



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

**JAMES PALMER**  
CAMBRIDGESHIRE &  
PETERBOROUGH MAYOR

## **COMBINED AUTHORITY BOARD**

**Date: Wednesday, 30 September 2020**

**Democratic Services**

Robert Parkin Dip. LG.  
Chief Legal Officer and Monitoring Officer

**10:30 AM**

72 Market Street  
Ely  
Cambridgeshire  
CB7 4LS

**Due to Government guidance on social-distancing and the Covid-19 virus it will not be possible to hold physical meetings of the Combined Authority Board and the Combined Authority's Executive Committees for the time being. The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 allows formal local government meetings to be held on a virtual basis, without elected members being physically present together in the same place. Meetings will therefore be held on a virtual basis and the procedure is set out in the "Procedure for Combined Authority Virtual Decision-Making" which will be available to view at the foot of the meeting page under the "Meeting Documents" heading ahead of the meeting. That document will also contain a link which will allow members of the public and press to observe the virtual meetings.**

**[Venue Address]**

# AGENDA

Open to Public and Press

## Part 1: Governance Items

- |     |  |           |
|-----|--|-----------|
| 1.1 | Announcements, Apologies and Declarations of Interest  |           |
| 1.2 | Minutes of the meeting on 5 August 2020  | 7 - 38    |
| 1.3 | Petitions  |           |
| 1.4 | Public Questions   |           |
|     | Arrangements for public questions can be viewed in Chapter 5, Paragraphs 18 to 18.16 of the Constitution which can be viewed here - <a href="#">Cambridgeshire and Peterborough Combined Authority: Constitution</a> |           |
| 1.5 | Forward Plan   | 39 - 50   |
| 1.6 | Cambridgeshire and Peterborough Combined Authority Constitution  | 51 - 98   |
| 1.7 | Business Plan Update   | 99 - 104  |
| 1.8 | Performance Report   | 105 - 108 |

## Part 2: Finance

- |     |                       |           |
|-----|-----------------------|-----------|
| 2.1 | Budget Monitor Update | 109 - 124 |
|-----|-----------------------|-----------|

## Part 3: Combined Authority Decisions

- |     |   |           |
|-----|---|-----------|
| 3.1 | Cambridgeshire Autonomous Metro Special Purpose Vehicle Shareholder Agreement | 125 - 178 |
| 3.2 | A10 Dualling and Junctions  | 179 - 184 |

<b>3.3</b>	<b>Market Towns Programme Investment Prospectus</b>	<b>185 - 192</b>
------------	---	------------------

**By Recommendation to the Combined Authority Board**

**Part 4: Transport and Infrastructure Committee Recommendations to the Combined Authority Board**

<b>4.1</b>	<b>CAM Outline Business Case Non-Statutory Consultation (Central Tunnel Section) Summary Report</b>	<b>193 - 194</b>
<b>4.2</b>	<b>Response to England's Economic Heartlands Transport Strategy Consultation</b>	<b>195 - 196</b>
<b>4.3</b>	<b>Bus Reform</b>	<b>197 - 198</b>

**Part 5: Skills Committee Recommendations to the Combined Authority Board**

<b>5.1</b>	<b>Sector-Based Work Academy and High Value Courses</b>	<b>199 - 200</b>
<b>5.2</b>	<b>Business Growth Service - Full Business Case</b>	<b>201 - 204</b>

**Part 6: Business Board Recommendations to the Combined Authority Board**

<b>6.1</b>	<b>Local Growth Fund Programme Management September 2020</b>	<b>205 - 208</b>
<b>6.2</b>	<b>Growth Deal Project Proposals September 2020</b>	<b>209 - 210</b>
<b>6.3</b>	<b>Covid-19 Economic Recovery Strategy</b>	<b>211 - 212</b>
<b>6.4</b>	<b>Covid-19 Evidence Base and Insight Report</b>	<b>213 - 272</b>

The Combined Authority Board comprises the following members:

Mayor James Palmer

Austen Adams

Councillor Anna Bailey

Councillor Chris Boden  
Councillor Steve Count  
Councillor Ryan Fuller  
Councillor Lewis Herbert  
Councillor John Holdich  
Councillor Bridget Smith  
Jess Bawden  
Councillor Ray Bisby  
Councillor David Over

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

Clerk Name: Richenda Greenhill

Clerk Telephone: 01223 699171

Clerk Email: [Richenda.Greenhill@cambridgeshire.gov.uk](mailto:Richenda.Greenhill@cambridgeshire.gov.uk)

The Combined Authority is committed to open government and members of the public are welcome to attend Committee meetings. It supports the principle of transparency and encourages filming, recording and taking photographs at meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening, as it happens.

Public speaking on the agenda items above is encouraged. Speakers must register their wish to speak by making a request in writing to the Monitoring Officer (Robert Parkin) no later than 12.00 noon three working days before the day of the meeting at [robert.parkin@cambridgeshirepeterborough-ca.gov.uk](mailto:robert.parkin@cambridgeshirepeterborough-ca.gov.uk). The request must include the name,



address and contact details of the person wishing to speak, together with the full text of the question to be asked.

For more information about this meeting, please contact Richenda Greenhill at [Richenda.Greenhill@cambridgeshire.gov.uk](mailto:Richenda.Greenhill@cambridgeshire.gov.uk) or on 01223 699171.





**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

**JAMES PALMER**  
CAMBRIDGESHIRE &  
PETERBOROUGH MAYOR

**Date:** Wednesday 5 August 2020

**Time:** 10.30am – 2.50pm

**Venue:** Meeting held remotely in accordance with The Local Authorities (Coronavirus) (Flexibility of Local Authority Meetings) (England) Regulations 2020

**Present:** J Palmer (Mayor)

A Adams – Chair of the Business Board

Councillors A Bailey – East Cambridgeshire District Council,  
C Boden – Fenland District Council, R Fuller – Huntingdonshire District  
Council, S Count – Cambridgeshire County Council,  
L Herbert – Cambridge City Council (to 12.50pm), J Holdich –  
Peterborough City Council (to 2.45pm) and B Smith (to 1.20pm) – South  
Cambridgeshire District Council

**Co-opted  
Members:** Councillor D Over (Vice Chair, Cambridgeshire and Peterborough Fire  
Authority), J Bawden – Cambridgeshire and Peterborough Clinical  
Commissioning Group and Councillor R Bisby – Acting Police and Crime  
Commissioner

**Also in  
attendance:** Councillor L Dupré, Chair, Overview and Scrutiny Committee  
John Pye, Independent Chair of the Audit and Governance Committee  
(Item 1.8 only: Audit and Governance Committee Annual Report 2019/20)

## **549. ANNOUNCEMENTS, APOLOGIES AND DECLARATIONS OF INTEREST**

The Mayor stated that there would be a two minute silence held at 11.00am for VJ Day 75, marking 75 years since the end of World War 2. This was always a poignant day for the people of Cambridgeshire as the Cambridgeshire Regiment had served in the Far East during World War 2 and experienced great suffering, including on the Burma Railway. The Mayor offered his prayers to the people of Beirut following the dreadful explosion which had occurred the previous day.

The Combined Authority's response to Covid-19 had formed a major part of its output since the Board met last at the beginning of June. Cambridgeshire and Peterborough had been announced as a pilot area for the National Re-training Scheme and £2.9m of funding had been brought forward for active transport across the region. Michelle Donelan MP, Minister of State for Universities, had attended the announcement of Anglia Ruskin University as the Higher Education partner for the new University of Peterborough and planning permission had been submitted for the first phase campus. The previous day, the Government had also announced a funding contribution of £3.6m towards Phase 2 of the project. Soham

Railway Station was another long-awaited project for which approved planning permission had now been received, with construction due to start in September 2020. The Mayor continued to press for the station to be operational by the end of 2021 which would be a full year earlier than previously scheduled. A Full Business Case had been produced for rejuvenating Wisbech's rail connections, contractors to build the car-park at Whittlesey Station and plans to resolve key transport issues around Huntingdon and St Ives. The previous day the Mayor had been proud to attend the topping out ceremony for the first £100k Homes in Fordham. He believed this new model of housing to be even more essential given the effects of Covid-19 on jobs and the housing market. A further 296 affordable homes had been approved in Fenland, Peterborough and Huntingdon, taking the Combined Authority three quarters of the way to the target of 2000 new affordable homes set by Government. Tying all of this together was the Cambridgeshire Autonomous Metro. The Board would be discussing some details of this during the meeting and the Mayor expressed his thanks to Cambridge Ahead, Dr David Cleevely, Professor John Miles, Duncan McGunn and David Dickinson for their work in support of this project.

The Mayor congratulated Jessica Bawden on her appointment as the Director of Primary Care at Cambridgeshire and Peterborough Clinical Commissioning Group.

There were no apologies for absence.

Councillor Bailey made a declaration of interest in relation to Item 3.1: £100m Affordable Housing Programme Proposed Variations to Schemes that form investments from the £40m revolving fund in relation to loans to the East Cambridgeshire Trading Company, a company which was wholly owned by East Cambridgeshire District Council. She had taken advice from the Monitoring Officer and confirmed that it would be in order for her to remain in the meeting for consideration of this item and vote.

Kim Sawyer, Chief Executive, made a declaration of interest in relation to Item 3.2: Proposal for a Corporate Vehicle to bring forward the Cambridgeshire Autonomous Metro (CAM). The Board was being recommended to appoint Ms Sawyer as one of three interim directors of the CAM Special Purpose Vehicle until the appointment of the substantive Board members. Ms Sawyer had taken advice from the Monitoring Officer who had confirmed that it would be in order for her to present the report to the Board.

Councillor David Over made a declaration of interest in relation to Item 3.2: Proposal for a Corporate Vehicle to bring forward the Cambridgeshire Autonomous Metro (CAM) in relation to his son who worked for Atkins and had responsibility for underground infrastructure.

Mayor James Palmer made a declaration of interest in relation to Item 3.2: Proposal for a Corporate Vehicle to bring forward the Cambridgeshire Autonomous Metro (CAM) in relation to his position as the political leader in relation to the CAM project.

Councillor Holdich made a declaration of interest in relation to Item 5.1: University of Peterborough Full Business Case. He had taken advice from the Monitoring

Officer and confirmed that it would be in order for him to remain in the meeting for consideration of this item and vote.

**550. MINUTES OF THE COMBINED AUTHORITY ANNUAL MEETING ON 3 JUNE 2020**

Councillor Smith noted that minute 536 stated that the final version of the Complaints Policy would be brought to the following meeting of the Board, but that it was not included on the meeting agenda. The Monitoring Officer stated that it had actually been agreed that the final version of the Complaints Policy would be approved by the Mayor and circulated to the Board. If Members were dissatisfied with the revisions made following the discussion at the last meeting the policy could be brought back to the Board.

Subject to this correction, the minutes of the Combined Authority annual meeting on 3 June 2020 were approved as an accurate record.

**551. PETITIONS**

No petitions were received.

**552. PUBLIC QUESTIONS**

One public question had been received in relation to Item 3.2: Proposal for a Corporate Vehicle to bring forward Cambridgeshire Autonomous Metro (CAM) and this was taken when that report was discussed. One question had been received from County Councillor Tim Wotherspoon on Phase 2 of the Non-Statutory Strategic Spatial Framework. A copy of both questions and written response are available to view at Appendix 1.

**553. FORWARD PLAN**

Councillor Herbert asked when the CAM Outline Business Case (OBC) would be added to the Forward Plan. The Mayor stated that a substantial piece of work had been carried out by Dr Cleavelly and his team and he felt that it would be wrong to put forward the OBC without taking account of this. There had also been some delays due to Covid-19. He currently expected the OBC to be considered in January 2021, but would keep the Board updated on this.

Councillor Herbert asked that a report on the Covid-19 response should be brought to the Board in September 2020 and that this should include the economic challenges faced in the next few years. The Mayor agreed that a report from Directors on the interventions across the county's towns and cities in response to Covid-19 would be timely.

It was resolved unanimously to:

Approve the Forward Plan.

**554. MEMBERSHIP OF THE COMBINED AUTHORITY BOARD AND COMMITTEES 2020-21: UPDATE**

The Board was advised of a number of changes to the membership of the Executive Committees and the Business Board.

On being proposed by the Mayor, seconded by Cllr Holdich, it was resolved unanimously to:

- a) appoint the Members and substitute Members nominated by constituent councils to the Combined Authority Board, Executive Committees, Business Board, Overview & Scrutiny Committee and Audit & Governance Committee for the municipal year 2020/2021 (Appendix 1);
- b) Note the named representative and substitute representative for each organisation as set out in the report.

**555. REGISTERED OFFICE CHANGE: CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY COMPANIES**

The Board was advised of a change to the registered office of the Cambridgeshire and Peterborough Combined Authority and its subsidiary companies following the departure from its previous offices at Alconbury Weald. John Hill, Chief Executive, confirmed that this was a procedural matter and did not imply any decisions regarding the organisation's temporary or permanent location. At present, three options for temporary accommodation were being analysed and the results would be taken to a future Leaders' briefing.

The change of the registered office of the Cambridgeshire and Peterborough Combined Authority and its subsidiary companies was noted.

**556. ANNUAL REPORT OF THE CHAIR OF AUDIT AND GOVERNANCE 2019-20**

Mr John Pye, Independent Chair of the Audit and Governance Committee, presented the Committee's third annual report to the Board. This included details of an attempted fraud that had occurred in September 2019. He had been quickly alerted to this by officers and the Audit and Governance Committee had concluded that the handling of the issue and the lessons learned had been very effective. The Committee would be undertaking various development sessions before the end of the year including a joint skills development session with the Overview and Scrutiny Committee. Quoracy was an issue for the committee and this would be considered as part of the Constitution review which would be reported to the Board in September 2020. There had been no need to bring any matters to the attention of the Combined Authority Board during the reporting year outside of normal business which was a positive position. Mr Pye concluded by commending officers' open, transparent and positive engagement with the Audit and Governance Committee.

Councillor Herbert asked for more information about the scale of the attempted fraud in September 2019 and whether the money involved was recovered. Mr Pye stated that the sum had been around £15,000 and confirmed that this had been recovered.

Councillor Smith noted that half of freedom of information requests (FOIs) had been dealt with outside of the required timescale and asked how this could be improved. The Monitoring Officer stated that the officers would be looking both at capacity and the end to end process to see how to meet this deadline. He had not been in post during the period covered by the annual report, but would look at past cases to inform this work.

Councillor Bailey expressed her thanks to Mr Pye and the members of the Audit and Governance Committee for their work which required diligence and attention to detail. The Mayor endorsed this comment and also commended officers for their openness and diligence.

The Annual Report of the Chair of Audit and Governance Committee for 2019/20 was noted.

## **557. OVERVIEW AND SCRUTINY COMMITTEE ANNUAL REPORT 2019-20**

The Monitoring Officer drew the Board's attention to the recommendations of the Bus Review Task and Finish Group which would require a response within two months. At the request of the Chair of the Overview and Scrutiny Committee he also highlighted the issues around quoracy which the Committee had experienced and the recommendations which the Committee had made to the Housing and Communities Committee in February 2020 (paragraph 3.12 of the report referred).

Councillor Count expressed reservations about the way that the report was laid out, commenting that he would have expected any specific recommendations requiring the Board's attention to have been submitted as a separate report. He also felt that it was unnecessary to remind the Board of its duties on the face of the recommendations. The narrative described the Committee's full work programme across the year, whereas he would have expected a precis highlighting any issues where a Board response was needed. Some of the business included was a matter for the Overview and Scrutiny Committee itself rather than for the Board, such as whether a Task and Finish Group should continue its work. He further noted that work on the bus routes' review was already underway. Councillor Count was content to support the recommendations, but felt there was room for improvement when the report was submitted next year.

Councillor Dupré, Chair of the Overview and Scrutiny Committee, commented that this was the Overview and Scrutiny Committee's first annual report and that the Committee would be happy to consider how it could be improved next time.

On being proposed by the Mayor, seconded by Councillor Smith, it was resolved unanimously to:

- a) Note the Annual Report of the Chair of the Overview and Scrutiny Audit and Governance Committee for 2019/20 (Appendix 1) and provide any feedback to the Committee.
- b) Consider the recommendations of the Bus Review Task & Finish Group approved by the Overview & Scrutiny Committee at its meeting on 24 April 2020 and provide a response within two months of receipt of these

recommendations as per the Constitution of the Combined Authority. The response should indicate what (if any) action the Combined Authority or the Mayor proposes to take and publish such response.

- c) Note the recommendations of the CAM Task & Finish Group to the Overview & Scrutiny Committee.

## **558. BUDGET MONITOR UPDATE**

The Mayor invited Councillor Dupré, Chair of the Overview and Scrutiny Committee, to share the Committee's question on this item. A copy of the question and response is attached at Appendix 2.

The report provided an update on the budget position for 2020/21 and reflected the carry forwards from the previous year which had been detailed at the previous meeting in June 2020. The Adult Education Budget and Growth Service budget were both ring-fenced funds. The capital position included the additional funds which had been received from Government in relation to active transport and which would be transferred to the two Highways Authorities.

Councillor Herbert noted that £15m of the £100m housing capital grant due in 2019/20 had been deferred pending a review in September 2020 to enable the Ministry of Housing, Communities and Local Government (MHCLG) to be satisfied that sufficient progress had been made with the £100m housing programme delivery. He asked for the total amount being withheld from the Combined Authority by Government and whether this was still under dispute. Councillor Herbert's understanding was that the £100m funding would be delivered over five years as five tranches of £20m and he further sought clarification of whether the dispute related to the £40m revolving fund. The Chief Finance Officer stated that in addition to the £15m not yet received for 2019/20 there was a further £30m due in 2020/21, so in total £45m of the £100m affordable housing programme funding was still awaited. The Mayor stated that a meeting would be taking place with MHCLG in September 2020. His understanding was that the debate was solely around the timeline for the five year housing delivery programme, with MHCLG now saying that the deadline for delivery was March 2021 rather than March 2022. He noted that the programme had been delayed for seven months at its outset by MGCLG. The Mayor was working with MHCLG on this and was confident that the matter would be resolved.

Councillor Bailey commented that it was self-evident that the final projects would not be delivered until 2022 as the final tranche of funding would be drawn down in 2021.

On being proposed by the Mayor, seconded by Councillor Count, it was resolved unanimously to:

- a) Note the revised budget for the 2020-21 financial year.
- b) Note the reduction in expected costs for the Garden Villages project in 2020-21 per paragraph 3.7.



**559. £100M AFFORDABLE HOUSING PROGRAMME PROPOSED VARIATIONS TO SCHEMES THAT FORM INVESTMENTS FROM THE £40M REVOLVING FUND**

Councillor Bailey made a declaration of interest at the beginning of the meeting in relation to this item. Minute 549 above refers.

The Mayor stated that the report contained six appendices which were exempt from publication under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed: information relating to the financial or business affairs of any particular person, including the authority holding that information. He asked whether any member of the Board wished to discuss the exempt appendices. No member expressed the wish to do so.

The Mayor invited Councillor Dupré, Chair of the Overview and Scrutiny Committee, to share the Committee's question on this item. A copy of the question and response is attached at Appendix 2.

The report set out the position in relation to five schemes where construction had been delayed due to Covid-19. Officers were in discussion with the borrowers about the issues which they faced and recommended a combination of loan extensions and interest free periods to help maintain the financial viability of the developments and to ensure the delivery of the planned affordable housing units. If approved, this would be subject to a clawback mechanism on a sliding scale.

Councillor Smith commended the inclusion of a clawback facility within the recommendations, but expressed reservations about the proposals. She sought more information about why the proposed extension of the loan facility and interest-free period was much longer for two of the projects. She further asked whether officers had discussed a more modest deal with the borrowers or whether the report was simply recommending the terms which the developers had requested. The Director of Housing and Development stated that the Haddenham and Ely MOD sites were much bigger schemes so the impact on them had been proportionately greater. It was for this reason that a longer loan extension and interest-free period was proposed for these projects. Commercial discussions had taken place with all of the borrowers and the recommendations reflected officers' best advice to the Board. These reflected a cautious approach to the duration of the extension which the borrowers would require to avoid the need to return to the Board seeking further extensions in the near future. Officers had also taken into account the need to be realistic about the speed at which the open market units would sell in the current climate as it was these sales which would finance the loan repayments.

Councillor Herbert commented that he had expressed reservations about these projects from the early stages and that he had expressed further reservations about the Board's decision in March 2020 to approve the provision of a new loan facility of £9.637m which he had judged to be hasty in the evolving context of Covid-19. However, he wanted to see these projects succeed to help address the shortage of housing in Cambridgeshire and so would not be voting against the proposals. He noted that he had not heard of similar requests being made from those developers where money had been paid as a grant.

Councillor Count commented that there appeared to be some misunderstanding around the question of risk in this context. In his capacity as the then Portfolio Holder for Investment and Finance he had been keen to examine the proposals for the £40m revolving fund in detail to ensure a large degree of comfort regarding the arrangements. This included ensuring that the Combined Authority would be well protected in the case of a default on a loan as it held the long-term security of having a first charge over the land concerned. Post Covid, the primary objective would be to build more affordable housing. To achieve this the Combined Authority would be making grants of £60m and had also devised a way to loan out the remaining £40m to deliver more affordable housing beyond the five year period covered by the original deal without really changing the risk element to the Authority. There might be some loss of interest on the loans, but not on the sum of the loan itself. Each scheme had been looked at individually to establish how it sat within the market place and as such each scheme needed an individually tailored solution. On the basis of the exempt appendices he had comfort as the Lead Member for Investment and Finance that the recommendations relating to each scheme reflected their individual situation. If the proposals were not agreed the developments might not proceed at all and he judged the priority must be to get the housing built rather than the potential loss of interest. Councillor Count commented that the issue of state aid had been an area of concern to him, but he had been reassured by the report by Bevan Brittan (Appendix 4 refers) and was entirely satisfied with the proposals from a finance perspective.

