



THE BUSINESS BOARD

BUSINESS BOARD	AGENDA ITEM NO: 3.1
27 JULY 2020	PUBLIC REPORT

UNIVERSITY OF PETERBOROUGH – FULL BUSINESS CASE – PHASE 1

1.0 PURPOSE

- 1.1. Following the approval and endorsement of the Outline Business Case for the new University of Peterborough in January 2020 and the recommendations outlined in the Action Plan adopted in May 2019, a Full Business Case (FBC) has been produced by the Combined Authority and Mace reflecting input from the selected Academic Delivery Partner, to demonstrate the economic impact and educational need for the creation of the new University of Peterborough. The Full Business Case comprises of the Strategic, Economic, Commercial, Financial and Management cases modelling the Green Book in line with the HM Treasury Central Government guidance on appraisal and evaluation.
- 1.2 This report provides the Business Board with the information required to note the recommendations to the Combined Authority Board and to approve and agree the FBC incorporating the legal documentation, financial investment and HE Partner Award.
- 1.3 As part of the FBC, it is necessary for the Combined Authority to enter into a Special Purpose Joint Vehicle (SPJV) to agree terms of investment on capital and land. The Combined Authority, Peterborough City Council and the Academic Delivery Partner (ADP) will form a special purpose vehicle (PropCo). The Peterborough HE Property Company (Prop Co) will be made up of Peterborough City Council for the transfer of the land, the Combined Authority's investment, and the HE ADPs further capital investment.

<u>DECISION REQUIRED</u>	
Lead Member:	Councillor John Holdich
Lead Officer:	John T Hill, Director of Business and Skills
Forward Plan Ref: 2020/014 Key Decision: No	
The Business Board is recommended to note the report.	

2.0 BACKGROUND AND CONTEXT TO DATE

- 2.1 Following the reprofiling of the University of Peterborough project and approval by the Combined Authority Board in January 2020, it was agreed that an FBC be developed with the successful HE Academic Delivery Partner (ADP) to incorporate their business and operations plan to mobilise Phase 1. The FBC has been produced by Mace consultants with Combined Authority staff (procurement, legal, governance and finance) commenting on content.
- 2.2 The FBC demonstrates the commercial viability of the new University of Peterborough Phase 1 curriculum offer and business model. It stress-tests the model post COVID-19 through student demand data, business engagement strategies, key stakeholder engagement, communication and marketing strategies. It is predicated on:
- the successful Award of the HE ADP RIBA 3 designs to inform a full planning permission submission for the 4 acre site on Bishops Road, Peterborough; and
 - A two stage JCT design and build contract for the main contractor to build Phase 1.
- 2.3 Due to the COVID-19 pandemic and the need for a national and regional skills recovery plan, it is imperative that the local labour market for skills is reassessed and redefined. The Business and Skills directorate are commissioning an Integrated Business and Skills Insight programme which will inform the Business and Skills recovery programme post COVID-19. The findings of the commissioned refresh work, will enable us to revisit the evidence base/data currently held within the Combined Authority's key documents including the Cambridgeshire and Peterborough Independent Economic Review (CPIER), the Local Industrial Strategy (LIS) and the Skills Strategy (SS).
- 2.4 The new University of Peterborough is key to the regeneration of the skills and education marketplace for higher value skills. It needs to focus on the skills gaps within the Peterborough, Fenland and Huntingdon areas. Our ability to support the skills recovery programme in HE will include widening participation and improving social mobility as well as our ability to grow and retain local talent. Currently the East of England is the 2nd lowest of all

regions in the UK for participation in HE at 44%. The national average is 47%.

- 2.5 The HE academic offer will be tailored to the current and future demands of businesses in the City and wider area as well as leveraging new high value businesses to the region. The new University delivery model will be agile and flexible in its approach to delivery with a curriculum offer in health and social care, education, business, sciences, digitalisation and technologies as well as agriculture and environmental sustainability. Life Sciences addressed in the CPIER as a priority area will, following the pandemic become an area of need and growth. The plan for the qualifications to be provided, space required and staffing levels has been developed through the negotiated procurement process with the HE ADP and the development of the Shadow Curriculum Model referred to above to support the sub-economies of the region. The curriculum identified in the FBC has been expanded from 3 faculties outlined in the OBC shadow curriculum to include an additional faculty in Health & Social Care and Education. The 4 faculties now cover:

- a. Business, Innovation, Entrepreneurship and Professional Services.
- b. Creative & Digital Arts and Sciences.
- c. Agriculture, Environment and Sustainability.
- d. Health & Social Care and Education.

