK REiiF

The UK Real Estate Investment and Infrastructure Forum is a 3-day event in Leeds (21st – 23rd May) which connects people, places and businesses to accelerate and unlock sustainable, inclusive and transformational investment. The CPCA is delighted to be taking a pavilion to this event, which boasts:

- 10,000+ delegates
- 1,500+ investors
- 1,500+ developers
- 750 occupiers
- All MCAs/Growth Companies
- 250+ local authorities
- Government Ministers/Shadow Ministers/MPs/Senior Officials from Westminster and Whitehall

Given our central role in the regeneration, promotion, and growth of our area, we will be active and visible at UKREiiF within our own Pavilion – Showcasing Cambridgeshire and Peterborough Together, with the aim of driving traffic to our space at the event and ultimately driving investment to our region.

Over the three days at UK REiiF, we will be launching our investment prospectus. This is a high-level document which will: highlight our achievements to date, promote the region's unique and diverse resources and infrastructure, demonstrate why investors should choose our region (over other areas), highlight some opportunities/projects for investment and linking to more detail and more opportunities online and via other channels.

- **What else are we planning to do at the event?**

We will be hosting six panels/ debate events to help drive traffic into the pavilion. These panels will be split into three themes:

1 – Fast Growth Cities

This theme will focus on two panel topics. First, how do we develop the Cambridge Phenomenon with community at its heart? Secondly, a panel focusing on delivering an International Railway Terminal for Peterborough Station.

2 – Going for Green Growth

This theme will focus on two panel topics. First, Agri-Tech in the East, tackling international food security. Second, how can the UK's Science Superpower grow sustainably: What role for infrastructure?

3 – Rethinking Regeneration

This theme will focus on two panel topics. First, levelling up in action: The Peterborough Story. Second, Rebuilding communities: Restoring market towns.

The CPCA's presence at UK REiiF will also not be limited to its own pavilion. There are, for instance, numerous fringe events focusing on niche topics that may be of interest and importance to the region and its business community. There will also be UK REiiF led events which will have CPCA participation on the panels, including from the Mayor and Business Board Members.

Promotional activities will continue post-UK REiiF as well, where the work and events put into the pavilion and the CPCA's presence will start producing fruits for the region, hopefully in the form of further investment and business interest.

NEW FUNDING AND PROGRAMMES

The Medium-Term Financial Plan 24/25 agreed a few new funding streams to sit with the Economy & Growth Directorate, they are:

- **Strategic Growth Fund - £20m**

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

- **Levelling Up - £10m**

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

- **Creative Industries - £3m**

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

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

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

Business Cases will be developed for each piece of funding, and they will be following the new Single Assurance Framework process for approval.

BUSINESS BOARD ADVISORY OVERSIGHT AND/OR SUPPORT FOR PROGRAMMES

Market Towns Programme Phase 2 and Support for Rural Social Enterprises - £2.5m

- Increase in rural enterprises.
- Increased support for enterprises in rural communities.
- Achieving Good Growth - a strong & sustainable economy that is socially inclusive, environmentally responsible & globally competitive.
- Reduced inequality.
- Increased productivity.

Expansion of Investment Fund through Private Sector Collaboration

- Hold Cohort 3 and Cohort 4 of the Create & Grow program.
- Submit a business case for the Creative Industry Support Project by Dec 2024
- Increased knowledge and expansion of creative startups in the region.
- Achieving Good Growth - a strong & sustainable economy that is socially inclusive, environmentally responsible & globally competitive.

Peterborough Bus Depot Relocation, Towns Fund Project, Activity Centre & The Vine

- Work with partners in PCC to create project/programme delivery plans.

Support to Climate Action Plan programme delivery including Care Home Retrofit Programme

- Employ Net Zero/Green Tech sector specialists.

- Review and deliver a decarbonation / Greentech sector action plan that ties into the refreshed CPCA Climate Action Plan.

Digital Connectivity Infrastructure Programme

- Recruit sector specialist champion and identify support from Business Board plus E&G team during 2024.
- Delivery of projects linked to the programme during 2024.

Employer Support for Transport Network Enhancements

- Support business community involvement in transport projects during 2024/25.

UK Shared Prosperity fund

- Continue to support districts in defraying the funds – across all themes such as People and Skills, Communities and Place and Local Businesses.
- Ensure that a pipeline of projects and processes are set up so that if another round of funding is announced, the Combined Authority will be prepared.

Rural England Prosperity Fund

- Continue to work with districts to support and delivery projects within the programme.

ADDITIONAL STRATEGIC ACTIVITIES BUSINESS BOARD PLANNED TO LEAD UPON:

- Consult on and lead the development of a new Local Growth and Innovation Plans for the region.
- Consult on and lead the creation of an Internationalisation Plan.
- Consult on the refresh of key Sector Strategies.
- Consult on the refresh of the Connecting Cambridgeshire Digital Strategy.
- Mapping and Reviewing Strategic Economic Partnerships.

Attraction of Increased Foreign Direct Investment

- Convene/lead sector-based partnerships.

- Co-create the pipeline with partners and commission delivery in line with agreed priorities.

ARU Peterborough Business Plan

- Propco 1 to agree timelines for submission of Outline Planning application by June 2024.
- Propco 2 to complete Shareholder Agreement and progress leasing of Phase 2.

STRATEGIC APPROACH FOR THE NEXT YEAR/ GOVERNANCE AND TRANSITION

2023/24 has seen significant developments in the governance of the Combined Authority and for the Business Board.