Councillor Bailey commented that whilst it was correct that two of the projects under discussion belonged to the East Cambridgeshire Trading Company (ECTC) it was open to all constituent council members to put forward proposals for funding through the £40m revolving fund and she encouraged them to do so. She wanted to see the Combined Authority supporting both the open housing market as well as the affordable housing sector. It was unsurprising that the loan agreements should need to be re-profiled in the light of current circumstances and this would also allow projects to continue at a Covid-safe pace. It was important that the build rate should be commensurate with the sales rate, hence the need for larger projects to be structured over a longer period. Similarly it had been decided that nine of the ECTC housing units would be offered for rental rather than sale at this point as the rental sector was stronger at present.

Councillor Herbert commented that he appreciated the broader reasons behind the proposals set out by his fellow Board members. Some strong points had been made and on this basis he would be supporting the proposals.

Councillor Boden welcomed the wide-ranging and thorough debate of the proposals in his capacity as the Lead Member for Housing. In his view, the Board either re-structured the loan arrangements or accepted that they would default. The re-structuring model reflected that being used by a number of major financial institutions at present and made the greatest financial sense. The net amount of interest which might be lost might also be less than suggested due to the clawback provisions which would be put in place. In his judgement there was also less risk to housing delivery if the current developments were to continue rather than the Combined Authority taking over the land following a default on the loan. Whilst this would change the profile of the revolving cash flow it did still remain within the allotted £40m so, unless circumstances were to change, there would be no need to ask for this sum to be increased.

On being proposed by Councillor Boden, seconded by Mr Adams, it was resolved unanimously to:

Approve variations to schemes that form investment from the £40m revolving fund, specifically approval of changes to the terms and conditions of pre-existing loans in response to the impacts of COVID 19 as shown in a) to d) below;

- a) Approve extensions to the duration of the existing facility agreements with Laragh Homes and The East Cambridgeshire Trading Company as shown in the table below:

<b>Scheme Name</b>	<b>Borrower</b>	<b>Proposed extension to facility agreement in months</b>
Haddenham CLT (Loan)	ECTC	24
Ely MOD Site (Loan)	ECTC	20
Alexander House Ely (Loan)	Laragh Developments	4
Linton Road, Great Abingdon (Loan)	Laragh Developments	6
Histon Road (Loan)	Laragh Developments	7

- b) Approve the grant of interest free periods with Laragh Homes and The East Cambridgeshire trading company as shown in the table below:

<b>Scheme Name</b>	<b>Provider / Lead Partner</b>	<b>Interest free period in months</b>	<b>Starting from</b>
Haddenham CLT (Loan)	ECTC	24	01/04/2020
Ely MOD Site (L, Cambridge loan)	ECTC	6	01/08/2020
Alexander House Ely (Loan)	Laragh Developments	2	01/08/2020
Linton Road, Great Abingdon (Loan)	Laragh Developments	3	01/08/2020
Histon Road, Cambridge (Loan)	Laragh Developments	5	01/08/2020

- c) Interest free periods referred in b) above will be subject to a 'clawback' provision. Upon a final project reconciliation between the borrower and CPCA, the interest forgone through the interest free period will be recovered on a sliding scale if at the end of the project the actual profit is above the revised profit now being forecast for each project as a result of the Covid-19 impact.

- d) Increase the permitted number of drawdowns in each facility agreement to reflect the longer term of each loan facility.
- e) The Director of Housing and Development to be given authority to document the variations to the facility agreements as outlined in a)- d) above and undertake the end of project reconciliation/s assessing the potential recovery of the benefit of the interest free period against final project profit outcome for each project.

The Mayor welcomed the Board's unanimous support for the proposals. Business was looking to both central and local government at this difficult time and the Combined Authority could have a significant positive influence on the county's economy. There had already been significant interventions, via the Business Board, to get funding into local business. These proposals demonstrated the Combined Authority working alongside business in the delivery of housing.

#### **560. PROPOSAL FOR A CORPORATE VEHICLE TO BRING FORWARD THE CAMBRIDGESHIRE AUTONOMOUS METRO (CAM)**

Declarations of interest in this item were made at the start of the meeting by the Mayor, Chief Executive Kim Sawyer and Councillor David Over. Minute 549 above refers.

The Mayor invited Councillor Dupré, Chair of the Overview and Scrutiny Committee, to share the Committee's question on this item. A copy of the question and response is attached at Appendix 2.

One public question had been received in relation to this item from Michael Page, a local resident. A copy of the question and written response are attached at Appendix 1.

Ms Sawyer, Chief Executive, stated that the CAM Special Purpose Vehicle would help to promote and deliver the CAM. The CAM project was about delivering a new public transport network for Cambridgeshire which was fast, reliable and sustainable, would provide infrastructure and unlock housing. The CAM was one of the biggest projects being undertaken by a combined authority anywhere in the country and was of national significance. The Cambridgeshire and Peterborough Independent Economic Review (the CPIER) had set out the challenges which the county needed to address in order to continue to grow and the CAM project would respond to these. The Chief Executive expressed her thanks to all of those who had supported the work on this to date including Cambridge Ahead and Sir David Higgins, for his transformational insights into why a company was needed to take this forward. The CAM was not just about a better transport network – it would be trackless, autonomous, affordable and create zero emissions. The proposals before the Board were designed to structure that innovative thinking into the new company structure. This would enable some highly expert members to join its Board together with a Chief Executive, Director of Strategy and a Director of Engineering to provide the expertise and capacity required for a project of this size and complexity. The report before the Board reflected initial thinking on remuneration and allowances, but subsequent work suggested that the figures included were exceptionally low. The Chief Executive therefore proposed that

officers should investigate this further and come back to the Board on this point. Whilst there was a need to approve the initial business plan now this would be heavily influenced by the Chair when they were appointed and officers would also come back to the Board on that. At this stage funding was sought to enable work to be progressed over the next few months with continued support from Deloitte. A further report would be brought in September 2020 which would seek agreement on the arrangements for working with partners and integrated working with the Greater Cambridge Partnership (GCP).

Councillor Herbert commented that he was an enthusiastic supporter of the CAM and wanted it to work. However, the business plan presented in January 2019 was quite different to what was being presented now. The Mayor had said earlier in the meeting that the CAM Outline Business Case was now likely to be brought before the Board in January 2021 (minute 553 above refers). In his view, the Board needed to know what that was and where it was going before it set up an expensive administrative structure to support it. As such, he did not believe that the time was right to set up a special purpose vehicle. The Combined Authority already had transport professionals and Councillor Herbert judged that it was for the Board to take the lead in setting out what was required. He felt that the business plan was too vague at this stage and the costs and overheads were not yet known. He emphasised the importance of partnership, including with the GCP.

Councillor Smith commented that she was committed to the CAM. However, the Board was also the guardian of public money and it was Board members' duty to ensure that it was spent in the right timeframe and in the right way. When this was last discussed she had highlighted that there were no options appraisals or risk appraisals to allow comparison of all of the options. She felt that this was not satisfactory with regards to transparency. She noted that there was no reference to the local planning authorities in relation to the Garden Village programme and commented that the proposals felt rushed. The governance structure within the report showed the Combined Authority subsuming the governance of the GCP which she felt suggested predetermination. The report and appendices formed a long and complex document and had not been discussed at the Leaders' strategy meeting the previous week. Councillor Smith asked whether the advert for the Chair of the proposed new company had been published before the Board had approved the proposals and whether the routes proposed were consistent with the Local Transport Plan (LTP) and CAM Sub-Strategy.

Ms Sawyer, Chief Executive, confirmed that the advert for the Chair had already been issued as this was needed in order to be ready to make a recommendation to the Board on the appointment by September. The purpose of the CAM Sub-Strategy was to offer further detail around the content of the LTP, so to be compliant with the CAM Sub-Strategy it must also be compliant with the LTP. The Mayor stated that a previous Leaders' strategy meeting had focused solely on the CAM.

Councillor Bailey commented that if the Board was committed to the CAM project it needed to approve these proposals. There was a need for a dedicated and skilled group of people to take a project of this type forward and this was not something for the Board or for the Combined Authority's existing officer team. The CAM would bring new opportunities to deprived areas and combat economic disparity across the region. In her judgement this was exactly the right time to take this step

and she urged the Board to act as a united organisation to deliver this for Cambridgeshire.

Councillor Count commented that there were two separate discussions taking place. The first was about the CAM project itself, which the whole Board supported. The second was around the proposal to create a special purpose vehicle which was currently before the Board. Cambridgeshire attracted world class talent to the area in addition to its home grown talent. However, when they arrived they found a second class infrastructure. Whilst improvements to the road and rail networks remained important the county also needed a viable and sustainable alternative and the CAM offered this. Reference was often made to the CAM adhering to the principles of the Cambridgeshire and Peterborough Independent Economic Review (CPIER) report. However, unless an arm of the CAM went to the Fens it would in his view increase the disparities which existed rather than addressing them. Opening up the Fens in this way would allow people living there to access the job market and economic opportunities across the county. Decreasing the size of the CAM vehicles would reduce the size of the tunnels needed for the underground section of the network and so significantly reduce the cost of the project. Councillor Count commented that it was a borderline decision for him on whether now was the right time to create a special purpose vehicle. His preference would be to recruit only the top team at this stage rather than to the whole structure as he felt the OBC and funding strategy was needed before going further on this. He commented that a further report would be needed on this. Councillor Count welcomed the positive references to the GCP within the report. He noted that the report referred to the Combined Authority deciding routes, but commented that he did not think it was intended that the Combined Authority and the SPV would be involved in the detail of the routes.

The Mayor commented that he understood that there was some nervousness around timescales and the apparent rush. However, the CPIER report had been clear that if the county's transport was not sorted by 2030 the economy would start to go backwards. The East West rail project was happening and would bring a significant number of new people into the area who would require the equivalent of a new town the size of Cambridge to accommodate them. The CAM would allow the delivery of this to be shared across the region. Having consulted and taken advice from those who had delivered major infrastructure projects both nationally and worldwide it had become clear that this was not something that could be delivered by local government. It was for this reason that the Board was being recommended to approve the creation of a SPV. The Mayor commended the ambition which the proposals demonstrated and was proud to recommend them to the Board.

On being proposed by the Mayor, seconded by Councillor Count, it was resolved by a majority to:

- a) Approve the incorporation of the CAM SPV.
- b) Appoint the following interim directors until the confirmed appointment of the members of the Board, following an external recruitment process:

Kim Sawyer, Chief Executive  
John Hill, Chief Executive

Jon Alsop, Chief Finance Officer

- c) Approve the company Articles.
- d) Approve the proposed process for recruitment of the Board members, at Appendix 7, and note the expected levels of remuneration as set out in paragraph 6.9.
- e) Note the corporate support to be provided by the CPCA to the SPV.
- f) Approve the Mayor as representative of the CPCA as non-voting shareholder director to attend the interim and substantive Board.
- g) Note and approve the proposed governance structures and committees of the CAM SPV at Appendix 4.
- h) Approve the draft initial Business Plan in the confidential Appendix 6, and request that a further report be brought back to the September meeting of the Combined Authority Board seeking approval for:
  - a. The initial Business Plan
  - b. The initial equity investment
  - c. The proposed board members and chair
  - d. The Shareholder and SPV Agreement
- i) Note and approve the mobilisation expenditure and approve the drawdown of £1,400,000 from the Medium-Term Revenue Financial Plan to progress the consultancy work set out in section 5.
- j) To approve the £1m Equity Investment in the CAM SPV from Capital Gainshare as set out in the Medium Term Financial Plan.
- k) Subject to the approval of the Local Growth Fund application for £1m, to approve the use this to take an equity subscription of shares in the CAM SPV.

Councillor Bailey sought confirmation of Councillor Herbert's vote. Councillor Herbert confirmed that he had voted against the recommendations.

Councillor Herbert left the meeting.

## **561. A10 JUNCTIONS AND DUALLING**

The Mayor invited Councillor Dupré, Chair of the Overview and Scrutiny Committee, to share the Committee's question on this item. A copy of the question and response is attached at Appendix 2.

The A10 was identified as a key project within the Combined Authority Business Plan and represented an important transport link for freight, public transport and

private vehicles. Corridor studies which had been undertaken as long ago as 1992 were already recognising the growth and congestion issues which existed. Currently, the route suffered from both serious congestion and an unsatisfactory safety record. The Combined Authority business plan identified the A10 as one of its key projects and bids relating to the A10 had been submitted to the Department for Transport (DfT) for its Major Route Network (MRN) and Large Local Majors (LLM) funding schemes in 2019. Due to Covid-19 a virtual public information exhibition had been arranged which had attracted 6535 unique visits and resulted in almost 800 comments and emails. These comments and Member feedback would be taken into account in scoping the Outline Business Case (OBC) and a working group had been set up to look at the Milton Interchange. A benefit cost ratio (BCR) of 2 or more indicated high value for money and all of the options except one had a BCR above 4.

The Mayor expressed his personal thanks to the Head of Transport and his team for their work on this project.

Councillor Smith stated that she could support the report recommendations as they still included the option of just choosing the junction improvements. South Cambridgeshire District Council's position was that it did not support the full dualling of the A10, but that it did support the junction improvements. Having looked at the feedback from residents she commented that this did not in her view show strong support for any of the dualling options, but there were least objections to the junction improvement options so she expressed the hope that would be taken into full consideration. She noted that widely different figures were shown in relation to cycling packages and commented that she would want to be sure that they were comparing like with like and would like to see more information generally on walking and cycling options. She welcomed the establishment of a working group to look at the issue of the Milton Road junction, but felt there was a need to assess other ways of achieving the economic benefits. She did not feel that the report fully considered the issue of increased demand or how the project could contribute to the Combined Authority's zero carbon emissions ambition. Councillor Smith further commented that all of the options appeared to have attracted more negative comments than positive. The Head of Transport stated that all of the options in the report included better facilities for cyclists, walkers and equestrians and that segregated cycling routes would represent a significant improvement.

Councillor Smith left the meeting.

Councillor Count commented that the financial case was presented in accordance with Green Book principles as this was how Government would assess projects. The main aim of all of the Combined Authority's projects was to make people's lives better, so it was also important to look at the benefits to the county in addition to the economic benefits. The BCR figures within the report were correct, but looking solely at the BCR figures provided only part of the picture. Councillor Count asked that officers should look again at how BCR figures were extrapolated to better reflect the actual sums involved, plus the wider benefits. He further asked whether the Board could dismiss some of the options at this stage if they chose. The Head of Transport stated that all of the options in the report had been presented to the Department for Transport so officers were bound assess these in order to identify the final two or three options to go out to consultation.



Councillor Bailey welcomed the report which built on the earlier work on options for A10 which had been done by the County Council. She thanked the Head of Transport and officers for their work, including recognising the significance of the Little Thetford junction and for the protection provided around active transport users. East Cambridgeshire District Council had responded to the consultation and its priority was dualling the A10 all the way to the BP Roundabout and improving the junctions along it. Capacity issues along this transport corridor were impacting both on the quality of life of local residents and economic opportunity for the area. Delays on the A10 were also having an impact on many other roads in the area and in her opinion junction improvements would do little to address these in comparison to dualling the A10. She asked that officers should investigate how pinch points would be managed if the A10 was dualled and the roundabouts were not taken out. If possible, Councillor Bailey's strong preference was for the proposed segregated cycle path to be sited off-road. In relation to public transport, East Cambridgeshire District Council was keen that the Combined Authority should explore extending the CAM into the Ely and Stretham areas from Waterbeach. Councillor Bailey commented that it was not correct to say that all of the options had attracted more negative comments than positive as Option D, full offline dualling, had attracted more comments in support than against.

The Mayor commented that to describe the A10 as just a road was to misunderstand its significance. As well as being a local route between Ely and Cambridge 45% of traffic was using it as a gateway to travel beyond Ely or Cambridge. It was also the main freight route for businesses in the Fens. He supported the inclusion of cycle routes in the options being considered and would look into opportunities for the CAM.

On being proposed by the Mayor, seconded by Councillor Holdich, it was resolved unanimously by those present to:

- a) Approve the Strategic Outline Business Case and agree in principle to proceed to Outline Business Case, subject to the outcome of funding discussions with the Department for Transport;
- b) Note the views of residents and businesses in response to the Virtual Public Exhibition.

The meeting was adjourned from 1.27pm to 1.40pm.

## **562. A141 HUNTINGDON CAPACITY STUDY AND THIRD RIVER CROSSING**

Emerging findings in early 2020 had suggested the need to expand the A141 Huntingdon Capacity Study to include the potential third river crossing. A desktop environmental study had been conducted as part of this work. This demonstrated that the northern bypass option would support greater growth than a third river crossing. Modelling had also indicated that a more strategic intervention was required for parts of St Ives and a further report would be brought forward regarding the proposed package of 'quick wins'.

Councillor Fuller welcomed the proposals on behalf of Huntingdonshire District Council and thanked the Mayor for bringing forward these proposals at pace. The Devolution Deal which pre-dated both the Mayor's election and Councillor Fuller's

election as Leader of Huntingdonshire District Council had included a commitment to investigate a potential third river crossing. It was therefore absolutely right for the Combined Authority to have done so. Now that work had been concluded those living locally were pleased that the environmentally damaging third river crossing proposal had been replaced with the current recommendations. Huntingdonshire District Council also welcomed the proposals relating to St Ives, including the 'quick wins' around cycling, walking and tackling congestion pinch points.

The Mayor commented that a third river crossing had been discussed for a long time, but the redevelopment of the A14 and the A141 allowed a better solution locally as well as enhancing the route to Chatteris and beyond. The Mayor stated that he was absolutely committed to public transport and active transport, but also to supporting business and agriculture across Cambridgeshire and Peterborough.

On being proposed by the Mayor, seconded by Councillor Count, it was resolved unanimously by those present to:

- a) Note the outcomes of the A141 and Huntingdon Third River Crossing Study.
- b) Approve the drawdown of budget of £350,000 for undertaking a Strategic Outline Business Case for the A141.
- c) Approve the drawdown of budget of £500,000 from the Subject to Approval budget within the Medium-term Financial Plan for undertaking a Strategic Outline Business Case and further develop a package of Quick Wins.

This included votes in favour by five of the seven constituent council members of the Board, including the representatives of Cambridgeshire County Council and Peterborough City Council.

#### **563. MARKET TOWNS PROGRAMME: APPROVAL OF MASTERPLANS FOR EAST CAMBRIDGESHIRE (ELY, SOHAM AND LITTLEPORT)**

The Mayor invited Councillor Dupré, Chair of the Overview and Scrutiny Committee, to share the Committee's question on this item. A copy of the question and response is attached at Appendix 2.

The Combined Authority had made a commitment to produce Masterplans for 11 key market towns around the county. Those for Ely, Soham and Littleport represented the final three Masterplans to be submitted to the Board for approval. They had been produced with the intention of identifying key interventions to support the growth of gross value added (GVA) and also, more recently, Covid-19 recovery. The proposals were supported by East Cambridgeshire District Council and there was a commitment to undertaking further stakeholder engagement during the implementation phase.

Councillor Bailey welcomed the proposals on behalf of East Cambridgeshire District Council as representing the culmination of a lot of hard work, with each Masterplan reflecting the individual character of the towns concerned. The Masterplan for Littleport focused on improving quality of life and sought to address high levels of residents commuting out. This included projects relating to the town

centre and station gateway, infrastructure to support housing development and the creation of a country park. The Soham Masterplan centred on a resilient town centre and the growth and transport development needed to support the high street and increase footfall. It also looked to build on the existing agri-tech industry and included visionary work looking to exploit the network of waterways. The Ely Masterplan was focused on the station gateway project, city centre digital connectivity and Covid-19 recovery.

On being proposed by the Mayor, seconded by Councillor Bailey, it was resolved unanimously by those present to:

Approve the East Cambridgeshire Market Town Masterplan Action Plans produced for Ely, Soham, and Littleport.

#### **564. OX-CAM ARC REPRESENTATION**

The Board considered proposals for its nominations to the Ox-Cam Arc Leadership Executive. It was noted that Cambridgeshire represented 23% of the Arc's population and in recent years 40% of its gross value added (GVA) growth.

On being proposed by the Mayor, seconded by Mr Adams, it was resolved unanimously by those present to:

- a) Note the Combined Authority's status as the Arc Growth Board for Cambridgeshire and Peterborough.
- b) To nominate the Leaders and substitutes listed at paragraph 4.2 to the Arc Leadership Executive:
  - i. The Mayor
  - ii. Leader of Cambridgeshire County Council (substitute Cllr Roger Hickford)
  - iii. Leader of South Cambridgeshire District Council (substitute Cllr Lewis Herbert)

#### **BY RECOMMENDATION TO THE COMBINED AUTHORITY BOARD**

#### **TRANSPORT AND INFRASTRUCTURE COMMITTEE RECOMMENDATIONS TO THE COMBINED AUTHORITY**

#### **565. A1260 JUNCTION 15 TRANSPORT STUDY: OUTCOMES OF OUTLINE BUSINESS CASE**

The Board considered a request to approve the drawdown of £470k to produce a Full Business Case and detailed design for the A1260 Junction 15 project. These proposals were discussed at the Transport and Infrastructure Committee meeting on 8 July 2020 where they were unanimously endorsed by those present.

On being proposed by Councillor Holdich, seconded by the Mayor, it was resolved unanimously by those present to:

Approve for the drawdown of £470,000 from the Medium-Term Financial Plan to produce the Full Business Case and detailed design.

This included votes in favour by five of the seven constituent council members of the Board, including the representatives of Cambridgeshire County Council and Peterborough City Council.

**566. A1260 JUNCTION 32/ 33 TRANSPORT STUDY - OUTCOMES OF THE OUTLINE BUSINESS CASE**

The Board considered a request to approve the drawdown of £500k to produce a Full Business Case and detailed design for the A1260 Junction 32/33 project. These proposals were discussed at the Transport and Infrastructure Committee meeting on 8 July 2020 where they were unanimously endorsed by those present.

On being proposed by Councillor Holdich, seconded by the Mayor, it was resolved unanimously by those present to:

Approve the drawdown of £500,000, from the Medium-Term Financial Plan to produce the Full Business Case and detailed design.

This included votes in favour by five of the seven constituent council members of the Board, including the representatives of Cambridgeshire County Council and Peterborough City Council.