Future phases of the new University of Peterborough programme and the Post COVID-19 Skills Recovery Plan will see other curriculum areas added to the portfolio as the future phases are developed.

- e. Engineering
- f. Manufacturing and Advanced Materials
- g. Logistics and Distribution
- h. Life Sciences;

Phase 2 of the University Campus will be a Research and Innovation Centre and Phase 3 will address the growth and expansion of Phase 1 enabling the HE ADP to grow student demand and the curriculum offer. Future buildings:

1. Phase 2 (£10m): commercial research and development expansion, which can proceed independently of Phase 3 – 2,200 sqm – October 2020 to January 2022 (subject to Budget announcement 9th July 2020 – potential to accelerate delivery).
2. Phase 3 (£85m including land): growth from 2025 students up to 10,000 students on roll by 2029/2030. It comprises two further teaching focussed buildings Phases 3a and 3b, opening in 2025 and 2028. Spade in the ground (commencement of Phase 3) Q4 2021 - Completion of Phase 3a (for occupation) September 2025. Total build of Phase 3 is 13,500 sqm.
3. The £28.6M Phase 1 capital build annotated in the FBC is for a 5300 sqm building based on the original drawings and designs tabled at the public consultation in February 2020. The location of the building and the site plot identified in the OBC as land off Bishops Road, along the

Embankment site on the Wirrina car park remains unchanged. This site has been located with land zoned in the Local Development Framework as reserved for University. The total of the land contribution is £1.87M bringing the total budget for the build to £30.47M.

Employment outcomes:

- a. Number of temporary jobs created: 50 in construction
- b. Number of jobs created: 33 University staff initially.
- c. Number of indirect jobs created: 66 in the University supply chain rising to 398.
- d. A further 166 directly employed staff as the University Faculties grow.
- e. Number of indirect jobs to be created: 14,000
- f. Number of Apprenticeships to be established:
 - i. Level 6 (over 3 years) – 4,383
 - ii. Level 7 (over 3 years) – 677.

3.0 Economic Case

3.1 Four options have been identified for consideration in the economic case as follows:

1. **Business as Usual:** continuation of the current local provision described above.
2. **Do Minimum:** investment in capability building of Peterborough Regional College to achieve Taught Degree Awarding Powers (and perhaps University Title for the current University Centre Peterborough in due course).
3. **Recommended Option:** investment to tackle the characteristics of the addressable component of the current market failures in HE provision in Peterborough, targeted at infrastructure provision and capacity building.
4. **Do Maximum:** investment scaled to found, *ab initio*, a new University on a model similar to those founded in the 1960s (the so-called Robbins Institutions).

3.2 Do Maximum can be ruled out on the grounds it is unaffordable and unachievable within the constraints of the project. Quantitative economic appraisals of the remaining three options show that the Recommended option has by far the highest Benefit Cost Ratio (16, compared with 3 for the Do minimum option and zero for the Business as Usual). When coupled with the qualitative analysis of each option against the project objectives, this confirms the Recommended option as the preferred option and this conclusion easily survives sensitivity testing of assumptions on the scale of the costs and benefits of the Recommended option.

4.0 Commercial Case

4.1 This is a complex project that requires careful sequencing and coordination if the objectives are to be met. The ADP's curriculum model has informed the designs for the phase 1 building development.

- 4.2 CPCA, PCC and the ADP will form a special purpose vehicle (PropCo) to build the new campus on the Embankment site within the terms of a suite of transactional agreements. Conditions Precedent in the transactional agreements state that the completion of the overall project is conditional on: LGF funding being awarded; planning permission being obtained; and the Building Contract being successfully procured.
- 4.3 Procurement of the contractor for the Design & Build is underway, utilising a competitive tender process and an industry standard form of contract (JCT).
- 4.4 The property will be leased to a new special purpose vehicle (UniCo) established as a wholly owned subsidiary of the ADP. The ADP will provide the skills, knowledge, experience and resources to make a practical reality of UniCo as the new higher education provider and ultimately with its own degree awarding powers and subsequently university title.
- 4.5 The Combined Authority carried out a Competitive procurement process and has identified the preferred bidder, the ADP, with whom we will deliver the new University of Peterborough. The process included securing a capital input by the ADP.
- 4.6 The deal will be documented through a suite of transactional agreements to be signed by all parties by the end of August 2020 and a CPCA Service Agreement will also be in place from August 2020 to give authority to the CPCA and its agent to act on behalf of PropCo in the design, and delivery of phase 1 of the new University.

