



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

Annual Council
Wednesday 29 May 2019

Index of Supporting Information

Agenda Item No.	Additional Information	Page Number of agenda pack
1.5	Forward Plan	2-14
1.6	Appendix 1 – Membership of Combined Authority Board	15
1.7	Appendix 1 – Committee Membership and Portfolios	16-17
1.8	1.8 - REVISED - Appointment of Overview and Scrutiny Committee 1.8i - Addendum 1.8ii – Addendum Appendix 1.8a -Appendix 1 Overview and Scrutiny 1.8b Appendix 2 - Overview and Scrutiny 1.8c-Appendix 3 Overview and Scrutiny	18-29
1.9	1.9 - REVISED - Appointment of Audit and Governance Committee 1.9 - Appendix 1 Audit and Governance 1.9 Appendix 2 Audit and Governance 1.9 - Appendix 3 Audit and Governance	30-37
1.10	1.10 - Amendment to report to appoint Dermot Pearson as Interim Monitoring Officer 1.10a – Appendix A	38-39
4.4	Assurance Framework – Revisions made at the Business Board meeting on 28 May 2019 shown in red.	40-89

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY'S FORWARD PLAN OF EXECUTIVE DECISIONS

PUBLISHED 28 MAY 2019

FORWARD PLAN

KEY DECISIONS

In the period commencing 28 clear days after the date of publication of this Plan, the Cambridgeshire and Peterborough Combined Authority intends to take 'key decisions' where indicated in the table below. Key decisions means a decision of a decision maker, which in the view of the overview and scrutiny committee for a combined authority is likely—

- (i) to result in the combined authority or the mayor incurring significant expenditure, or the making of significant savings, having regard to the combined authority's budget for the service or function to which the decision relates; or
- (ii) to be significant in terms of its effects on persons living or working in an area comprising two or more wards or electoral divisions in the area of the combined authority.

This Plan should be seen as an outline of the proposed decisions for the forthcoming month. Any questions on specific issues included on the Plan should be included on the form which appears at the back of the Plan and submitted to the Monitoring Officer for the Combined Authority. For each decision a report will be available one week before the decision is taken.

NOTIFICATION OF NON-KEY DECISIONS

For complete transparency relating to the work of the Combined Authority, this Plan also includes an overview of non-key decisions to be taken by the Combined Authority.

You are entitled to view any documents listed on the Plan, or obtain extracts from any documents listed or subsequently submitted to the decision maker prior to the decision being made, subject to any restrictions on disclosure. There is no charge for viewing the documents, although charges may be made for photocopying or postage. Documents listed on the notice and relevant documents subsequently being submitted can be requested from the Interim Monitoring Officer for the Combined Authority at howard.norris@cambridgeshirepeterborough-ca.gov.uk

All decisions will be posted on the Combined Authority website and/ or Cambridgeshire County Council website. If you wish to make comments or representations regarding the decisions outlined in this Plan, please submit them to the Monitoring Officer for the Combined Authority using the form attached.

<i>DECISION REQUIRED</i>		<i>DECISION MAKER</i>	<i>DATE DECISION EXPECTED</i>	<i>KEY DECISION / DECISION</i>	<i>PURPOSE OF REPORT</i>	<i>CONSULTATION</i>	<i>CONTACT DETAILS / REPORT AUTHORS</i>	<i>LEAD MEMBER</i>	<i>DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER (INCLUDING EXEMPT APPENDICES AND REASONS FOR EXEMPTION)</i>
Governance and Finance Items									
1.	Minutes of the Meeting on 27 March 2019	Cambridgeshire and Peterborough Combined Authority	Annual Meeting 29 May 2019	Decision	To agree the minutes from the last meeting	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
2.	Forward Plan	Cambridgeshire and Peterborough Combined Authority	Annual Meeting 29 May 2019	Decision	To note the latest version of the forward plan	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
3.	Membership of the Combined Authority	Cambridgeshire and Peterborough Combined Authority	Annual Meeting 29 May 2019	Decision	To note the appointment of Members of Constituent Councils and Co-opted Members to the Combined Authority Board and appointments to the Business Board for 2019/20 (and their Substitute Members)	Relevant internal and external stakeholders	Howard Norris, Interim Monitoring Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
4.	Appointments to Executive Committees, appointment of Chairs and Portfolio Holders	Cambridgeshire and Peterborough Combined Authority	Annual Meeting 29 May 2019	Decision	To approve Portfolio Holder responsibilities and appoint such executive Committees as the Combined Authority considers appropriate, their membership and the Chair for 2019/20.	Relevant internal and external stakeholders	Howard Norris, Interim Monitoring Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
5.	Appointment of the Overview and Scrutiny Committee	Cambridgeshire and Peterborough Combined Authority	Annual Meeting 29 May 2019	Decision	To appoint the Overview and Scrutiny Committee, including its terms of reference, size and allocation of seats to political parties in accordance with political balance requirements) in accordance with nominations received from constituent councils	Relevant internal and external stakeholders	Howard Norris, Interim Monitoring Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

6.	Appointment of the Audit and Governance Committee	Cambridgeshire and Peterborough Combined Authority	Annual Meeting 29 May 2019	Decision	To appoint the Audit and Governance Committee, including its terms of reference, size and allocation of seats to political parties in accordance with political balance requirements) in accordance with nominations received from constituent councils	Relevant internal and external stakeholders	Howard Norris, Interim Monitoring Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
7.	Calendar of Meetings 2019/20	Cambridgeshire and Peterborough Combined Authority	Annual Meeting 29 May 2019	Decision	To agree the calendar of meetings for 2019/2020	Relevant internal and external stakeholders	Howard Norris, Interim Monitoring Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
8.	Management of the Cambridgeshire and Peterborough Combined Authority	Cambridgeshire and Peterborough Combined Authority	Annual Meeting 29 May 2019	Decision	To recommend arrangements from May 2019 onward.	Relevant internal and external stakeholders	Kim Sawyer and John Hill, Interim Joint Chief Executives	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
9.	Budget: Provisional outturn	Cambridgeshire and Peterborough Combined Authority	Annual Meeting 29 May 2019	Decision	To provide an update on the revenue and capital budgets for the year to date.	Relevant internal and external stakeholders	Noel O'Neil Interim Section 73 Chief Finance Officer	Portfolio Holder for Investment and Finance	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
10.	Quarterly Performance Reporting	Cambridgeshire and Peterborough Combined Authority	Annual Meeting 29 May 2019	Decision	To note quarterly performance reporting updates	Relevant internal and external stakeholders	Paul Raynes, Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
11.	Members' Allowances Scheme	Cambridgeshire and Peterborough Combined Authority	Annual Meeting 29 May 2019	Decision	To consider recommendations relating to the allowance scheme from the Independent Remuneration Panel	Relevant internal and external stakeholders	Kim Sawyer, Interim Joint Chief Executive	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

BY RECOMMENDATION TO THE COMBINED AUTHORITY BOARD

Recommendations from the Business Board

12.	For approval as Accountable Body: (i) Growth Deal Project Proposals May 2019 (ii) Growth Programme Budget monitor (iii) Annual Delivery Plan	Cambridgeshire and Peterborough Combined Authority	Annual Meeting 29 May 2019	(i) Key Decision 2019/008 (ii)Decision (iii)Decision	To review and approve the recommendations from the Business Board for individual project funding.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Chair of Business Board Portfolio Holder for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
-----	--	---	---------------------------------------	---	---	---	--	---	--

13.	Growth Co: Strategic Outline Business Case	Cambridgeshire and Peterborough Combined Authority	Annual Meeting 29 May 2019	Key Decision 2019/039	To approve the Growth Co, Strategic Outline Business Case	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Chair of Business Board Councillor Portfolio Holder for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
14.	Greater Peterborough Inward Investment Pilot [Contains an exempt appendix]	Cambridgeshire and Peterborough Combined Authority	Annual Meeting 29 May 2019	Decision	To approve endowment funding to Peterborough City Council to run a 12 month pilot starting 1 st June 2019 that will deliver a more collaborative and effective Inward Investment Service for the Greater Peterborough area.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Chair of Business Board Portfolio Holder for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
15.	Assurance Framework	Cambridgeshire and Peterborough Combined Authority	Annual Meeting 29 May 2019	Decision	To approve any revisions to the Assurance Framework recommended by the Business Board following final checks against Government guidance.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Chair of Business Board Portfolio Holder for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
Recommendations from the Skills Committee									
16.	Creation of Cambridgeshire & Peterborough Employment & Skills Board Incorporating Skills Advisory Panel and Adult Education Budget Governance Arrangements	Cambridgeshire and Peterborough Combined Authority	Annual Meeting 29 May 2019	Key Decision 2019/025	To seek approval to create an Employment and Skills Advisory Board and propose Terms of Reference. This Board would sit under the Skills Committee.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Portfolio Holder for Skills and Chair of the Skills Committee	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
17.	Skills Brokerage Contract & Future of the Careers & Enterprise Company Contract for Cambridgeshire & Peterborough	Cambridgeshire and Peterborough Combined Authority	Annual Meeting 29 May 2019	Key Decision 2019/032	To seek approval for the Skills Brokerage Provision for 2019/20	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Portfolio Holder for Skills and Chair of the Skills Committee	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

18.	University of Peterborough – Outcomes of Review and Reflect leading to the progression of an Outline Business Case	Cambridgeshire and Peterborough Combined Authority	Annual Meeting 29 May 2019	Key Decision 2019/031	To note the findings of the reviews that recommend the way forward for the University of Peterborough to be developed and to request approval for the release of funding to support the Action Plan and Timescales	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Portfolio Holder for Skills and Chair of the Skills Committee	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
19.	Skills Strategy	Cambridgeshire and Peterborough Combined Authority	Annual Meeting 29 May 2019	Key Decision 2019/004	To consider and approve a Skills Strategy recommended by the Skills Committee.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Portfolio Holder for Skills Chair of Skills Committee	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
Combined Authority decisions									
20.	£100m Affordable Housing Programme - Scheme Approvals – May 2019 - Belle Vue, Stanground, Peterborough [Contains an exempt appendix]	Cambridgeshire and Peterborough Combined Authority	Annual Meeting 29 May 2019	Key Decision 2019/023	To consider and approve allocations to new schemes within the £100m Affordable House Programme	Relevant internal and external stakeholders	Roger Thompson, Director of Housing and Development	Portfolio Holder for Housing Chair of Housing and Communities Committee	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
21.	£70m Cambridge City Council Affordable Housing Programme - 2019/20 Budget	Cambridgeshire and Peterborough Combined Authority	Annual Meeting 29 May 2019	Key Decision 2019/006	To consider and agree the 2019/20 budget for the £70m Cambridge City Council Affordable Housing Programme.	Relevant internal and external stakeholders	Roger Thompson, Director of Housing and Development	Portfolio Holder for Housing Chair of Housing and Communities Committee	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
22.	Public Consultation on the Draft Local Transport Plan	Cambridgeshire and Peterborough Combined Authority	Annual Meeting 29 May 2019	Decision	To approve the draft Local Transport Plan to go to public consultation.	Relevant internal and external stakeholders	Chris Twigg, Interim Transport Director	Portfolio Holder for Transport Chair of Transport Committee	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
23.	Local Highways Maintenance Capital Grant Allocation 2019/20	Mayor James Palmer	Annual Meeting 29 May 2019	Key Decision 2019/036	To consult the Combined Authority Board on the allocation of the 2019-20 Highways Maintenance Capital grants and recommend to the Mayor the allocation in line with the shares set out by the Department for Transport.	Relevant internal and external stakeholders	Noel O'Neil Interim Section 73 Chief Finance Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

24.	Delegation of Passenger Transport Powers	Cambridgeshire and Peterborough Combined Authority	Annual Meeting 29 May 2019	Key Decision 2019/035	To delegate Passenger Transport Powers (including the transport levy) to Cambridgeshire County Council and Peterborough City Council for the 2019/2020 financial year.	Relevant internal and external stakeholders	Chris Twigg, Interim Transport Director	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
25.	Non-Statutory Strategic Spatial Framework Phase 2 – Public Consultation	Cambridgeshire and Peterborough Combined Authority	Annual Meeting 29 May 2019	Decision	To approve a public consultation on the key issues of the Non-statutory Strategic Spatial Framework Phase 2.	Relevant internal and external stakeholders	Paul Raynes, Director of Delivery and Strategy	Portfolio Holder for Spatial Planning	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
26.	Connecting Cambridgeshire	Cambridgeshire and Peterborough Combined Authority	Annual Meeting 29 May 2019	Decision	Progress monitoring report to the Board.	Relevant internal and external stakeholders	Paul Raynes, Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
Governance and Finance Items									
27.	Minutes of the Meeting on 27 February 2019	Cambridgeshire and Peterborough Combined Authority	26 June 2019	Decision	To agree the minutes from the last meeting	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
28.	Forward Plan	Cambridgeshire and Peterborough Combined Authority	26 June 2019	Decision	To note the latest version of the forward plan	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
29.	Review of Constitution	Cambridgeshire and Peterborough Combined Authority	26 June 2019	Decision	To agree any changes to the constitution following the annual review.	Relevant internal and external stakeholders	Howard Norris, Interim Monitoring Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
30.	Budget Monitor Update	Cambridgeshire and Peterborough Combined Authority	26 June 2019	Decision	To provide an update on the revenue and capital budgets for the year to date	Relevant internal and external stakeholders	Noel O'Neil Interim Section 73 Chief Finance Officer	Portfolio Holder for Investment and Finance	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
Combined Authority Decisions									
31.	£100m Affordable Housing Programme - Scheme Approvals – June 2019 [Contains exempt appendices]	Cambridgeshire and Peterborough Combined Authority	26 June 2019	Key Decision 2019/033	To consider and approve allocations to new schemes within the £100m Affordable House Programme	Relevant internal and external stakeholders	Roger Thompson, Director of Housing and Development	Portfolio Holder for Housing Chair of Housing and Communities Committee	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

32.	£100m Affordable Housing Programme – Proposed Acquisition [This report and its appendices are exempt from publication under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972]	Cambridgeshire and Peterborough Combined Authority	26 June 2019	Key Decision 2019/047	To consider a proposed acquisition.	Relevant internal and external stakeholders	Roger Thompson, Director of Housing and Development	Portfolio Holder for Housing Chair of Housing and Communities Committee	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
33.	Housing Company: Approval of Shareholder Agreement	Cambridgeshire and Peterborough Combined Authority	26 June 2019	Key Decision 2019/041	To seek approval of the shareholder agreement.	Relevant internal and external stakeholders	Roger Thompson, Director of Housing and Development	Portfolio Holder for Housing Chair of Housing and Communities Committee	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
34.	CAM Metro – June 2019	Cambridgeshire and Peterborough Combined Authority	26 June 2019	Key Decision 2019/043	Procurement, contracts and decisions	Relevant internal and external stakeholders	Paul Raynes, Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
35.	Submission to Department for Transport Major Road Network and Large Local Majors Programme	Cambridgeshire and Peterborough Combined Authority	26 June 2019	Decision	To inform the Board of the projects that are proposed to be submitted for funding through the Department for Transport's Major Road Network and Large Local Majors Programme.	Relevant internal and external stakeholders	Paul Raynes, Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
36.	Local Industrial Strategy Update	Cambridgeshire and Peterborough Combined Authority	26 June 2019	Decision	To provide an update of the process relating to the development and publication of the Cambs & Peterborough Local Industrial Strategy by Government, The Board to note the content of the final version of the LIS agreed with Government.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Chair of the Business Board Portfolio Holder for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

37.	Alconbury Enterprise Zone Memorandum of Understanding & Enterprise Zone Programme Governance	Cambridgeshire and Peterborough Combined Authority	26 June 2019	Key Decision 2019/034	<p>To seek approval of draft MOU agreement for Alconbury Enterprise Zone, which has been agreed in principle with Huntingdonshire District Council.</p> <p>To seek approval to re-establish quarterly EZ Steering Group meetings. This will sit under the Business Board.</p>	Relevant internal and external stakeholders	John Hill, Director of Business & Skills	Aamir Khalid, Chair of Business Board Councillor Charles Roberts, Portfolio Holder for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
BY RECOMMENDATION TO THE COMBINED AUTHORITY									
Recommendations from the Business Board									
38.	Greater South East Energy Hub Board	Cambridgeshire and Peterborough Combined Authority	26 June 2019	Decision	To agree to the establishment of the Greater South East Energy Hub Board in line with the draft Terms of Reference.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Chair of the Business Board Portfolio Holder for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
Recommendations from the Skills Committee									
39.	Cambridgeshire and Peterborough Quality Charter	Cambridgeshire and Peterborough Combined Authority	26 June 2019	Decision	To consider adopting the Quality Charter for Growth principles to guide CPCA work on new developments across Cambridgeshire and Peterborough, including a strengthened set of principles on cohesion.	Relevant internal and external stakeholders	Paul Raynes, Director of Delivery and Strategy	Portfolio Holder for Planning	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
Governance and Finance Items									
40.	Minutes of the Meeting on 26 June 2019	Cambridgeshire and Peterborough Combined Authority	31 July 2019	Decision	To agree the minutes from the last meeting	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
41.	Forward Plan	Cambridgeshire and Peterborough Combined Authority	31 July 2019	Decision	To note the latest version of the forward plan	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
42.	Budget Monitor Update	Cambridgeshire and Peterborough Combined Authority	31 July 2019	Decision	To provide an update on the revenue and capital budgets for the year to date	Relevant internal and external stakeholders	Noel O'Neil Interim Section 73 Chief Finance Officer	Portfolio Holder for Investment and Finance	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
Combined Authority Decisions									