**567. MARCH AREA TRANSPORT STRATEGY PROGRESS REPORT**

The Board considered a request to begin work on an Outline Business Case and preliminary design for the March Area Transport Strategy and to approve the required drawdown of £1m to fund this. These proposals were discussed at the Transport and Infrastructure Committee on 8 July 2020 where they were unanimously endorsed by those present.

Councillor Count thanked officers for their report and endorsed the collaborative working between the Combined Authority, the County Council, Fenland District Council and March Town Council which had produced it. The proposals had been well received by the public in his home town of March and he was fully supportive of the recommendations. He further commended Councillor Jan French for her role in chairing the meetings which had informed the report.

On being proposed by the Mayor, seconded by Councillor Count, it was resolved unanimously to:

- a) Approve commencement of the Outline Business Case and preliminary design.
- b) Approve the drawdown of £1.0m for production of the Outline Business Case and preliminary design.

This included votes in favour by five of the seven constituent council members of the Board, including the representatives of Cambridgeshire County Council and Peterborough City Council.

## **BY RECOMMENDATION TO THE COMBINED AUTHORITY BOARD**

### **SKILLS COMMITTEE RECOMMENDATIONS TO THE COMBINED AUTHORITY**

#### **568. UNIVERSITY OF PETERBOROUGH FULL BUSINESS CASE**

The Board was invited to approve and adopt the Full Business Case to mobilise the creation of Phase 1 of the new University of Peterborough project and to delegate authority to the Director of Business and Skills, in consultation with the Lead Member for Economic Growth, the Monitoring Officer and the Chief Financial Officer, to develop the key documents required to establish a Special Purpose Joint Vehicle. The proposals had been developed in line with Treasury processes and had been considered by the Skills Committee on 6 July 2020 where they had been unanimously endorsed by those present. Since the report was published there had been a successful launch of the University of Peterborough's Higher Education partner, Anglia Ruskin University. An application for planning permission had been submitted the previous week and the aim was for the Anglia Ruskin University Peterborough to open in September 2022.

Councillor Holdich commented that the Board had inherited a scheme from the former Local Enterprise Partnership (LEP) which was going nowhere. Thanks to the influence of the Mayor and the Combined Authority and to Mace the scheme would now happen. He expressed further thanks to the members of the Business Board for their work around the business case which established that it was fit for purpose now and going forward. Councillor Holdich expressed the view that this was the best thing to happen to Peterborough in 50 years.

Austen Adams commented that the Business Board had been particularly interested in the economics of the project, whether it would be sustainable and the potential risks. The delivery partners' detailed delivery model had been tested rigorously and the proposals had received the full and unanimous support of the Business Board.

The Mayor expressed his thanks to the Director of Business and Skills, the Skills Strategy Manager and to Mace for their exceptional work and professionalism in developing the University of Peterborough project which had allowed the Government to support Phase 2 of the work.

On being proposed by Councillor Holdich, seconded by the Mayor, it was resolved unanimously by those present to:

- a) Approve and adopt the Full Business Case to mobilise the creation of Phase 1 of the new University of Peterborough project.
- b) Delegate authority to the Director of Business and Skills, in consultation with the Lead Member for Economic Growth, the Monitoring Officer and the Chief Financial Officer (Section 73), to develop the following key documents for the Special Purpose Joint Vehicle:
  - 1) Prop Co Articles of Association.
  - 2) Collaboration Agreement.

- 3) Cambridgeshire and Peterborough Combined Authority Services Agreement.
- 4) Shareholder's agreement.

#### **569. INTEGRATED ECONOMIC, BUSINESS AND SKILLS INSIGHT PROGRAMME**

The Mayor invited Councillor Dupré, Chair of the Overview and Scrutiny Committee, to share the Committee's question on this item. A copy of the question and response is attached at Appendix 2.

The Board considered proposals for the consolidation of all business and skills activities and to evaluate the efficacy of past and future projects. A large element of this would relate to Covid-19 and as part of this a Covid-19 impact report would be submitted to the Skills Committee, Business Board and Combined Authority Board in September 2020. The proposals were considered by the Skills Committee on 6 July 2020 where they were endorsed unanimously by those present.

Councillor Holdich commented that the Combined Authority was to be commended for acting so quickly under the Mayor's lead. Much had been achieved already and he looked forward to the further update in September.

On being proposed by Councillor Holdich, seconded by Councillor Boden, it was resolved unanimously by those present to:

- a) Approve the consolidation of the Small and Medium Sized Enterprises (SME) Observatory budget and the Local Growth Fund (LGF) Top Slice and Department for Business, Energy and Industrial Strategy Support Funding as detailed in Table 1, to resource the commissioning.
- b) Approve the consolidation of the Adult Education Budget Programme costs, National Retraining scheme and Apprenticeships as detailed in Table 2, to resource the commissioning.

#### **570. CAREERS AND ENTERPRISE COMPANY REVIEW**

The Board was advised that the Careers and Enterprise Company had been taken over as a legacy contract from the former Local Enterprise Partnership (LEP). Only one member of staff from the original team had remained and two new partners had been taken on to deliver the service given the current importance of careers and workforce. On 29 May 2019 the Combined Authority Board had requested an update report on the service after a year. The report before the Board discharged that request.

The Annual Review report was noted.

#### **571. GROWTH COMPANY CORPORATE GOVERNANCE**

On 27 November 2019 the Combined Authority Board had endorsed the Business Growth Service Outline Business Case and agreed to the establishment of a Growth Service Management Company, initially to be a wholly owned subsidiary of Angle Holdings Limited. The report before the Board sought approval of the

corporate governance arrangements for the Growth Company. These proposals were discussed at the Skills Committee meeting on 6 July 2020 where they were endorsed by a majority of those present. The Growth Service Full Business Case would be submitted to the Skills Committee, the Business Board and the Combined Authority Board in September 2020.

Councillor Count asked about the position in relation to the European Regional Development Fund (ERDF). Officers stated that the ERDF element had gone through the approval process. It was hoped that the September report would be able to give more information on the funding and when it was expected to be received. It was noted that there was often a gap between funding being approved and it being received.

On being proposed by Councillor Holdich, seconded by Councillor Count, it was resolved unanimously by those present to:

- a) Approve the business case in Appendix 1.
- b) Approve the business plan in Appendix 2.
- c) Approve the composition of Growth Co Board of Directors to include an independent director.
- d) Delegate authority to the Director of Business and Skills to approve the appointment of the Independent Director for the Growth Co, following an open and transparent recruitment process.
- e) Delegate authority to the Director of Business and Skills, in consultation with the Lead Member for Economic Growth, the Section 73 Officer and the Monitoring Officer, to develop the necessary legal documentation for the Growth Co.
- f) Approve the execution of the deed adherence and accession, contained within the shareholder agreement for Angle Holdings Ltd.

## **BY RECOMMENDATION TO THE COMBINED AUTHORITY BOARD**

### **BUSINESS BOARD RECOMMENDATIONS TO THE COMBINED AUTHORITY**

#### **572. ACCELERATED 2021 LOCAL GROWTH FUNDING ALLOCATED TO THE CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BUSINESS BOARD**

Accelerated Access to the 2021 Local Growth Funding (LGF) budget allocation amounting to £14.6million had been provisionally offered to the Business Board on the basis that it would note the process by which these funds were awarded, agree a plan to deploy the awarded funds and formally accept the offer of this new tranche of Local Growth Funding from the Cities and Local Government Unit.

These proposals were considered at an Extraordinary meeting of the Business Board on 9 July 2020 where they were debated in detail and unanimously endorsed. The Business Board recommended that the funding be deployed to its

top ranked priority project, the Greater Peterborough Innovation Ecosystem, subject to it successfully completing the Local Assurance Framework application process which included ratification by the Combined Authority Board. In order to meet the timescale required for a response to Government, the Mayor made a Mayoral Decision on 15 July 2020 to formally accept the allocation of £14.6million accelerated Local Growth Funding on behalf of the Combined Authority, in its role as accountable body for the Business Board. The funding would be managed by the Business Board.

Speaking from his experience of running a local manufacturing company, Mr Adams endorsed the plan to award the funding to the Greater Peterborough Innovation Ecosystem. This would provide an enhanced wraparound system for the new University of Peterborough which in turn would help meet the demand locally for high skills as well as stimulating the supply of high value jobs within the local economy.

Councillor Count expressed his thanks to Mr Adams and the Business Board and to officers for their professional and business-like manner and for the thoroughness and due diligence which had been demonstrated around the decision-making process.

The Combined Authority Board:

- a) Noted the Mayoral Decision on 15 July 2020, on the recommendation of the Business Board, to formally accept the allocation of £14.6million accelerated Local Growth Funding from the Cities and Local Government Unit on behalf of the Combined Authority;
- b) Noted the plan to deploy the awarded accelerated Local Growth Funding to the Business Board's No1 ranked priority project: Greater Peterborough Innovation Ecosystem, subject to it successfully completing the Local Assurance Framework application process including ratification by the Combined Authority Board.

Councillor Holdich left the meeting.

### **573. GROWTH DEAL PROJECT PROPOSALS JULY 2020**

The Mayor stated that the report contained six appendices which were exempt from publication under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed: information relating to the financial or business affairs of any particular person, including the authority holding that information. He asked whether any member of the Board wished to discuss the exempt appendices. No member expressed the wish to do so.

The Mayor reminded the Board that when the Combined Authority took decisions as Accountable Body, it was committed to acting in line with its Assurance Framework in the interests of the Cambridgeshire and Peterborough area as a whole, and taking decisions based on the recommendations of the Business Board.



The Business Board had £4.3m of Local Growth Funding available to allocate. Three project proposals had been through the local assurance process and been ranked against the agreed funding criteria. In order of rank these were:

- i. CAM Special Purpose Vehicle (minute 560 above also refers)
- ii. Cambridge Regional College Construction and Digital Refurbishment
- iii. Northstowe Development

The proposals were discussed at the Business Board meeting on 27 July 2020 where it was agreed unanimously to recommend the two highest ranked projects to the Combined Authority Board for funding.

On being proposed by Mr Adams, seconded by Councillor Bailey, it was resolved unanimously by those present to:

- a) Approve funding for the project numbered 1, in table 2.11 based on the project achieving the highest scoring criteria and external evaluation recommendation.
- b) Approve a revised grant funding offer of £2,500,000, for the project numbered 2 in table 2.11 based on the project achieving the second highest scoring criteria and external evaluation recommendation.
- c) Decline project numbered 3 in table 2.11 based on the scoring criteria and this being the lowest scoring project.

#### **574. LOCAL GROWTH FUND PROGRAMME MANAGEMENT JULY 2020**

The Board received an operational update on the Local Growth Fund (LGF). There were currently 16 live projects and six projects at pre-contract stage, an increase in two since publication of the report. A change which was required to the Wisbech Access Strategy had been approved by the County Council and a delivery partner had been procured to carry out a piece of work on historic LGF projects.

On being proposed by Mr Adams, seconded by Councillor Count, it was resolved unanimously by those present to:

- a) Note all of the programme updates contained in the report to the Business Board on 27 July 2020.
- b) Approve the change request for the Wisbech Access Strategy Project.

#### **575. EASTERN AGRI-TECH GROWTH INITIATIVE FUNDING REVIEW - JULY 2020**

The Eastern Agri-Tech Growth Initiative had been in operation for over six years and its programme criteria had been unchanged during that time. This criteria had now been reviewed in the light of the Covid support rates and it was recommended that it should be revised to increase its attractiveness and impact. If this change was approved a new promotion campaign would be run to advertise this opportunity. There was £1.695m left to award and spend in the period to 31 March 2021 and officers judged that this was achievable.

Mr Adams commended officers for their hard work and agile approach during the past four months to ensure maximum uptake of the available funding alongside managing new asks from Government arising from Covid-19. Integrity, fair play and process were key factors and the previous week a report had been submitted to the Audit and Governance Committee looking across the whole spectrum of activity, including the previous Local Enterprise Partnership (LEP) and the Business Board. A year ago the LEP had been found to be broadly compliant with nine recommendations made for improvement. This year, the Business Board had been found to be substantially compliant with all nine recommendations for improvement addressed and work continuing to further refine and improve its processes.

Councillor Bailey expressed her thanks to the Business Board for its careful management and oversight and to officers for the support which they provided to the Business Board.

On being proposed by Mr Adams, seconded by Cllr Bailey, it was resolved unanimously to:

- a) Approve a change in the criteria for the Eastern Agri-Tech Growth Initiative scheme, raising the grant intervention rate from 25% to 50% on the Growth Grant part of the scheme.
- b) Delegate authority to the Director of Business and Skills, in consultation with the Lead Member for Economic Growth, to make any further changes in criteria or operation of the scheme to ensure all funds are awarded by end of March 2021.

(Mayor)

**CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY – 5<sup>TH</sup> AUGUST 2020**

**PUBLIC QUESTIONS**

<b>No.</b>	<b>Question from:</b>	<b>Question to:</b>	<b>Question</b>
1.	Mr Michael Page	Mayor James Palmer	<p>In press articles dated 29<sup>th</sup> July the Mayor is quoted as saying that a report on the CAM from the Technology Advisory Committee in May this year is ‘an exceptional piece of work’, that it contains ‘a lot more innovative thinking’ and that it will be a ‘game changer’ in halving previous cost estimates to less than £2bn.</p> <p>Can we please know the membership of this committee and can we have an opportunity to read the report? At the time of writing this question I cannot find it on the CPCA website.</p>
	<b>Response from:</b>	<b>Response to:</b>	<b>Response</b>
	Mayor James Palmer	Mr Michael Page	<p>The technologically-advanced nature of the Cambridgeshire Autonomous Metro programme means it will continuously evolve and improve. In a fast-changing world, it is vital we seek additional, independent and ongoing technical insight throughout its development.</p> <p>Cambridgeshire and Peterborough has some of the world’s brightest and best on its doorstep and it is right that the Combined Authority engages with that local expertise to help drive this programme forward.</p> <p>The role of the CAM Technology Advisory Committee - the TAC - exemplifies that approach, providing independent technical advice on the development of the CAM, under the guidance of its chair Dr David Cleevely CBE, and supported by leading technical and academic experts.</p>

			<p>As part of its role the CAM TAC has undertaken a review of the previous Strategic Outline Business Case (SOBC) and on-going Outline Business Case (OBC) work undertaken on the CAM Central Tunnel Section. The resulting report offers bold, innovative thinking on what is potentially possible and deliverable, and proposes that the use of smaller metro vehicles could reduce the cost of CAM from the £4bn indicated in the SOBC to less than £2bn.</p> <p>The TAC's findings are being assessed and will feed in to a joined-up One CAM strategy, which will integrate the project's strands together in one place. But it is important to stress that the report is one part of the ongoing, wider evolution of the CAM, and public engagement and consultation will take place at the appropriate stages of delivery, including details on the latest technologies being considered for implementation.</p> <p>I have requested that a copy of the TAC report is put on the Combined Authority website.</p>
	<b>Question from:</b>	<b>Question to:</b>	<b>Question</b>
2.	Councillor Tim Wotherspoon	Mayor James Palmer	<p>What has happened to the Non-Statutory Strategic Spatial Framework (Stage 2 was due a long time ago), and where is the current locus for coordination of plan-making across the constituent local planning authorities? We used to have a very effective Joint Strategic Planning Unit headed by John Williamson, and I am wondering how this may have been carried forward into new structures.</p> <p>Supplementary question: One of my hopes for devolution was that we would be able to produce an integrated single sub-regional strategy, combining planning, housing, transport, economy, utilities, and preservation and enhancement of built and natural heritage. So I was heartened to read in the agenda for the Combined Authority Board meeting on 29 May 2019 that "The Non-Statutory Strategic Spatial Framework Phase 2 is being prepared concurrently with the Local Transport Plan</p>

			(LTP). NSSF2 has reached issues stage and these will be consulted on at the same time as the draft LTP". The LTP was also on your agenda that day, and its final version was adopted in January this year, but there is still no NSSF2. What assurances can you give that planning and transport can be quickly knitted back together again?"
	<b>Response from:</b>	<b>Response to:</b>	<b>Response</b>
	Mayor James Palmer	Councillor Tim Wotherspoon	<p>This is an issue for all combined authorities and the reality is that none have yet delivered a spatial plan. I am a great believer in a spatial strategy, but there are legitimate concerns amongst planning authorities that they will lose control. I would welcome more direction on this from Government. It is imperative that we work with Government, local councils, the Ox-Cam Arc, East West Rail and Homes England to create a framework for growth in Cambridgeshire that is beneficial to the whole county.</p> <p>The Combined Authority is working with South Cambridgeshire District Council and others and I believe that we can put a clear solution to Government based on the CAM Metro. I do believe that we need more assurance from Government on where powers lie in relation to planning authorities' powers. We were asked to produce a non-statutory spatial plan, but when you are delivering not just to Local Plans it is difficult to get agreement without a statutory spatial plan.</p>

**Combined Authority Board 5 August 2020: Questions from the Overview and Scrutiny Committee**

**Item 2.1 Budget Monitor Update**

Q: Building upon cycle schemes he has funded recently is the mayor able to consider reviewing budgets and move funding towards promoting safe walking and particularly cycling?

A: The Authority's transport strategy, outlined in the Local Transport Plan (LTP) published earlier this year, aims to provide a real attractive alternative to the private car through encouraging modal shift. Many of our core policies aim to encourage a shift to walking, cycling and public transport: from providing sustainable connectivity to and within new developments, to delivering world-class walking and cycling infrastructure. The Authority's overarching vision is to create a transport system in which walking, cycling and public transport are natural choices for the majority of journeys because they are affordable, healthy, convenient and safe alternatives to the private car. The more people travelling on foot and by bike rather than by private car will help to reduce congestion, improve air quality and safety and create attractive, healthy and thriving streets and communities.

All transport schemes promoted by the Authority need to comply and adhere to our policies, including the promotion of sustainable, active modes. For example, one of the key objectives of the A10 Strategic Outline Business Case is to ensure due consideration is given to the provision of an improved, high-quality cycle route between Cambridge and Ely. In addition, the draft LTP sub-strategy for the Cambridgeshire Autonomous Metro proposes that pedestrian and cycling access should be designed to radiate from CAM stops; and by locating the CAM stops at the optimum location for accessibility helps to reinforce the sustainable transport message.

In addition, I wrote to the Prime Minister, following extensive work with the County and City Council, with a proposal for an active travel package four weeks before the Government announced cash support. Whilst we await the funding secured from the central Government grant, the Authority have provided £2.9 million of cash support to ensure that active travel measures can be implemented in a timely manner. This has meant that the people of Cambridgeshire and Peterborough have started to benefit from these improvements in advance of the funding being received from Government.

The Authority remains committed to the delivery of active travel measures and will continue to seek additional funding sources to provide the necessary infrastructure and facilities. For example, we will seek further central Government funding as the National Cycling Strategy is rolled out with an associated £2 billion budget attached whilst continuing to work proactively with partners including Constituent Councils and the GCP to ensure budgets are used most effectively.

Item 3.1 £100m Affordable Housing Programme Proposed Variations to Schemes that form investments from the £40m revolving fund

Q: The report to the Board states that “The lost interest by granting interest free periods will not impact on other areas of the Combined Authority. i.e. the revenue budget does not rely on these funds, but as mentioned earlier in the paper, any interest earned on these loans would be recycled and re-invested into new housing projects. i.e. the loss of interest just impacts on future funds available to support the £100m affordable housing programme.” What—in financial and housing unit terms—is the opportunity cost of this lost interest?

A: The Combined Authority revenue budget is separate from the £40m revolving fund monies, so any interest being forgone from the loans under the £40m revolving fund does not affect the revenue budget. It just means that less interest will be received from the current revolving fund loans and so the £40m revolving fund which is the beneficiary of all loan interest will not increase by as much as it would have if interest was being received in full. The interest that we are proposing not to charge amounts to approximately £656,000. The future availability of the £40m revolving fund with interest that will be being paid should be available to be re-invested into future housing schemes as the current schemes are completed. The alternative to not offering a support package is to put the delivery of some of the houses and repayment of the loans with interest that is due at risk, which could have a far more significant impact. The future opportunity cost of not receiving the interest to be added to the revolving fund will equate to approximately three housing units.

If the Combined Authority used the whole of the £100m Affordable Housing Programme funding to give grants to bring forward affordable housing that would be a good outcome, but at the end of the programme the money would be gone. The use of the innovative £40m revolving fund means that affordable housing is still delivered, but at no cost to the taxpayer as the loaned money is repaid in full. We must stimulate the housing market and create opportunity and this exceptional scheme delivers that.

Item 3.2 Proposal for a Corporate Vehicle to bring forward the Cambridgeshire Autonomous Metro (CAM)

Q: The report to the Board states that “CAM will potentially increase social mobility to Peterborough and the Fens, therefore ‘levelling up’ the region”. Which parts of the Fens will have access to CAM, and when?

A: The proposal for the Cambridgeshire Autonomous Metro – the CAM - is for a high-quality, fast and reliable ‘metro-style’ transport network which will transform connectivity across the region. During the current and future development stages of the CAM programme, extensive analysis is being undertaken on the proposed CAM network. This analysis includes the potential routing of the CAM across the region and the potential for additional CAM regional routes over and above those already discussed. The analysis will ensure any proposed CAM routes deliver the aims of the CAM programme, meet the objectives of the CAM sub-strategy and will be subject to future technical work and public consultations. As the work on the CAM regional routes is at a very early stage of development, we are unable to provide specific details and timescales for the potential additional routes that may be included in the One CAM Strategy.

It is imperative that we level up opportunities across Cambridgeshire. The CAM project is starting in the south of the county because that is the area of most significant need in this context. But it will also be a means to spread the wealth of that part of the county too.

#### Item 3.3 A10 Junctions and Dualling

Q: The report to the Board states that "there was a spread of opinion about the options". Will the Combined Authority publish the public feedback received in response to the virtual public exhibition?

A: The public feedback received in response to the virtual public exhibition is found as part of the A10 Junctions and Dualling SOBC report as Appendix E – Stakeholder Attitudes.