Following the independent review of governance and the subsequent governance focused improvement programme within the Combined Authority big changes have been made to the decision-making and supporting governance structures of CPCA, central to this is the representation of the business voice across the governance framework with embedded Business Board membership on wider committees rather than just at the Board. This embedded membership provides a significant opportunity for the Business board to represent the business voice and influence strategy development and implementation, and key decision-making across multiple thematic areas, from transport, to skills, to the environment and beyond.

Significant changes have also been undertaken within the Business Board itself. New terms of reference support the recast of the Business Board in its transition from being an executive programme board to one providing:

- strategic business advice to CPCA's 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 CPCA Board who decide on and own the strategy;
- a business voice for Cambridgeshire and Peterborough;

- Improvements to the cadence of Business Board meetings, the strategic nature of its work programme, the utilisation of an informal meeting to support its formal operation and other governance improvements have placed the Business Board in a position to have real influence for the benefit of business across the region in 2024/25 and beyond.

FINANCIAL SECTION

COMBINED AUTHORITY CORPORATE AND BUSINESS & SKILLS MEDIUM-TERM FINANCIAL PLAN 2022-23 TO 2025-26 AND WHOLE COMBINED AUTHORITY CAPITAL PROGRAMME.

N.B. While the Mayor is a member of the Business Board, there is no remuneration linked to this responsibility and thus his allowance is not considered related for this purpose.

REVENUE - CEO

2023/24		2024/25	2025/26	2026/27	2027/28
£'000	Revenue Programme	£'000	£'000	£'000	£'000
	Mayor's Office				
	Mayor	11,205	12,173	11,613	11,836
3,778	Mayor's Office Total	11,205	12,173	11,613	11,836
	Chief Executive's Office				
52	Comms and Engagement	325	180	115	115
39	Coronation and Eurovision	-	-	-	-
135	Local Evaluation Framework Initiation	50	-	-	-
91	Monitoring and Evaluation	140	140	140	140
170	Shared Vision	-	-	-	-
150	State of The Region	-	-	-	-
1,876	CXO Staffing	1,862	1,963	2,063	2,166
2,513	Chief Executive's Office Total	2,377	2,283	2,318	2,421

REVENUE - RESOURCE AND PERFORMANCE

2023/24		2024/25	2025/26	2026/27	2027/28
£'000	Revenue Programme	£'000	£'000	£'000	£'000
	Resources and Performance Directorate				
410	Digital Services and Support	295	299	300	304
14,811	Energy	9,171	340	-	-
415	Finance and Procurement	349	351	353	355
122	Human Resources & Organisational Development	100	100	100	100
317	Legal, Governance and Member Services	350	338	338	338
499	Other Employee Costs and Corporate Overheads	- 248	148	128	135
916	Response Funds	1,935	1,335	1,235	1,235
2,491	R&P Staffing	2,804	2,953	3,080	3,232
19,981	Resources and Performance Directorate Total	14,755	5,864	5,533	5,699

REVENUE – ECONOMY AND GROWTH

2023/24		2024/25	2025/26	2026/27	2027/28
£'000	Revenue Programme	£'000	£'000	£'000	£'000
	Economy & Growth Directorate				
	Business				
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	-
30	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	-	-	-
2,160	UK Shared Prosperity Fund - Management Costs	3,626	-	-	-
-	UK Shared Prosperity Fund - Revenue	-	-	-	-
8,069	Business Total	7,475	1,318	727	-
19,289	Skills	16,312	13,235	13,235	13,247
-	UoP	200	-	-	-
111	Workstream Budget	111	111	111	111
50	Development of a cultural strategy	50	-	-	-
	E&G Staffing				
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
558	E&G Staffing Total	624	712	755	790
28,077	Economy & Growth Directorate Total	24,772	15,376	14,828	14,148

CAPITAL – ECONOMY & GROWTH

2023/24		2024/25	2025/26	2026/27	2027/28
£'000	Capital Programme	£'000	£'000	£'000	£'000
	Economy & Growth Directorate				
	Business				
4,516	Business Rebound & Growth Service - Capital Grant and Equity Fund	-	-	-	-
876	College of West Anglia - Net Zero	1,124	-	-	-
-	Creative Industries	-	1,000	1,000	1,000
-	Cultural Quarter	500	1,000	-	-
400	Expansion of Growth Co Inward Investment	-	-	-	-
950	Growth Works Additional Equity Fund (cap)	4,275	4,275	-	-
-	Illumina Accelerator	800	-	-	-
-	Levelling Up	2,500	2,500	2,500	2,500
455	Market Towns: Chatteris	88	-	-	-
440	Market Towns: Ely	-	-	-	-
345	Market Towns: Huntingdon	201	-	-	-
475	Market Towns: Littleport	400	125	-	-
1,434	Market Towns: March	88	-	-	-
405	Market Towns: Ramsey	-	-	-	-
621	Market Towns: Soham	-	-	-	-
-	Market Towns: St Neots	3,100	-	-	-
345	Market Towns: St. Ives	201	-	-	-
450	Market Towns: Whittlesey	88	-	-	-
281	Market Towns: Wisbech	88	-	-	-
302	Ramsey Food Hub	-	-	-	-
804	Rural England Fund	2,411	-	-	-
250	Start Codon (Equity)	635	-	-	-
-	Strategic Growth Fund	4,400	5,000	5,200	5,400
-	UK SPF Core (cap)	-	-	-	-
751	UK Shared Prosperity Fund	2,051	-	-	-
1,250	Market Towns Phase 2	1,250	-	-	-
15,350	Business Total	24,200	13,900	8,700	8,900
2,400	Skills	2,175	-	-	-
4,300	UoP	-	-	-	-
22,050	Economy & Growth Directorate Total	26,375	13,900	8,700	8,900