43.	£100m Affordable Housing Programme - Scheme Approvals – July 2019 [May include exempt appendices]	Cambridgeshire and Peterborough Combined Authority	31 July 2019	Key Decision 2019/037	To consider and approve allocations to new schemes within the £100m Affordable House Programme	Relevant internal and external stakeholders	Roger Thompson, Director of Housing and Development	Portfolio Holder for Housing Chair of Housing and Communities Committee	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
44.	CAM Metro – July 2019	Cambridgeshire and Peterborough Combined Authority	31 July 2019	Key Decision 2019/044	Procurement, contracts and decisions	Relevant internal and external stakeholders	Paul Raynes, Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
BY RECOMMENDATION TO THE COMBINED AUTHORITY BOARD									
Recommendations from the Business Board									
45.	For approval as Accountable Body: i. Growth Deal Project Proposals July 2019 ii. Growth Programme Budget monitor	Cambridgeshire and Peterborough Combined Authority	31 July 2019	i. Key Decision 2019/038 ii. Decision	To review and approve the recommendations from the Business Board for individual project funding.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Chair of Business Board Portfolio Holder for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
46.	Progress on Chair and BB member recruitment including confirmation of Chief Officer	Cambridgeshire and Peterborough Combined Authority	31 July 2019	Decision	To update on process and progress on recruitment, also to approve appointment of Chief Officer to the Board.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Chair of Business Board Portfolio Holder for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
47.	HMG Sign-off of Local Industrial Strategy Update	Cambridgeshire and Peterborough Combined Authority	31 July 2019	Decision	To review Government sign-off of Local Industrial Strategy	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Chair of the Business Board Portfolio Holder for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
48.	Digital Strategy Update	Cambridgeshire and Peterborough Combined Authority	31 July 2019	Decision	To agree interventions.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Chair of the Business Board Portfolio Holder for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

49.	Review of University of Peterborough	Cambridgeshire and Peterborough Combined Authority	31 July 2019	Decision	To review programme performance to date and agree next steps in development	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Chair of the Business Board Portfolio Holder for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
50.	Enterprise Zone Governance	Cambridgeshire and Peterborough Combined Authority	31 July 2019	Decision	To approve renewed arrangements for the governance of the Enterprise Zones for which the Business Board is responsible.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Chair of the Business Board Portfolio Holder for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
51.	Business Board Allowances	Cambridgeshire and Peterborough Combined Authority	31 July 2019	Decision	To consider recommendations relating to the Business Board allowance scheme from the Independent Remuneration Panel	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Chair of the Business Board Portfolio Holder for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
Recommendations from the Skills Committee									
52.	University of Peterborough Transitional Funding	Cambridgeshire and Peterborough Combined Authority	31 July 2019	Key Decision 2019/046	To request approval of transitional funding to reimburse University Centre Peterborough for the work they have undertaken on the University of Peterborough programme for the period of April-July 2019.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Chair of the Business Board Portfolio Holder for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
Governance and Finance Items									
53.	Minutes of the Meeting on 31 July 2019	Cambridgeshire and Peterborough Combined Authority	25 September 2019	Decision	To agree the minutes from the last meeting	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
54.	Forward Plan	Cambridgeshire and Peterborough Combined Authority	25 September 2019	Decision	To note the latest version of the forward plan	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
55.	Budget Monitor Update	Cambridgeshire and Peterborough Combined Authority	25 September 2019	Decision	To provide an update on the revenue and capital budgets for the year to date	Relevant internal and external stakeholders	Noel O'Neil Interim Section 73 Chief Finance Officer	Portfolio Holder for Investment and Finance	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Combined Authority Decisions									
56.	£100m Affordable Housing Programme - Scheme Approvals – September 2019 [May include exempt appendices]	Cambridgeshire and Peterborough Combined Authority	31 July 2019	Key Decision 2019/048	To consider and approve allocations to new schemes within the £100m Affordable House Programme	Relevant internal and external stakeholders	Roger Thompson, Director of Housing and Development	Portfolio Holder for Housing Chair of Housing and Communities Committee	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
57.	CAM Metro – September 2019	Cambridgeshire and Peterborough Combined Authority	25 September 2019	Key Decision 2019/045	Procurement, contracts and decisions	Relevant internal and external stakeholders	Paul Raynes, Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

**SUBMIT YOUR COMMENTS OR QUERIES TO
CAMBRIDGESHIRE AND PETERBOROUGH COMBINED
AUTHORITY**

Please send your comments or query to: Howard Norris, Interim Monitoring Officer at
howard.norris@cambridgeshirepeterborough-ca.gov.uk

Your comment or query:

How can we contact you with a response?
(please include a telephone number, postal and/or e-mail address)

Name

Address

Tel:

Email:

Who would you like to respond?

CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD MEMBERSHIP 2019-2020

Nominating Body	Member	Substitute Member
Constituent Authorities	Leader	
Cambridge City Council	Cllr Lewis Herbert	Cllr Mike Sargeant
Cambridgeshire County Council	Cllr Steve Count	Cllr Roger Hickford
East Cambridgeshire District Council	Subject to Appointment	Cllr Anna Bailey
Fenland District Council	Cllr Chris Boden	Cllr Jane French
Huntingdonshire District Council	Cllr Graham Bull	Cllr Ryan Fuller
Peterborough City Council	Cllr John Holdich	Cllr Wayne Fitzgerald
South Cambridgeshire District Council	Cllr Bridget Smith	Cllr Aidan Van de Weyer
 Business Board	 Aamir Khalid (Chair)	 Andy Neely (Vice-Chair)

Appendix 1

Portfolio Holder Responsibilities and Committee Membership

Portfolio Holder Responsibilities

Portfolio Holder Responsibilities	Board Member
Mayor, Chair of the Combined Authority Portfolio Holder for Policy Portfolio Holder for Governance	James Palmer, Mayor
Portfolio Holder for Economic Growth	Cllr John Holdich, Deputy Mayor
Portfolio Holder for Spatial Planning Chair of Land Commission	Cllr Chris Boden
Portfolio Holder for Skills Chair of Skills Committee	Cllr John Holdich, Deputy Mayor
Portfolio Holder for Investment & Finance	Cllr Steve Count
Portfolio Holder for Housing Chair of Housing and Communities Committee	Cllr Graham Bull
Portfolio Holder for Transport Chair of Transport Committee	James Palmer, Mayor

Committee Allocation

Transport Committee (5 seats)

		Portfolio Holder Responsibilities/Member	Board Member	Substitute
1	Chair	Portfolio Holder for Transport	James Palmer, Mayor	Vacancy
2	Member	Member for Cambridgeshire County Council	Cllr Ian Bates	Cllr Roger Hickford
3	Member	Member for Peterborough City Council	Cllr Peter Hiller	Cllr John Holdich
4	Member	Member for Cambridge City Council	Cllr Lewis Herbert	Cllr Aiden Van de Weyer
5	Member	Member for Fenland District Council	Cllr Chris Boden	Vacancy

Skills Committee (4 seats)

		Portfolio Holder Responsibilities/Member	Board Member	Substitute
1	Chair	Portfolio Holder for Skills	Cllr John Holdich	Cllr Lynne Ayres
2	Member	Member for Huntingdonshire District Council	Cllr Graham Bull	Cllr Ryan Fuller
3	Member	Member of East Cambridgeshire District Council	Cllr Anna Bailey	Vacancy
4	Member	Member for South Cambs District Council	Cllr Eileen Wilson	Cllr Aidan Van de Weyer

Housing and Communities Committee (4 seats)

		Portfolio Holder Responsibilities/Member	Board Member	Substitute
1	Chair	Portfolio Holder for Housing	Cllr Graham Bull	Cllr Anna Bailey
2	Member	Member for Huntingdonshire District Council	Cllr Ryan Fuller	Vacancy
3	Member	Member of Fenland District Council	Cllr Denise Laws	Cllr David Oliver
4	Member	Member for South Cambs District Council	Cllr Bridget Smith	Cllr Richard Johnson

Notes

- (a) Portfolio Holder should also be Chair
- (b) Vice Chair to be agreed by committee as and when required
- (c) 3 seats to go to either Member for Cambridge City Council or South Cambs District Council



CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD	AGENDA ITEM No: 1.8
29 MAY 2019	PUBLIC REPORT

APPOINTMENT OF THE OVERVIEW AND SCRUTINY COMMITTEE

1.0 PURPOSE

1.1. The purpose of this report is to:

- (a) note the political balance on constituent councils following local elections and by-elections;
- (b) agree the size of the Overview and Scrutiny Committee and agree the political balance on the committee (Appendix 1);
- (c) appoint the Members and substitute members nominated by constituent councils and confirm these appointments (Appendix 2 - to be tabled).
- (d) recommend to the Overview and Scrutiny Committee that they consider co-opting an independent member from a Constituent Council.

<u>DECISION REQUIRED</u>	
Lead Member:	Mayor, James Palmer
Lead Officer and Author:	Howard Norris, Interim Monitoring Officer
Forward Plan Ref: N/A	Key Decision: No
<p>The Combined Authority Board is recommended to:</p> <p>(a) confirm that the size of the Overview and Scrutiny Committee should be 14 members; two members from each constituent council and two substitute members for the municipal year 2019/2020;</p> <p>(b) to agree the political balance on the committee as set out in Appendix 1;</p>	<p><i>Voting arrangements</i></p> <p>(a) At least two-thirds majority of all Members</p> <p>(b), (c) and (d) Simple majority of the Members</p>

<p>(c) confirm the appointment of the Member and substitute Member nominated by constituent councils to the Overview and Scrutiny Committee for the municipal year 2019/2020 as set out in Appendix 2 (to be tabled).</p> <p>(d) to agree that the Overview and Scrutiny Committee consider the co-option of an independent member from a Constituent Council.</p>	
--	--

2.0 BACKGROUND

- 2.1. In accordance with the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017, the Combined Authority is required to establish an Overview and Scrutiny Committee.
- 2.2. The 2017 Order sets out the rules for membership. The membership of the Overview and Scrutiny as a whole should reflect so far as reasonably practicable the balance of political parties of the constituent councils when taken together. The balance is based on membership of political parties, not political groups, on constituent councils across Cambridgeshire and Peterborough.
- 2.3. On 2 May 2019, there were local elections for most constituent councils. The Combined Authority is therefore required to review the political balance on constituent councils across the combined authority area.
- 2.4. In March 2017, the Combined Authority agreed that to ensure an equitable representation across each constituent authority, two members from each council should be appointed to the Overview and Scrutiny Committee representing a total membership of fourteen members. The Combined Authority has agreed that substitute members should be appointed for each position. Any substitute members should come from the same party as the Member they are substituting for to maintain political balance.
- 2.5. The Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 states that the combined authority must appoint such a number of members of each of the constituent councils to an overview and scrutiny committee, so that the members of the committee taken as a whole reflect so far as reasonably practicable the balance of political parties for the time being prevailing among members of the constituent councils when taken together. The Board is recommended to review its political balance on the committee based on the above principles and approve the political balance as set out in Appendix 1 based on a 14 member committee.

- 2.6. Constituent Councils have nominated the members and substitute members listed in Appendix 2 (to be tabled) for the municipal year 2019/20 based on the political balance set out in Appendix 1.
- 2.7. Previously, discretion has been used to provide independent members a seat on both the Audit and Governance Committee and the Overview and Scrutiny Committee. However the Authority is not bound by the previous application of the discretion and therefore can re-consider the exercise of the discretion on the basis that seats on Committees are calculated on political party balances based on the percentages calculated after each local elections
- 2.8. Appendix 3 of the report demonstrates the number of Committee places that the Overview and Scrutiny would have allocated to the independents had they been included in the calculations.
- 2.9. Recognising the process operated through the exercise of discretion last year to provide an independent Member with a seat but ensuring the political balance of the Committee is not compromised, it has been proposed that the Overview and Scrutiny Committee could consider the co-option of an independent member (from a constituent Council) to the Committee. The co-opted member would not be given voting rights, nor would they be considered as a member of the Committee when paying due regard to the criteria of the call-in process, outlined in Chapter 13, Overview and Scrutiny Committee 13.7 of the Constitution.
- 2.10. Should the Overview and Scrutiny Committee agree to the co-option of an independent member, authority may be delegated from the Combined Authority Board to the Committee to appoint a co-optee. The co-option would be for the municipal year 2019/2020.

3.0 FINANCIAL IMPLICATIONS

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

4.0 LEGAL IMPLICATIONS

- 4.1. These are dealt with in the report.

5.0 SIGNIFICANT IMPLICATIONS

- 5.1. N/A

6.0 APPENDICES

- 6.1. Appendix 1 – Political Balance on the Overview and Scrutiny Committee
- 6.2. Appendix 2 – Nominations from Constituent Councils (to be tabled)

6.3. Appendix 3 – Political balance as of 3 May 2019

<u>Source Documents</u>	<u>Location</u>
Various Council reports of each of the Constituent Councils	Constituent Council websites



CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD	AGENDA ITEM No: 1.8 Addendum Report
29th May 2019	PUBLIC REPORT

ADDENDUM REPORT – Item 1.8

1.0 PURPOSE

- 1.1. Following on from the publication of Agenda Item 1.8 and on a re-examination of the proposed Appendices to the report it was noted that certain figures had been entered into the matrix incorrectly.
- 1.2. These calculation of seat on the Committee has been re-visited. This Report confirms the changes necessary to ensure that political balance is maintained and provides an explanation of the problem.

<u>DECISION REQUIRED</u>	
Lead Member:	The Mayor
Lead Officer:	The Monitoring Officer
Forward Plan Ref: N/A	Key Decision: No
The Combined Authority Board is recommended to: (a) Approve the amended political party representation on the Overview and Scrutiny Committee	Voting arrangements Simple majority of all Members

2.0 BACKGROUND

- 2.1 As Members will be aware, after every local election that changes the number of Members of a political party on any of the Constituent Authorities, there is a need to review the composition of the Combined Authority and its various Committees to ensure that the political composition of those bodies accurately reflects the overall political balance on the Constituent Authorities.

- 2.2 As part of this process the make-up of all the Constituent Authorities is tabulated and utilised to calculate the overall percentages to allow the Combined Authority to consider the issue and allocate seats to each of the political parties
- 2.3 On this occasion, due to an error being made involving the figures involved, the number of seats for each party on the Overview and Scrutiny Committee was incorrectly stated in relation to the number of seats on that Committee which should have been allocated to the Labour and Liberal Democrat parties. The original report stated that Labour should have two seats and the Lib Democrats five seats. However, the percentages when correctly applied indicated that Labour should have been given three seats and the Liberal Democrats four. Attached to this report at Appendix 1 is an explanatory note as to how the error affects the figures.
- 2.4 In connection with the error, and ensuring it does not re-occur, the Authority is introducing an electronic fix that will flag up these issues at the earliest possible moment.

3 FINANCIAL IMPLICATIONS

- 3.1 There are no financial implications

4. LEGAL IMPLICATIONS

- 4.1 Acceptance of the changes recommended in this report will ensure the Authority complies with its obligations under political proportionality.

5. SIGNIFICANT IMPLICATIONS

- 5.1 There are no significant implications

6 APPENDICES

- 6.1 Appendix 1 – Note in relation to issue

<u>Source Documents</u>	<u>Location</u>
List background papers: NONE	

Item 8.1 (Addendum) Appendix 1

Re-calculation of seat allocations: May 2019

Following the elections held 2nd May 2019, the political calculation for the Overview and Scrutiny Committee (excluding independent members) was miscalculated.

The overall percentage in terms of political proportionality for Labour was 18.18 % - giving them a Committee seat allocation of: 2.55.

The political proportionality for Liberal Democrats was 29.55% - giving them a Committee seat allocation of 4.14

Due to a transposition of numbers, the Lib Dems were incorrectly given an entitlement to 5 seats, and Labour 2.

There is therefore a need for seat allocations to be revised to reflect the actual political balance on the Committee. It is proposed that a Lib Dem seat from one of the Constituent Councils be withdrawn and allocated to a Labour member from a constituent council (and substitute)

Seats were allocated on the largest number seats held by a party at each constituent council. In addition, to re-address the balance, it must be noted that nominations cannot be made from Labour at either East Cambridgeshire District Council or Fenland District Council as there are no elected Labour members.

	Conserv.	Labour	Liberal Democrats	Entitlement 2019
CAMBRIDGESHIRE	36	7	15	1 Con/1 Lib Dem
PETERBOROUGH	28	17	9	1 Con/1 Lab
HUNTINGDONSHIRE	30	4	7	1 Con/1 Lib Dem
SOUTH CAMBS	11	2	30	1 Con/1 Lib Dem
CAMBRIDGE CITY	0	26	15	1 Lab/1 Lib Dem
TOTAL	146	56	91	

There will be a need for one of the above seat allocations for the Lib Dems to be relinquished and given to Labour.