#### Item 3.5 Market Town Masterplans

Q: A frequent comment during the development of the Market Town Masterplans was that local councillors and communities had not been consulted in their development, or their comments had been ignored. As funds are about to be allocated to the Market Towns to implement the Masterplans, what flexibility will be shown in granting funds to Market Towns for local priorities which are not in the Masterplans created for them, but which have greater local support and in some cases, greater feasibility?

A: Masterplans for Fenland and Huntingdonshire were consulted on through town teams and led by the districts and consultants. For East Cambridgeshire, consultation has been limited due to Covid and lockdown restrictions, however the resulting action plans will be consulted on to shape interventions. This will be led by East Cambridgeshire District Council. In terms of allocation of funds, and given the transformative aims of the Programme, the Combined Authority is especially keen to see movement on the more ambitious projects set out in the Masterplans and prospectuses for growth and will prioritise these. And whilst there will be opportunities for longer term projects, applications will have more chance of approval if they can also demonstrate fast impact, especially to support Covid economic recovery over the next nine months to the new financial year when unemployment impacts of Covid are expected to peak.

#### Item 5.2 Integrated Economic, Business and Skills Insight Programme

Q: How is the Combined Authority balancing the need for urgent action this summer and autumn to address the short-term implications of COVID-19 on business and the economy, with the wish to redesign its medium term COVID-19 recovery focus?

A: Since spring and through the summer so far, the Business & Skills Directorate have mobilised a range of urgent interventions to help our businesses with the impact of Covid-19 such as:

- a 1-2-1 Support Service to help Business access the central Government support initiatives



- a Webinar series on crucial topics to aid the restart of their Businesses
- specially adapted Grant and Micro Grant schemes; and
- augmentation of the forthcoming Business Growth Service in Autumn 2020 to incorporate a period focussed on Recovery.

Alongside this activity, our Economic Recovery Strategy Group (involving all our Local Partners and Stakeholders) has been formulating a Local Recovery Strategy containing near and medium terms proposals and also novel, long term proposals which will help accelerate the recovery of the local economy on a sustainable, greener and more inclusive basis. These proposals will be underpinned by the outcomes/findings of our EBSI Programme.





**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

**JAMES PALMER**  
CAMBRIDGESHIRE &  
PETERBOROUGH MAYOR

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

PUBLISHED FRIDAY 18 SEPTEMBER 2020

## FORWARD PLAN

### PURPOSE

The Forward Plan sets out all of the key decisions which the Combined Authority Board and Executive Committees will be taking in the coming months. This makes sure that local residents and organisations know what key decisions are due to be taken and when.

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

### WHAT IS A KEY DECISION?

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

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

### NON-KEY DECISIONS

For transparency, the Forward Plan also includes all non-key decisions to be taken by the Combined Authority Board and Executive Committees.

### ACCESS TO REPORTS

A report will be available to view online one week before a decision is taken. You are entitled to view any documents listed on the Forward Plan after publication, or obtain extracts from any documents listed, subject to any restrictions on disclosure. There is no charge for viewing the documents, although charges may be made for photocopying or postage. Documents listed on this notice can be requested from Robert Parkin, Chief Legal Officer and Monitoring Officer for the Combined Authority at [Robert.Parkin@cambridgeshirepeterborough-ca.gov.uk](mailto:Robert.Parkin@cambridgeshirepeterborough-ca.gov.uk).

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

### NOTICE OF DECISIONS

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

### STANDARD ITEMS TO COMMITTEES

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

#### Housing and Communities Committee

1. £100m Affordable Housing Programme Update
2. £70m Cambridge City Council Affordable Housing Programme: Update
3. £100k Homes and Community Land Trusts Update

#### Skills Committee

1. Budget and Performance Report
2. Employment and Skills Board Update

#### Transport and Infrastructure Committee

1. Budget Monitor Update
2. Performance Report

DECISION REQUIRED		DECISION MAKER	DATE DECISION EXPECTED	KEY DECISION OR DECISION	PURPOSE OF REPORT	CONSULTATION	CONTACT DETAILS/ REPORT AUTHOR	LEAD MEMBER	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER (INCLUDING EXEMPT APPENDICES)
Combined Authority Board									
Governance Items									
1.	Minutes of the meeting on 5 August 2020	Cambridgeshire and Peterborough Combined Authority Board	30 September 2020	Decision	To approve the minutes of the previous 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.
2.	Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	30 September 2020	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices.
3.	Governance Update and Constitution Review	Cambridgeshire and Peterborough Combined Authority Board	30 September 2020	Decision	To advise the Board of the outcome of the governance review and present proposed updates to the Constitution for adoption.	Relevant internal and external stakeholders, including the Audit and Governance Committee	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices.
4.	Budget Monitor Report: September 2020	Cambridgeshire and Peterborough Combined Authority Board	30 September 2020	Key Decision 2020/064	To provide an update on the revenue and capital budgets for the year to date and seek approvals as required.	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief Finance Officer	Councillor Steve Count  Lead Member for Investment and Finance	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
5.	Business Plan 2020/21 Mid-Year Update	Cambridgeshire and Peterborough Combined Authority Board	30 September 2020	Decision	To consider and approve the mid-year update of the Business Plan which was originally approved by the Board in January 2020.	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.
6.	Performance Report	Cambridgeshire and Peterborough Combined Authority Board	30 September 2020	Decision	To provide 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.

DECISION REQUIRED		DECISION MAKER	DATE DECISION EXPECTED	KEY DECISION OR DECISION	PURPOSE OF REPORT	CONSULTATION	CONTACT DETAILS/ REPORT AUTHOR	LEAD MEMBER	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER (INCLUDING EXEMPT APPENDICES)
Combined Authority Board Decisions									
7.	Cambridgeshire Autonomous Metro (CAM) Special Purpose Vehicle: Shareholder Agreement	Cambridgeshire and Peterborough Combined Authority Board	30 September 2020	Key Decision 2020/057	To receive an update on the incorporation of the CAM Special Purpose Vehicle (SPV) and approve the Shareholder Agreement and appointment of the Chair.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and 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.	A10 Dualling and Junctions	Cambridgeshire and Peterborough Combined Authority Board	30 September 2020	Key Decision 2020/061	To update on progress on discussions with the Department for Transport (DfT) regarding future funding and to request approval of the drawdown of the £2m provisionally allocated within the Medium Term Financial Plan.	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.
9.	Market Towns Programme Investment Prospectus – Approval of First Tranche of Recommended Projects  [May contain exempt appendices]	Cambridgeshire and Peterborough Combined Authority Board	30 September 2020	Key Decision 2020/041	To approve the first tranche of recommended projects under the Market Towns Programme Investment Prospectus.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	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 Transport and Infrastructure Committee									
10.	CAM Outline Business Case Non-Statutory Consultation (Central Tunnel Section) Summary Note	Cambridgeshire and Peterborough Combined Authority Board	30 September 2020	Decision	To provide an overview of the consultation and engagement undertaken by the Combined Authority in respect of the proposals for the CAM between 21 February and 3 April 2020.	Relevant internal and external stakeholders	Kim Sawyer, 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

DECISION REQUIRED		DECISION MAKER	DATE DECISION EXPECTED	KEY DECISION OR DECISION	PURPOSE OF REPORT	CONSULTATION	CONTACT DETAILS/ REPORT AUTHOR	LEAD MEMBER	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER (INCLUDING EXEMPT APPENDICES)
11.	Response to England's Economic Heartlands Transport Strategy consultation	Cambridgeshire and Peterborough Combined Authority Board	30 September 2020	Decision	To approve the Authority's response to the England's Economic Heartlands Transport Strategy	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
12.	Bus Reform	Cambridgeshire and Peterborough Combined Authority Board	30 September 2020	Key Decision KD2020/065	To receive an update on business case development and consider additional work to review Covid-19 impacts on bus travel.	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
Recommendations from the Skills Committee									
13.	Sector-Based Work Academy and High Value Courses	Cambridgeshire and Peterborough Combined Authority Board	30 September 2020	Key Decision KD2020/058	To consider proposals for the creation of sector-based work academies and high value courses.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
14.	Business Growth Service - Full Business Case  [May include exempt appendices]	Cambridgeshire and Peterborough Combined Authority Board	30 September 2020	Key Decision 2020/029	To approve the Full Business Case for mobilisation of the Growth Service.	Relevant internal and external stakeholders, including Skills Committee	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board  Councillor John Holdich Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
Recommendations from the Business Board									
15.	Local Growth Fund Programme Management September 2020	Cambridgeshire and Peterborough Combined Authority Board	30 September 2020	Key Decision 2020/047	To approve a change request for the Photocentric Local Growth Fund project; to approve a change request on conditions for release of awarded Local Growth Funds to the Business Growth Service project; and to review Local Growth Fund Programme delivery and budget and amend as required.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board  Councillor John Holdich Lead Member for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

DECISION REQUIRED		DECISION MAKER	DATE DECISION EXPECTED	KEY DECISION OR DECISION	PURPOSE OF REPORT	CONSULTATION	CONTACT DETAILS/ REPORT AUTHOR	LEAD MEMBER	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER (INCLUDING EXEMPT APPENDICES)
16.	Growth Deal Project Proposals: September 2020	Cambridgeshire and Peterborough Combined Authority Board	30 September 2020	Key Decision 2020/055	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	Austen Adams, Chair of the Business Board  Councillor John Holdich Lead Member for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
17.	Covid-19 Economic Recovery Strategy	Cambridgeshire and Peterborough Combined Authority Board	30 September 2020	Decision	To recommend the Combined Authority Board approve the Covid-19 Economic Recovery Strategy for Cambridgeshire & Peterborough.	Relevant internal and external stakeholders, including Skills Committee	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board  Councillor John Holdich Lead Member for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
18.	Covid-19 Evidence Base and Insight Report	Cambridgeshire and Peterborough Combined Authority Board	30 September 2020	Decision	To provide an update on evidence-based insight to support the delivery of the Local Economic Recovery Strategy.	Relevant internal and external stakeholders, including Skills Committee	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board  Councillor John Holdich Lead Member for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
Combined Authority Board									
Governance Items									
19.	Minutes of the meeting on 30 September 2020	Cambridgeshire and Peterborough Combined Authority Board	28 October 2020 <i>[Reserve meeting date]</i>	Decision	To approve the minutes of the previous 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.



DECISION REQUIRED		DECISION MAKER	DATE DECISION EXPECTED	KEY DECISION OR DECISION	PURPOSE OF REPORT	CONSULTATION	CONTACT DETAILS/ REPORT AUTHOR	LEAD MEMBER	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER (INCLUDING EXEMPT APPENDICES)
20.	Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	28 October 2020 <i>[Reserve meeting date]</i>	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices.
21.	Budget Monitor Update	Cambridgeshire and Peterborough Combined Authority Board	28 October 2020 <i>[Reserve meeting date]</i>	Decision	To provide an update on the revenue and capital budgets for the year to date	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief Finance Officer	Councillor Steve Count  Lead Member for Investment and Finance	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
Transport and Infrastructure Committee									
22.	Fenland Regeneration: Stations	Transport and Infrastructure Committee	4 November 2020	Decision	To consider the outcomes of the business case and a proposal to approve the drawdown of budget to proceed to the next stage and make recommendations to the Combined Authority 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.
Housing and Communities Committee									
23.	£100m Affordable Housing Programme Scheme Approvals – November 2020	Housing and Communities Committee	9 November 2020	Key Decision 2020/062	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	Councillor Chris Boden  Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
24.	Housing Market Assessment Update	Housing and Communities Committee	9 November 2020	Decision	To receive an update on the study into the Housing Needs of Specific Groups commissioned by the local authorities.	Relevant internal and external stakeholders	Roger Thompson, Director of Housing and Development	Councillor Chris Boden  Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
Skills Committee									
25.	Kickstart Scheme	Skills Committee	9 November 2020	Decision	To consider mobilisation plans for the Kickstart Scheme to enhance job creation in Cambridgeshire and Peterborough and make	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Austen Adams Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

DECISION REQUIRED		DECISION MAKER	DATE DECISION EXPECTED	KEY DECISION OR DECISION	PURPOSE OF REPORT	CONSULTATION	CONTACT DETAILS/ REPORT AUTHOR	LEAD MEMBER	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER (INCLUDING EXEMPT APPENDICES)
					recommendations to the Combined Authority Board.			Councillor John Holdich Lead Member for Economic Growth	
26.	Local Economic Recovery Strategy	Skills Committee	9 November 2020	Decision	To review the Local Economic Recovery Strategy with further evidence-based insight.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Austen Adams Chair of the Business Board  Councillor John Holdich Lead Member for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
27.	Adult Education Budget Annual Review	Skills Committee	9 November 2020	Decision	To update Members following the first year of local delivery of the Adult Education Budget.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
Combined Authority Board									
Governance Items									
28.	Minutes of the meeting on 28 October 2020	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Decision	To approve the minutes of the previous 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.
29.	Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices.
30.	Budget Monitor Update	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Decision	To provide an update on the revenue and capital budgets for the year to date	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief Finance Officer	Councillor Steve Count  Lead Member for Investment and Finance	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

DECISION REQUIRED		DECISION MAKER	DATE DECISION EXPECTED	KEY DECISION OR DECISION	PURPOSE OF REPORT	CONSULTATION	CONTACT DETAILS/ REPORT AUTHOR	LEAD MEMBER	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER (INCLUDING EXEMPT APPENDICES)
Combined Authority Decisions									
31.	£100m Affordable Housing Programme (Non-Grant) November 2020	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Key Decision 2020/059	To request Board approval of a scheme that forms a part of and will require an investment from the £40m revolving fund.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Councillor Chris Boden  Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
32.	Market Towns Programme Investment Prospectus – Approval of Second Tranche of Recommended Projects	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Key Decision 2020/042	To approve the second tranche of recommended projects under the Market Towns Programme Investment Prospectus.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	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 Transport and Infrastructure Committee									
33.	Fenland Regeneration: Stations	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Key Decision 2020/063	To consider the outcomes of the business case and the recommendations of the Transport and Infrastructure Committee on proposals to approve the drawdown of budget to proceed to the next stage.	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.
Recommendations from the Skills Committee									
Recommendations from the Business Board									
34.	Local Growth Fund Programme Management November 2020	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Key Decision 2020/060	To review the Local Growth Fund Budget and amend as required.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board  Councillor John Holdich Lead Member for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

DECISION REQUIRED		DECISION MAKER	DATE DECISION EXPECTED	KEY DECISION OR DECISION	PURPOSE OF REPORT	CONSULTATION	CONTACT DETAILS/ REPORT AUTHOR	LEAD MEMBER	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER (INCLUDING EXEMPT APPENDICES)
35.	Kickstart Scheme	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Key Decision 2020/066	To approve mobilisation Plans for the Kickstart Scheme to enhance job creation in Cambridgeshire and Peterborough.	Relevant internal and external stakeholders including the Skills Committee	John T Hill Director of Business and Skills	Austen Adams Chair of the Business Board  Councillor John Holdich Lead Member for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
36.	Local Enterprise Partnership Partnering Strategy – 2020 Update	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Decision	To approve the Local Enterprise Partnership Partnering Strategy	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board  Councillor John Holdich Lead Member for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
37.	Coterminous and Strategic Partnership Agreements Update	Cambridgeshire and Peterborough Combined Authority Board	25 November 2020	Decision	To approve Memorandums of Understanding with the remaining seven neighbouring Local Enterprise Partnerships.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board  Councillor John Holdich Lead Member for Economic Growth	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 queries to Robert Parkin, Chief Legal Officer and Monitoring Officer, at [Robert.Parkin@cambridgeshirepeterborough-ca.gov.uk](mailto:Robert.Parkin@cambridgeshirepeterborough-ca.gov.uk) We need to know:

1. Your comment or query:
2. How can we contact you with a response (please include your name, a telephone number and your postal and/ or email address.
3. Who you would like to respond to your query.





<b>CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD</b>	<b>AGENDA ITEM No: 1.6</b>
<b>30 SEPTEMBER 2020</b>	<b>PUBLIC REPORT</b>

## **CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY CONSTITUTION**

### **1.0 PURPOSE**

- 1.1 This report presents to the Combined Authority Board a series of proposed changes to the Combined Authority Constitution for review and invites the Board to adopt the recommended changes.

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Officer: Robert Parkin, Chief Legal Officer and Monitoring Officer</b>	
<b>Author: Robert Parkin, Chief Legal Officer and Monitoring Officer</b> robert.parkin@cambridgeshirepeterborough-ca.gov.uk	
<b>RECOMMENDATIONS:</b>  <b>The Combined Authority Board is recommended to:</b>  <ol style="list-style-type: none"><li>1. To approve, and adopt the revisions to the Constitution detailed in this report with effect from 1 November 2020</li><li>2. To authorise the Monitoring Officer to update the Constitution with the recommended revisions and to make any consequential amendments.</li></ol>	<b>Voting arrangements</b>  A majority of at least two thirds of all Members (or their Substitute Members) present and voting

### **2.0 BACKGROUND**

- 2.1 The Monitoring Officer is required to monitor and review the operation of the Constitution on an annual basis.

- 2.2 The Audit and Governance Committee, which is responsible for keeping under review the governance arrangements of the Combined Authority, such as the Constitution is empowered to make recommendations to the Combined Authority Board. By the time of the Combined Authority Board meeting on 30 September, the Audit and Governance Committee shall have considered the proposed revisions to the Constitution described in this report, and have recommended them to the Combined Authority Board for adoption. Where the Audit and Governance Committee suggests additions or alterations, these will be notified to members as an addendum to this report.
- 2.3 Officers have worked with various stakeholders in preparing these proposed revisions, including the Corporate Management Team of the Combined Authority, a workshop of the Audit and Governance Committee on 17 September, and by way of a comprehensive review of the Constitutions of other Combined Authorities, and a consultation exercise.
- 2.3 The consultation exercise involved the distribution of a questionnaire to officers and members.
- 2.4 While the questionnaire, with a total of 13 questions, was widely distributed and followed up with prompts to participants, the response was low. The following themes and points arose:
- Some level of concern over there being sufficient publicity about the rights of the public to ask questions at the CA Board and Committees and present petitions.
  - The effectiveness of pre-scrutiny was questioned. In particular in relation to whether the right people were in attendance at committee to ask questions which might, ultimately, shape policies and plans
  - There were no concerns expressed over the current meetings procedure rules
  - The Committee system, operating within the Combined Authority, is considered to be effective although inconsistencies in agendas were raised
  - Although it was commented that the distinction between the different roles of the Mayor and the Combined Authority could made clearer it was generally accepted there is enough done to present the understanding of the roles
  - The role of the Business Board within the Combined Authority should be more clearly communicated to ensure that it is understood by the wider community
  - All responding felt that enough is done to promote to the public access to the Forward Plan and Agenda Reports, and to provide information on how to attend meetings and ask questions



- Also, all responding felt that the Combined Authority's key documents are well, and accessibly presented, although they could be made easier to find on the website
- There was a mixed response on whether the Constitution should include a foreword and a longer introduction
- There was unanimity as to the facility of call-in by the Combined Authority Board being necessary.

### **3.0 MAIN ISSUES**

- 3.1 Commentary is presented below on the new and revised documents recommended for adoption, including a description of the principle amendments:

#### ***Code of Conduct***

- 3.1.1 This is a new document based upon the Local Government Association's draft Model Code of Conduct, which was out to consultation until 17 August 2020. The draft Model Code reflected the recommendations of the Committee on Standards in Public Life (CSPL) and includes content which would require changes in the law. The Code of Conduct recommended to members does not include any elements which would be in conflict with the law as it now stands. The proposed changes in the law include a proposal to have a presumption that members are acting in an official capacity in their public conduct, including on social media. One of the CSPL's main concerns about the current regime for member conduct is the absence of sanctions for misconduct, however it would take a change in primary legislation to provide local government bodies, such as the Combined Authority, with the power to apply sanctions where a breach of the Code of Conduct is found.
- 3.1.2 The proposed Code of Conduct replaces the duty to treat others with respect with duty to treat other members and members of the public with civility, which is defined as "politeness and courtesy in behaviour, speech and in the written word". The recommended Code provides greater clarity on when members with interests should leave the meeting room than that provided by the current Code.
- 3.1.3 The recommendation is to adopt the recommended Code in advance of the outcome of the LGA consultation process with a view to re-visiting the content of the Code as and when the Model Code has been finalised or the changes in the law proposed by the CSPL have been enacted.

#### ***Gifts and Hospitality Protocol***

- 3.1.4 This is a new document which supplements the recommended new Code of Conduct. It seeks to provide clarity to members as to how to deal with offers

of gifts and hospitality. The appropriate treatment of gifts and hospitality is key element in maintaining public confidence in the Combined Authority and in local government generally.

***Members' Use of Resources and Code of Recommended Practice on Publicity***

- 3.1.5 This is a new document which supplements the recommended new Code of Conduct. It seeks to provide clarity to members as to the use of Combined Authority resources and sets out the requirements of the Code of Recommended Practice on Local Authority Publicity.

***Officer Employment Procedure Rules***

- 3.1.6 This is a revised version of the current document at chapter 18 of the Constitution. The revisions relate to the following issues:
- To tidy up the procedural requirements for the appointment of senior officers. The requirements included are those set out in the Local Authorities [Standing Orders] Regulations 1993, which do not apply to combined authorities. However, the requirements of the 1993 Regulations are in line with good practice and it is therefore recommended that they continue to be applied by the Combined Authority. This will also have the advantage of keeping the senior officer appointment procedures of the Combined Authority in line with those of its constituent councils.
  - To set out the arrangements for the appointment of senior officers on an interim basis. Any interim appointment extending beyond nine months or which is intended to last more than nine months would require the approval of the Employment Committee, or in the case of the statutory officers, the Combined Authority Board. The intention is to enable senior officers to be recruited at short notice, either to cover the interval between a senior officer leaving the Combined Authority and a permanent replacement being recruited or to cover a period during which a senior officer is unable to perform their duties. All appointments of statutory officers, whether interim or permanent, require the approval of the Combined Authority Board
  - To confirm that the Head of Paid Service [Chief Executive] is to be responsible for all appointments at or below Deputy Chief Officer level
  - To confirm that, as set out above for the Employment Committee, it is recommended that the Combined Authority apply the statutory protections for statutory officers, although it is not a legal requirement for combined authorities. The procedure for dismissal of a statutory officer for disciplinary reasons is set out in Annex 3 to the Rules
  - To confirm that no member who has as made a decision as to the dismissal of a Chief Officer, or a recommendation to the Combined Authority Board as to

the dismissal of a statutory officer, may sit as a member of the Combined Authority Board when it considers such a recommendation or hears an appeal against dismissal by a Chief Officer

***Protocol on Appointments within the Mayoral Office [Annex to Officer Employment Procedure Rules]***

- 3.1.7 The Protocol, which was adopted by the Combined Authority Board in September 2019, has been amended to provide that posts within the Mayoral Office, with the exception of the Personal Assistant role, are to be subject to political restriction. This follows discussions with the Ministry for Housing, Communities, and Local Government, whose interpretation of the application of political restriction rules was at variance to that provided to the Combined Authority by leading counsel.