5.0 Financial Case

- 5.1 The agreed budget of £30.47m the phase 1 capital build will be funded as follows

Funding Source	Amount (£)
CPCA Capital Investment	12,300,000
LGF Investment Funding	12,500,000
Land contribution by PCC	1,870,000
ADP Capital Investment (anticipated)	3,800,000
Total Funding (Phase 1 only)	30,470,000

- 5.2 A key project objective is to create a sustainable operating model for the University such that, after initial start-up costs, it will operate on a self-sufficient basis. The outputs from the financial model show that the new University breaks even from 2022/23, generating a marginal surplus each year, although sensitivity testing indicates that the operating model is vulnerable to almost any level of reduction in income. Initial start-up costs for running the University are anticipated to exceed the available budget and the ADP will meet the full costs of working capital to cover this anticipated £5.4m deficit through a loan to the new University. The model shows that the key financial risks for the ADP and its ability to fully establish the University are:

- The need to recruit at least the student numbers anticipated by the model and maintain target per student fee levels to generate sufficient income (particularly in the light of the impacts of Covid-19).
 - Potential increased costs, particularly for asset maintenance.
 - Securing start-up funding
- 5.3 The potential mitigations for these risks include contingency provision throughout the ten year period, as well as a suite of measure to control costs and/or increase incomes. Subject to these considerations it is anticipated that funds will be available to meet both the project budget and the requirements of the new University operating model.
- 5.4 The LGF investment was approved by the Business Board and Combined Authority Board based on the option to sell the 12.3m shares purchased with Local Growth Funding by 2028. This would rely on a buyer being found for the shares and would affect the balance of control between shareholders in DevCo but would have no direct impact on the project financials and deliverability.

6.0 Management Case

- 6.1 The project has a number of stakeholders including: planning consultees; neighbours; Members of Parliament; and PCC and CPCA. These key internal and external stakeholders will be managed under a strategy agreed between PCC and CPCA, outlined in the established communications strategy.
- 6.2 The project is led by CPCA in partnership with PCC who have agreed Heads of Terms for operation of the new University with the ADP. CPCA will provide funding, see 5.1 above to support the development of the university campus (which will be owned by CPCA, PCC and the ADP and leased to the new University) through existing capital monies and grants. PCC is working with CPCA to support the delivery and in particular is providing the land for phase one.
- 6.3 CPCA and PCC have put in place the resources needed to manage the work streams required to deliver the project, based on an understanding of the shared goals. CPCA have appointed external consultants to ensure the necessary capacity and capability is available for successful implementation of the project.
- 6.4 Project governance (set out in the main transactional agreements) has been established to reflect the current arrangements within each organisation. CPCA will, under a Service Agreement be granted authority by PropCo to manage the design, procurement and delivery of phase 1 within parameters agreed with PropCo. Responsibility for the delivery of phase 1 will be mandated to a Transition Board and Project Management Board until the suite of legal arrangements are signed in August 2020, thereafter it will be managed within PropCo.

The CPCA Service Agreement will remain in place for the term during which CPCA holds shares in PropCo. The strategy, framework and plan for dealing with change is embedded within the project governance arrangements.

- 6.5 The project plan has been developed around the following key dates: spade in the ground (commencement of phase one) Q4 2020; and completion of phase 1 (for occupation) September 2022. To achieve these milestones there are two key work streams: procure the ADP (substantially complete); and develop, design and procure a Main Contractor to deliver phase 1 infrastructure (design has reached Stage 2 and a short-list of prospective contractors has been agreed).
- 6.6 Responsibility for benefits realisation will sit with PropCo and the new University and a roadmap of milestones and steps towards them has been agreed by CPCA, PCC and the ADP in the Heads of Terms.
- 6.7 A detailed project risk register (including control strategies) has been developed based on the following risk categories: surveys and site constraints; commercial; design; legal; procurement; operational; and governance. The project team holds quarterly risk workshops and the risk register is reviewed monthly at the Project Management Board. Project assurance will be the responsibility of PropCo and new University for the building and HE operations respectively.
- 6.8 The project will adopt the BSRIA Soft Landings framework and follow the five Stages of the Soft Landings process. Stage 1: Inception and Briefing, Stage 2: Design Development is predicated on Stage one; while Stage 3: Pre-handover requires follow-through with Stage 4: Initial Aftercare. This will help solve any performance gap between design intentions and operational outcomes; the scope will be finalised and agreed with the ADP and the main contractor from September 2020.