Based on the highest number of members for each group, the following options are available.

- 1) Cambridgeshire – 1 Conservative & 1 Labour (1 seat re-allocated from Lib Dems)
- 2) Cambridge City – 2 Labour (1 seat re-allocated from Lib Dems)
- 3) Huntingdonshire - 1 Conservative & 1 Labour (1 seat re-allocated from Lib Dem)

Labour have the largest number of seats on Cambridgeshire County Council without having a nomination on the Overview and Scrutiny Committee.

Whilst the nominations have been made by Constituent Councils, they have not formally been agreed by the CAPA and as such can be accepted or rejected.

Overview and Scrutiny Committee of 14 - POLITICAL BALANCE ACROSS THE COUNTY as at 3 May 2019

	Total	Vacancy	Conservative	Labour	Putt ing St Neots First	Independent	Werrington First	Liberal Party	Liberal Democrats	Green	UKIP	Total	Entitlement 2018	Entitlement 2019
CAMBRIDGESHIRE	2	0	36	7	2	0	0	0	15	0	0	60	1 Con & 1 Lib Dem	1 Con/1 Lab
PETERBOROUGH	2	0	28	17	0	0	3	1	9	2	0	60	1 Con & 1 Lab	1 Con/1 Lab
HUNTINGDONSHIRE	2	0	30	4	6	0	0	0	7	0	0	47	1 Cons 1 Indep	1 Con/1 Lib Dem
EAST CAMBS	2	0	15	0	0	0	0	0	13	0	0	28	2 Cons	1 Con/1 Lib Dem
SOUTH CAMBS	2	0	11	2	0	0	0	0	30	0	0	43	1 Cons & 1 Lib Dem	1 Con/1 Lib Dem
CAMBRIDGE CITY	2	0	0	26	0	0	0	0	15	0	0	41	1 Lab 1 Lib Dem	1 Lab/1 Lib Dem
FENLAND	2	0	26	0	0	0	0	0	2	1	0	29	2 Cons	2 Cons
TOTAL		0	146	56	8	0	3	1	91	3	0	308		
POLITICAL BALANCE %			47.40	18.18	2.60	0.00	0.97	0.32	29.55	0.97	0.00	100.00		
Seat allocation May 2018			8	2	0	1	0	0	3	0	0	14		
Committee seat allocation	14		6.64	2.55	0.36	0.00	0.14	0.05	4.14	0.14	0.00	14.00		

Membership of O&S 2019/20

Constituent Council	Member	Substitute
Cambridgeshire County Council	<u>Cllr David Connor</u> <u>Cllr Joan Whitehead</u>	<u>Cllr Lina Nieto</u> <u>Cllr Linda Jones</u>
Peterborough City Council	<u>Cllr Andy Coles</u> <u>Cllr Ed Murphy</u>	<u>Cllr Lynne Ayres</u> Sub1: <u>Cllr Mohammed Jamil</u> Sub2: <u>Cllr Katia Yurgetene</u>
Fenland District Council	<u>Cllr Alex Miscandlon</u> <u>Cllr Anne Hay</u>	<u>Cllr Steve Tierny</u>
Huntingdonshire District Council	<u>Councillor Sarah Conboy</u> <u>Councillor Douglas Dew</u>	<u>Councillor Michael Grice</u> <u>Councillor Stephen Corney</u>
South Cambs DC	<u>Cllr Pippa Heylings</u> <u>Cllr Grenville Chamberlain</u>	<u>Cllr Peter Fane</u> <u>Cllr Peter Topping</u>
East Cambs DC	TBC	TBC
Cambridge City Council	<u>Cllr Kevin Price</u> <u>Cllr Markus Gehring</u>	<u>Cllr Mike Davey</u> <u>Cllr Daniel Summerbell</u>

Overview and Scrutiny Committee of 14

POLITICAL BALANCE ACROSS THE COUNTY as at 3 May 2019

	Total	Vacancy	Conservative	Labour	Puttling St Neots First	Independent	Werrington First	Liberal Party	Liberal Democrats	Green	UKIP	Total	Entitlement 2018	Entitlement 2019
CAMBRIDGESHIRE	2	0	36	7	2	1	0	0	15	0	0	61	1 Con & 1 Lib Dem	1 Con/1 Lib Dem
PETERBOROUGH	2	0	28	17	0	0	3	1	9	2	0	60	1 Con & 1 Lab	1 Con/1 Lab
HUNTINGDONSHIRE	2	0	30	4	6	5	0	0	7	0	0	52	1 Cons & 1 Ind	1 Con/1 St Neots first
EAST CAMBS	2	0	15	0	0	0	0	0	13	0	0	28	2 Con	1 Con 1 Lib Dem
SOUTH CAMBS	2	0	11	2	0	2	0	0	30	0	0	45	1 Cons & 1 Lib Dem	1 Con/ Lib dem
CAMBRIDGE CITY	2	0	0	26	0	1	0	0	15	0	0	42	1 Lab & 1 Lib Dem	1 Lab/1 Lib Dem
FENLAND	2		26	0	0	10	0	0	2	1	0	39	2 Cons	1 Con/1 Indept
TOTAL		0	146	56	8	19	3	1	91	3	0	327		
POLITICAL BALANCE %			44.65	17.13	2.45	5.81	0.92	0.31	27.83	0.92	0.0	100		
Seat allocation May 2018			8	2	0	1	0	0	3	0	0	14		
Committee seat allocation	14		6.25	2.40	0.34	0.81	0.13	0.04	3.90	0.13	0.0	14		



CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD	AGENDA ITEM No: 1.9
29 MAY 2019	PUBLIC REPORT

APPOINTMENT OF THE AUDIT AND GOVERNANCE COMMITTEE

1.0 PURPOSE

1.1 The purpose of this report is to:

- (a) agree the size and political balance of the Audit and Governance Committee;
- (b) appoint the members and substitute Member nominated by constituent councils to the Committee;
- (c) appoint the Chair and Vice-Chair to the Committee.

<u>DECISION REQUIRED</u>	
Lead Member:	Mayor, James Palmer
Lead Officer and Author:	Kim Sawyer, Legal Counsel and Monitoring Officer
Forward Plan Ref: N/A	Key Decision: No
<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none"> (a) confirm that the size of the Audit and Governance Committee should be eight members; one member and one substitute from each Constituent Council and one independent person for the municipal year 2019/2020; (b) to agree the political balance on the committee as set out in Appendix 1; (c) confirm the appointment of the Member and substitute Member nominated by Constituent Councils to the Committee for the municipal year 2019/2020 as set out in Appendix 2 (to be tabled); 	<p><i>Voting arrangements</i></p> <ul style="list-style-type: none"> (a) At least two-thirds majority of all Members (b), (c), (d) and (e) Simple majority of the Members

<p>(d) appoint a Chair and Vice Chair of the Audit and Governance Committee for the municipal year 2018/2019.</p> <p>(e) to agree that the Audit and Governance Committee consider the co-option of an independent member from a Constituent Council.</p>	
---	--

2.0 BACKGROUND

Membership of the Audit and Governance Committee

- 2.1 In accordance with the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017, the Combined Authority is required to establish an Audit Committee.
- 2.2 The Order 2017 sets out the rules for membership. The membership of the committee as a whole should reflect so far as reasonably practicable the balance of political parties of the constituent councils when taken together. The balance is based on membership of political parties, not political groups, on constituent councils across Cambridgeshire and Peterborough.
- 2.3 For 2017/18, the Board agreed that the Audit and Governance Committee should have seven constituent members, one Member from each Constituent Council, together with one Independent person. The Board are asked to agree that the size of the committee remains the same.
- 2.4 The implications of applying political proportionality to a seven constituent member committee are detailed in Appendix 1.
- 2.5 Accordingly constituent councils have nominated the members and substitute members listed in Appendix 2 (to be tabled) for the municipal year 2019/20 based on the political balance calculation.
- 2.6 Previously, discretion has been used to provide independent members a seat on both the Audit and Governance Committee and the Overview and Scrutiny Committee. However, if such discretion had been used following the May 2019 elections at Constituent Councils, it would have tipped the balance on both committees in favour of non-conservative members.
- 2.7 Appendix 3 of the report demonstrates the number of Committee places that the Audit and Governance Committee would have allocated to the independents had they been included in the calculations.
- 2.8 Recognising the process operated through the exercise of discretion last year to provide an independent Member with a seat but ensuring the political balance of the Committee is not compromised, it has been proposed that the

Audit and Governance Committee consider the co-option of an independent member (from a constituent Council) to the Committee. The co-opted member would not be given voting rights

- 2.9 Should the Audit and Governance Committee agree to the co-option of an independent member, authority may be delegated from the Combined Authority Board to the Committee to appoint a co-optee. The co-option would be for the municipal year 2019/2020.

Chair and Vice Chair

- 2.10 In accordance with the Constitution, the appointment of the Chair and Vice-Chair of the Audit and Governance Committee is reserved to the Board. The Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 requires the Combined Authority to appoint at least one independent person to the Audit and Governance Committee.
- 2.11 In May 2017, the Board appointed Mr Alan John Pye as the independent person for a term of four years ending May 2021. The Board also agreed that Mr Pye should be appointed as Chair of the Committee and asked the Audit and Governance Committee to elect a Vice Chair for the municipal year 2017/18.
- 2.12 The Board are asked to appoint a Chair and Vice-Chair of the Committee for the municipal year 2019/20

3.0 FINANCIAL IMPLICATIONS

- 3.1 In accordance with the Cambridgeshire and Peterborough Combined Authority Order 2017 no remuneration is to be payable by the Combined Authority to its constituent council members.
- 3.2 In June 2017, the Board agreed that the appointed independent person should receive an allowance of £1534 per annum. This allowance was enhanced from £920 in recognition of the additional responsibilities of the Chair.

4.0 LEGAL IMPLICATIONS

- 4.1 These are dealt with in the report. The requirement to appoint at least one independent person of the Audit Committee is set out in the Local Democracy, Economic Development and Construction Act 2009.

5.0 SIGNIFICANT IMPLICATIONS

- 5.1 N/A

6.0 APPENDICES

- 6.1 Appendix 1 – Political Balance on the Audit and Governance Committee
- 6.2 Appendix 2 – Nominations from Constituent Councils (to be tabled)
- 6.3 Appendix 3 - places that the Audit and Governance Committee would have allocated to the independents had they been included in the calculations.

<u>Source Documents</u>	<u>Location</u>
Various Council reports of each of the Constituent Councils	Constituent Council websites

Audit and Governance Committee of 7

POLITICAL BALANCE ACROSS THE COUNTY as at 3 May 2019

	Total	Vacancy	Conservative	Labour	Putting St Neots First	Independent	Werrington First	Liberal Party	Liberal Democrats	Green	UKIP	Total	Entitlement 2018	Entitlement 2019
CAMBRIDGESHIRE	1	0	36	7	2	0	0	0	15	0	0	60	1 Lib Dem	1 Con
PETERBOROUGH	1	0	28	17	0	0	3	1	9	2	0	60	1 Conservative	1 Lib Dem
HUNTINGDONSHIRE	1	0	30	4	6	0	0	0	7	0	0	47	1 Conservative	1 Con
EAST CAMBS	1	0	15	0	0	0	0	0	13	0	0	28	1 Conservatives	1 Con
SOUTH CAMBS	1	0	11	2	0	0	0	0	30	0	0	43	1 Lib Dem	1 Lib Dem
CAMBRIDGE CITY	1	0	0	26	0	0	0	0	15	0	0	41	1 Labour	1 Lab
FENLAND	1	0	26	0	0	0	0	0	2	1	0	29	1 Conservatives	1 Con
TOTAL		0	146	56	8	0	3	1	91	3	0	308		
POLITICAL BALANCE %			47.40	18.18	2.60	0.00	0.97	0.32	29.95	0.97	0.00	100		
Seat allocation May 2018			4	1	0	0	0	0	2	0	0	7		
Committee seat allocation	7		3.32	1.27	0.18	0.00	0.07	0.02	2.07	0.07	0.00	7.00		

Appointments to the Audit & Governance Committee – May 2019

Constituent Council	Member	Substitute
Cambridgeshire County Council	<u>CLlr Mark Goldsack</u>	<u>CLlr David Wells</u>
Peterborough City Council	<u>CLlr James Lillis</u>	<u>CLlr Nick Sandford</u>
Fenland District Council	<u>CLlr Ian Benney</u>	<u>CLlr Samantha Hoy</u>
Huntingdonshire District Council	<u>CLlr Mac McGuire</u>	<u>CLlr Dr Philip Gaskin</u>
South Cambs DC	<u>CLlr Tony Mason</u>	<u>CLlr Peter Fane</u>
East Cambs DC	TBC	TBC
Cambridge City Council	<u>CLlr Mike Davey</u>	<u>CLlr Kevin Price</u>

Audit and Governance Committee of 7
POLITICAL BALANCE ACROSS THE COUNTY as at 3 May 2019

	Tot al	Vacan cy	Conser vative	Labour	Putti ng St Neot s First	Independ ent	Werringt on First	Liberal Party	Liberal Democr ats	Gree n	UKI P	Tot al	Entitlem ent 2018	Entitlement 2 019
CAMBRIDGESHI RE	1	0	36	7	2	1	0	0	15	0	0	61	1 Lib Dem	LD
PETERBOROUGH	1	0	28	17	0	0	3	1	9	2	0	60	1 Con	Con
HUNTINGDONS HIRE	1	0	30	4	6	5	0	0	7	0	0	52	1 Con	Con
EAST CAMBS	1	0	15	0	0	0	0	0	13	0	0	28	1 Con	Con
SOUTH CAMBS tbc	1	0	11	2	0	2	0	0	30	0	0	45	1 Lib Dem	LD
CAMBRIDGE CITY	1	0	0	26	0	1	0	0	15	0	0	42	1 Labour	Lab
FENLAND	1	0	26	0	0	10	0	0	2	1	0	39	1 Cons	Ind
TOTAL		0	146	56	8	19	3	1	91	3	0	327		
POLITICAL BALANCE %			44.65	17.13	2.45	5.81	0.92	0.31	27.83	0.92	0.0	100		
Seat allocation May 2018			4	1	0	0	0	0	2	0	0	7		
Committee seat allocation	7		3.13	1.20	0.17	0.41	0.06	0.02	1.95	0.06	0.0	7.0		



CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD	AGENDA ITEM No: 1.10 Addendum Report
INCLUDE DATE IN BOLD CAPITALS 29th May 2019	PUBLIC REPORT

APPOINTMENT OF INTERIM MONITORING OFFICER

1.0 PURPOSE

- 1.1. The present interim Monitoring officer will complete his period with the Authority on the 31st May this year and due to this the Authority needs to appoint a replacement interim Monitoring Officer.

<u>DECISION REQUIRED</u>	
Lead Member:	The Mayor
Lead Officer:	The Monitoring Officer
Forward Plan Ref: N/A	Key Decision: No
The Combined Authority Board is recommended to: (a) Approve the appointment of Dermot Pearson as the interim Monitoring officer	Voting arrangements Simple majority of all Members

2.0 BACKGROUND

The present Monitoring Officer, Howard Norris, will complete his period as Monitoring Officer for the Authority on the 31st May this year. The Authority is presently in the process of recruiting a permanent appointment to this post but it is envisaged this will take some time recognising issues of locating and interviewing suitable candidates and also factoring in any Notice periods required.

- 2.1. In the light of this the Authority has identified and successfully interviewed a suitably qualified legal officer Mr Dermot Pearson able to discharge the duties of Monitoring Officer pending the permanent appointment.

3.0 FINANCIAL IMPLICATIONS

- 3.1. There are no additional financial implications

4.0 LEGAL IMPLICATIONS

- 4.1. The Authority is required to have in place three Statutory Officers and the Monitoring officer is one of these post.