***Employment Committee***

- 3.1.8 This is a revised version of the current chapter 12 of the Constitution. The revisions relate to the following issues:
- The expansion of the membership of Employment Committee to match the membership of the other Executive Committee
  - Clarification of the way in which disciplinary procedures involving the Head of Paid Service, Monitoring Officer and Section 73 Officer are to be handled. The statutory rules providing additional employment protections to these statutory officers, which are set out in the Local Authorities (Standing Orders) (England) Regulations 2001 (as amended), do not apply to the Combined Authority. The Committee on Standards in Public Life is supportive of the statutory protections and has recommended that the protections be extended. The recommendation is therefore that the Combined Authority apply the statutory protections notwithstanding that they are not a legal requirement, on the basis that the statutory officer roles at the Combined Authority raise the same issues as the same roles in the Combined Authority as their equivalents in the constituent councils and warrant the same protections. This requires the establishment of a Statutory Officer Investigatory Panel because the statutory protections include recommendations on the dismissal of statutory officers being made by a panel which includes two or more independent persons, so the Employment Committee itself would not be able to make those recommendations
  - To set out the definitions of a Chief Officer, Deputy Chief Officer and disciplinary action which were previously in the Officer Employment Procedure Rules in order to provide a clearer approach to the relationship between these two elements of the Constitution
  - To provide greater clarity about the suspension of senior officers and appeals procedures

- To remove the appointment and dismissal of Deputy Chief Officers from the remit of the Employment Committee. The management structure of the Combined Authority, which is flat in comparison to other local authority bodies, brings a significant number of officers within the Deputy Chief Officer designation

### ***Virtual/Hybrid Meetings***

- 3.1.9 This is a new document, developed in line with the Government guidance on social-distancing and the Covid-19 virus and it not being possible to hold physical meetings of the Combined Authority Board and the Combined Authority's Executive Committees for the time being. The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 allows formal local government meetings to be held on a virtual basis, without elected members being physically present together in the same place. Meetings will, therefore, be held on a virtual basis so this protocol sets out the procedures for virtual, and where applicable, hybrid meetings.

### ***Webcasting***

- 3.1.10 This is a new document following the agreement of the Combined Authority that meetings of the Combined Authority Board, Executive Committees, Audit & Governance Committee and Overview & Scrutiny Committee can be transmitted live on the internet (webcast), and the recordings made available on the website for 12 months.

### ***Contracts Procedure Rules***

- 3.1.11 The Combined Authority is obliged by law to maintain standing order in relation to the appointment of contracts. The revised Contract Procedure Rules, attached, are a re-write of the existing rules, aimed at referencing up to date legislation, and providing clearer process, as well as separating out guidance from the rules themselves.
- 3.1.12 They also introduce a Procurement Gateway Process for higher value or complex procurements in which officer stakeholders with the support of the Legal, Finance, and Procurement teams can agree commissioning and route to market strategy, and monitor the effectiveness of procurement and contracting arrangements.

### ***Other Textual Amendments to the Constitution***

- 2.1.16 In addition to consequential amendments in the body of the Constitution to ensure consistency with the above referenced content, the Constitution has been generally reviewed for repetition and clarity. Changes include amendments to ensure the clarification of Standard Orders of Committees. A table with these consequential and minor amendments is below:



**Table 1: Table of Consequential and Minor Amendments:**

<b>Location in Constitution</b>	<b>Page in Constitution</b>	<b>Description</b>	<b>Current Wording</b>	<b>Proposed Wording</b>	<b>Purpose</b>
Chapter 4 Combined Authority Board Functions	p18	To confirm the power of the Combined Authority Board to reserve to itself decisions which would otherwise be taken by Executive Committees	None	14 The Combined Authority Board shall have the power to reserve decisions to itself which would otherwise be taken by the Executive Committees.	To formalise current arrangements
Chapter 5 Proceedings of Meetings	p21	Arrangements for virtual meetings	1.1 These rules apply to Combined Authority Board meetings and, where appropriate, to any committees or sub-committees of the Board.	1.1 These rules apply to Combined Authority Board meetings and, where appropriate, to any committees or sub-committees of the Board. For as long as the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 or other legal provision having a like effect remain in force the Virtual / Hybrid Meeting Protocol at Annex A to this Chapter shall apply and any conflict between the Protocol and this Chapter shall be resolved in favour of the Protocol.	To align the arrangements for meetings with the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales)

					Regulations 2020
Chapter 5 Proceedings of Meetings and Chapter 11 Procedure Rules of Executive Committees	p21 and p75	Application of standing orders to executive committees	Chapter 5  1 Introduction  1.1. These rules apply to Combined Authority Board meetings and, where appropriate, to any committees or sub-committees of the Board.	Chapter 5 Replace paragraph 1.1 with:  1.1. These rules apply to Combined Authority Board meetings and, subject to the limitations set out in section 8 of Chapter 11 of this Constitution [Procedure Rules of Executive Committees], to any committees or sub-committees of the Board.  Chapter 11 Add:  8 Application of Chapter 5 [Proceedings of Meetings] to Executive Committees  8.1 The following rules from Chapter 5 [Proceedings of Meetings] shall apply to the meetings of Executive Committees with any necessary modification - Rule 4 [Ordinary Meetings and Urgency], Rule 6 [Notice of Meetings and Agendas], Rule 7 [Public Access], Rule 8 [Attendance], Rule 9 [Notice of Substitute Members], Rule 12 [Declaration of Interests], Rule 13 [Rules of Debate], , Rule 17 [Minutes], Rule 18 [Questions by the Public and Questions by Members] [not including rules on Petitions from the public], Rule 19 [Conduct at	To clarify the application of standing orders to Executive Committees

				Meetings] and Rule 21 [Photography, Audio/Visual recording of Meetings and Blogging/Tweeting]	
Chapter 5 Proceedings of Meetings	p35	Arrangements for webcasting meetings	21. Photography, Audio/Visual recording of Meetings and Blogging/Tweeting  21.1. Please see Transparency Rules Forward Plan and Key Decisions (see Chapter 6 - Transparency Rules, Forward Plan and Key Decisions)	Add:  21.2 The Protocol on the Webcasting of Meetings which forms Annex B to this Chapter shall apply to the webcasting of the meetings of the Combined Authority and its committees.	To introduce the new revised Protocol on the Webcasting of Meetings
Chapter 14 Audit and Governance Committee	pp94-95	Responsibility for the grant of dispensations under the Localism Act 2011	7.2.1. When matters are referred by the Monitoring Officer granting dispensations to Members and Co- opted Members allowing them to: (a) participate in the debate; and/or (b) vote on any matter in which they have a disclosable pecuniary interest;	Delete paragraph 7.2.1 and renumber following paragraphs accordingly.	To resolve a conflict between the power to grant dispensations delegated to the Monitoring Officer and wording on the functions of the Audit & Governance Committee's Hearing Panel

Chapter 17 Officer Scheme of Delegation and Proper Officers	p162	Delegation of staffing functions to Chief Executive. To make the Chief Executive responsible for staffing decisions in relation to Deputy Chief Officers	4.4 To be responsible for the appointment and grading of staff up to Deputy Chief Officer level.	4.4 To be responsible for the appointment, and grading and dismissal of staff up to and including Deputy Chief Officer level.	To align with revised Officer Employment Procedure Rules
Chapter 17 Officer Scheme of Delegation and Proper Officers	p167	To require the Monitoring Officer to keep a register of gifts and hospitality	None	6.13 To keep a register of gifts and hospitality in accordance with the Protocol on Gifts and Hospitality and to arrange for its publication on the Authority's website.	To align with new Protocol on Gifts and Hospitality
Chapter 19 Member Code of Conduct and Complaints Procedure	p182ff	To make provision for the revised Member Code of Conduct, the new Protocol on Gifts and Hospitality and the new Protocol on Member Use of Resources and the Code of Recommended Practice on	Parts 1 to 3 of Chapter 19 set out the current Member Code of Conduct	To delete Parts 1 to 3 and replace with: "Part 1 Member Code of Conduct and Protocols 1.1 The Member Code of Conduct forms Annex 1 to this Chapter 1.2 The Protocol on Gifts and Hospitality forms Annex 2 to this Chapter 1.3 The Protocol on Member Use of Resources and the Code of Recommended Practice on Local Authority Publicity forms Annex 3 to this Chapter"	To introduce the revised Code of Conduct and new Protocols



		Local Authority Publicity		And to renumber Part 4 [Complaints Against Members of the Combined Authority] as Part 2	
Appendix 7 Glossary	P259ff	To delete the Glossary	The Glossary is at pp259 to 261 of the Constitution	To delete the Glossary	To make the Constitution more self- explanatory with each element comprehensible on its own terms.



3.2 The content below is presented in revised form as Appendices 1-9:

- Code of Conduct
- Gifts and Hospitality
- Members use of Resources and Code of Recommended Practice on Publicity
- Officer Employment Procedure Rules which includes and Annex on the Protocols on appointments within the Mayoral Office
- Employment Committee
- Virtual/Hybrid meetings
- Webcasting
- Contract Procedure Rules

#### **4.0 FINANCIAL IMPLICATIONS**

4.1 The proposals contain no financial implications.

#### **5.0 LEGAL IMPLICATIONS**

5.1 The Combined Authority is obliged to adopt and maintain a constitution and standing orders.

#### **6.0 APPENDICES**

6.1 Appendix 1: Code of Conduct

Appendix 2: Gifts and Hospitality

Appendix 3: Protocol on Member use of Resources and the Code of Recommended Practice on Local Authority Publicity

Appendix 4: Officer Employment Procedure Rules includes and Annex on the Protocol on Appointments within the Mayoral Office

Appendix 5: Employment Committee

Appendix 6: Virtual/Hybrid Meetings

Appendix 7: Webcasting

Appendix 8: Contract Procedure Rules

<b><u>Source Documents</u></b>	<b><u>Location</u></b>
Audit and Governance Committee: 24 September 2020	<a href="#"><u>CA Audit &amp; Governance Committee: 24 September 2020</u></a>

Combined Authority Board Meeting: September 2019	<a href="#">Combined Authority Board: September 2019</a>
Local Government Association Draft Model Code of Conduct	<a href="#">LGA Draft Code of Conduct</a>

## **CODE OF CONDUCT**

### Purpose

The purpose of this Code of Conduct is to assist members in modelling the behaviour that is expected of them, to provide a personal check and balance, and to set out the type of conduct against which appropriate action may be taken. It is also to protect yourself, the public, fellow members, Authority officers and the reputation of local government. It sets out the conduct expected of all members and a minimum set of obligations relating to conduct. The overarching aim is to create and maintain public confidence in the role of member and local government.

### Application of the Code

The Code of Conduct applies to you when you are acting in your capacity as a member, co-opted member, member of the Business Board or representative of your Authority, although you are expected to uphold high standards of conduct and show leadership at all times. The Code applies to all forms of member communication and interaction, including written, verbal, non-verbal, electronic and via social media. Model conduct and expectations is for guidance only, whereas the specific obligations set out instances where action will be taken.

### The seven principles of public life

Everyone in public office at all levels – ministers, civil servants, members, Authority officers – all who serve the public or deliver public services should uphold the seven principles of public life. This Code has been developed in line with these seven principles of public life, which are set out in appendix A.

### Model member conduct

In accordance with the public trust placed in me, on all occasions I will:

- act with integrity and honesty
- act lawfully
- treat all persons with civility; and
- lead by example and act in a way that secures public confidence in the office of member

In undertaking my role, I will:

- impartially exercise my responsibilities in the interests of the local community
- not improperly seek to confer an advantage, or disadvantage, on any person
- avoid conflicts of interest
- exercise reasonable care and diligence; and

- ensure that public resources are used prudently and in the public interest

### Specific obligations of general conduct

This section sets out the minimum requirements of member conduct. Guidance is included to help explain the reasons for the obligations and how they should be followed. These obligations must be observed in all situations where you act as a member, including representing your Authority on official business and when using social media

### **As a member I commit to:**

#### Civility

#### **1. Treating other members and members of the public with civility.**

#### **2. Treating Authority employees, employees and representatives of partner organisations and those volunteering for the councils with civility and respecting the role that they play.**

Civility means politeness and courtesy in behaviour, speech, and in the written word. Debate and having different views are all part of a healthy democracy. As a member you can express, challenge, criticise and disagree with views, ideas, opinions and policies in a civil manner. You should not subject individuals, groups of people or organisations to unreasonable or excessive personal attack.

In your contact with the public you should treat them courteously. Rude and offensive behaviour lowers the public's expectations and confidence in its elected representatives.

In return you have a right to expect courtesy from the public. If members of the public are being abusive, threatening or intimidatory you are entitled to close down any conversation in person or online, refer them to the Authority, any social media provider or if necessary, the police. This also applies to members, where action could then be taken under the Member Code of Conduct.

#### Bullying and harassment

#### **3. Not bullying or harassing any person.**

Bullying may be characterised as offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient. The bullying might be a regular pattern of behaviour or a one-off incident, happen face-to-face, on social media, in emails or phone calls, happen in the workplace or at work social events and not always be obvious or noticed by others.

The Equality Act 2010 defines harassment as '*unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual*'. The relevant protected characteristics are

age, disability, gender reassignment, race, religion or belief, sex, and sexual orientation.

#### Impartiality of officers of the Authority

#### **4. Not compromising, or attempting to compromise, the impartiality of anyone who works for, or on behalf of, the Authority.**

Officers work for the Authority as a whole and must be politically neutral (unless they are political assistants). They should not be coerced or persuaded to act in a way that would undermine their neutrality. Although you can question officers in order to understand, for example, their reasons for proposing to act in a particular way, or the content of a report that they have written, you must not try and force them to act differently, change their advice, or alter the content of that report, if doing so would prejudice their professional integrity.

#### Confidentiality and access to information

#### **5. Not disclosing information given to me in confidence or disclosing information acquired by me which I believe is of a confidential nature, unless I have received the consent of a person authorised to give it or I am required by law to do so.**

#### **6. Not preventing anyone getting information that they are entitled to by law.**

Local authorities must work openly and transparently, and their proceedings and printed materials are open to the public except in certain circumstances. You should work on this basis but there will be times when it is required by law that discussions, documents and other information relating to or held by the Authority are treated in a confidential manner. Examples include personal data relating to individuals or information relating to ongoing negotiations.

#### Disrepute

#### **7. Not bringing my role or Authority into disrepute.**

Behaviour that is considered dishonest and/or deceitful can bring your Authority into disrepute. As a member you have been entrusted to make decisions on behalf of your community and your actions and behaviour are subject to greater scrutiny than that of ordinary members of the public. You should be aware that your actions might have an adverse impact on other members and/or your Authority.

#### Your position

#### **8. Not using, or attempting to use, my position improperly to the advantage or disadvantage of myself or anyone else.**

Your position as a member of the Authority provides you with certain opportunities, responsibilities and privileges. However, you should not take advantage of these opportunities to further private interests.

#### Use of Authority resources and facilities

## **9. Not misusing Authority resources.**

You may be provided with resources and facilities by the Authority to assist you in carrying out your duties as a member. Examples include office support, stationery and equipment such as phones, and computers and transport. These are given to you to help you carry out your role as a member more effectively and not to benefit you personally. You should familiarise yourself with the Authority's Protocol on Member Use of Resources and the Code of Recommended Practice on Publicity.

### Interests

## **10. Registering and declaring my interests.**

You need to register your interests so that the public, Authority employees and fellow members know which of your interests might give rise to a conflict of interest. The register is a document that can be consulted when (or before) an issue arises, and so allows others to know what interests you have, and whether they might give rise to a possible conflict of interest. The register also protects you. You are responsible for deciding whether or not you should declare an interest in a meeting, but it can be helpful for you to know early on if others think that a potential conflict might arise.

It is also important that the public know about any interest that might have to be declared by you or other members, so that decision making is seen by the public as open and honest. This helps to ensure that public confidence in the integrity of local governance is maintained. Discuss the registering and declaration of interests with your Monitoring Officer and more detail is set out in appendix B.

### Gifts and hospitality

**11. Not accepting significant gifts or hospitality from persons seeking to acquire, develop or do business with the Authority or from persons who may apply to the Authority for any permission, licence or other significant advantage.**

**12. Registering with the monitoring officer any gift or hospitality with an estimated value of at least £25 within 28 days of its receipt.**

You should exercise caution in accepting any gifts or hospitality which are (or which you reasonably believe to be) offered to you because you are a member. However, you do not need to register gifts and hospitality which are not related to your role as a member, such as Christmas gifts from your friends and family, or gifts which you do not accept. However, you may wish to notify your monitoring officer of any significant gifts you are offered but refuse which you think may have been offered to influence you. You should familiarise yourself with the Authority's Protocol on Gifts and Hospitality.

### Breaches of the Code of Conduct

Most members conduct themselves appropriately and in accordance with these standards. Members have both individual and collective responsibility to maintain these standards, support expected behaviour and challenge behaviour which falls below expectations.

Section 27 of the Localism Act 2011 requires relevant authorities to promote and maintain high standards of conduct by members and co-opted members of the authority. Each local authority must publish a code of conduct, and it must cover the registration of pecuniary interests, the role of an 'independent person', and sanctions to be imposed on any members who breach the Code.

The 2011 Act also requires local authorities to have mechanisms in place to investigate allegations that a member has not complied with the Code of Conduct, and arrangements under which decisions on allegation may be made.

Failure to comply with the requirements to register or declare disclosable pecuniary interests is a criminal offence. Taking part in a meeting or voting, when prevented from doing so by a conflict caused by disclosable pecuniary interests, is also a criminal offence.

Political parties may have its own internal standards and resolution procedures in addition to the Member Code of Conduct that members should be aware of.



## **Code Appendix A**

The principles are:

### **Selflessness**

Holders of public office should act solely in terms of the public interest.

### **Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

### **Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias. Accountability Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

### **Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this

### **Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing. Honesty Holders of public office should be truthful.

### **Honesty**

Holders of public office should be truthful.

### **Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

## **Code Appendix B**

### Registering interests

1. Within 28 days of this Code of Conduct being adopted by the Authority or your election or appointment to office (where that is later) you must register with the Monitoring Officer the interests which fall within the categories set out in Table 1 (Disclosable Pecuniary Interests) and Table 2 (Other Registerable Interests).
2. You must ensure that your register of interests is kept up-to-date and within 28 days of becoming aware of any new interest in Table 1 or 2, or of any change to a registered interest, notify the Monitoring Officer.

### Declaring interests

3. Where a matter arises at a meeting which directly relates to an interest in Table 1, you must declare the interest, not participate in any discussion or vote on the matter and must not remain in the room unless granted a dispensation. If it is a 'sensitive interest', you do not have to declare the nature of the interest.
4. Where a matter arises at a meeting which directly relates to an interest in Table 2, you must declare the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to declare the nature of the interest.
5. Where a matter arises at a meeting which directly relates to your financial interest or well-being (and is not a Disclosable Pecuniary Interest) or a financial interest or well-being of a relative or close associate, you must declare the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to declare the nature of the interest.
6. Where a matter arises at a meeting which affects –
  - a. your own financial interest or well-being;
  - b. a financial interest or well-being of a friend, relative, close associate; or
  - c. a body covered by table 1 belowyou must disclose the interest.
7. Where the matter affects the financial interest or well-being to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest you must declare the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a

dispensation. If it is a 'sensitive interest', you do not have to declare the nature of the interest.

**Table 1: Disclosable Pecuniary Interests**

<b>Subject</b>	<b>Description</b>
<b>Employment, office, trade, profession or vocation</b>	Any employment, office, trade, profession or vocation carried on for profit or gain.
<b>Sponsorship</b>	<p>Any payment or provision of any other financial benefit (other than from the Authority) made to the member during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a member, or towards his/her election expenses</p> <p>This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.</p>
<b>Contracts</b>	<p>Any contract made between the member or his/her spouse or civil partner or the person with whom the member is living as if they were spouses/civil partners (or a firm in which such person is a partner, or an incorporated body of which such person is a director* or a body that such person has a beneficial interest in the securities of*) and the Authority —</p> <p>(a) under which goods or services are to be provided or works are to be executed; and</p> <p>(b) which has not been fully discharged</p>
<b>Land and Property</b>	<p>Any beneficial interest in land which is within the area of the Authority.</p> <p>'Land' excludes an easement, servitude, interest or right in or over land which does not give the member or his/her spouse or civil partner or the person with whom the member is living as if they were spouses/civil partners (alone or jointly with another) a right to occupy or to receive income.</p>

<b>Licences</b>	Any licence (alone or jointly with others) to occupy land in the area of the Authority for a month or longer
<b>Corporate Tenancies</b>	Any tenancy where (to the member's knowledge)— (a) the landlord is the Authority; and (b) the tenant is a body that the member, or his/her spouse or civil partner or the person with whom the member is living as if they were spouses/civil partners is a partner of or a director* of or has a beneficial interest in the securities* of.
<b>Securities</b>	Any beneficial interest in securities* of a body where— (a) that body (to the member's knowledge) has a place of business or land in the area of the Authority; and (b) either— i) the total nominal value of the securities* exceeds £25,000 or one hundredth of the total issued share capital of that body; or (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the member, or his/ her spouse or civil partner or the person with whom the member is living as if they were spouses/civil partners has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

\*'director' includes a member of the committee of management of an industrial and provident society.