7.0 Covid-19 impacts and opportunities

- 7.1 Following the impact of Covid-19 the ADP set up a COVID-19 task force and made an immediate move to online delivery. Its business model is less exposed to the potential impacts of COVID-19 than other Higher Education Institutions for a variety of reasons including pre-existing blended delivery, lower reliance on international students, low buildings overheads, low gearing and a broad curriculum offer. The ADP has already started the first phase of work on development of the portfolio of courses for the new University in Peterborough and their suitability post COVID-19, including engagement with key stakeholders.
- 7.2 Local demographics indicate HE is about to enter a period of growth in the market, not least due to the latent demand in the “cold spot” identified in the strategic case. It will particularly target:
- First generation HE students of all ages.
 - People who are unemployed, retraining or upskilling (esp. post COVID-19)

- Large Corporates and bespoke apprenticeship programmes.

The ADP also has a strong track record in Degree Apprenticeships, built on a reputation for vocational based HE provision; a brand that will be further carried into Peterborough. They are undertaking a wide range of preparatory activities to develop the curriculum offer taking full account of the impacts of (and opportunities presented by) COVID-19 as they become clearer.

- 7.3 Extensive planning is underway and measures are already being implemented to ensure safe social distancing on campuses for as long as is required. The ADP will manage COVID-19 risks (the primary risk being lower than forecast student numbers) in a variety of ways including:
- Only recruiting staff as needed, including limiting senior staff costs.
 - Flexible deployment of resources and management of costs.
 - Using market intelligence to decide which courses to continue to develop.
 - Careful planning of future building phases.
 - Sharing costs with other locations operated by the ADP to create economies of scale.
 - Prudent use of the contingency budget.
- 7.4 Recessional impacts may also drive students to study degrees that are sector specific via Degree Apprenticeships and higher-level degrees in companies that lead to jobs as an outcome. The ADP intend this to be a key feature of their curriculum offer. The ADP have drawn on previous experience of recessional impacts to develop contingency plans and are planning the curriculum offer based on this experience and engagement with local stakeholders.
- 7.5 There are potential positive impacts on student numbers, resulting from the forecast job losses over the coming months and high levels of unemployment medium term, as young people and older re-trainers look to move into university to avoid the peak period of unemployment. The vocational, practice-based nature of the ADP's proposed curriculum is designed to be attractive to adult learners seeking to upskill, re-train or join HE and to fill local skills gaps.
- 7.6 A key potential impact of COVID-19 is that it might make young people who live locally, more likely to study nearer to home; the ADP curriculum offer is designed to fill the gap identified through the "cold spot" and will, therefore, enable more students in the region to study from home should they wish to do so.
- 7.7 The ADP is committed to develop new local, regional and national industrial partnerships targeting companies or organisations within the areas of its proposed curriculum. These partnerships will match the ADP's key strengths to make the curriculum offer sustainable in the medium and long term.

8.0 ECONOMIC IMPACT AND NEXT STEPS

- 8.1 The new University aims to make a substantial positive economic impact in Peterborough and the wider sub-region, at the same time as delivering significant cultural and social benefits.
- 8.2 In the Outline Business Case the BCR was 46 with a total Net Present Benefits estimated to be just over £1.1 billion. These are primarily derived from the forecast for student numbers which was estimated to peak at just over 12,500 by 2028. The Full Business case is based on the ADP's final tender document and assumes just over 5,000 students by 2028, thus the Net Present Benefits have reduced accordingly to just over £400 million.

- 8.2.1 The preferred option delivers a Benefit Cost Ratio of 16 based on current costings and student numbers. While this is a significant reduction from the value in the Outline Business Case, it is still an exceptional return according to government guidance and benchmarks which defines the VfM category as:

- Poor VfM if the BCR is less than 1.0;
- Low VfM if the BCR is between 1.0 and 1.5;
- Medium VfM if the BCR is between 1.5 and 2.0;
- High VfM if the BCR is between 2.0 and 4.0; or
- Very high VfM if the BCR is greater than 4.0

However, reducing this project to a simple BCR number relies on the fact that the success or failure of this investment in Peterborough, relies on many factors. Simply assuming that such a high BCR value assures its success can lead to a false sense of comfort. The Economic Analysis is only one part of a well-informed decision.