5.0 SIGNIFICANT IMPLICATIONS

- 5.1. There are no significant implications

6.0 APPENDICES

- 6.1. None

<u>Source Documents</u>	<u>Location</u>
List background papers: NONE	



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY



THE BUSINESS BOARD

Cambridgeshire and Peterborough Combined Authority Assurance Framework

May 2019

Contents

.....	1
1. Purpose of the Assurance Framework.....	5
1.1 Purpose	5
2. Cambridgeshire and Peterborough Independent Economic Review, Mayor's Growth Ambition Statement and Business Plan 2019-2020	8
2.1 Cambridgeshire and Peterborough Growth Ambition Statement and Local Industrial Strategy	8
2.2 Cambridgeshire and Peterborough Business Plan 2019-2020.....	9
2.3 Cambridgeshire and Peterborough Financial Strategy	10
3. Accountability and Transparent Decision Making.....	11
3.1 Roles and Responsibilities	11
3.2 Cambridgeshire and Peterborough Combined Authority	11
3.3 Business Board (LEP)	12
3.4 Decision Making for the Cambridgeshire and Peterborough Investment	21
3.5 Decision Making for the Adult Education Budget.....	25
3.6 Statutory Committees	25
3.7 Role of the Statutory Officers	26
4. Accountability and Transparent - Supporting Policies and Procedures	28
4.1 Working Arrangements, Meeting Frequency and Transparency.....	28
4.2 Publication of Financial Information.....	29
4.3 Remuneration and Expenses	30
4.4 Freedom of Information	30
4.5 Conflicts of Interest	30
4.6 Gifts and Hospitality	31
4.7 Complaints and Whistleblowing	31
4.8 Diversity Statement.....	32
5. Robust Decision Making.....	33
5.1 Principles.....	33
5.2 Separation of Development and Appraisal Functions	33

5.3	Expressions of Interest/Open Calls	33
5.4	Project Initiation Documents	34
5.5	Business Cases	34
5.6	Relationship with Project Managers – Development to Decision ...	35
5.7	Ensuring Value for Money	35
5.8	Value for Money for Transport Schemes	36
5.9	Project Approval – Funding Agreement	37
6.	DELIVERY PHASE	38
6.1	Release of Funding, Cost Control and Contract Management	38
6.2	Performance Reporting	38
6.3	Risk Management.....	39
6.4	Change requests	39
7.	Measuring Success – Realising the Benefits.....	41
7.1	The Importance of Monitoring and Evaluation	41
7.2	Programme and Project Monitoring	42
7.3	Project Evaluation	42
7.4	Adult Education Budget Monitoring and Evaluation	43
8.	Appendix 1 - Cambridgeshire and Peterborough Combined Authority and Business Board Joint Statement	44
9.	Appendix 2 – Summary of Scheme of Delegation for Business Board funding	47

Document verification:

Created:	Reviewed by:	Approved by:
March 2019	Chief Executive, S73 Officer and Directors	Business Board Combined Authority Board Audit and Governance Committee
May 2019	Chief Executive, S73 Officer and Directors	Business Board Combined Authority Board

Version number:	2
File location:	Internal folder

1. Purpose of the Assurance Framework

1.1 Purpose

a.1.1. The Assurance Framework sets out:

- (a) How the seven principles of public life shape the culture within the Combined Authority in undertaking its roles and responsibilities in relation to the use and administration of the Cambridgeshire and Peterborough Investment, incorporating the Single Pot funding. This culture is developed and underpinned by processes, practices and procedures.
- (b) The respective roles and responsibilities of the Combined Authority, the Local Enterprise Partnership and the Section 73 Officer, in decision-making and ways of working is set out in the terms of reference of the Business Board and forms part of the Combined Authority and the Local Enterprise Partnership constitutions.
- (c) The key processes for ensuring accountability, including public engagement, probity, transparency, legal compliance and value for money.
- (d) How potential investments to be funded through the Cambridgeshire and Peterborough Medium Term Financial Plan, incorporating the Single Pot, will be appraised, prioritised, approved, signed off and delivered.
- (e) The processes for oversight of projects, programmes and portfolios and how the progress and impacts of these investments will be monitored and evaluated.

a.1.2. The Assurance Framework sits alongside a number of other Cambridgeshire and Peterborough Combined Authority documents including:

- the Constitution of the Mayoral Combined Authority;
<http://cambridgeshirepeterborough-ca.gov.uk/assets/Uploads/Final-Constitution-Sept18.pdf>
- the Constitution of the Business Board (Local Enterprise Partnership);
<http://cambridgeshirepeterborough-ca.gov.uk/assets/Uploads/Business-Board-Constitution-24-09-18-final.pdf>
- Cambridgeshire and Peterborough Devolution Deal
<http://cambridgeshirepeterborough-ca.gov.uk/home/devolution/>
- the Cambridgeshire and Peterborough Independent Economic Review (CPIER); www.cpier.org.uk
- the Mayor's growth ambition statement;
<http://cambridgeshirepeterborough-ca.gov.uk/assets/Uploads/GROWTH-AMBITION-STATEMENT-.pdf>
- the Cambridgeshire and Peterborough Business Plan 2019-2020;
<http://cambridgeshirepeterborough-ca.gov.uk/assets/Uploads/CPCA-Business-Plan-2019-20-dps.pdf>
- the Monitoring and Evaluation Framework;

<http://cambridgeshirepeterborough-ca.gov.uk/assets/Uploads/ME-Framework-Mar-2019.pdf>

- the Combined Authority Medium-Term Financial Plan 2019-2023.
<http://cambridgeshirepeterborough-ca.gov.uk/assets/Uploads/2019-20-Budget-and-Medium-Term-Financial-Plan-2019-2023-FINAL.pdf>

a.1.3. All these documents can be found on the Combined Authority and Business Board websites under

<http://cambridgeshirepeterborough-ca.gov.uk/about-us>

<http://cambridgeshirepeterborough-ca.gov.uk/business-board/governance/>

- a.1.4. This Assurance Framework replaces the last published Assurance Framework and takes on board the national guidance published by the Ministry of Housing, Communities and Local Government for National Local Growth Assurance Framework (January 2019).
- a.1.5. The Assurance Framework covers all funds within the Cambridgeshire and Peterborough Medium Term Financial Plan, incorporating the Single Pot under the Cambridgeshire and Peterborough Devolution Deal agreed with government, and funds added to the Single Pot since the Devolution Deal, together with other sources of income such as Enterprise Zone business rates and loan repayments.
- a.1.6. The Assurance Framework will be reviewed on an annual basis with any revisions in place for April of the following year. Any agreed changes that require amendments to the Combined Authority Constitution will be agreed at the Combined Authority AGM in May each year. The next annual review of this document will take place in December 2019.
- a.1.7. The review will examine whether the assurance processes are operating effectively and identify any areas of improvement. Any changes to legal, funding, or other contextual changes that might require a change of assurance process will be taken into account, along with the impact on any other Combined Authority key strategies, policies or processes.
- a.1.8. The remainder of this document is structured around the following sections:
- **Section 2** describes the Cambridgeshire and Peterborough CAPIER and the Mayor's growth ambition statement, our One Year Business Plan 2019-2020 and clarifies the content of Cambridgeshire and Peterborough Medium Term Financial Plan and the role of the Assurance Framework.
 - **Section 3** describes the accountability and transparent decision-making processes and practices that we operate and the roles and responsibilities within it.
 - **Section 4** describes the supporting policies and procedures.
 - **Section 5** describes how we make robust and evidenced decisions.
 - **Section 6** explains the processes once programmes and projects are in the delivery phase.
 - **Section 7** explains how we will measure the success of our investments, realise the benefits of that investment and feed the evaluation outcomes back into the investment planning, and strategy and policy development

processes.

2. Cambridgeshire and Peterborough Independent Economic Review, Mayor's Growth Ambition Statement and Business Plan 2019-2020

2.1 Cambridgeshire and Peterborough Growth Ambition Statement and Local Industrial Strategy

- 2.1.1. The Cambridgeshire and Peterborough Growth Ambition Statement sets out the area's priorities for achieving ambitious levels of inclusive growth and meeting the commitments of the Devolution Deal. The Statement has been adopted by the Combined Authority Board (November 2018) and is based upon the significant work of the Cambridgeshire and Peterborough Independent Economic Review (CPIER).
- 2.1.2. The CPIER was commissioned by the Combined Authority and other local partners to provide a world-class evidence base, alongside independent and expert analysis, to inform future strategies and investment. It was also informed by two rounds of open public consultation. The CPIER is publicly available at www.cpier.org.uk.
- 2.1.3. The Local Industrial Strategy sets out the economic strategy for Cambridgeshire and Peterborough, taking a lead role in implementing the business growth, productivity, and skills elements of the Growth Ambition Statement as set out below:



- 2.1.4. The Local Industrial Strategy is focussed around the five foundations of productivity established in the UK Industrial Strategy 2018, namely:
- People
 - Ideas
 - Business Environment
 - Infrastructure
 - Place
- 2.1.5. It is a core principle of the Local Industrial Strategy that the fifth foundation of place reflects the findings of the CPIER. In this area there will be economic

strategies which respond to the three sub-economies identified in the region.

- Greater Cambridge
- Greater Peterborough
- The Fens

2.1.6. Investments will only be made if they can demonstrate that they will support the delivery of the Growth Ambition Statement and the Local Industrial Strategy, and the more detailed place and sector strategies (where they are in place).

2.2 Cambridgeshire and Peterborough Business Plan 2019-2020

2.2.1. With the creation of the Combined Authority in 2017 and the Mayoral election in May 2017, the Devolution Deal with Government provides for the transfer of significant powers for transport, housing, skills and investment. Through the deal, the Combined Authority has the power to create investment, bringing together funding for devolved powers to be used to deliver a 30-year programme of transformational investment in the region. This includes the control of a new £20m a year funding allocation over 30 years. The initial Cambridgeshire and Peterborough Combined Authority Business Plan was agreed in March 2018 and set out the investment priorities for the period to 2020.

2.2.2. The Combined Authority has been developing its detailed strategies for key areas of activity including:

- Housing Strategy
- Local Industrial Strategy
- Local Transport Plan
- Non-statutory spatial plan

2.2.3. The Combined Authority has 12 priority programmes based upon the CPIER objectives and the strategies highlighted above. These 12 priority programmes are reflected in the Business Plan. On 30th January 2019 the Cambridgeshire and Peterborough Combined Authority Board approved a four-year Medium-Term Financial Plan that forms the investment plan for the Combined Authority. This allocates resources to deliver the next stages of these priority programmes.

2.2.4. This Business Plan and the Medium-Term Financial Plan sets out at a high level the transformational investments that the Cambridgeshire and Peterborough Combined Authority will commit resources to, subject to the detailed consideration and appraisal of project business cases. Some are project ideas at an early stage and might not be feasible, others are further advanced. The Business Plan and the Medium-Term Financial Plan are not intended to be an exhaustive list of activity as new opportunities will arise during the period, but it identifies the key activities that are transformational and will need investment during the plan period to unlock the opportunities they could bring. Prioritisation has been undertaken to ensure that our investment goes into projects that will unlock transformational anchor projects that will have a significant impact on growing the whole Cambridgeshire and Peterborough economy.

- 2.2.5. The Combined Authority has a Programme Management regime that reviews the status and performance of projects within the Business Plan. This is reported to the Directors once a month, and to the Cambridgeshire and Peterborough Combined Authority Board quarterly.

2.3 Cambridgeshire and Peterborough Financial Strategy

- 2.3.1. As part of the devolution deal, the Combined Authority has responsibility for a 'Single Pot' of funding, including:
- Gainshare (the devolution deal £20m pa for 30 years).
 - Housing Capital Grant (£170m over five years).
 - Local Growth Fund (LGF).
 - Transforming Cities Fund (TCF) (£94.5m over six years).
 - Adult Education Budget (AEB).
- 2.3.2. However, the Combined Authority also has other sources of income, including Enterprise Zone business rates and investment income. The long-term security of the gainshare funds and other income and the devolution deal powers for the Combined Authority means that it is able to borrow against future funds, to enable us to deliver transformational activity sooner rather than delivering smaller scale and less impactful activities based on a smaller annual allocation. This area of activity is incorporated into a Treasury Management Strategy that is overseen by Audit and Governance Committee. Borrowing is not factored into the current four-year plan, but this may change as the feasibility work identified firms up project delivery programmes.
- 2.3.3. The Combined Authority does not distinguish between the different sources of funding for the purpose of investment planning, other than recognising that some sources of funding are restricted in what they can be used for. All funds are within the Cambridgeshire and Peterborough Medium Term Financial Plan not just the funds provided through the devolution deal and are covered within this Assurance Framework.
- 2.3.4. The Combined Authority recognises that the monitoring requirements for different sources of funding will differ and needs to meet the requirements of the funding body. However, the Combined Authority applies the Assurance Framework consistently across all funds within the Plan. The Assurance Framework clearly identifies the processes for securing funds for investment in Cambridgeshire and Peterborough and the requirements placed on delivery partners once their projects have been approved.
- 2.3.5. This means that any organisation seeking funding from the Combined Authority does not need to concern itself with the source of the funding and different rules and processes that will apply. These will be identified in the funding agreement/contract with the delivery partner.

3. Accountability and Transparent Decision Making

3.1 Roles and Responsibilities

- 3.1.1. Members of the Combined Authority are expected to act in the interests of the Cambridgeshire and Peterborough area, as a whole, when making investment decisions. A variety of controls are in place to ensure that decisions are appropriate and free from bias or perception of bias. Further details are provided in the following sections.

3.2 Cambridgeshire and Peterborough Combined Authority

- 3.2.1. The Combined Authority was established to further the sustainable and inclusive growth of the economy of Cambridgeshire and Peterborough. As a statutory local authority our governance, decision-making and financial arrangements are in line with local authority requirements and standard checks and balances.
- 3.2.2. The Combined Authority was established in 2017 with the Mayoral election held in May 2017.
- 3.2.3. For the purposes of this document all references to the Combined Authority apply to the Cambridgeshire and Peterborough Local Enterprise Partnership (known as the Business Board) unless explicitly referred to separately.
- 3.2.4. The Combined Authority therefore incorporates the role and responsibilities of the Business Board and the roles defined in the devolution deal and the administration of the Adult Education Budget.
- 3.2.5. The Combined Authority is its own accountable **body for funding received from Government through the devolution deal and provides the accountable body role for the Business Board and the Greater South East Local Energy Hub and employs the officers that support them.**

Combined Authority Membership

- 3.2.6. The Combined Authority membership is as follows:

Mayor (Chair) - voting

Leaders of the seven constituent local authorities:

- Cambridge City Council - voting
- Cambridgeshire County Council - voting
- East Cambridgeshire District Council - voting
- Fenland District Council - voting
- Huntingdonshire District Council - voting
- Peterborough City Council - voting
- South Cambridgeshire District Council - voting
- Local Enterprise Partnership Chair - voting
- The Police and Crime Commissioner for Cambridgeshire - non-voting
- Cambridgeshire and Peterborough Fire Authority representative - non-voting
- Clinical Commissioning Group representative - non-voting

Role of the Mayor

- 3.2.7. The Constitution provides for a directly elected Mayor of Cambridgeshire and Peterborough, required by government as a precondition for meaningful devolution, and who is the chair of the Combined Authority. The Mayoral arrangements will only gain the confidence of the electorate if they secure support from across our diverse communities, meet the highest standards of democratic accountability and are subject to robust checks and balances.
- 3.2.8. The Mayor chairs the Combined Authority Board which is made up of the leaders of the seven constituent authorities and the Chair of the Business Board, who together form the Combined Authority's decision-making body (voting members of Board), together with other non-voting partners set out above.
- 3.2.9. The Constitution sets out arrangements to ensure the effective conduct of the Combined Authority's business in this spirit of collaboration, mutual respect and transparency. All members strive to work on the basis of consensus, taking decisions through agreement.
- 3.2.10. The Mayor's term of office is for four years with the next election in May 2021.

Role of the Local Authority Leaders

- 3.2.11. Leadership of the Combined Authority is driven by the Mayor and the local authority leaders. The local authority leaders represent the views of their constituent authorities at the Combined Authority Board whilst putting the needs and opportunities of Cambridgeshire and Peterborough at the forefront of all decisions. In addition, they may take a portfolio lead covering the growth themes within the CPIER and the Mayor's growth ambition statement and the Cambridgeshire and Peterborough Investment Plan. These portfolio lead roles are reviewed annually and are confirmed at the Combined Authority AGM.

3.3 Business Board (LEP)

- 3.3.1. Local Enterprise Partnerships (LEPs) are private sector led voluntary partnerships between local authorities and businesses set up in 2010 by the Department of Business Innovation and Skills to help determine local economic priorities and lead economic growth and job creation within the local area.
- 3.3.2. The Business Board is a non-statutory body which is the Local Enterprise Partnership for this area. It is independent of the Cambridgeshire & Peterborough Combined Authority (CPCA) operating as a private-public sector partnership, focusing on the key business sectors to provide strategic leadership and drive growth in the Cambridgeshire and Peterborough and wider Local Enterprise area.
- 3.3.3. The Business Board is committed to transparent and accountable decision-making processes. By bringing together the Business Board and the Combined Authority we combine the best of private sector expertise and public sector knowledge, transparency and accountability.
- 3.3.4. Cambridgeshire and Peterborough has three functioning economic areas. The Business Board was established on 1st April 2018, taking over from the former Greater Cambridge Greater Peterborough Local Enterprise Partnership, to drive forward economic growth across its local area. The Business Board is now responsible for all former Local Enterprise Partnership projects and programmes.

A joint statement setting out the respective roles of the Business Board and the Cambridgeshire and Peterborough Combined Authority is shown in Appendix 1.