\*'securities' means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

## **Table 2: Other Registerable Interests**

Any Body of which you are a member or in a position of general control or management and to which you are appointed or nominated by the Authority;

- Any body -
- (a) exercising functions of a public nature;
  - (b) directed to charitable purposes; or

(c) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)

of which you are a member or in a position of general control or management.

**Protocol on Gifts and Hospitality****1 Introduction**

1.1 This protocol applies to the Mayor, Combined Authority Board Members, Business Board Members and Members of the Combined Authority's Committees and Boards when they act in that capacity. It also applies to co-opted members of the Combined Authority's Committees who are not elected members of the Combined Authority's constituent councils. It should be read in conjunction with the Member Code of Conduct. For the purpose of dealing with any complaints about the conduct of Members this Protocol is deemed to form part of the Member Code of Conduct.

**2 Gifts and Hospitality**

2.1 Gifts and Hospitality will include any gift, hospitality, offer or favour which is offered to a Member personally, whether or not the gift or hospitality is accepted. The definition includes gifts and hospitality offered to either a Member or to the family and friends of Members which arise from the position of the Member and common examples would be:

- Any offer of a gift of goods or services without payment;
- Any offer of goods or services at a discount not available to the public;
- Any offer of food, drink, travel or accommodation;
- Any invitation to attend a cultural or sporting event without payment or at a discounted rate;

2.2 If you accept gifts and hospitality when it is not appropriate to do so it can damage both your own reputation and the reputations of the Combined Authority and any constituent council of which you are a member. In some circumstances, as set out in paragraph 3 below you may commit a criminal offence by accepting gifts or hospitality. As set out in the Member Code of Conduct, you should avoid placing yourself under any obligation to people or organisations that might try to influence you inappropriately in your work for the Combined Authority.

2.3 The decision on whether to accept a particular offer of a gift or hospitality is a matter for you. Whether you should accept a gift or hospitality will depend upon all the circumstances in which the offer is made but you should also consider how the acceptance of the gift or hospitality will be perceived by others. If in doubt you should always seek advice from the Combined Authority's Monitoring Officer or the Chair of the Combined Authority's Audit & Governance Committee.

2.4 The kind of gifts or hospitality it may be appropriate to accept would include:

- Gifts worth less than £25 such as calendars, diaries, pens and flowers;
- Gift and hospitality provided by a public body;
- Simple refreshment provided at a meeting such as tea, coffee and biscuits;
- A simple working meal at which business is discussed;

But whether an individual offer should be accepted will always depend on all the circumstances and you should note the rules set out in paragraph 4 below about registration of gifts and hospitality. You must never solicit any gift or hospitality as a Member.

2.5 The kind of gifts it would not be appropriate to accept would include:

- Any gift in the form of cash or another form of direct payment;
- Any gifts in the form of holidays, including accommodation or travel arrangements;
- Any gift or hospitality intended to influence what you do as a Member or to put you under an obligation to the donor. In particular you should not accept any offer from a person or organisation which is involved in, or which may become involved in the future in
  - Any procurement exercise being run by the Combined Authority;
  - Any application for a grant, loan or other financial assistance from the Combined Authority;
  - Any legal dispute with the Combined Authority;
- Any gift or hospitality that is of significant value or where the value is disproportionate in the circumstances;

2.6 If you suspect that the motive behind an offer of a gift or hospitality is an inducement for you to make a particular decision or a reward for doing so you must decline it. Similarly, if accepting a gift or hospitality would be open to misinterpretation you should decline it.

2.7 This protocol only applies to gifts and hospitality you may receive in your capacity as a Member of the Combined Authority and does not apply to gifts and that are not related to your position as a Member, such as birthday or Christmas gifts from family and friends. If you are also an elected member of one of the Combined Authority's constituent councils you will also be subject to your council's Code of Conduct and rules on gifts and hospitality.

### **3 The Criminal Law**

3.1 Under the Bribery Act 2010 it is a criminal offence to request, agree to receive or accept a financial or other advantage as a reward for the improper performance of any function of a public nature.

3.2 If you believe a person or organisation may have been offered a bribe, you should immediately report the matter to the Combined Authority's Monitoring Officer or to the Police.

### **4 Registration of Gifts and Hospitality**

4.1 You must register any offer of a gift or hospitality with an estimated value of at least £25 with the Combined Authority's Monitoring Officer within 28 days of its receipt. The registration must include details of the source of the gift or hospitality, a description, its estimated value, whether the gift or hospitality was accepted and what the Member has done with a gift.

4.2 If you are offered gifts or hospitality with a total value of at least £100 from the same source over a twelve month period you should register them with the Monitoring Officer regardless of whether any individual offer had an estimated value of at least £25.

4.3 If you are not sure of the value of the gift or hospitality it is good practice to register it anyway.

4.4 The Register of Gifts and Hospitality will be published on the Combined Authority's website.

## **5 Breaches of this Protocol**

5.1 Breaches of this Protocol will be dealt with as breaches of the Member Code of Conduct. The Audit & Governance Committee has oversight of the Member Code of Conduct and responsibility for hearing complaints about Member conduct which have been referred to them by the Combined Authority's Monitoring Officer.

5.2 Allegations of any breach of this Protocol should be made in writing to the Combined Authority's Monitoring Officer.

## **6 Advice and Support**

6.1 You should seek advice from the Combined Authority's Monitoring Officer or the Chair of the Audit & Governance Committee if you are uncertain how to deal with an offer of a gift or hospitality.



## PROTOCOL ON MEMBER USE OF RESOURCES AND THE CODE OF RECOMMENDED PRACTICE ON LOCAL AUTHORITY PUBLICITY

### 1 Introduction

- 1.1 The Combined Authority provides resources to its elected members and to members of the Business Board in order to assist them in performing their duties. These resources include:
- Office Premises
  - Stationery, postage, telephones, copying facilities
  - Administrative and Secretarial Support
  - Laptops
  - Email accounts
- 1.2 The Combined Authority's Member Code of Conduct includes the following on use of the Authority's resources:

***As a member I commit to:***

#### ***9. Not misusing Authority resources.***

*You may be provided with resources and facilities by the Authority to assist you in carrying out your duties as a member. Examples include office support, stationery and equipment such as phones, and computers and transport. These are given to you to help you carry out your role as a member more effectively and not to benefit you personally. You should familiarise yourself with the Authority's Protocol on Member Use of Resources and the Code of Recommended Practice on Publicity.*

Any breach of the requirements of this protocol will be deemed to be a breach of the Member code of Conduct. If any elected member wishes to have advice on the use of the Authority's resources they should contact the Authority's Monitoring Officer.

### 2 Use of Information and Communications Technology

- 2.1 All use of ICT by elected members is subject to the Authority's ICT policies which govern the use of laptops, the Authority's networks and mobile devices provided by the Authority. These policies also apply to the Authority's officers.

### 3 The Code of Recommended Practice on Local Authority Publicity

- 3.1 Section 2 of the Local Government Act 1986 states:

***2.— Prohibition of political publicity.***

*(1) A local authority shall not publish [, or arrange for the publication of,] any material which, in whole or in part, appears to be designed to affect public support for a political party.*

*(2) In determining whether material falls within the prohibition regard shall be had to the content and style of the material, the time and other circumstances of publication and the likely effect on those to whom it is directed and, in particular, to the following matters—*

*(a) whether the material refers to a political party or to persons identified with a political party or promotes or opposes a point of view on a question of political controversy which is identifiable as the view of one political party and not of another;*

*(b) where the material is part of a campaign, the effect which the campaign appears to be designed to achieve.*

*(3) A local authority shall not give financial or other assistance to a person for the publication of material which the authority are prohibited by this section from publishing themselves.*

This prohibition applies to all publicity produced by the Authority but is of particular importance during the period before elections.

- 3.2 This prohibition applies to the Authority and the government has issued the Code of Recommended Practice on Local Authority Publicity under section 4 of the 1986 Act. Section 6 of the 1986 Act defines “publicity” as:

*“any communication in whatever form, addressed to the public at large or a section of the public”*

And the Code confirms that this will include paid advertising and leaflet campaigns, publication of free newspapers and newssheets and maintenance of websites – including the hosting of material which is created by third parties.

- 3.3 The Code states that local authority publicity should:

- be lawful
- be cost effective
- be objective
- be even-handed
- be appropriate
- have regard to equality and diversity
- be issued with care during periods of heightened sensitivity

The Code confirms that, except during periods of heightened sensitivity, it is acceptable for local authorities to publicise the work done by individual members of the authority, and to present the views of those individuals on

local issues. However publicity material produced by local authorities relating to a particular member must not seek to affect public support for that individual.

- 3.4 The Code refers to periods of heightened sensitivity before elections and referendums and requires local authorities to pay particular regard to the legislation on publicity during such periods. The Code states:

*During the period between the notice of an election and the election itself, local authorities should not publish any publicity on controversial issues or report views or proposals in such a way that identifies them with any individual members or groups of members. Publicity relating to individuals involved directly in the election should not be published by local authorities during this period unless expressly authorised by or under statute. It is permissible for local authorities to publish factual information which identifies the names, wards and parties of candidates at elections.*

- 3.5 It is therefore not permitted for members to use the Authority's resources for political purposes such as promoting a particular candidate or political party in an election or a particular outcome in a referendum.

#### **4 Personal Use of the Authority's Resources**

- 4.1 Personal use of ICT equipment and resources is covered by the policies referred to at paragraph 2.1 above.
- 4.2 As above at paragraph 1.2, the Member Code of Conduct reminds members that resources and facilities provided to them by the Authority are provided to help them carry out their roles as members more effectively and not to benefit them personally.

**Chapter 18 - Officer Employment Procedure Rules [Bold type indicates unchanged wording]**

**1 Introduction**

- 1.1 **These rules set out how officers are appointed and dismissed and the role that Elected Members have in officer appointments and dismissals.**

**2 Definitions**

- 2.1 For the purpose of these rules the definitions of “Chief Officer”, “Deputy Chief Officer”, and “Disciplinary Action” are as set out in Chapter 12 of this Constitution [Employment Committee].

**3 Appointment of Head of Paid Service, Monitoring Officer, Section 73 Officer and Chief Officers**

- 3.1 Where the Combined Authority proposes to appoint a Head of Paid Service (Chief Executive), Monitoring Officer, an officer with the responsibilities set out in Section 73(1) of the Local Government Act 1985 (Chief Finance Officer) or Chief Officer the Employment Committee will draw up a statement specifying:

- (a) the duties of the Officer concerned; and
- (b) any qualifications or qualities to be sought in the person to be appointed.

And the Committee will make arrangements for:

- (c) the post to be advertised in such a way as is likely to bring it to the attention of persons who are qualified to apply for it; and
- (d) for a copy of the statement referred to above to be sent to any person on request

Where a post has been advertised in accordance with paragraph (c) above the Committee will:

- (e) interview all qualified applicants for the post, or select a short list of such qualified applicants and interview those included on the short list.

Where no qualified person has applied the Committee will:

- (f) make further arrangements for advertisement in accordance with paragraph (c) above.

The Combined Authority Board will approve the appointment of the Head of Paid Service (Chief Executive), the Monitoring Officer and the officer with the responsibilities set out in section 73(1) of the Local Government Act 1985 (Chief Finance Officer) (“the statutory officers”) following the recommendation of the Committee.

Appointments of Chief Officers will be made by the Committee.

- 3.2 Where it is proposed to appoint a Monitoring Officer, Section 73 Officer (Chief Finance Officer) or Chief Officer on an interim basis and such an appointment is to last for a period of less than nine months pending the appointment of a permanent Monitoring Officer, Section 73 Officer (Chief Finance Officer) or Chief Officer, the Chief Executive will make all necessary arrangements in connection with the appointment subject to the designation of any officer as the Monitoring Officer or Section 73 Officer on an interim basis being reserved to the Combined Authority Board.
- 3.3 Where it is proposed to appoint a Head of Paid Service [Chief Executive] on an interim basis and such an appointment is to last for a period of less than nine months pending the appointment of a permanent Head of Paid Service, the Mayor will make all necessary arrangements in connection with the appointment subject to an such appointment being reported to the next meeting of the Combined Authority Board for ratification. No appointment of an Interim Head of Paid Service shall take effect until it has been ratified by the Combined Authority Board.
- 3.4 Where it is proposed to appoint a Head of Paid Service (Chief Executive), Monitoring Officer, Section 73 Officer (Chief Finance Officer) or Chief Officer on an interim basis and such an appointment is to last for a period of more than nine months or such an appointment was originally made under paragraphs 3.2 or 3.3 above but is to extend beyond nine months, the Employment Committee will make all necessary arrangements in connection with the appointment or the extension of the appointment as the case may be. Any such decision as to the appointment or the extension of the appointment of an interim Head of Paid Service (Chief Executive), Monitoring Officer or Section 73 Officer (Chief Finance Officer) shall be by way of recommendation to the Combined Authority Board.
- 3.5 When making decisions as to the appointment or dismissal of statutory officers and Chief Officers the Employment Committee shall include the Mayor or Deputy Mayor in their place.
- 3.6 The appointment of officers at or below Deputy Chief Officer level shall be the responsibility of the Chief Executive or of any officer nominated by them in relation to a particular appointment.

#### **4 Avoiding Conflicts of Interests in the Appointment Process**

- 4.1 **Any person seeking appointment as an Officer of the Combined Authority shall be required to state in writing whether they are the parent, grandparent, partner, child, stepchild, adopted child, grandchild, brother, sister, uncle, aunt, nephew or niece (“relative”) of an existing Member or Officer or the partner of such persons.**

- 4.2 **No candidate related to a Member or Officer as described above will be appointed as Head of Paid Service or as a Chief Officer without the agreement of the Mayor.**
- 4.3 **An Officer or Member must not be involved in the appointment or any other decision relating to the discipline, promotion, pay or conditions of an officer, or prospective officer who is a relative, partner, partner of a relative or friend. Friendship connotes a relationship going beyond regular contact with colleagues in the course of employment.**
- 4.4 **Any applicant who directly or indirectly seeks the support of any Member for any appointment within the Combined Authority will be disqualified from the recruitment process.**
- 4.5 **No Member of the Combined Authority shall seek support for any person for appointment with the Combined Authority. This shall not be interpreted to mean that Members and officers are precluded from giving a written reference for a candidate for submission with an application for employment as appropriate.**

## **5 Dismissals and Disciplinary Action**

- 5.1 Only the Combined Authority Board may dismiss the Head of Paid Service (Chief Executive), the Section 73 Officer (Chief Finance Officer) or the Monitoring Officer (“the statutory officers”) as a result of disciplinary action following the recommendations of the Statutory Officer Investigatory Panel. A statutory officer may not be dismissed by the Combined Authority unless the relevant procedures set out in these Rules, including Annex 3 to these Rules, have been complied with.
- 5.2 The Statutory Officer Investigatory Panel shall have authority to take disciplinary action falling short of dismissal against the statutory officers and to suspend and keep under review any suspension of those statutory officers.
- 5.3 The Employment Committee will have authority to dismiss Chief Officers. Any Chief Officer so dismissed shall have a right of appeal to the Combined Authority Board in accordance with the Authority’s Appeals Procedures.
- 5.4 The Mayor or the Deputy Mayor in their place shall be a member of the Statutory Officer Investigatory Panel which meets to consider a dismissal or recommendation for dismissal under paragraph 5.1 or 5.3.
- 5.6 Members will not be involved in the dismissal of any officer at or below Deputy Chief Officer level except where such involvement is necessary for the investigation or inquiry into alleged misconduct through the Combined Authority’s disciplinary procedures as adopted from time to time.

## **6 Avoiding Conflicts of Interest in Dismissals and Disciplinary Action**

- 6.1 No member or substitute member who has sat as a member of the Statutory Officer Investigatory Committee or Employment Committee when a recommendation or decision has been made as to the dismissal or disciplining

of an officer under Section 5 above shall sit as a member of the Combined Authority Board when it considers any such recommendation or an appeal by the officer against any such decision.

## **7 Employee Code of Conduct**

- 7.1 All officers are required to sign an agreement to be bound by the Employee Code of Conduct and all Chief Officers and Deputy Chief Officers are required to complete a register of interests form in accordance with the Code.

## **8 Officer Appointments to the Mayoral Office**

- 8.1 **Certain designated posts within the Mayoral office will be subject to the protocol at Annex 1. These posts are:**

**(a) Chief of Staff**

**(b) Mayoral Adviser and**

**(c) Senior Policy Adviser.**

## **9 Political Restriction**

- 9.1 **Certain posts are “politically restricted” for the purposes of Part I of the Local Government and Housing Act 1989. The Protocol on Political Restriction at Annex 2 sets out the rules which apply to such posts.**

## **ANNEX 3**

### **DISCIPLINARY PROCEDURES IN RELATION TO THE HEAD OF PAID SERVICE, MONITORING OFFICER AND SECTION 73 OFFICER**

- 1 The procedures for disciplinary action and dismissal of the Head of Paid Service [Chief Executive], Monitoring Officer and Section 73 Officer [“the statutory officers”] match the requirements of the Local Authorities (Standing Orders) (England) Regulations 2001 [as amended] which apply to the Combined Authority’s constituent councils.
- 2 Only the Combined Authority Board may dismiss the statutory officers following the procedure set out in this Annex and following the recommendation of a Statutory Officer Investigatory Panel constituted as set out below.
- 3 In any case where disciplinary action, as defined in Chapter 12 of the Constitution (Employment Committee) is to be taken against one of the statutory officers the Employment Committee shall establish a Statutory Officer Investigatory Panel to deal with the matter. The Panel shall have the authority to take disciplinary action short of dismissal against a statutory officer and to recommend to the Combined Authority Board that a statutory officer be dismissed.
- 4 The Statutory Officer Disciplinary Panel shall be made up of all the members of the Employment Committee or their substitute members, including the Mayor or Deputy Mayor acting in their place, together with at least two independent persons appointed by the Combined Authority or by other local authorities in England under section 28(7) of the Localism Act 2011 subject to the rules on appointment of independent persons to the Panel set out in Schedule 3 to the Local Authorities (Standing Orders) (England) Regulations 2001 [as amended].
- 5 Before the taking of a vote at the relevant meeting on whether or not to approve such a dismissal, the Combined Authority Board must take into account, in particular—
  - (a) any advice, views or recommendations of the Panel;
  - (b) the conclusions of any investigation into the proposed dismissal; and
  - (c) any representations from the relevant officer.
- 6 Any remuneration, allowances or fees paid by the Authority to an independent person appointed to the Panel must not exceed the level of remuneration, allowances or fees payable to that independent person in respect of that person’s role as an independent person under the 2011 Act.
- 7 The Panel must be appointed at least 20 working days before a meeting of the Combined Authority Board to consider whether or not to approve a proposal to dismiss a statutory officer.



**ANNEX TO THE OFFICER EMPLOYMENT PROCEDURE RULES**  
**CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY**  
**PROTOCOL ON APPOINTMENTS WITHIN THE MAYORAL OFFICE**

**General**

There are three posts within the Mayoral Office which are appointed on a different basis to other Combined Authority posts. In particular:

- (i) The contracts of employment for these posts automatically end on the expiry of the Mayor's term of office
- (ii) The individuals are accountable for the performance of their duties to the Mayor
- (iii) The individuals are subject to additional requirements as to their conduct, as set out below, which do not apply to other Combined Authority officers.

**The Legal Basis of Mayoral Appointments**

Political assistants are an established part of the local government landscape and are provided for in legislation including:

- Section 9 of the Local Government and Housing Act 1989;
- The Local Authorities (Elected Mayor and Mayor's Assistant) (England) Regulations 2002; and
- The West of England Combined Authority Order 2017

There is no specific statutory authority for the appointment of political assistants in the Combined Authority. These posts within the Mayoral Office are appointed by the Mayor using the general power of competence conferred on him by Article 12 of the Cambridgeshire and Peterborough Combined Authority Order 2017.

The posts are subject to political restriction on the basis that the duties of the postholders consist in or involve giving advice on a regular basis to the Mayor themselves. The statutory provision at section 2(3) of the Local Government and Housing Act 1989 refers to giving advice to the "authority" and does not refer to advising a Mayor, but in the context of a Mayoral Combined Authority the reference to the "authority" can be taken to include the Mayor.

These posts are subject to additional restrictions as to the conduct of the postholders over and above those which apply to officers of the Combined Authority whose posts are politically restricted. . The purpose of these additional restrictions is to ensure that any potential conflict between the postholders being paid from public funds and having access to public resources and with their participation in party politics is managed.

Provided appropriate safeguards are in place the appointment of these officers is a legitimate and lawful use of the general power. These officers perform a valuable role in allowing the Mayor to obtain political advice without compromising the impartiality of other officers.

## **Duties**

These postholders' duties include the following:

- a) Reviewing papers going to the Mayor, drawing attention to any aspect which they think has particular implications for the Mayoralty;
- b) Ensuring that sensitive political points are handled properly;
- c) Giving policy guidance on behalf of the Mayor on any aspect of the Combined Authority's business relating to their job description and give advice to the Mayor accordingly;
- d) Asking questions of relevant officers, probing, checking facts and research findings;
- e) Preparing policy papers which can generate long-term policy thinking within the Combined Authority;
- f) Contributing to policy planning within the Combined Authority, including ideas which extend the existing range of options available to the Mayor with a political viewpoint in mind;
- g) Helping to brief Members of the Board, MPs and external officials on issues of Mayoral policy; liaising with outside interest groups; representing the Mayor at meetings and elsewhere;
- h) Speechwriting and related research, including adding a greater degree of political content to material prepared by other Combined Authority officers;
- i) Representing the views of the Mayor to the media, only where they have been authorised by the Mayor to do so (NB For the sake of clarity this means that these officers may not speak on behalf of the authority or the Mayor to journalists or broadcasters, except in exceptional circumstances);
- j) Managing other mayoral appointees and Combined Authority staff appointed by the Chief Executive who provide administrative or clerical support to the Mayoral Office but the dismissal of staff, determining grievances raised by them or altering their terms and conditions of employment are the responsibility of the Chief Executive.
- k) Attending interview panels for senior Combined Authority staff, as observers, but decisions to appoint rest with the Chief Executive or the Director for that employee. Such attendance to be with the consent of the Chair of the Employment Committee.