- 8.2.2 In light of the risks outlined above, sensitivity testing has been carried out by adjusting key variables as follows:
- 50% reduction in staff and student numbers (NB: as staffing levels are forecast on a student-staff ratio, a change in one variable inevitably affects the other). There are further consequences for indirect employment that are also a function of the scale of the University.
 - Complete elimination of the effects of new graduates entering the market.
- 8.2.3 Even allowing for these significant risks, the preferred option outperforms the other options and a strongly positive net present value and BCR is sustained. Therefore, there remains a strong economic case for investing in the new University in line with the Recommended option to generate direct and indirect benefits for the region. Further testing has been carried out to determine the impact of a substantial cost over-run on the construction of the phase 1 Building.
- 8.2.4 The benefits are not particularly sensitive to even very significant rises in the cost of the phase 1 building (although naturally any cost over-runs will challenge the basic affordability of the scheme). A critical point to note is that

the key benefits stem largely as function of the ambitious student growth projections (which reflect market needs). Only this factor will generate a significant direct and positive economic impact. The critical sensitivity is therefore the extent to which the ADP can commit to delivering the project objectives and bringing the know-how and capabilities necessary to deliver this ambitious agenda

- 8.2.5 An initial economic appraisal of the project (Phases 1 and 3) shows that the key benefits to be delivered by the project include (in summary):
£414,604,165 million in Net Present Value £25,073,715 million Net Present Cost £400 million Net Present Value Benefit cost ratio of 165,000 additional students by 2028
- 8.3 A commercial risk register and mitigations post COVID-19 have been added to the Executive Summary to ensure that the project is COVID-19 proof.
- 8.4 A detailed project risk register (including control strategies) has been developed based on the following risk categories: surveys and site constraints; commercial; design; legal; procurement; operational; and governance. The project team holds quarterly risk workshops and the risk register is reviewed monthly at the Project Management Board.
- 8.5 The project will adopt the Business Services Research and Information Association (BSRIA) Soft Landings framework and follow the Stages of the Soft Landings process.
- Stage 1: Inception and Briefing,
 - Stage 2: Design Development is predicated on Stage one;
 - Stage 3: Pre-handover requires follow-through with;
 - Stage 4: Initial Aftercare. This will help solve any performance gap between design intentions and operational outcomes.

9.0 THE PETERBOROUGH HE PROPERTY COMPANY (PROP CO)

- 9.1 Following the approval in January 2020 to enter into the Subscription and Project Management Agreement (Subscription Agreement) with Peterborough City Council (PCC) it is now necessary to formalise the Special Purpose Joint Venture (SPJV) between the Combined Authority, PCC, LGF and the ADP as shareholders, for the building and management of the University Campus. By decision on the 29th May 2020, Propco was incorporated in June 2020 as a company limited by shares, with CPCA as the sole shareholder. PCC will be allocated shares in Propco in accordance with the Propco shareholder agreement when the land transfer is ready to proceed.
- 9.2 Strategic Heads of Terms have been agreed through the negotiated tender process and a copy of these are annotated as an appendix of the FBC. They set out the key objectives and requirements of the project in terms of the delivery of the academic, regulatory and operational aspects of the new University.

- 9.3 Following completion of the legal agreements in August 2020, the three parties (PCC, CPCA and the ADP) will be governed by the suite of legal agreements which defines parties' contractual obligations in realising the New University of Peterborough. CPCA will, under the Service Agreement be granted authority by PropCo to manage the design, procurement and delivery of phase 1 within parameters agreed with PropCo. Responsibility for the delivery of phase 1 will be mandated to the Transition Board and Project Management Board until the suite of legal arrangements are signed in August, thereafter it will be managed within PropCo. The CPCA Service Agreement will remain in place for the term during which CPCA holds shares in PropCo.
- 9.4 The ADP (UniCo) will have sole responsibility for the operation of the new University reporting to PropCo on an annual basis in respect of the building condition and maintenance and review of the roadmap (which can be found in the Heads of Terms contained within the appendices of the FBC) which sets out the intended corporate and academic governance arrangements for delivery of higher education courses by UniCo (moving towards registration with the OfS degree awarding powers and University title).

10.0 MAIN CONTRACTOR PRECONSTRUCTION AGREEMENT

- 10.1 In May 2020, the CPCA issued a 2 stage JCT Design and Build procurement on behalf of PropCo, to source a main contractor for the Phase 1 build. An OJEU compliant notice was issued on Pro North and the first stage comprising of Standard Selection Questionnaires resulted in 19 returns. These returns were reviewed by a technical evaluation panel of 7 industry experts and a short list of 5 companies drawn up. The next stage of the procurement saw the Invitation to Tender go live on 25th June 2020 with returns due by 23rd July 2020. The evaluation and moderation of these tenders will take place by the technical review panel on 31st July 2020 resulting in the successful main Contractor being asked to enter into a Preconstruction Service Agreement in August 2020 to develop the design and agree a fixed price for the Phase 1 build.