- 3.3.5. The Business Board currently covers 15 local authorities; however, the current geographical area is under review. The Department for Business Enterprise and Industry are considering proposals for a coterminous boundary with the Cambridgeshire and Peterborough Combined Authority. The authorities that are current members are as below:

District	Areas	Council
Cambridgeshire		Cambridgeshire County Council
Cambridge		Cambridge City Council
East Cambridgeshire	Ely, Littleport and Soham	East Cambs District Council
Fenland	Wisbech, March, Whittlesey & Chatteris	Fenland District Council
Huntingdonshire	Huntingdon, St Ives & St Neots	Huntingdonshire District Council
South Cambridgeshire	Cambourne	South Cambs District Council
Peterborough		Peterborough City Council
North Hertfordshire	Royston	North Hertfordshire District Council
South Kesteven (Lincs)	Grantham, Stamford, Bourne and Market Deeping	South Kesteven District Council
Rutland	Oakham	Rutland County Council
West Suffolk	Bury St Edmunds, Haverhill, Newmarket and Mildenhall	West Suffolk Council
St Edmundsbury (W-Suffolk)	Bury St Edmunds and Haverhill	St Edmundsbury Borough Council
Forest Heath (W-Suffolk)	Newmarket & Mildenhall	Forest Heath District Council
Uttlesford (Essex)	Saffron Walden, Great Dunmow, Stansted, Mountfitchet and Thaxted	Uttlesford District Council
West Norfolk & King's Lynn	King's Lynn, Downham Market and Hunstanton	BC of King's Lynn and West Norfolk
South Holland (Lincs)	Spalding, Crowland, Donington, Holbeach, Long Sutton and Sutton Bridge	South Holland District Council

- 3.3.6. The Business Board's current area is set out below. The red line denotes the area covered by the Cambridgeshire and Peterborough Combined Authority:



- 3.3.7. The Business Board is the principal forum for collaboration between the public and private sectors, for improving the economy of Cambridgeshire and Peterborough. In 2014, the Government announced the first wave of Growth Deals, making investment via its Local Growth Fund. To date, the Business Board (via the former Local Enterprise Partnership) has been awarded £146m via three rounds of Growth Deal funding allocations.
- 3.3.8. In April 2016, the Government reviewed Growth Deal Assurance Frameworks in the context of new Devolution Deals and issued Single Pot Assurance Framework Guidance for devolved areas. In July 2016, Cambridgeshire and Peterborough secured a Devolution Deal and began work to set up a new Combined Authority. Therefore, this new Guidance came into effect for the Business Board area from that date. In November 2016, the Government issued revised national guidance for Local Enterprise Partnership Assurance Frameworks. The Cambridgeshire and Peterborough Combined Authority was formally established on 2 March 2017.
- 3.3.9. The Cambridgeshire and Peterborough Combined Authority acts as the Business Board's Accountable Body to undertake the public funding accountability responsibilities for administering funds and must also review and approve this Framework.
- 3.3.10. The Business Board provides leadership in the arena of economic growth across its area. Comprising business leaders from key industry sectors, it provides expert knowledge and insight into economic growth-related activities in its area and is leading the development of the Industrial Strategy.

- 3.3.11. The Business Board is building on the strength of its existing partnership with neighbouring Local Enterprise Partners by collaborating on common issues and is currently leading on multi Local Enterprise Partnership programmes on Energy and Agri-Tech. It will continue to work collaboratively across the wider region and also envisages working more closely with other Local Enterprise Partners that are outside the current Local Enterprise Partnership area potentially through new collaborations and funding agreements.
- 3.3.12. The Business Board comprises a blend of industry leading experts from the private sector, alongside representatives from the public sector and education communities. It is chaired by a private sector representative and brings together some of the brightest entrepreneurial minds in our area.
- 3.3.13. The Chair and Vice Chair of the Business Board are private sector representatives. The Chair will lead on building the reputation and influence of the area at a national and international level and chairs Business Board meetings. The Chair is also a voting member of the Cambridgeshire and Peterborough Combined Authority Board. The Vice Chair will be available to deputise for the Chair as required.
- 3.3.14. The Business Board has a designated a small business (SME) representative, who will lead the engagement with small businesses across the area and represents their views at Board level. Given the makeup of the local business community, this is a vital role on the Board.
- 3.3.15. All of the Board Members operate in an open and transparent manner and conduct themselves in accordance with 'The Seven Principles of Public Life' otherwise known as the Nolan Principles, and the Business Board's Code of Conduct.
- 3.3.16. The Business Board is committed to diversity and has a Diversity Statement in place to help guide Board appointment decisions.
- 3.3.17. The Business Board's Executive Team is provided via the Cambridgeshire and Peterborough Combined Authority officer structure, who operate as a single team for the Combined Authority and the Business Board. This includes an experienced Chief Executive, S73 Officer, Monitoring Officer, Directors, Programmes Managers, Assurance Manager and others to ensure that the organisation is run in a proactive, impact driven and fully compliant manner.
- 3.3.18. The other public and private sector members of the Local Enterprise Partnership support the Combined Authority's work by:
- Supporting and offering advice to the Combined Authority on their responsibilities.
 - Championing and promoting specific initiatives from the perspective of business.
 - Influencing the development of the Combined Authority's strategies and policies, including as lead organisation for the development of the Local Industrial Strategy at the invitation of the Combined Authority.

- Representing the Cambridgeshire and Peterborough nationally and internationally.
- Ensuring a strong business influence over decision-making.
- Supporting the development and delivery of the CPIER and the Mayor's growth ambition statement.

3.3.19. Cambridgeshire and Peterborough is an active member of the national Local Enterprise Partnership Network and will continue to be so. This includes participation in both Local Enterprise Partnership Chair and officer level meetings.

3.3.20. **Enterprise Zones:** The Business Board retains strategic oversight and governance of the Enterprise Zones, and delegates programme delivery to the Enterprise Zone Steering Group for both Alconbury Weald and Cambridge Compass Enterprise Zones. These Steering Groups drive forward the regeneration and economic growth opportunities of Enterprise Zone sites and will be co-chaired by a Business Board member, together with elected representatives from each Local Authority (as nominated by the Districts) and local BEIS Government representatives. The Steering Groups are responsible for reporting to both the Business Board and Combined Authority Board as the accountable body.

3.3.20 The Enterprise Zone Steering Group is supported by individual Enterprise Zone Project Boards for each site, set-up at officer level and responsible for delivering the programmes and projects associated with the regeneration and development of each Enterprise Zone site. These Boards comprise of Combined Authority officers, Local Authority representatives and key stakeholders. Each is responsible for delivering the programmes and projects associated with the regeneration and development of the Enterprise Zone site.

3.3.21 **The Eastern Agri-Tech Growth Initiative & Agri-Tech Programme Board:** The Eastern Agri-Tech Growth Initiative is overseen by the Eastern Agri-Tech Programme Board. Membership of the Programme Board includes experts with experience and knowledge of agriculture and the food industry, including research, farming and food processing.

3.3.22 The Programme Board's main task is to consider and make decisions on applications for grant support. All applications are initially appraised by external independent assessors and follow the process that was previously agreed. Copies of the Eastern Agri-Tech Growth Initiative Guidance Notes and Pre-Qualification Questionnaire (the simple eligibility form) can be found on the Combined Authority and Business Board website using the following link:

<http://cambridgeshirepeterborough-ca.gov.uk/business-board/eastern-agri-tech-growth-initiative/>

The Eastern Agri-Tech Growth Initiative has its own monitoring and evaluation arrangements but these do link to the Combined Authority monitoring and evaluation framework.

3.3.23 Agri-Tech is one of our strategic growth sectors identified by the CPIER; our ambition is to use the Local Industrial Strategy to step up our programme to ensure we are the "go to" UK centre for Agri-Tech. Agri-Tech also features

within our Skills Strategy.

- 3.3.24** It was recommended by the Business Board and agreed by the Combined Authority Board at their respective meetings in November 2018 that the Eastern Agri-Tech Programme Board should continue to take decisions about applications for grant funding on behalf of both the Combined Authority and NALEP (both organisations are represented on the Programme Board); that the Programme Board became a sub-Board of the Business Board and that a member of the Business Board (nominated by the Business Board) became the Chair of the Programme Board. This would strengthen existing governance arrangements and provide continuity between the two Boards. The agenda and decisions of the Programme Board would be published on the Combined Authority/Business Board web site (with names of individuals redacted) in accordance with the transparency arrangements set out in the Business Board constitution. This will ensure that the operation of the Agri-Tech programme is consistent with the Assurance Framework for the Business Board and Combined Authority. The Cambridgeshire and Peterborough Combined Authority is the Accountable Body for the Eastern Agri-Tech Growth Initiative.

The Programme Board's Secretariat is provided by the Cambridgeshire and Peterborough Combined Authority's Agri-Tech Project Officer, who is a very experienced programme manager and ensures that the Programme Board operates effectively, that its decisions are sound and that the Eastern Agri-Tech Growth Initiative is successful and delivers meaningful outcomes.

- 3.3.25** The Terms of Reference (TOR) for the Eastern Agri-Tech Programme Board have been agreed and appear on the Combined Authority/Business Board web site. The TOR can be seen CA/Business Board website using the following link:

<http://cambridgeshirepeterborough-ca.gov.uk/business-board/eastern-agri-tech-growth-initiative/>

- 3.3.26** The Greater South East Energy Hub & Energy Hub Board: The Energy Hub is funded by the Department for Business, Energy & Industrial Strategy (BEIS) and overseen by the Hub Board. Membership of the Hub Board includes an officer representative from each of the eleven Local Enterprise Partnerships served by the Hub.

- 3.3.27** The Hub Board is the strategic body responsible for taking decisions on Energy Hub business and programme activity. The Hub Board's main task is to approve the allocation and leverage of funds for the Local Energy Capacity Support Programme. The Hub Board are responsible for oversight of the Rural Community Energy Fund (RCEF) Funding Panel, a Hub Board subordinate body that makes decisions on grant applications. All applications are initially appraised by external independent assessors and follow the process agreed with BEIS. Copies of the RCEF guidance notes and Expression of Interest form can be found on the RCEF website using the following link:

<http://cambridgeshirepeterborough-ca.gov.uk/business-board/energy-hub/>

The Energy Hub has its own project assessment frameworks, monitoring and

evaluation arrangements but these do link to the Combined Authority monitoring and evaluation framework.

- 3.3.28** Clean growth is one of the Grand Challenges in the Industrial Strategy. The transition to local low carbon energy is set out in the Local Energy East Strategy and the CPIER recognises the need for a roadmap to decentralised smart energy systems.
- 3.3.29** The Business Board and the Cambridgeshire and Peterborough Combined Authority Board have agreed that the Combined Authority would be the Accountable Body for the Energy Hub and that the Energy Hub would assume the RCEF management role and administer the Fund. They also agreed the Hub Board terms of reference recognising it as a decision-making body for the Hub.
- 3.3.30** The agenda and decisions of the Hub Board will be published on the Combined Authority/Hub Board web site (with names of individuals redacted). This will ensure that the operation of the Energy Hub is consistent with the Assurance Framework for the Business Board and Combined Authority. The Cambridgeshire and Peterborough Combined Authority Board is the Accountable Body for the Energy Hub Initiative.
- 3.3.31** The Programme Board's Secretariat is provided by the Cambridgeshire and Peterborough Combined Authority's Regional Energy Hub Manager, who ensures that the Hub Board operates effectively, that its decisions are sound and that the Greater South East Energy Hub is successful and delivers meaningful outcomes.
- 3.3.32** The Terms of Reference (TOR) for the Hub Board have been agreed and appear on the Combined Authority/Energy Hub web site. The TOR can be seen Combined Authority/Energy Hub website using the following link:
<http://cambridgeshirepeterborough-ca.gov.uk/business-board/energy-hub/>

Membership of the Business Board

- 3.3.33** The Business Board has been reviewing its membership in response to the national Local Enterprise Partnership review (Mary Nay, 2017) and government's response "Strengthened Local Enterprise Partnerships" (July 2018). The current membership (September 2018) comprises of nine members, which includes two public sector members and up to seven business representatives as follows:
- The Mayor and the Portfolio for Economic Growth of the Cambridgeshire and Peterborough Combined Authority shall be non-voting members of the Business Board by virtue of their office. Thus ensuring close working relationship between the Combined Authority and the Business Board.
 - Seven private sector members appointed from amongst the key sectors across the Cambridgeshire and Peterborough area.
 - One of the seven private sector members is appointed specifically to represent the interests of the Small and Medium Sized Enterprises (SME) sector, one member represents the education sector and one

member is appointed as an international business representative.

3.3.34 The Business Board membership meets the requirements for two thirds of the members to be private sector representatives and does not exceed the maximum of 20 members.¹

3.3.35 Whilst all appointments to the Business Board have been made on merit, in accordance with Government requirements the Business Board will aim to improve the gender balance and representation of those with protected characteristics on its board with the following aims:

- That women make up at least one third of Business Board by 2020.
- With an expectation for equal representation by 2023.
- Ensure its Board is representative of the businesses and communities they serve.²

3.3.36 The Business Board will regularly review its agenda balance on the Business Board and any committees.

3.3.37 The Business Board Constitution sets out its role, the principles of membership and the terms of office.

- The term of office for **private sector representatives** will normally be a maximum of three years, and subject to a maximum of one consecutive term.
- The term of office of **public sector** members appointed by the Combined Authority is at their discretion; the Mayor is a member by virtue of his office.

3.3.38 The Business Board may appoint **up to five** co-opted members as necessary to complement the skills and expertise on the Board or to meet gender balance and protected characteristic requirements. Membership may not exceed 20 members **and up to five co-opted members.**

3.3.39 Private sector members all have expertise and knowledge of our key sectors. These details together with their biographies are published on the Business Board website. This will include a designated SME representative.

Chair and Vice-Chair of Business Board

3.3.40 The Constitution requires that the Chair and Vice-Chair must be the private sector representatives of the Board.

3.3.41 The terms of office of the Chair will be for two (2) years with one consecutive term permitted upon unanimous vote of the Board members present and voting.

3.3.42 The Chair is a voting member of the Cambridgeshire and Peterborough Combined Authority Board.

3.3.43 “Strengthened Local Enterprise Partnerships” stipulated a maximum membership of 20 members with 2/3rds from the private sector and to aim to have a 50/50 gender balance by 2023. The Business Board aims to have a 50/50 gender balance

¹ Strengthening Local Enterprise Partnerships, MHC&LG, July 2018

² Strengthening Local Enterprise Partnerships, MHC&LG, July 2018

by 2020 through the advertisement and appointment of new private sector members to sit on the Board and the appointment of co-opted membership. A recruitment campaign will be undertaken in 2019 for three new members to ensure gender balance and to ensure all members' term of office does not end at the same time thus ensuring succession planning.

- 3.3.44 Following the revised Assurance Framework Guidance (January 2019), Higher Education and Further Education will represent the private sector on the Local Enterprise Partnership.
- 3.3.45 The Business Board Constitution states that private sector members including the Chair shall be appointed following an open, transparent and non-discriminatory recruitment process which assesses each candidate on merit carried out in accordance with its diversity statement, Government Guidance and the Nolan Principles. This will include a public advertisement and an interview process conducted by the Business Board's appointments panel. The Business Board will consult widely and transparently with the business community before appointing a new Chair. When vacancies become available for private sector Local Enterprise Partnership members, they will be advertised on the Combined Authority website. In addition, social media will be used to raise awareness of the opportunities, particularly among under-represented groups. A recruitment panel (including the Cambridgeshire and Peterborough Mayor and Local Enterprise Partnership Chair) assesses applications received and makes a recommendation to the Combined Authority Board for approval of appointments.
- 3.3.46 All Local Enterprise Partnership members (public and private) are expected to conduct themselves in accordance with the seven principles of public life. This is set out under the Code of Conduct detailed in the Combined Authority Constitution and provided to all new Local Enterprise Partnership members in their induction information. All members sign up to the code of conduct and the Nolan principles. As stated in its constitution, all Business Board and sub-committee and sub-group members will make decisions on merit having taken into account all the relevant information available at the time.**
- 3.3.47 New members receive an initial induction and this is being enhanced during 2019.

Wider Business and Public Engagement

- 3.3.48 The Combined Authority and Business Board recognise that the private sector members cannot represent the views of all business in the Cambridgeshire and Peterborough area. Therefore, a variety of engagement mechanisms are utilised to ensure that the broader business community has the ability to influence strategy and policy development, our investment priorities and to be actively engaged in the delivery of some of our activities, particularly around supporting careers development with schools. This includes, through the business networks and groupings that officers of the executive engage with, as a part of their activity, as well as specific engagement sessions – such as business roundtables to inform strategy and policy development.
- 3.3.49 Strategy and policy documents are developed through engagement with partners and key stakeholders and are subject to consultation. Each consultation will vary depending on the topic but will meet any statutory requirements. However,**

drafts are formally considered in public at the Combined Authority Board with papers published in advance of the meeting.

- 3.3.50 Evidence of effective public engagement includes the work on the CPIER and Local Industrial Strategy referred to in section 2. A review of engagement activity and impact will be undertaken annually as part of the annual delivery plan from 2020. The annual delivery plan will be published on the website**

Secretariat Arrangements

- 3.3.51 In accordance with Government requirement to have an independent secretariat to support the Chair and Board, the Director of Business and Skills is the chief officer appointed to support the Business Board. The Director is supported by a S73 Chief Finance Officer and Monitoring Officer appointed separately to those officers who support the Combined Authority Board.