## **Additional Requirements as to Conduct**

These postholders are subject all codes, protocols, guidance and agreements which apply to the conduct of officers of the Combined Authority and the restrictions which apply to politically restricted posts. In addition, they are subject to the following requirements:

- a. Officers appointed directly by the Mayor should conduct themselves with integrity and honesty. They should not deceive or knowingly mislead the Mayor, the Board, other officers or the public. They should not misuse their official position or information acquired in the course of their official duties to further their private interests or the private interests of others. They should not receive benefits of any kind which

others might reasonably see as compromising their personal judgement or integrity. They should not without authority disclose official information which has been communicated in confidence or received in confidence from others.

- b. All officers appointed directly by the Mayor should not use Combined Authority resources for party political activity. They are employed to serve the objectives of the Authority; it is this which justifies their being paid from public funds and being able to use public resources and explains why their participation in party politics is carefully limited. They should act in a way which upholds the political impartiality of public servants. They should avoid anything which might reasonably lead to the criticism that people paid from public funds are being used for party political purposes.
- c. In order to provide effective assistance to the Mayor, officers appointed directly by the Mayor should work closely with the senior managers in the Authority and establish relationships of confidence and trust, and should develop effective professional relationships with Members of the Combined Authority Board.
- d. Any individual terms and conditions agreed as part of the interview process cannot amend or preclude these terms and conditions but additional terms and conditions may be agreed between the Mayor and the prospective employee, subject to consultation and agreement with the Chief Executive.
- e. Following receipt of any item or hospitality of a value of £25 or more, all Mayoral appointees should, within 28 days, update the register of gifts and hospitality accordingly. The register will be placed on the CPCA website. The Audit & Governance Committee is responsible for monitoring and reviewing the register through the Annual Governance Statement.
- f. In advising the Mayor on issues in relation to a particular functional body, Mayoral appointees should be mindful of potential conflicts of interest and the need to register and declare any and all relevant interests.

## **Process for Mayoral appointments**

The following sets out the process which will be applied to the appointment of officers within the Mayoral team:

- Appointments must be made on merit. Recruitment to these posts must be by way of public advertisement and interview.
- The process for selection of suitable candidates must be clear and test that an individual's knowledge, skills, experience and attributes meet the requirements of the role. In order to do this, a job description and person specification will be prepared for each role. An interview process to assess candidates' suitability for the role is required and each candidate must be assessed against the job description and person specification.

- The Mayor should be satisfied that the individual is competent to perform the required role, based on the contents of the job description and on an assessment of candidates' skills and experience.
- All job descriptions will be evaluated to independently assess the salary level for the role.
- Guidance will be given to candidates during the recruitment and appointment process, and to appointees following their appointment, explaining the implications of these political restrictions.
- Offers of employment will be subject to the standard employment checks.
- The Mayor must report the appointments to the Board at the next scheduled meeting (this has historically been done through a Mayoral announcement at the beginning of the meeting)
- In all other regards, appointees will have the same basic terms and conditions of employment as CPCA staff appointed by the Head of Paid Service.
- In the event that any grievance or disciplinary issue arises in respect of Mayoral appointees this will be considered and, as necessary, investigated through arrangements decided by the Chief Executive, who is responsible for taking any further action as he / she deems necessary.

**Chapter 12 Employment Committee [Bold type indicates unchanged wording]****1 Governance**

- 1.1 The Combined Authority has appointed an Employment Committee. The Committee is an executive committee of the Combined Authority Board.**

**2 Terms of Reference**

- 2.1 The functions of the Employment Committee are:

- 2.1.1 To make recommendations to the Combined Authority Board on the appointment of the Head of Paid Service (Chief Executive), Monitoring Officer and Chief Finance Officer (“the statutory officers”).
- 2.1.2 To appoint Chief Officers.
- 2.1.3 To establish, as required, a Statutory Officer Investigatory Panel with authority to make recommendations to the Combined Authority as to the dismissal arising from disciplinary action [as defined at paragraph 2.2 below] of any of the statutory officers. The membership of this Panel shall be as set out in the Officer Employment Procedure Rules.
- 2.1.4 To take disciplinary action falling short of dismissal against the statutory officers and to suspend and keep under review any suspension of those statutory officers.
- 2.1.5 To take disciplinary action against Chief Officers in circumstances capable of resulting in the dismissal of those officers and to suspend and keep under review any suspension of those officers.
- 2.1.3 To determine appeals by Chief Officers against decisions made in relation to grievance proceedings.
- 2.1.4 To determine employment procedures for the officers of the Combined Authority, including dismissal procedures.
- 2.1.5 To determine local terms and conditions of employment for officers of the Combined Authority.
- 2.1.6 **To consider, and recommend appropriate actions where necessary, in response to proposals relating to changes within a Department’s /Division’s structure which involve substantial changes in the responsibilities of the Head of Paid Service [Chief Executive] and Chief Officers.**
- 2.1.7 **To promote and pursue a policy of equal opportunities in employment.**
- 2.1.8 To determine policies relating to local government pensions and discretionary compensation for early termination of employment. Upon

the commencement of the Restriction of Public Sector Exit Payments Regulations to approve applications for waivers under the Regulations.

2.2 For the purposes of paragraph 2.1:

2.2.1 “Chief Officer” means:

(a) a person for whom the head of the authority's paid service (Chief Executive) is directly responsible;

(b) a person who, as respects all or most of the duties of his post, is required to report directly or is directly accountable to the head of the authority's paid service (Chief Executive); and

But a person whose duties are solely secretarial or clerical or are otherwise in the nature of support services shall not be regarded as a Chief Officer.

2.2.2 “Deputy Chief Officer” means:

“a person who, as respects all or most of the duties of his post, is required to report directly or is directly accountable to one or more of the statutory or non-statutory chief officers.”

But a person whose duties are solely secretarial or clerical or are otherwise in the nature of support services shall not be regarded as a Deputy Chief Officer.

2.2.3 “Disciplinary Action” means:

“means any action occasioned by alleged misconduct which, if proved, would, according to the usual practice of the Combined Authority, be recorded on the member of staff's personal file, and includes any proposal for dismissal of a member of staff for any reason other than redundancy, permanent ill-health or infirmity of mind or body, but does not include failure to renew a contract of employment for a fixed term unless the Combined Authority has undertaken to renew such a contract”

### **3 Membership**

3.1 The Committee shall comprise eight members to include the Mayor or his/her nominee and a Board Member from each of the seven constituent councils or their nominee. The Chair must be a Board member.

3.2 The Combined Authority Board shall appoint the members of the Committee, and their substitute members. With the exception of the Chair, Board members may nominate another member from their constituent council to be a member of the Committee in their place. The Board member shall also nominate a named substitute member. Nominations are in consultation with the Mayor and subject to approval by the Board. In principle, neither the Mayor nor the Board will seek to exercise their voting rights to veto or vote

against the appointment of constituent council members to the Committee or the Sub-Committees.

- 3.4 The Procedure Rules of Executive Committee Meetings at Chapter 11 of this Constitution shall apply to the proceedings of the Committee.

## **VIRTUAL/HYBRID MEETING PROTOCOL**

### **1. INTRODUCTION**

- 1.1 [Local Authorities and Police and Crime Panels \(Coronavirus\) \(Flexibility of Local Authority and Police and Crime Panel Meetings\) \(England and Wales\) Regulations 2020](#) make provision for remote attendance at, and remote access to Local Authority meetings held on or before 7 May 2021.
- 1.2 The Regulations enable the council to hold meetings without all, or any, of the members being physically present in a room. They allow for remote meetings through electronic and digital means at virtual locations using video and telephone conferencing, live webcast and live interactive streaming.
- 1.3 The “place” at which the meeting may be held may be a council building, or where the organiser of the meeting is located, or an electronic, digital or virtual location, a web address or a conference call telephone number.
- 1.4 In order for members to be able to attend meetings of the local authority remotely, they need not be physically present, provided they are able to hear and be heard (and where practicable, see and be seen by) other members and members of the public attending remotely or in person.
- 1.5 While the procedure rules in this protocol take precedence over the Combined Authority standing orders in relation to the governance of remote meetings, all other current standing orders not mentioned in the protocol remain effective.
- 1.6 In line with the Regulations, this protocol is designed to provide a guide to virtual formal committee meetings involving members, officers and the public during the Covid-19 crisis. It will be kept under regular review.

### **2. DECISIONS OF FORMAL MEETINGS OF THE COUNCIL**

- 2.1 Monitoring or information items will be circulated to the relevant committee via e-mail outside of formal meetings.

### **3. MEETINGS OF THE COMBINED AUTHORITY BOARD, EXECUTIVE COMMITTEES, OVERVIEW & SCRUTINY COMMITTEE AND AUDIT & GOVERNANCE COMMITTEE**

- 3.1 Meetings will take place using the Zoom software platform. A detailed briefing note for the Chair to manage the meeting electronically will be provided. Confidential items may take place using a different software platform.

#### ***Public Questions***



- 3.2 The Combined Authority will continue to take questions from the public as set out in the Constitution. The member of the public asking the question will receive access details from the meeting clerk hosting the meeting to access the Zoom meeting.

3.3 ***Petitions***

During the Covid-19 crisis it will not be possible to accept paper petitions. An electronic petition will be acceptable provided it meets the requirements as set out in the Constitution. The member of the public presenting the petition will receive access details from the meeting clerk hosting the meeting to access the Zoom meeting.

***Voting***

- 3.4 Voting will be managed by the Chair supported by the meeting clerk. If an item requires a recorded vote, or if problems arise with the electronic poll system, the Chair will ask all Members to turn their microphones on. The Chair will then read out the name of each Member in turn in alphabetical order and ask them how they wish to vote. Once a Member has given their vote then microphones should be muted again. The meeting clerk will record the outcome of the voting and announce it upon conclusion of the voting procedure. If an item does not appear to be contentious, the Chairman will ask Members whether any Member disagrees or wishes to abstain. This will be actioned by the Member clicking on the “raise your hand” icon. If nobody objects the motion will be taken as carried.

**4. RUNNING A VIRTUAL/HYBRID MEETING**

Members Joining a Virtual/Hybrid Meeting

- 4.1 Members are encouraged to join the meeting promptly (i.e. at least ten minutes before the scheduled start time) in order to resolve any issues with joining and avoid disrupting the meeting. The Chair will remind members to mute their microphones when not speaking. This is done in order to reduce feedback and background noise.

4.2 Access to documents

The Combined Authority will publish the agenda and reports for committee meetings on the Authority’s website and will notify members by email. Printed copies will not be circulated and nor will they be available for inspection at the Combined Authority offices.

Public Access

- 4.3 The following wording will be added to the Combined Authority's website as well as to the meeting page for each committee meeting.

*Due to Government guidance on social-distancing and the Covid-19 virus it will not be possible to hold a physical meeting of the XXX on XXX. Arrangements are being made for the press and public to follow the decision-making via Zoom. Details of how to watch the meeting will be published at the foot of the meeting page under the 'meeting documents' heading.*

The requirement to ensure meetings are open to the public includes access by remote means, including video conferencing, live webcast and live interactive streaming. Where a meeting is accessible to the public through such remote means, the meeting is open to the public whether or not members of the public are able to attend the meeting in person.

#### Recording Meetings

- 4.4 The Zoom software platform has a facility for recording meetings. All virtual meetings will be recorded.

#### Registering Attendance and Meeting Etiquette

- 4.5 At the start of the meeting, the Chair will carry out a roll call of all members present. Confirmation will be given by each member switching their video on and unmuting their microphone to confirm they are present.
- 4.6 All members and officers except the Chair are asked to keep their microphones on mute unless invited to speak. Any member returning after a disconnection is asked not to interrupt when returning to announce their return.

#### Protocol for councillors speaking at meetings

- 4.7 Members who wish to speak during a meeting will need to click on the "raise your hand" icon. The Chair may ask each person in turn if they have any points they wish to raise on a particular item before completing the discussion on that item. When referring to reports or making specific comments, councillors should refer to the report and page number in the agenda document pack so that all members have a clear understanding of what is being discussed at all times.

#### Dealing with technical difficulties

- 4.8 In the event that the Chair or the meeting clerk hosting the meeting identifies a failure of the remote participation facility, the Chair may declare an adjournment while the fault is addressed.
- 4.9 If it is not possible to address the fault and the meeting is inquorate, the meeting will be abandoned until such time as it can be reconvened. If the meeting is quorate, the Chair will decide if this meeting should continue, depending on the

difficulties being experienced, or whether it should be adjourned until a later time or date.

## PROTOCOL ON THE WEBCASTING OF MEETINGS

The Combined Authority has agreed that meetings of the Combined Authority Board, Executive Committees, Audit & Governance Committee and Overview & Scrutiny Committee can be transmitted live on the internet (webcast), and the recordings made available on the website for 12 months.

Other meetings may also be webcast, as and when required, subject to the approval of the Chairman and members present. Fixed cameras will be located in meeting rooms for this purpose. This protocol has been produced to assist the conduct of webcast meetings and to ensure that in doing so the Combined Authority is compliant with its obligations under the Data Protection Act 1998 and the Human Rights Act 1998. Accordingly, the following will apply to all meetings to be webcast by the Authority:

1. The Mayor/Chairman of the meeting has absolute discretion to terminate or suspend the webcast at any time and for any reason which the Mayor/Chairman deems reasonable. This may include public disturbance or other disruption of the meeting.
2. No exempt or confidential agenda items shall be webcast and no part of any meeting will be webcast after the Authority has voted to exclude the press and public because there is likely to be disclosure of exempt or confidential information.
3. Subject to (4) below, all archived webcasts will be available to view on the Combined Authority's website for a period of 12 months.
4. Archived webcasts or parts of webcasts may be removed from the Combined Authority's website if, in the reasonable opinion of the Monitoring Officer, it may prejudice the Authority's or the public's interests. Content may also be removed if the Monitoring Officer considers it necessary because all or part of the content of the webcast is or is likely to be in breach of any statutory provision or common law, for example Data Protection and Human Rights legislation or provisions relating to confidential or exempt information.
5. If the Monitoring Officer has decided to take such action he/she must notify all elected Members in writing as soon as possible of his/her decision and the reasons for it. The Combined Authority anticipates that the need to exercise this power will occur only on an exceptional basis.
6. Any elected Member who is concerned about any webcast should raise their concerns with the Monitoring Officer.
7. At the start of each meeting to be recorded, an announcement will be made to the effect that the meeting will be webcast and the Mayor/Chairman will make the following statement: 'May I remind everyone present that this meeting will be broadcast live via the internet and the record will be archived for future viewing.'
8. As part of the process for asking public questions residents will be advised that the meeting will be streamed on the internet and a copy of the meeting

retained on the website. If an attendee (other than an elected member) does not wish to be filmed whilst addressing the meeting (unless they are included in the proceedings) ordinarily if members of the public are participating the meeting Clerk will provide advice on the best place to position themselves to ensure no image of the attendee is taken and the webcast operator will focus the camera on the Mayor/Chairman.

9. At the front of each agenda and on signs to be displayed inside and outside the meeting room there will be the following notice:- **WEBCASTING NOTICE**  
Please note: this meeting may be filmed for live broadcast via the Combined Authority's website with recorded content available to view on the its website for a period of 12 months.

By entering the meeting room and using the public seating area you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes. If members of the public do not wish to have their image captured they should notify the Mayor/Chairman at the start of the meeting and sit out of range of the cameras.

Any queries regarding the webcasting of meetings should be referred to the Monitoring Officer.

Members of the public are permitted to film or record Councillors and officers at any Combined Authority meetings that are open to the public and press. The Combined Authority permits photography and social media reporting of all its public meetings.

**Contract Procedure Rules – to follow**



<b>CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD</b>	<b>AGENDA ITEM No: 1.7</b>
<b>30 SEPTEMBER 2020</b>	<b>PUBLIC REPORT</b>

## **BUSINESS PLAN 2020/21 MID YEAR UDATE**

### **1.0 PURPOSE**

- 1.1. This report provides a mid-year update on the 2020/21 Business Plan, in line with the process agreed at the January 2020 Board meeting.

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>Mayor James Palmer</b>
<b>Lead Officer:</b>	<b>Paul Raynes, Director of Strategy and Assurance</b>
<b>Forward Plan Ref: N/A</b>	<b>Key Decision: No</b>
The Combined Authority is recommended to:  Approve the 2020/21 Business Plan mid-year update.	<b>Voting arrangements</b>  Simple majority of all Members.

### **1.0 BACKGROUND**

- 1.1. The 2020/21 Business Plan was approved by the Combined Authority Board meeting on 29<sup>th</sup> January 2020. This report set out the progress expected on the Combined Authority's projects over the 2020/21 financial year and also reviewed what was delivered in the 2019/20 financial year.
- 1.2. The Board agreed in January that the business plan would be subject to a mid-year update. This paper provides Board Members with that update.

- 1.3. The Combined Authority Medium Term Financial Plan and Budget were refreshed in June 2020. Changes made as part of that have been incorporated into the 2020/21 Business Plan Refresh.

## **2.0 Business plan progress**

- 2.1. The COVID-19 pandemic has seen the Combined Authority react in different ways to support the growth and survival of the economy and local businesses. These were not included in the original business plan and are therefore reflected in the Mid-Year Update.
- 2.2. During the refresh of the business plan, two projects have been proposed as additions to the key projects list which the Board monitors quarterly:
- A141 Bypass - Following on from results of the A141 study, the Combined Authority are going to directly procure a multidisciplinary consultancy to develop a Strategic Outline Business Case for the A141 Bypass recommended by the study. This will take up to 8 months to complete.
  - Business Board Growth Services – this new key project will focus on how the Combined Authority will provide businesses with advice and investment to help attract them to the area, grow whilst in the area and accesses the skills needed to feed into that growth
- 2.3. In addition, the Business Board/Tracking of the Local Industrial Strategy project has been renamed Business Board Growth Investment, to better reflect the scope of the programme. This will focus on how the Combined Authority strategically targets spend and monitors the impact of the Local Growth Fund Capital Investments.

## **3.0 FINANCIAL IMPLICATIONS**

- 3.1. None.

## **4.0 LEGAL IMPLICATIONS**

- 4.1. None.

## **5.0 SIGNIFICANT IMPLICATIONS**

- 5.1. None not mentioned above

## **6.0 APPENDICES**

- 7.1. Appendix 1 – refreshed 2020/21 Business Plan overview



<b><u>Background Documents</u></b>	<b><u>Location</u></b>
Agenda and reports for the Combined Authority Board meeting on 29 <sup>th</sup> January 2020.	<a href="#">Combined Authority Board January 2020</a>



# Combined Authority Business Plan 2020/2021 Mid-Year Refresh: what have we done so far?

## Combined Authority Key Projects

Below are the 16 projects currently identified as priorities to the Combined Authority during the 2020/21 year of delivery. These are all on track to deliver as planned:

## New Key Projects

These are the new projects which have now been identified as priorities for the CPCA:

### A141 Bypass

Following on from results of the A141 study, the CPCA are going to directly procure a Multidisciplinary Consultancy to develop the Strategic Outline Business Case for the A141 Bypass, which will take up to 8 months to complete.



### Business Board Growth Services

This project will focus on how the CPCA can provide businesses with advice and investment to help attract them to the area, grow whilst in the area and access the skills needed to feed that growth.



£100,000 Homes

The £100K Homes project has started work on four sites. The first £100k Home has been topped out and will be marketed to buyers in the Autumn.



A10

The Strategic Outline Business Case has completed and work has commenced on the Outline Business Case.



A47 Dualling

This scheme has delivered against its stage objectives and negotiations will progress with Highways England to establish the delivery method for the next development stage.



Adult Education Budget

The CPCA has successfully completed the first year of devolution, having spent nearly £8 million to ensure local residents are able to access and progress through adult learning opportunities.



Affordable Housing Programme

623 units have started on site, 1589 have been approved and 199 completed. The CPCA are on track to achieve our target of 2,000 new affordable homes by 31 March 2022.



Bus Reform Task Force

The CPCA has established benchmarks, identified what bus services are required across the area and selected 2 models for future bus and coach operations which are now being developed into Full Business Cases.



Business Board Growth Investments

The Business Board project has been renamed to better reflect the scope of the programme. This will now focus on how the CPCA targets, spends and monitors the impact of Local Growth Fund Capital Investments.



Cambridge Autonomous Metro

Work has been completed by leading transport experts on the definition, detail and scope of a 'One CAM' programme and the development of a One CAM Outline Business Case for the whole network.



Cambridge South Station

This scheme will now be progressed by Network Rail, on behalf of the Department for Transport. The CPCA will continue to support and promote the work involved.



Community Land Trusts

The CPCA are mobilising support for new homes and widening the range of products available.



Fenland Stations Regeneration

Improvements have been made to shelters at Whittlesea and Manea stations. Lighting and ticket machines have been installed at Whittlesea and work is continuing for car parks at Whittlesea, Manea and March.



King's Dyke Level Crossing

A new supplier has been approved and work commenced in July 2020.



Market Town Masterplans

Following approval at the August Board meeting, there is now a Masterplan in place for each key Market Town in the Combined Authority area.



Soham Station

Work commenced in September 2020. The CPCA, working closely with Network Rail, has agreed to a planned opening at the end of 2021, an improvement of 5 months.



University of Peterborough

Work on the Full Business Case has commenced and the 'spade in the ground' for Phase 1 Building will start in October 2020.



Wisbech Rail

The Business Case and GRIP 3B are complete. Engagement with DfT, ORR and Network Rail is ongoing to seek funding from Restoring Your Railway Fund for the next stage of development.

## RESPONDING TO THE COVID-19 PANDEMIC

During the outbreak of the COVID-19 pandemic, the CPCA responded quickly, and in many ways, to support local businesses and provide funding during these uncertain times. The following examples are just a few of the initiatives carried out:

**Active Travel Programme** - Funding has been awarded by Central Government after Mayor James Palmer wrote to the Department of Transport, proposing a package of active travel measures. The CPCA approved the spend of £2.9 million to improve cycle and pedestrian facilities across the region. The CPCA has been working closely with the 7 Local and District Councils in the area and the Greater Cambridge Partnership to deliver these improvements.