11.0 FINANCIAL AND INVESTMENT IMPLICATIONS

- 11.1 The Combined Authority has approved the overall budget figure of £12.3M as capital investment to the project. This finance model is annotated within the FBC. The aims and objectives for Phase 1 include securing the £28.6M build costs, which includes the additional funding to be invested by the HE Partner to increase the size and features of the building as well as a subsidy to operational costs in the early years.

Therefore the funding arrangements of Phase 1 are:

Funder	Amount	Purpose
CPCA	£12.3M	Mobilisation of the University Programme of delivery, land preparation, planning permissions and capital investment into the building of Phase 1 to opening in September 2022.
LGF	£12.5M	LGF investment in Stage 1 of Phase 1 building.
PCC	£1.87M	4 acres of land for the Phase 1 site to be invested at a value of £465,500 per acre.
ADP	£3.8M	Increase in size and features of the building to reflect breadth of Curriculum and addition of fourth faculty.
TOTAL	£30.47M	

11.2 A key project objective is to create a sustainable operating model for the University such that, after initial start-up costs, it will operate on a self-sufficient basis. The outputs from the financial model show that the new University breaks even from 2022/23, generating a marginal surplus each year, although sensitivity testing indicates that the operating model is vulnerable to almost any level of reduction in income. Initial start-up costs are anticipated to exceed the available budget and the ADP will meet the full costs of working capital to cover this anticipated as £5.4m deficit through a loan to the new University. The model shows that the key financial risks for the ADP and its ability to fully establish the University are:

- The need to recruit at least the student numbers anticipated by the model and maintain target per student fee levels to generate sufficient income (particularly in the light of the impacts of Covid-19).
- Potential increased costs, particularly for asset maintenance.
- Securing start-up funding

11.2.1 The potential mitigations for these risks include contingency provision throughout the ten year period, as well as a suite of measure to control costs and/or increase incomes. Subject to these considerations it is anticipated that funds will be available to meet both the project budget and the requirements of new University operating model.

11.2.2 A shortfall in funding of £5.4m will be required to be bridged to support the start-up costs for the new University. The shortfall is to be funded by a loan to UniCo from the ADP assumed to be repayable at a rate of 2.5% over 5 years. This results in a total repayment of £5.75m which is included within the operational and financial models.

11.3 As Phase 1 funding is on progress and on track, the next step is for us to explore further funding options for the Masterplan to achieve campus growth.

12.0 LEGAL IMPLICATIONS

- 12.1 The University of Peterborough is a key project identified in the Combined Authority's Business Plan 2019/20. The proposed legal arrangements for the delivery of the project are set out at above.
- 12.2 The recommendations in this Report accord with the Combined Authority's a general power of competence set out at Part 4, Article 11 of the Cambridgeshire and Peterborough Combined Authority Order 2017 (SI 2017/251)
- 12.3 The meeting shall be conducted in accordance with Parts 2 and 3 of the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings)(England and Wales) Regulations 2020.

13.0 APPENDICES

- 13.1 **Appendix 1** – Full Business Case [The appendices to the Full Business Case are not reproduced here due to their volume but are available in the report presented to the Skills Committee on 6th July 2020 - <https://cambridgeshirepeterboroughcagov.cmis.uk.com/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1992/Committee/66/Default.aspx>]

<u>Background Papers</u>	<u>Location</u>
"University of Peterborough – Outcomes of Review and Reflect leading to the progression of an Outline Business Case" (Report to Combined Authority Board – 29th May 2019)	https://cambridgeshirepeterboroughcagov.cmis.uk.com/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/855/Committee/63/Default.aspx
"University of Peterborough – Progress Update Paper" (Report to Skills Committee – 11th November 2019)	https://cambridgeshirepeterboroughcagov.cmis.uk.com/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/884/Committee/66/Default.aspx
"University of Peterborough – Outline Business Case – Phase 1" (Report to Skills Committee – 17th January 2020)	https://cambridgeshirepeterboroughcagov.cmis.uk.com/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/885/Committee/66/Default.aspx
"University of Peterborough Outline Business Case – Phase 1" (Report to Combined Authority Board – 29th January 2020)	https://cambridgeshirepeterboroughcagov.cmis.uk.com/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/851/Committee/63/Default.aspx