Local Area Agreement

- 3.3.52 In accordance with Government requirements for mayoral areas there is a requirement for a Local Agreement between the Business Board and the Cambridgeshire and Peterborough Combined Authority and the Accountable Body setting out the responsibilities of the Chair, Board and Accountable Body. The Accountable Body agreement is **embedded in the Business Board's terms of reference and constitution.**

3.4 Decision Making for the Cambridgeshire and Peterborough Investment

- 3.4.1. Cambridgeshire and Peterborough Combined Authority is its own Accountable Body for all funds received by Government and is the Accountable Body for the Business Board.
- 3.4.2. The Cambridgeshire and Peterborough Combined Authority and the Business Board Constitution sets out the basis of how decisions will be taken within our Combined Authority, in keeping with principles of democracy and transparency and with effective and efficient decision-making. The Constitution takes on board the changes relating to the Business Board, as a result of the national Local Enterprise Partnership review.
- 3.4.3. In summary, the decision-making process and governance for Cambridgeshire and Peterborough as set out in the Cambridgeshire and Peterborough Business Plan is as follows:
- 3.4.4. **Investment decisions using public funds will be made with reference to statutory requirements, conditions of the funding, local transport objectives and through formal LEP involvement. The Monitoring Officer and S73 review all proposed funding decision and their comments are included in all public or delegated power reports.**

CPIER and the Mayor's growth ambition statementing and Investment Planning

- 3.4.5. The Combined Authority Board provides the overall strategic direction for economic growth in Cambridgeshire and Peterborough, approving the CPIER and the Mayor's growth ambition statement and associated thematic strategies and plans.

- 3.4.6. The Combined Authority Board sets out the investment priorities for Cambridgeshire and Peterborough through the Medium-Term Financial Plan and the Business Plan. This includes named prioritised projects which are allocated against either revenue or capital funds. All projects, revenue or capital, are identified in the current year of the Business Plan and the Medium-Term Financial Plan.

Decision process for Business Board and Combined Authority Board projects

- 3.4.7. For new programmes/projects, the detailed consideration of whether the programme/project represents value for money, has realistic delivery timescales and processes, will deliver the outputs and outcomes that we require etc is undertaken through the development of a Project Initiation Document and Business Case.
- 3.4.8. A Project Initiation Document is used to identify the expected expenditure, timescales for delivery and proposed outcomes, and to enable more informed financial and output profiling in line with the Medium-Term Financial Plan. This is an internal project management document and will be prepared by the Project Manager
- 3.4.9. This document provides a first view of how, what and when the project will deliver against the Mayor's Growth Ambition Statement, the Local Industrial Strategy and the 2019/20 Business Plan. This Project Initiation Document will include detail such as:
- The identified Project Manager.
 - Project description including objectives and overview.
 - Timescales (high level).
 - Project outputs and outcomes against the CPIER and the Mayor's growth ambition statement.
 - Cost of project (high level), and initial funding required.
- 3.4.10. Project Initiation Documents are appraised and approved during the Combined Authority weekly Director meetings. Following approval, the Project Manager can then arrange for the Business Case to be developed, adapting HM Treasury's Five Case Model.
- 3.4.11. Business cases should be initially appraised and approved at the weekly Combined Authority Director Meetings. In considering the appraisal recommendations (including any conditions) on business cases the following supporting information will be provided to the Directors meeting:
- The business case.
 - The completed appraisal documents.
- 3.4.12. Once approved at the Director meetings, the Business Case will then require final approval to commence to project delivery. This may be via the monthly Combined Authority Board cycle or by Combined Authority Officers. Approval requirements are set out in the Scheme of Delegations.
- 3.4.13. In addition, projects with political sensitivities or a variation to an original Board

approval are required to go to Combined Authority Board for approval, even when the Chief Executive has delegated authority to sign off.

Decision process for Business Board

- 3.4.14. The Business Board will review the Business Case for Business Board funded projects and make recommendations to the Combined Authority Board, as Accountable Body, to approve the funding.
- 3.4.15. In order to ensure that the Business Board is able to progress its business in an efficient manner, the Business Board has an urgency decision making procedure which is set out in its constitution. Decisions and actions taken will be retrospectively reported to the next meeting of the Business Board
- 3.4.16. In addition to the delegations in the Combined Authority Constitution, the Business Board and Combined Authority Board has delegated limited authority to the Director of Business and Skills to approve small grants to SMEs between £2,000 and £20,000 subject to Section 73 Officer approval, and regular reporting to the Business Board;
- 3.4.17. Business cases approved at the Business Board and Combined Authority Board are published on the Combined Authority website, as part of the monthly Board papers.
- 3.4.18. Decisions within the Scheme of Delegation and taken under delegated powers are recorded through the Officer Decision Notice process, with supporting business cases available on request. The Officer Decision Notices are published on the Combined Authority website.
- 3.4.19. **All reports to the Business Board and any committees, include the application for funding, appraisal of application, legal and finance expert' view and recommendations. The S73 Officer signs off all Business Board expenditure**

Summary of Scheme of Delegations for Business Board

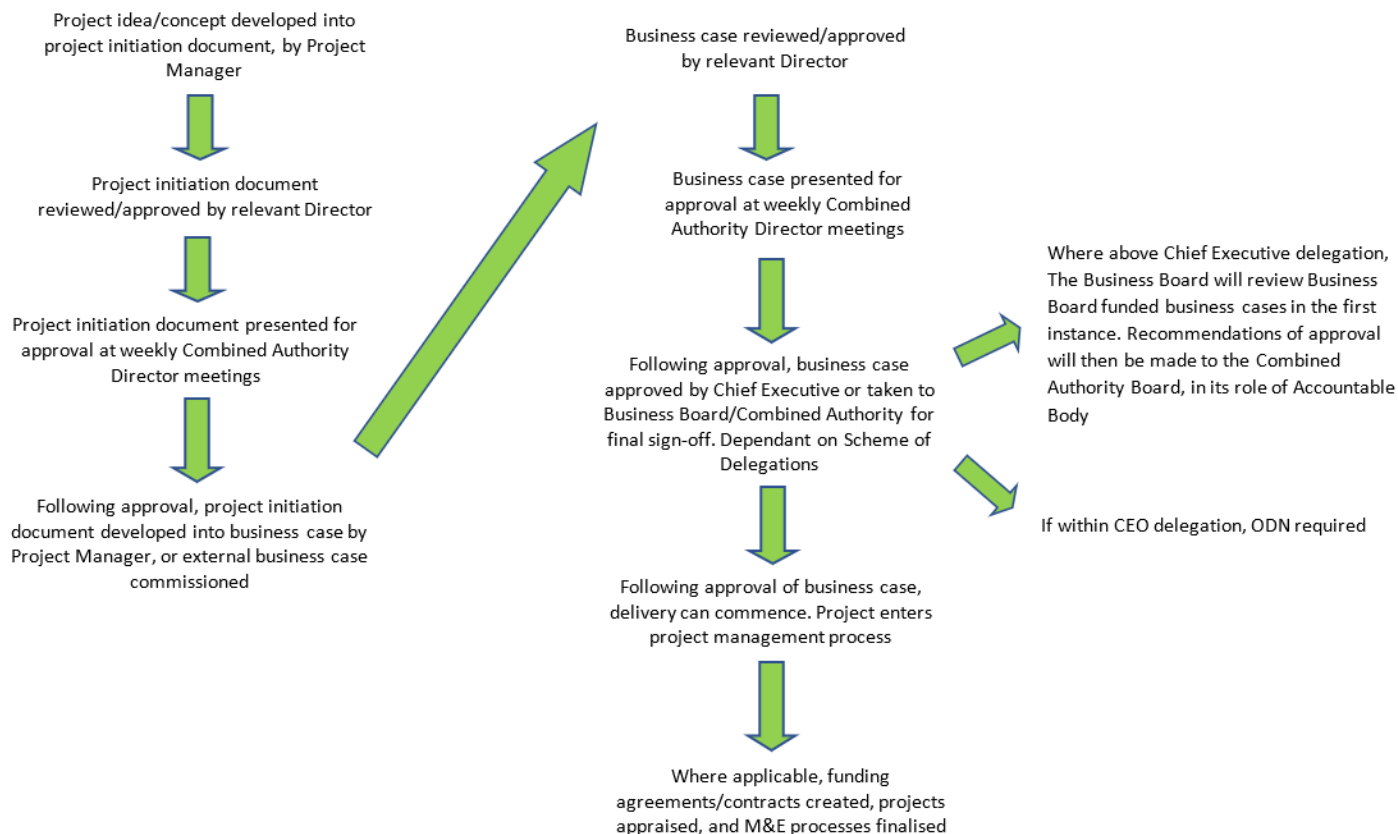
The scheme of delegation specific to local enterprise funding is set out in Part 3 and 4 of the Business Board's constitution, and is summarised in Appendix 2. The Combined Authority Constitution also applies to all Business Board and officer decisions.

Decision process for Combined Authority Board

- 3.4.20. The Combined Authority Board will approve the Business Cases for Combined Authority funded projects and will approve the Business Case recommended by the Business Board.
- 3.4.21. Business cases and appraisal documentation submitted to the Combined Authority Board will be published on the Combined Authority website with Board papers, subject to any exemptions applied as set out in the Transparency rules within the Constitution.
- 3.4.22. Decisions within the Scheme of Delegation and taken under delegated powers are recorded through the Officer Decision Notice process, with supporting business cases available on request. The Officer Decision Notices are published on the Combined Authority website.

3.4.23. The decision-making process and governance arrangements are illustrated in the diagram below:

Decision making process



Decision process for new programmes/projects not in the Business Plan and not within a named budget allocation

3.4.24. New opportunities or challenges will arise and programmes/projects that are not currently in the business plan will need to be considered to address them. If these new programmes/projects cannot be accommodated within the current Medium-Term Financial Plan, they will need to be considered by the Combined Authority Board for entry to the Budget and Business Plan and reflected in the six-monthly refreshment cycle for those documents.

3.4.25. The Business Plan and Medium-Term Financial Plan will be reviewed every six months, together with any prioritisation of new projects.

3.4.26. Those that are accepted into the Business Plan would then proceed to follow the Project Initiation Document through to Business Case development and be taken to the Combined Authority Board for decision.

Role of the Cambridgeshire and Peterborough Management Team

3.4.27. The Cambridgeshire and Peterborough Directors Team is made up of members of the Combined Authority's senior officers: Chief Executive and Directors. The Management Team meets weekly and has an oversight role of the work of the Combined Authority.

3.5 Decision Making for the Adult Education Budget

3.5.1. Investment decisions on the use of the Adult Education Budget will be made with full consideration to the statutory entitlements:

- English and Maths, up to and including level 2, for individuals aged 19 and over, who have not previously attained a GCSE grade A* to C or grade 4, or higher, and/or.
- First full qualification at Level 2 for individuals aged 19 to 23, and/or.
- First full qualification at level 3 for individuals aged 19 to 23.

3.5.2. The Combined Authority submitted its Strategic Skills Plan to government in May 2018 as part of the readiness conditions requirements set by the Department for Education. Further iterations have been shared with the Department for Education and form a chapter in the new Skills Strategy 2019.

3.5.3. Local and national partners have been fully engaged throughout the development phase for the processes and priorities for the funding award and during the funding award phase. This has included providing regular communications via our website, hosting three strategic events for all local and national providers, and participating in provider network meetings that met regularly during 2018. The Provider Networks comprised local Further Education and local authority providers, the Education and Skills Funding Agency, the Association of Colleges and Independent Training Providers.

3.5.4. The Combined Authority Board is the final decision-making body for funding awards. A grant commissioning process was launched on 1st December 2018 and closed in March 2019. Appraisals were carried out on the submitted delivery plans requesting funding by the Combined Authority officers. A moderation panel of internal senior managers consider recommendations and make final recommendations for approval. The Director of Business & Skills in consultation with the Portfolio Holder for Skills to approve funding awards.

3.5.5. During the funding award process a web enabled portal has included the ability for all potential providers to submit questions. These have been developed into a Q+A section on the portal so that the same information is available to all potential providers.

3.6 Statutory Committees

3.6.1. As a Mayoral Combined Authority, we are constitutionally required to have the following Committees within our Governance structures:

- **Overview & Scrutiny Committee:** Reviews decisions made, to ensure they meet the needs of the people of the Cambridgeshire and

Peterborough and are made in line with our agreed policies, making recommendations where necessary. It has the power to “call in” and delay the implementation of decisions made by Board. The membership of the Committee comprises 14 members, two nominated from each of the Constituent Authorities. Members of the Committee appointed reflect the balance of political parties for the time being prevailing among members of the Constituent Authorities collectively. It also has the power to scrutinise the Business Board.

- **Audit & Governance Committee:** Ensures we are spending public money properly and have the right systems in place to manage our finances correctly and meet our legal and regulatory responsibilities. The Committee also reviews the corporate risk register on a quarterly basis. The membership of the Committee is one member from each Constituent Authority. Members of the Committee appointed reflect the balance of political parties for the time being prevailing among members of the Constituent Authorities collectively. The Committee will also oversee the audit and governance arrangements of the Business Board.

3.6.2. The terms of reference and membership of these Committees is detailed in the Combined Authority Constitution.

3.7 Role of the Statutory Officers

3.7.1. The Combined Authority appoints four Statutory Officers who each have a formal role of discharging the duties and obligations on its behalf. The roles are detailed in the Combined Authority Constitution but briefly comprise:

- **Head of Paid Service:** The Chief Executive fulfils the role of the Head of Paid Service. The Head of Paid Service discharges the functions in relation to the Combined Authority as set out in section 4, Local Government and Housing Act 1989 and act as the principal advisor to the Business Board.
- **Section 73 Officer:** The Chief Finance Officer fulfils the role of Section 73 Officer in accordance with the Local Government Act 1985 to administer the financial affairs of the Combined Authority and Business Board. The Section 73 Officer is responsible for providing the final sign off for funding decisions. The Section 73 Officer will provide a letter of assurance to government by 28th February each year regarding the appropriate administration of government funds under the Cambridgeshire and Peterborough Investment.
- **Monitoring Officer:** The Monitoring Officer fulfils their role in accordance with the Local Government Act 1972 to administer the legal duties of the Combined Authority and Business Board.
- **Scrutiny Officer:** To promote the role of and provide support to the Overview and Scrutiny Committee.

3.7.2. In addition to these statutory roles the Combined Authority has nominated officers to ensure that we meet our obligations under the Data Protection Act 2018 and information governance. These are:

- **Senior Information Risk Officer (SIRO)** - The Monitoring Officer is the SIRO for Information Governance. The SIRO is responsible for the Strategy, acts as an advocate for good practice and is required to provide a statement of assurance as part of the Combined Authority's Annual Governance Statement.
- **Data Protection Officer** – Deputy Monitoring Officer is the Data Protection Officer responsible for providing advice and guidance on the Data Protection Act 2018.

4. Accountability and Transparent - Supporting Policies and Procedures

4.1 Working Arrangements, Meeting Frequency and Transparency

4.1.1. The Combined Authority is subject to a robust transparency and local engagement regime. The Combined Authority's Constitution includes how agendas, minutes and papers will be made available to the public and when.

4.1.2. The Combined Authority Board:

- Is subject to the Transparency Code applied to local authorities.
- Will ensure all meetings of the Combined Authority Board and other statutory committees are open to the public and appropriately accessible.
- Will make sure all meeting agendas, papers (when not exempt), and minutes are published on the Combined Authority website, within the minimum statutory timescales – an agenda will be published five clear working days before the meeting. A decision notice will be published no later than the third clear working day following the day of the decision was made and any key decisions are subject to call in. Draft minutes will be published within 12 clear working days of the meeting taking place and final minutes within two clear days of approval where changes are made.
- Will make clear the approach to making investment decisions in the Combined Authority Constitution.
- Will publish (online) all funding decisions, including funding levels through Business Board and Combined Authority agendas and minutes and through the mayoral and officer decision notice register where decisions are taken under delegated powers.
- Growth fund updates are submitted to the Business Board at each meeting. The Combined Authority has a performance management system which includes quarterly reports to the Combined Authority Board on delivery of key priority projects in the Business Plan by exception and monthly budget monitoring updates.
- As the accountable body for the Business Board funding the Combined Authority Board will ratify funding decisions made by the Business Board and will hold a record of all relevant documentation relating to government funding allocated to the area.

4.1.3. For ease of access the Combined Authority website has a transparency section and a separate meetings section which contain all information on the Combined Authority governance arrangements, agendas and papers and the Combined Authority Board Forward Plan.

4.1.4. The Combined Authority Board meets every month. The Combined Authority publishes a Forward Plan on the Combined Authority website, which is legally-required with a statement of all key decisions together with all non-key decisions

we plan to take over the next four months. Confirmed items are published 28 days in advance of a decision being made.

- 4.1.5. In addition to the Combined Authority Board, the Business Board meets bi-monthly. The Business Board shall have at least one meeting a year that will be open to the public to ensure the communities that they represent can understand and influence the economic plans for the area.
- 4.1.6. No business may be transacted at a meeting of the Business Board unless there is a quorum. The quorum requires a majority of the total number of Members of the Board to be present which should include the majority of private sector members and at least one public sector member.
- 4.1.7. All other meetings of the Business Board shall not be open to the public unless determined otherwise by the Chair. This enables commercially confidential items to be discussed and for open and frank exchanges of information and views to be expressed that might not otherwise be expressed in an open forum. This forms an important element within the Combined Authority governance arrangements.
- 4.1.8. Agendas and reports will be published five clear days prior to the meeting and minutes of these meetings will be published on the its website within 12 clear working days of the meeting and the agreed minutes will be published within two clear working days after approval at the subsequent meeting.
- 4.1.9. Information regarding activity being undertaken by the Combined Authority is available on the website. This includes the publication of key documents such as the CPIER and the Mayor's growth ambition statement, the Cambridgeshire and Peterborough Business Plan 2019-2020, and the Combined Authority Local Assurance Framework, as well as details of a regular programme of events to provide ongoing engagement with public and private partners across the Cambridgeshire and Peterborough area. Regular news updates on activity underway are also provided through dedicated pages on social media outlets including LinkedIn, Twitter and Facebook. Additionally, when investment decisions are taken they are published through the use of press releases and social media.

4.2 Publication of Financial Information

- 4.2.1. The Combined Authority is subject to the same financial arrangements as a Local Authority and is legally required to publish its annual accounts, external audit letter and annual governance statement by the end of July each year. The draft statement of accounts is signed by the S73 Officer and published (on the Cambridgeshire and Peterborough Combined Authority website) by 31st May. The final set of financial statements are signed by the S73 Officer and the Chair of the Audit and Governance Committee and published by the 31st July.
- 4.2.2. The Annual Governance Statement will be published in draft by 31st May, and the final version to be signed by the Mayor, the Business Board Chair and the Chief Executive and published by 31st July. The Audit and Governance Committee approves the statement of accounts and reviews the Annual Governance Statement prior to approval, in accordance with their terms of reference.
- 4.2.3. It is also used as part of the Annual Conversation each year, to supplement the information provided and discussed on governance arrangements.

- 4.2.4. All payments made on behalf of the Business Board are published in the monthly transparency report by Cambridgeshire and Peterborough Combined Authority.
- 4.2.5. All approvals for new funding are now published and monitored. The quarterly return to BEIS on Growth Fund projects, spend and performance is reported to Business Board and published in the reports, as part of the Business Board agenda. These have now also been uploaded on the Business Board section of the website and will continue to be published going forward to increase transparency.

4.3 Remuneration and Expenses

- 4.3.1. Allowances or expenses may be payable to the Mayor and any of the Business Board members, in accordance with a scheme approved from time to time by the Cambridgeshire and Peterborough Combined Authority Board upon the recommendations of an Independent Remuneration Panel.
- 4.3.2. The Combined Authority publishes the following information on its website: [Transparency](#)
- Confirmation of the allowance payable to the Mayor **and Business Board members**.
 - Confirmation of any allowances and expenses paid to the Mayor, **Business Board Members** and independent Chairs of Committees or Panels (published annually).
 - Salaries of senior officers earning more than £50,000 (published annually); together with the numbers of staff who earn over £50,000, in bands.
- 4.3.3. Any scheme of allowances approved for Business Board members and payments made will also be published.

4.4 Freedom of Information

- 4.4.1. The Combined Authority is subject to the Freedom of Information Act 2000 and the Environmental Impact Regulations 2004. As Accountable Body for the Local Enterprise Partnership the Combined Authority will also fulfil these functions on behalf of the Business Board. The Combined Authority will hold records and will be the focal point for statutory information requests. Applicants are made aware of their right to access information through the Combined Authority, which will deal with the request in accordance with the relevant legislation. As set out in this section, the Combined Authority aims to publish as much information as possible so that Freedom of Information requests are less necessary. A publication scheme is on the website and answers to previous requests are published on the website. [CACP Freedom of Information Policy](#)

4.5 Conflicts of Interest

- 4.5.1. The Combined Authority has a Code of Conduct which applies to all members of the Combined Authority, the Business Board, all committee members and the officers who form part of any decision-making body eg the Chief Executive. The Code of Conduct requires all those identified to avoid any conflicts of interest.

- 4.5.2. Each member of the Combined Authority is also required to complete a written declaration of interest for the purposes of their organisations and their individual personal interests covering a broad range of activities/ownership. Individual declarations of interest forms are completed annually following members' appointment at the Combined Authority annual meeting. Declarations of interest are requested at the start of each meeting and declared and recorded within the minutes. The registers of interests are updated, as appropriate, following each Combined Authority meeting.

[Combined Authority Board Membership](#)

[Business Board Membership](#)

4.6 Gifts and Hospitality

- 4.6.1. Any gifts and hospitality received by members and officers will be declared under the relevant members name and any declarations declared by members will be published on the website, For example [Mayor Palmer: Declared Gifts and Hospitality](#). **The [register of gifts and hospitality](#) declared by Business Board members is published under the governance page of the Business Board section of the website.** All offers of gifts and hospitality of £50.00 or more in value, including any offers of sponsorship for training or development, whether or not they are accepted, must be recorded promptly (and by no later than 28 days from the date of the offer) in a register held by the Combined Authority. A six monthly reminder will be send to all members and officers.

4.7 Complaints and Whistleblowing

- 4.7.1. If it is alleged that the Combined Authority is (a) acting in breach of the law, (b) failing to adhere to its framework, or (c) failing to safeguard public funds, complaints (from stakeholders, members of the public or internal whistleblowers) are to be directed to the Combined Authority's Chief Executive or Internal Auditor.
- 4.7.2. The Business Board and the Combined Authority have adopted a confidential complaints procedure and whistleblowing procedure, which are both published on its website Any complaints will be dealt with in accordance with its approved complaints process.
- 4.7.3. Where the Combined Authority cannot resolve the issue locally to the complainant's satisfaction, and the matter relates to the Cambridgeshire and Peterborough's Single Pot funding, the issue may be passed to the Ministry of Housing, Communities and Local Government for Communities and Local Government (MHCLG) or other relevant departments, such as the Department for Transport (DfT), as appropriate to the complaint in question. If the complainant is not satisfied with the response, they can raise it with the Local Government Ombudsman.

The above complaints and whistleblowing procedures are set out in detail at:

[CACP Complaints Policy](#)

[CACP Whistleblowing Policy](#)

[CA Business Board Complaints Procedure](#)

4.8 Diversity Statement

- 4.8.1. As detailed previously the Combined Authority is fully committed to diversity and equality. The Business Board has a published Diversity Statement which explains how it looks to ensure diverse representation at Board.

[CA Business Board Diversity Statement](#)

4.9. Government Branding

- 4.9.1. **The Combined Authority is committed to meeting Government branding guidelines for projects in its Local Assurance Framework. This includes the branding guidance issued to LEPs for the Local Growth Fund. The correct branding and wording is used on the Business Board and subsidiary websites. Guidance will be produced for signage, social media, press notices and other marketing materials for every Government funded project.**

5. Robust Decision Making

5.1 Principles

- 5.1.1. This section details the processes and procedures that are in place to ensure we make robust investment decisions. These are in addition to those identified in the Accountability, Openness and Transparency section above. The processes and procedures will:
- Achieve best value in spending public money - recognising that sometimes the best investments offer long-term outcomes - with the expectation that only in exceptional circumstances will proposed investments not offer at least 'good' value for money – ie a benefit cost ratio (BCR) of at least two for transport schemes or appropriate public sector cost per job/Gross Value Added, and in all cases the benefits exceed the cost of intervention over the projected timeframe.
 - Ensure an appropriate separation between project development and project appraisal.
 - Appraise projects in a way which is consistent with the Green Book 'five cases' model and proportionate to the funding ask in terms of processes required.
 - Ensure that the money spent results in delivery of outputs and outcomes in a timely fashion, and in accordance with the conditions placed on each investment, and by actively managing the investment to respond to changing circumstances (for example, scheme slippage, scheme alteration, cost increases etc).
 - Implement effective evaluation to demonstrate where programmes and projects have achieved their stated aims and using feedback appropriately to refine the priorities and the decision-making process.
 - Ensure that the use of resources is subject to the usual local authority checks and balances as well as normal local government audit accounting and scrutiny requirements.

5.2 Separation of Development and Appraisal Functions

- 5.2.1. The Combined Authority ensure all funding decisions are based on impartial advice. Project Initiation Documents and Business Cases created by project managers require approval from Combined Authority Board and Directors before commencing to project delivery.

5.3 Expressions of Interest/Open Calls

- 5.3.1. In relation to the Local Growth Fund, expressions of interest are received for potential funding under the Growth Prospectus, which is published on the Combined Authority website. The first call has now closed and the potential projects are going through the Business Board and Combined Authority Board cycle. A new call for funding will be issued in 2019/20, following the publication of the Local Industrial Strategy. The **initial** appraisals **from** these funding calls will be appraised by an internal panel, that evaluates expressions of interest, with

inputs from the appropriate policy lead, legal, procurement and financial officers. When **full** applications are received, external appraisers will carry out detailed appraisals.

5.4 Project Initiation Documents

- 5.4.1. Project Initiation Documents are required for all new programmes and projects and are used to identify the expected expenditure, outputs and outcomes of project delivery.
- 5.4.2. Once approved during the weekly Director meetings, the Project Manager is required to develop the Project Initiation Document into the business case.

5.5 Business Cases

- 5.5.1. All programmes and projects with approved allocations within the Business Plan and that have been approved through the Project Initiation Document process are required to complete a detailed Business Case.
- 5.5.2. Business case templates are a continuation of the Project Initiation Documents, but require more detail evidenced on the delivery and outcomes of the project, along with value for money information, project risks and governance arrangements.
- 5.5.3. Business cases would normally use the Combined Authority's template; however, some categories of projects may have specific business case templates (such as Transport schemes using Webtag). These should still comply with the Combined Authority requirements.
- 5.5.4. The Combined Authority has adopted HM Treasury's Five Case Model, and business cases need to be prepared according to the following elements:

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

- 5.5.5. **Reputational due diligence assessment will also be carried out to enable the combined authority to gain a comprehensive assessment of possible reputational risk attached to business partner.**
- 5.5.6. External business cases are submitted to the Combined Authority, who review the funding source and provide an initial check as to which element of funding within the single pot would be most appropriate. The purpose of this is to ensure that the funding requirements of the component elements of the Single Pot are being met, and to enable the effects and outcomes of the component elements of funding within the Single Pot to be tracked.
- 5.5.7. Appraisals will be proportionate to either the estimated scale of budget and/or the level of innovation/risk associated with the programme and in line with established guidance, where appropriate, as set out by HM Government, including:
- HM Treasury Green Book.
 - MHCLG Appraisal Guide.
 - HM Treasury Magenta Book.
- 5.5.8. Where a conflict of interest exists, full independent due diligence will be sought. Additionally, the Combined Authority will appoint an independent organisation, through appropriate procurement, to undertake external due diligence when required. The independent organisation works directly with the project applicant to undertake due diligence which then follows the decision-making process.
- 5.5.9. In cases where the investment is to match central government funding, and that government department has undertaken due diligence, the Combined Authority would not need to undertake its own due diligence. The Combined Authority will include reputational checks on organisations (and their group structure including parent organisations), when considering making loans and grants.
- 5.5.10. The 10-point guide on Project Management provides detail on this decision-making process.

5.6 Relationship with Project Managers – Development to Decision

- 5.6.1. Throughout the development of Project Initiation Documents and Business Cases through the appraisal process, the Combined Authority will keep in regular contact with external project managers.
- 5.6.2. An internally named project manager will be assigned to each programme/project where the Combined Authority are not the delivery body. The internal project manager will establish close working relationships with external contacts.

5.7 Ensuring Value for Money

- 5.7.1. As an investor of public funds, the Combined Authority has a responsibility to ensure that its decisions deliver best value for the tax payer, and therefore all

investment opportunities and business cases must include an assessment of their Value for Money. The Assurance Framework has been developed in line with HM Treasury Green and Magenta Book Guidelines, which require project managers to build in Value for Money processes throughout the approval stages. In addition, the Combined Authority requires all business cases be developed in line with HM Treasury's Five Case Model.

- 5.7.2. The delivery, and costs, of outputs must be quantified within all applications for funding. Where there are clear guidelines set out by Government for assessing Value for Money these will be taken into account; for example, for all Transport and Infrastructure schemes, the use of benefit cost ratio (BRC) indicator is implemented in line with DfT guidance.
- 5.7.3. The Director responsible for project delivery should document they are satisfied with Value for Money requirements.
- 5.7.4. The key objective of the Assurance Framework is to support the Combined Authority to make judgements about the value for money of potential investments and to accept or reject investments accordingly. However, it is just one of a range of complementary strategic guidance documents developed by the Combined Authority to inform decision making and ensure value for money. The following table, identifies, describes and provides a relevance assessment for all complementary strategic guidance:

Document Name	Function	Date Published
CPIER and the Mayor's growth ambition statement 2016-2026. The Industrial Strategy for Cambridgeshire and Peterborough	<ul style="list-style-type: none"> Key strategy document for the region. Sets high level targets (jobs and GVA) for the Combined Authority and develops the rationale for intervention across the region (six themes and seven priority sectors) 	November 2018
Local Industrial Strategy	<ul style="list-style-type: none"> With a particular focus on productivity the Local Industrial Strategy articulates how the region and its priority industries will contribute to the successful delivery of the UK Industrial Strategy and the key interventions necessary to enable productivity growth in Cambridgeshire and Peterborough. 	May 2019 (pending)
Business Plan	<ul style="list-style-type: none"> Sets output targets both in terms of spend 	January 2019
Monitoring and Evaluation Plan	<ul style="list-style-type: none"> Provides for each theme a capital and revenue logic model including key market failures to be addressed, and a range of indicative activities, outputs, outcomes and impacts, tied back to the achievement of the key performance indicators specified in the SEP. 	March 2019 (updated annually)

5.8 Value for Money for Transport Schemes

- 5.8.1. For transport infrastructure schemes, the Department for Transport requirements will be met. This includes the use of WebTAG which will be applied proportionately, based on the cost of the scheme and the scale of the impacts.

5.9 Project Approval – Funding Agreement

- 5.9.1. For projects being delivered by an external organisation, funding agreements or formal legal contracts will need to be put in place before delivery commences. These are important in setting out project monitoring and evaluation requirements, claims/invoice profile and key conditions of the funding. Agreements/contracts also set out the clawback arrangements in the event of underperformance. Any variations to these funding agreements/contracts must be signed off and approved by the Combined Authority.
- 5.9.2. **All Growth Fund schemes will have a funding agreement that sets out the outputs that are required and the schedule of payments that are to be paid. These are examined at each point in the claim.**
- 5.9.3. Following approval of a Business Case it may be necessary to complete a range of statutory processes to ensure the project is ready to start. For example, planning permission or a Compulsory Purchase Orders. It may also be necessary to satisfy a number of conditions agreed as part of the Business Case. Due diligence of such processes/conditions will then be carried out as required prior to the Combined Authority issuing a formal legal contract.

6. DELIVERY PHASE

6.1 Release of Funding, Cost Control and Contract Management

- 6.1.1. Once a formal funding agreement/contract is in place the programme/project enters the delivery phase.
- 6.1.2. The Combined Authority's Section 73 Officer must certify that funding can be released under the appropriate conditions.
- 6.1.3. Funding claims submitted to the Combined Authority are checked against the approved project baseline information, which is included within the original funding agreement/contract. Payments will be released quarterly in arrears unless otherwise agreed.
- 6.1.4. A mechanism for 'claw-back' provision is to be included within the funding agreements/contract to ensure funding is only to be spent on the specified scheme and linked to delivery of outputs and outcomes. Payment milestones are agreed between the project manager and the Combined Authority based upon the complexity, cost and timescales of the scheme. This forms part of the programme management role of the Combined Authority.

6.2 Performance Reporting

- 6.2.1. Projects funded by the Combined Authority (regardless of size) will incorporate the Monitoring and Evaluation Framework and will have a basic monitoring plan in place as part of the business case. Further information on this can be found in the 10-point guide on Project Management.
- 6.2.2. A monthly highlight report cycle has been created and embedded across the organisation. Projects which fall under the Business Board and Combined Authority Board are required to have monthly reports completed, updating on budget spend and performance against key milestones and outputs/outcomes.
- 6.2.3. Highlight reports also contain risk registers for each project, where project managers track and monitor key risks (and assign a named individual of appropriate seniority against each).
- 6.2.4. Using information from these monthly highlight reports, a monthly dashboard report is created, pulling together the key information from all projects across the Combined Authority Directorates. This is scrutinised on a monthly basis by the Directors and the PMO team.
- 6.2.5. Once a quarter, an exception report is created and includes information on the amber and red rated projects. This report is shared with Combined Authority Board Members, along with a Quarterly Performance Update on how the Combined Authority is performing against the following key metrics and targets:
 - Doubling GVA over the next 25 years
 - 72,000 homes to be built by 2032
 - 2,500 affordable homes to be built
 - Jobs growth

- Apprenticeships
 - Good job within 30minute commute of home
 - RAG status of key projects
- 6.2.6. Growth fund **and investment** update reports are also submitted to every meeting of the Business Board **and will be published on the Business Board section of the website.**
- 6.2.7. Aligning with the quarterly updates to Combined Authority Board, 'Critical Friend' clinic sessions are arranged by the PMO team, where project managers and Directors are invited along to review the status and performance of projects.
- 6.2.8. All funding agreements/contracts with external bodies will include reporting guidelines as specified in the Monitoring and Evaluation Framework.

6.3 Risk Management

- 6.3.1. The Combined Authority has developed a risk management approach to corporate and project in our strategy, with risk identification, mitigation, escalation and reporting templates guidance.
- 6.3.2. It is important that the level of risk taken on any project and programme is understood from an early stage alongside the associated cost implications. Project managers are required to include risk as part of funding requests
- 6.3.3. The corporate risk register which incorporates the risks will be reviewed monthly by the Combined Authority Director team and will be considered by the Audit and Governance Committee quarterly. We corporate risk register and a project register, and a risk strategy
- 6.3.4. Senior Officers of the Combined Authority (Chief Executive and S73 Officer) are responsible for the identification and management of risk. The Combined Authority has an Assurance Manager, to support this activity.
- 6.3.5. At the project level, all projects are expected to outline, in detail, any identified risks during the business case development and due diligence processes. Once in delivery, ongoing risk registers are maintained and incorporated into the monthly highlight reports.

6.4 Change requests

- 6.4.1. All project change requests must be clearly documented, with evidence of approvals and notifications saved where applicable and recorded within the performance highlight reports.
- 6.4.2. Project change request forms should be used when approval is higher than that of a Director and for changes which include the following:
- Changes to timescales (ie delay to completion date)
 - Amendments to budget
 - Variations to outputs delivered
 - Withdrawal of project
 - Agreed mitigation/action arising from RAG

- 6.4.3. Directors are responsible for agreeing change requests within delegation and promoting change requests outside their delegation. Where there is a project board on which the Director sits, the Project Board also agree change requests within delegations.
- 6.4.4. Clawback and recovery processes for projects need **are** addressed in the funding agreement/contract. **Agreements are being reviewed to make it clearer what the recovery action will be.**
- 6.4.5. The Business Board's role in recovering funding where there has been non-compliance, misrepresentation or underperformance is being developed.

7. Measuring Success – Realising the Benefits

7.1 The Importance of Monitoring and Evaluation

- 7.1.1. The Combined Authority and the Business Board (LEP) is committed to implementing effective monitoring and evaluation so that it is able to:
- **Provide local accountability to the public** by demonstrating the impact of locally devolved funding and the associated benefits being achieved.
 - **Comply with external scrutiny requirements** ie to satisfy conditions of the Devolution Deal. Specifically, the Monitoring and Evaluation Framework will be used to demonstrate local progress and delivery to senior government officials and Ministers who are ultimately accountable to parliament for devolved funds.
 - **Understand the effectiveness of policies or investments** and to justify reinvestment or modify or seek alternative policy. The Monitoring and Evaluation Framework provides a feedback loop for the Authority and relevant stakeholders.
 - **Develop an evidence base for input into future business cases** and for developing future funding submissions. The Monitoring and Evaluation Framework will collect, collate and analyse data which can be utilised for future work.
- 7.1.2. The Combined Authority Monitoring and Evaluation Framework was initially prepared in relation to the Combined Authority's devolution deal monitoring and evaluation requirements. However, the approach set out in the Framework will be utilised for all sources of funding within the Cambridgeshire and Peterborough Business Plan, accepting that some government departments will have slightly different requirements which will be met. The Framework builds on the National Evaluation Framework for devolution funds, prepared by SQW and agreed with devolution areas and government.
- 7.1.3. The Business Board will be asked to co-adopt this Monitoring and Evaluation framework, as the Governments published guidance requires the Business Board to reference their monitoring and evaluation arrangements as well.
- 7.1.4. The overall responsibility for monitoring and evaluation (the Monitoring and Evaluation framework) and execution of the activity associated with it is held at director level at the Combined Authority, within the post of Strategy & Assurance Director. The Combined Authority has agreed a contract with Cambridgeshire County Council (part of the wider CambridgeshireInsight partnership) to provide an appropriate level of officer support on Monitoring and Evaluation, including local knowledge, expertise and supporting capacity.
- 7.1.5. The Combined Authority's approach uses the Magenta Book definition of monitoring and evaluation and makes use of the wider guidance within this document as complementary guidance to the HM Treasury Green Book.
- 7.1.6. The Combined Authority major projects will have logic models.
- 7.1.7. Lessons learnt from evaluations will be reported to the Business Board and Combined Authority Board as appropriate.

7.2 Programme and Project Monitoring

- 7.2.1. Funding agreement/contracts set out the programme or project spend and output profile together with the monitoring arrangements (financial, benefits and risk).
- 7.2.2. Monthly highlight reports are completed by project managers on all live projects and provide updates on the performance of projects. These reports are reviewed by directors at their monthly Director meetings and quarterly, during the 'Critical Friend' clinic sessions.
- 7.2.3. Any changes or variances to the spend profiles or key milestones will need to be reported by the Project Manager and approved by the Combined Authority. On approval a variation letter to the Funding Agreement/contract will be issued.

7.3 Project Evaluation

- 7.3.1. The business case clearly defines those outputs which may be captured through routine monitoring.
- 7.3.2. The Monitoring and Evaluation framework sets out when and how programmes and projects are reported.
- 7.3.3. Evaluation forms are a requirement of the project closure process, and project managers are responsible for identifying what their project has delivered. Detailed evaluation requirements are also a requirement of the project closure form.
- 7.3.4. Evaluation plans will be proportionate and in line with the latest government department guidance where relevant. For example, all transport schemes (over £5m) will follow Monitoring and Evaluation Guidance for Local Authority Major Schemes.
- 7.3.5. All monitoring and evaluation arrangements (which will form part of the final business case) and interim and final monitoring and evolution reports, will be published on the CP Combined Authority website.
- 7.3.6. The Combined Authority will identify the projects that will be subject to a more detailed evaluation. The level of evaluation will depend on the following:
 - Project funded through *growth funding* (in the Combined Authority's case the core agreement with central government to devolve £20m per year over 30 years). Therefore, subject to the agreed national evaluation framework, independent evaluation led by SQW Ltd.
 - Projects funded through other streams and identified as being '*major*' in terms of the relative size of the funding and/or the expected benefits to be achieved. Therefore, subject to full independent evaluation commissioned by the Combined Authority (an example would be evaluating the effectiveness of projects commissioned under the £100m affordable housing fund).

- Project identified locally as one where *significant learning* could be available that would help to inform future policy making either locally or nationally. This will include projects that are innovative or considered 'pilots'. Evaluation work in this case would be either be commissioned independently or carried out locally by the Research Team for Cambridgeshire County Council.
- 7.3.7. Other projects not included above subject to proportionate '*self-evaluation*' based on submitted business cases.

7.4 Adult Education Budget Monitoring and Evaluation

- 7.4.1. The Adult Education Budget reporting will be included within the Combined Authority monitoring and evaluation submissions as required under the devolution agreement. The Combined Authority has already submitted our policies for adult education as part of the readiness conditions and they were published as part of the commissioning process. They will continue to be updated and will be published more broadly during the academic year 2019/20.
- 7.4.2. The Combined Authority's Monitoring and Evaluation Framework (detailed above) will be used for the Adult Education Budget activity including the use of logic models. The first formal annual evaluation will be undertaken after year 1 academic year 2019/20 delivery and completed by December 2020. It will meet the national requirements as set out in the National Assurance Framework, together with locally determined requirements so that it can be used to inform and shape the criteria for future funding awards.
- 7.4.3. **The Combined Authority has agreed with the Education & Skills Funding Agency a formalised approach for Audit, Assurance, Fraud and Investigations for 2019/20. This agreement provides support for both parties in ensuring AEB service provision post devolution.**

8. Appendix 1 - Cambridgeshire and Peterborough Combined Authority and Business Board Joint Statement

Advisory and challenge function:

The Business Board is a non-statutory body which is the Local Enterprise Partnership for this area. It is independent of the Cambridgeshire & Peterborough Combined Authority (CPCA) operating as a private-public sector partnership, focusing on the key business sectors to provide strategic leadership and drive growth in the Cambridgeshire and Peterborough and wider Local Enterprise area.

The Business Board comprises a blend of industry leading experts from the private sector, alongside representatives from the public sector and education communities. It is chaired by a private sector representative and brings together some of the brightest entrepreneurial minds in our area.

The Chair is a voting member of the Cambridgeshire and Peterborough Combined Authority Board ensuring that the business view is at the centre of regional decision making.

The role of the Business Board as stated within its terms of reference is:

Strategy:

- (a) In collaboration with the Cambridgeshire and Peterborough Combined Authority, develop and deliver an evidence-based Local Industrial Strategy that identifies local strengths and challenges, future opportunities and the action needed to boost productivity, earning power and competitiveness across their area.
- (b) Set strategy and commission interventions to drive growth, jobs and private sector investment to deliver the strategy.

Allocation of funds

- (c) Identify and develop investment opportunities; prioritising the award of local growth funding; and monitoring and evaluating the impacts of its activities to improve productivity across the local economy.
- (d) ensure that bids for public funding made available by government for LEPs support economic growth.
- (e) **ensure any decisions which are made in contravention of the process will be invalid.**

Co-ordination

- (f) Use its Business convening power, for example to co-ordinate responses to economic shocks; and bringing together partners from the private, public and third sectors.
- (g) ensure Business Board and Combined Authority policy and decisions receive the input and views of key business leaders and take account of the views of the wider business community
- (h) engage with local businesses to understand the needs of different sectors and markets

Advocacy

- (i) Collaborate with a wide-range of local partners to act as an informed and independent voice for business across their area.
- (j) engage business, opinion formers and policy makers at a national and international level in promoting economic growth in the region.

(Business Board constitution)

By bringing together the Business Board and the Combined Authority we combine the best of private sector expertise and public sector knowledge, transparency and accountability.

Alignment of decision-making across a clear geography:

The Mayoral Cambridgeshire and Peterborough Combined Authority was formally established on 2 March 2017 (with Mayoral election held in May 2017) to further the sustainable and inclusive growth of the economy of Cambridgeshire and Peterborough. Its geographical boundary covers seven constituent local authorities in the Cambridgeshire and Peterborough area.

The Business Board was established on 1st April 2018, taking over from the former Greater Cambridge Greater Peterborough Local Enterprise Partnership, to drive forward economic growth across its local area. The Business Board is now responsible for all former Local Enterprise Partnership projects and programmes. The Business Board currently covers 15 local authorities;

As part of a full regional governance review, the Department for Business Enterprise and Industry are considering proposals to align the Business Board boundaries with the Cambridgeshire and Peterborough Combined Authority to ensure close working and delivery of economic growth projects across Cambridgeshire and Peterborough.

The integrated officer structure ensures that the relationship between the Combined Authority and Business Board is strong and effective. All governance policies and procedures are aligned ensuring transparency and open and accountable decision making.

Accountability:

The accountable body for all Local Enterprise Partnership funding is the Cambridgeshire and Peterborough Combined Authority. It provides the accountable body role for the both Business Board, the multi LEP Agri-Tech programme and the Greater South East Local Energy Hub and employs the officers that support them. The Combined Authority will ensure the effective use of public money and have responsibility for the proper administration of funding received and its expenditure, and must also review and approve the financial framework.

The Combined Authority Board approves funding decisions upon the recommendation of the Business Board except where delegations have been approved. The S73 Officer signs off all funding decisions.

Efficiency and corporate identity:

The Chief Executive of the Cambridgeshire and Peterborough Combined Authority is also the Chief Executive for the Business Board. The Combined Authority and Business Board have a shared officer team which provides effective and efficient operation. Within the Combined Authority structure, the Business Board is supported by a dedicated executive team headed by the Director of Business and Skills, and also benefits from specialist support from the wider structure. This includes an experienced Chief Executive, S73 Officer, Monitoring Officer, Directors, Programmes Managers, Assurance Manager and others to ensure that the organisation is run in a proactive, impact driven and fully compliant manner.

The Combined Authority and the Business Board have their own branding and identity recognising that some work of the Business Board is separate from and extends beyond the Combined Authority.

Overview and Scrutiny:

The role of the Cambridgeshire and Peterborough Combined Authority is primarily to scrutinise the work and decisions made by the Cambridgeshire and Peterborough Combined Authority. In so far as the business of the Business Board, the Overview and Scrutiny Committee may review or scrutinise any Combined Authority decision in its role as accountable body for the Business Board. The Combined Authority's Scrutiny Officer shall ensure this includes appropriate scrutiny of the Business Board decision making and achievements. Any Business Board member may be asked to attend, or otherwise contribute to a meeting of the Combined Authority's Overview and Scrutiny Committee.

The Cambridgeshire and Peterborough Combined Authority's Audit and Governance Committee shall also oversee the audit and governance arrangements of the Business Board.

9. Appendix 2 – Summary of Scheme of Delegation for Business Board funding

The schemes of delegations are set out in the Business Board and Combined Authority Constitutions and summarised below

Function	Approved by	Recommendation by	Supported by
Strategy			
CPIER and the Mayor's growth ambition statement and associated thematic strategies	Combined Authority Board		Chief Executive, Monitoring Officer and S73 Officer
Business Plan and the Medium-Term Financial Plan	Combined Authority Board	Overseen by Audit and Governance Committee	Chief Executive, Monitoring Officer and S73 Officer
Business Board to lead on development and deliver an evidence-based Local Industrial Strategy	Combined Authority Board	Business Board	Chief Executive, Director of Business and Skills, Monitoring Officer and S73 Officer
Digital Sector Strategy	Combined Authority Board	Business Board	Chief Executive, Directors, Monitoring Officer and S73 Officer
OxCam Arch	Combined Authority Board	Business Board	Director of Business and Skills Monitoring Officer and S73 Officer
Influencing the development of the other Combined Authority's strategies and policies	Combined Authority Board	Business Board	Chief Executive, Monitoring Officer and S73 Officer
Allocation of LEP funding			
Budget approval	Combined Authority Board		Chief Executive, Monitoring Officer and S73 Officer
Sign off all funding decisions relating to funding allocated to the Business Board and sub-committee expenditure	S73 Officer		
Business Board funded project approvals	Combined Authority Board as accountable	Business Board review the Business Case	S73 Officer signs off all Business Board expenditure

Function	Approved by	Recommendation by	Supported by
	body	for Business Board funded projects and make recommendations to the Combined Authority Board	
Allocation of Small Grants between £2,000 and £20,000	Director of Business & Skills		Delegation subject to Section 73 Officer approval and report all approvals to the next scheduled meeting of the Business Board. Decision recorded through the Officer Decision Notice process
Wisbech Access Strategy at key gateway stages to deliver the agreed Wisbech Access Strategy Package works	Transport Director in consultation with the Chair of the Transport Committee Section 73 Officer		Decision recorded through the Officer Decision Notice process
Eastern Agri-Tech Programme (Multi-LEP Programme) to make decisions about applications for grant funding on behalf of both the CA/BB and NALP (New Anglia Local Enterprise Partnership).	Eastern Agri-Tech Programme Board		Agri-Tech Project Officer, Director of Business and Skills, Monitoring Officer and S73 Officer
Energy Hub funding (Multi-LEP Programme) (a) to assume the Rural Community Energy Fund management role (b) oversight of the Rural Community Energy Fund (RCEF) Funding Panel	Greater South East Energy Hub		Regional Energy Hub Manager, Director of Business and Skills, Monitoring Officer and S73 Officer
Makes decisions on Energy Hub grant	Community Energy Fund		Regional Energy Hub Manager, Director of

Function	Approved by	Recommendation by	Supported by
applications.	(RCEF) Funding Panel		Business and Skills, Monitoring Officer and S73 Officer
Strategic oversight and governance of the Enterprise Zones	Business Board		Director of Business and Skills, Monitoring Officer and S73 Officer
Programme delivery of Enterprise Zone projects	Enterprise Zone Steering Group Alconbury Weald and Cambridge Compass Enterprise Zones. S73 Officer Chief Executive	Director of Business and Skills	Individual Enterprise Zone Project Boards for each site, set-up at officer level and responsible for delivering the programmes and projects associated with the regeneration and development of each Enterprise Zone site.
Governance			
Accountable Body Business Board and the Greater South East Local Energy Hub	Combined Authority Board S73 Officer	Director of Business and Skills	
Assurance Framework	Joint approval by Combined Authority Board and Business Board	Monitoring Officer and S73 Officer	Director of Business and Skills responsible for the delivery of Business Board functions within the assurance framework
Submission of Growth Deal monitoring report to Government	Combined Authority Board	Business Board	Director of Business and Skills S73 Officer
Annual Delivery Plan	Business Board		Director of Business and Skills responsible for the delivery of annual delivery plan within agreed budgets
Business Board Constitution and delegations to other bodies or Officers	Combined Authority Board	Business Board	Director of Business and Skills. Monitoring Officer and S73 Officer
Membership of the Business Board – Private Sector members	Board's appointments panel		Director of Business and Skills
Diversity Statement	Business Board		Director of

Function	Approved by	Recommendation by	Supported by
			Business and Skills
Contract Standing orders and financial regulations	Combined Authority Board		Monitoring Officer and S73 Officer
Urgent Decisions	Business Board urgency procedure and reported to next Meeting of Business Board		Director of Business and Skills Monitoring Officer and S73 Officer
Risk Management for Business Board Projects	Business Board		Director of Business and Skills Senior Information Risk Officer (SIRO) - The Monitoring Officer is the SIRO for Information Governance
Final accounts	S73 Officer and Audit and Governance Committee		
Annual Governance Statement	Mayor, the Business Board Chair and the Chief Executive	Audit and Governance Committee	
Growth Company	Combined Authority Board	Business Board	Director of Business and Skills. Monitoring Officer and S73 Officer