**City Centre Exit Strategy Group** - A CPCA chaired sub-group bringing together taskforce groups for Cambridge and Peterborough to oversee the safe reopening of both city centres, and co-ordinating support with retailers, public transport operators, public health representatives, and the wider city based business community. The group includes district authorities to ensure support is extended to the reopening of high streets and market town centres.

**COVID-19 Grant Scheme** - The Business Board and the CPCA approved £5.5 million of Local Growth Fund capital to support businesses with capital grants up to £150,000 for large investment projects. 132 grants were awarded to businesses, which will create 287 jobs and safeguarded 522 jobs.

**Local Economic Recovery Sub-Group** - A CPCA chaired sub-group bringing together local authorities, businesses and business membership organisations to oversee and respond to post COVID-19 economic recovery for Cambridgeshire & Peterborough. ERSGs are responsible for co-creating the Economic Recovery Strategy for the region, building upon local district plans and feeding into the OxCam Arc.

**Micro Grant Scheme** - To aid the survival of businesses and to safeguard jobs, the CPCA made funds available to support smaller COVID-19 affected businesses who required financial help with adaption or capital investment projects. The maximum amount of grant award was £5,000 and 128 grants were awarded.

**Talent Portal** - The CPCA has played a coordinating role in the Talent Portal, signposting local businesses in need of employees with local people in need of employment, to help Cambridgeshire and Peterborough build economic resilience due to COVID-19.

**Transport Restart** - Combined Authorities are expected to lead the restart of the transport system following the COVID lockdown. The CPCA has been working within the framework of the Local Resilience Forum to convene partners able to influence the transport recovery. The Transport Restart Group is chaired by the Combined Authority and brings together the two highways authorities, police and public health colleagues, the two city councils, a representative bus operator, Network Rail, Highways England, and the Department for Transport. It has met weekly since 1 June 2020.

**Retraining Scheme** - The CPCA is piloting a Retraining Scheme for adults to retrain into better jobs, and be ready for future changes to the economy, including those brought about by automation or those disrupted due to COVID-19.

## OTHER PROJECTS AND PROGRAMMES

### STRATEGY DEVELOPMENT

#### Non-Statutory Strategic Spatial Framework:

Phase 2 has been paused to take account of proposed changes to the planning system and recommendations of the independent Commission on Climate Change. A response to the government's Planning White Paper will be submitted in October;

#### Independent Commission on Climate Change:

The Chair of the Commission was appointed in early 2020 and the next stages are engagement on key issues in the Autumn, followed by the first set of recommendations in spring 2021;

#### Public Service Reform Commission:

Members of the Commission plan to engage with Stakeholders and conduct further research. A final report is due in the Autumn of 2020.

### OTHER PROJECTS

Below includes the rest of the CPCA Transport portfolio, which is currently on track with projects progressing as planned:

#### A1260 Nene Parkway Junction 15 and 32-3;

#### A141 Capacity Enhancements;

#### A16 Norwood Dualling;

#### A505 Corridor;

#### A605 Oundle Road Widening - Alwalton;

#### A605 Stanground - Whittlesea Access;

#### Coldham's Lane Roundabout Improvements;

#### Ely Area Capacity Enhancements;

#### Fengate Access Study - Phase 1;

#### Lancaster Way;

#### March Junction Improvements;

#### Scheme and Studies;

#### Sustainable Travel;

#### University Access (formerly known as Fengate Access Ph2);

#### Wisbech Access Strategy.

Junction 18 - A47 Improvements completed in July 2020.

## DELIVERY PROGRAMMES

The following programmes remain on track:

**Apprenticeships; Agri-Tech;**  
**Careers and Enterprise Company;**  
**Business Growth Service;**  
**Growth Hub; Garden Villages;**  
**Digital Connectivity Infrastructure.**



<b>CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD</b>	<b>AGENDA ITEM No: 1.8</b>
<b>30 SEPTEMBER 2020</b>	<b>PUBLIC REPORT</b>

## PERFORMANCE REPORT

### 1.0 PURPOSE

1.1. This is the performance report for September 2020.

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>Mayor James Palmer</b>
<b>Lead Officer:</b>	<b>Paul Raynes, Director of Delivery and Strategy</b>
<b>Forward Plan Ref: N/A</b>	<b>Key Decision: No</b>
To note the September Delivery Dashboard.	<b>Voting arrangements</b>  Simple majority of all Members

### 2.0 BACKGROUND

- 2.1. Appendix 1 includes the September Delivery Dashboard. This looks at the performance of the Combined Authority's projects, and updates on metrics showing progress against the Devolution Deal:
- Prosperity (measured by Gross Value Added or GVA);
  - Housing;
  - Jobs.
- 2.2. The project RAG ratings continue to be updated monthly as part of our standard management processes, and the September 2020 Delivery Dashboard includes ratings for the Combined Authority's Key Projects based on outturn data from the end of August.
- 2.3. Across the entire portfolio, Members will note there has been a net upward movement in RAG ratings of two projects, compared to the previous July reporting month.

### **3.0 FINANCIAL IMPLICATIONS**

3.1. There are no direct financial implications.

### **4.0 LEGAL IMPLICATIONS**

4.1. None.

### **5.0 SIGNIFICANT IMPLICATIONS**

5.1 None

### **6.0 APPENDICES**

6.1. Appendix 1 – September Performance Dashboard

<b><u>Background Documents</u></b>	<b><u>Location</u></b>
None	

Baseline: Current trend without Devolution Deal interventions

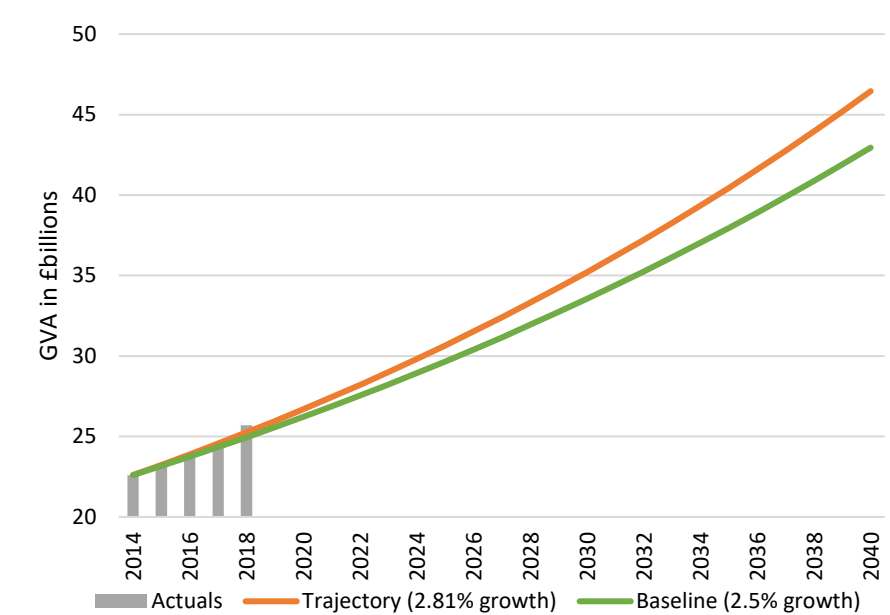
Outturn data source: GVA and Jobs - Office of National Statistics (ONS);  
Housing - Council Annual Monitoring Reports/CambridgeshireInsights

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

PERFORMANCE DASHBOARD

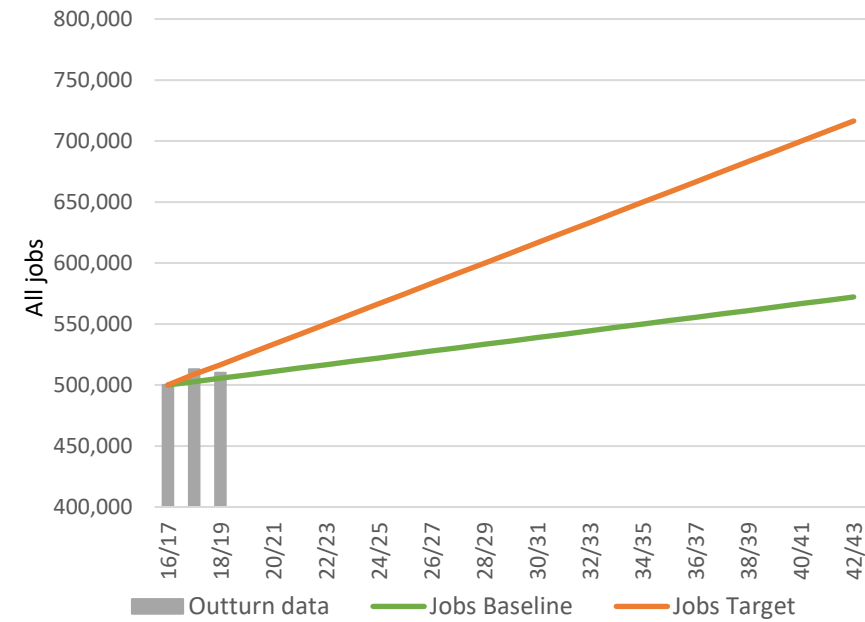
Combined Authority Devolution Deal Trajectory

GVA (B) TARGET V BASELINE



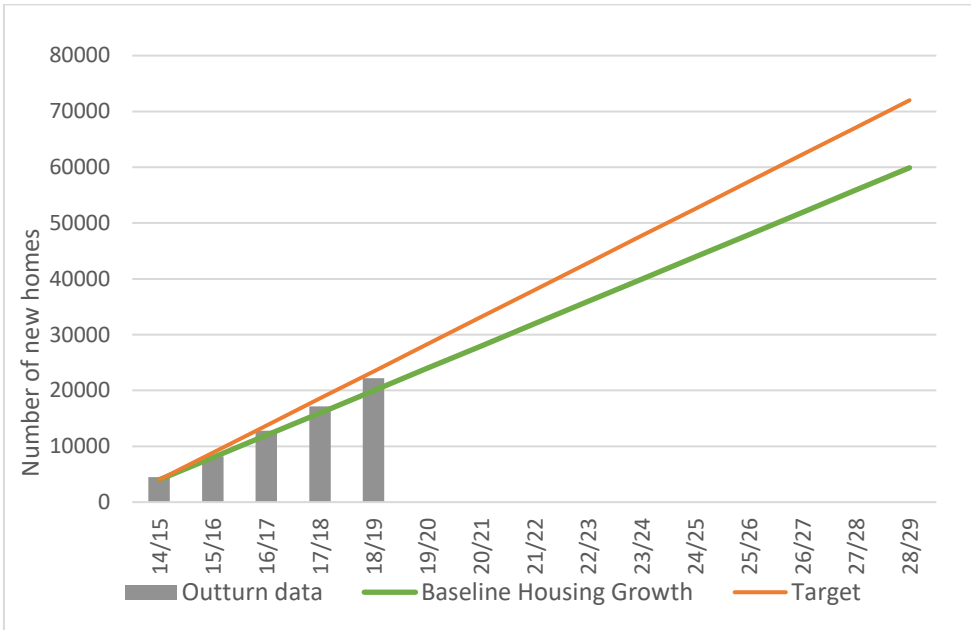
This has been updated in line with National Reporting standards. The CPCA Devolution Deal committed to doubling GVA over 25 years with 2014 as the baseline. To achieve this target the CPIER identified the region would require annual growth of 0.31% on top of the 2.5% baseline growth.

JOBS TRAJECTORY V BASELINE



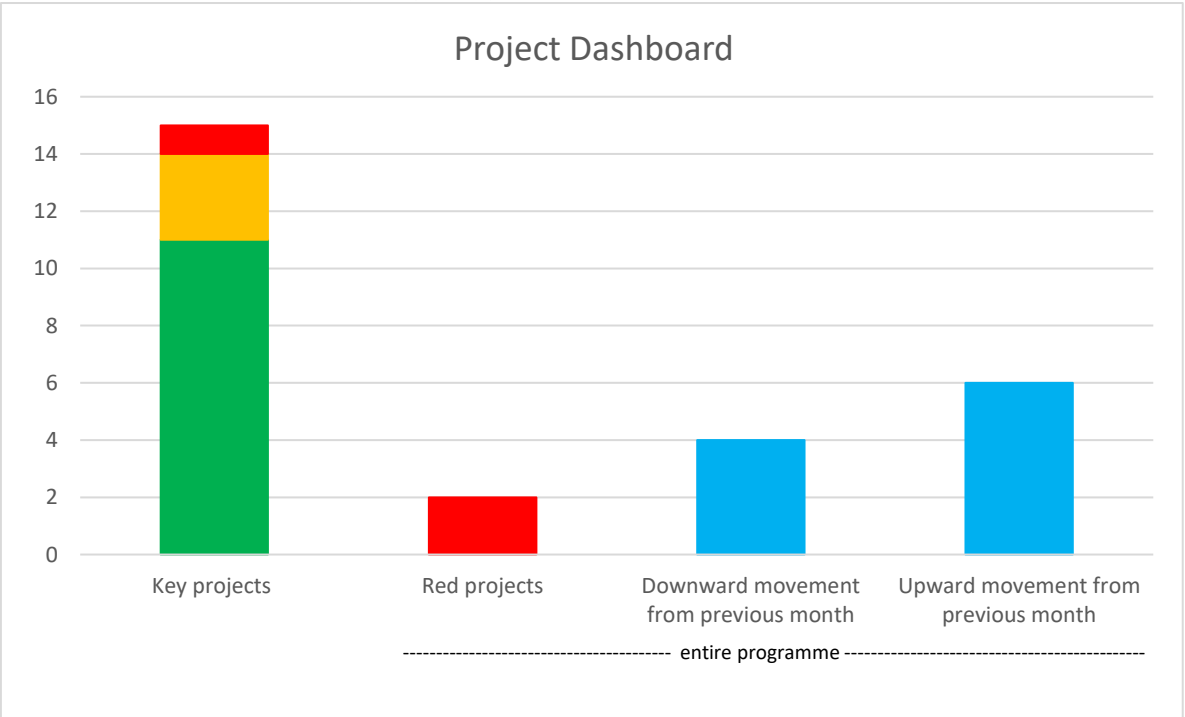
Target is derived through the CPIER by the GL Hearn report with a high growth scenario of 9,400 additional job growth per annum and a baseline of 4,338 jobs per annum.

HOUSING PERFORMANCE (\*cumulative figures)



Devolution Deal target to deliver 72,000 new homes over a 15-year period. £170m affordable homes programme is expected to deliver over 2,500 additional homes.

Combined Authority Key Project Profile:



Key projects	
Name of project	RAG status
£100k Homes	Green
£70m Affordable Housing Programme	Green
A10 Dualling and Junctions	Green
A47 Dualling	Green
AEB Devolution Programme	Green
Cambridge South Station	Green
King's Dyke Level Crossing	Green
Market Town Masterplans	Green
Soham Station	Green
University of Peterborough	Green
Wisbech Rail	Green
£100m Affordable Housing Programme	Amber
Bus Reform Task Force Programme	Amber
Cambridge Autonomous Metro OBC (City Tunnel)	Amber
Regeneration of Fenland Railway Stations	Red







<b>CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD</b>	<b>AGENDA ITEM No: 2.1</b>
<b>30 SEPTEMBER 2020</b>	<b>PUBLIC REPORT</b>

## **BUDGET MONITOR REPORT: SEPTEMBER 2020**

### **1.0 PURPOSE**

- 1.1 This report provides an update of the 2020/21 financial position as at 31<sup>st</sup> July 2020 and asks for approval of a budget in line with an historic Combined Authority Board decision.

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>Councillor Steve Count, Lead Member for Investment and Finance</b>
<b>Lead Officer:</b>	<b>Jon Alsop, Chief Finance Officer (Section 73 Officer)</b>
<b>Forward Plan Ref: KDN2020/064    Key Decision: Yes</b>	
The Combined Authority Board is recommended to:  a) note the updated financial position of the Combined Authority for the year. b) approve the 20-21 'subject to approval' budget of £1,040k for the Digital Connectivity Infrastructure Programme, in line with the Business Case presented in March 2018	<b>Voting arrangements</b>  A simple majority of members

## 2.0 BACKGROUND

- 2.1. At its June meeting the Combined Authority Board approved a revised 2020-21 budget. This report presents the actual expenditure position as at the 31<sup>st</sup> July 2020 and the current forecast outturn (year-end) position.
- 2.2. As adopted last year detailed explanations of variances above the materiality thresholds are included in **Appendix 4**.
- 2.3. The thresholds are: £100k in Mayoral and Corporate Services revenue budgets, £250k in Housing, Business and Skills, and Delivery and Strategy revenue budgets, and £500k on all capital projects.
- 2.4. This month the budget report includes a request to move the 20-21 funding from 'subject to approval' to 'approved' for the Digital Connectivity Infrastructure programme. This is an ongoing programme, which we are contractually committed to in line with the business case approved by the Combined Authority Board in March 2018 and should therefore have been identified as an already approved budget when setting the 20-21 Budget and MTFP.

As the Board reserves the right to adjust the Budget, and the decision is over the officer delegated limit of £500k the Board are asked to approve this correction to the 20-21 budget.

## 3.0 REVENUE BUDGET POSITION

- 3.1. A summary of the financial position of the Authority, showing 'Revenue' income and expenditure for the four-month period to 30<sup>th</sup> July 2020, is set out in the table below. A more detailed breakdown of income and expenditure for the year to date is shown at **Appendix 1**.

2020-21 Revenue	2020-21 Budget £'000	Adjustments £'000	Revised Budget £'000	Actuals £'000	Forecast Outturn £'000	FO Variance £'000	Appendix 3 ref:
<b>Total Grant Income</b>	<b>(35,717.6)</b>	<b>(643.6)</b>	<b>(36,392.4)</b>	<b>(25,961.7)</b>	<b>(36,392.4)</b>	-	
Total Mayor's Office	466.8	-	466.8	132.3	466.8	-	
Total CA Gross Staffing Costs	5,201.9	-	5,201.9	1,723.5	5,201.9	-	
Total Other Employee Costs	418.2	-	418.2	20.1	418.2	-	
Total Externally Commissioned Support Services	359.4	-	359.4	93.3	359.4	-	
Total Corporate Overheads	628.4	-	628.4	239.4	628.4	-	
Total Governance Costs	164.0	-	164.0	46.2	164.0	-	
Total Other Corporate Budgets	(686.0)	-	(686.0)	(30.4)	(307.0)	379.0	1
Total Recharges to Ringfence Funded Projects	(1,940.1)	-	(1,940.1)	(475.8)	(1,940.1)	-	
<b>Total Corporate Services Expenditure</b>	<b>4,117.3</b>	<b>-</b>	<b>4,145.7</b>	<b>1,616.2</b>	<b>4,524.7</b>	<b>379.0</b>	
Total Business and Skills	22,374.0	368.4	22,742.4	5,010.0	20,787.3	(1,955.1)	2
Total Delivery and Strategy	16,001.6	3,099.5	19,101.2	7,212.6	18,952.4	(148.8)	
Total Housing	779.6	-	779.6	17.5	779.6	-	
<b>Total Workstream Expenditure</b>	<b>39,155.3</b>	<b>3,467.9</b>	<b>42,623.2</b>	<b>12,240.1</b>	<b>40,519.3</b>	<b>(2,103.9)</b>	

- 3.2. The Forecast Outturn as set out in the table above shows a 'favourable' variance of forecast expenditure against budget of £2.1m (£42.6m-£40.5m), this is predominantly due to a reduction in the spend on the Health and Care Sector Work Academy of £2.2m against budget.
- 3.3. The current approved budget shows total revenue expenditure for the year of £42.6m against a grant income of £36.4m.

- 3.4. The majority of revenue grant income is received 'in advance' and is reported as it is received to enable monitoring of income. There have been two material changes to the Combined Authority's grant income since the previous position reported to Board:
- **£486k** The Dept. for Education announced an allocation for sector based work academies and high value courses for the area which will be received via the Adult Education Budget funding, £306k of this is applicable to the current financial year (Business and Skills Directorate).
  - **£210k** The Ministry for Health, Communities and Local Government announced a grant allocation to the area for Peer to Peer business support grants, the income has a matched expenditure line in the Business and Skills Directorate.
- 3.5. The following material changes to the budget were approved at the August Combined Authority Board meeting and are now reflected in the Delivery and Strategy budget:
- **£350k** allocation to the A141 Huntingdon SOBC
  - **£2,692k** for the CAM innovation Company set-up
- 3.6. One revenue ODN has been included in the update, ODN 209-2020 which committed the Combined Authority to fund a bus link between Cambourne and major employment areas in Cambridge for 12 months from the end of August at a cost of £8.3k pcm (£58.1k in 2020-21), to be funded from the Better Deal 4 Buses grant.
- 3.7. There are two material changes to the forecast outturn position as reported to the 5<sup>th</sup> August Board meeting;
- **-£2,183k** The Health and Care sector work academy– the project is forecasting an in-year underspend due to a change in the project lifetime agreed with the funder, the Dept. for Work and Pensions. This funding is ringfenced and will now be spent in 2021-22.
  - **294k** Interest receivable on Investments – this is interest earned on treasury management investments. Due to the effect of COVID on interest rates on loans throughout the country the interest rate available on treasury investments is now substantially lower than when the forecast was originally set in January.

## 4.0 CAPITAL BUDGET

- 4.1. The year to date 'Capital' position of the Combined Authority (as at 31<sup>st</sup> July 2020) is shown at **Appendix 2**.
- 4.2. The following material changes to the capital programme were approved at the August Combined Authority Board meeting and are now reflected in the budget report:
- **£2,500k** awarded to the CRC Construction and Digital Refurbishment Local Growth Fund capital project.

- **£500k** to both Nene Parkway Junction 32 and A141 Capacity enhancements.
- **£1,995k** awarded to invest in the CAM Innovation company, comprising £1,000k of capital gainshare and £995k of Local Growth Funding.
- **£1,000k** to March Junction Improvements
- **-£2,886k** removal of the St Neots Masterplan Capital budget due to the cancellation of the project – this funding is ringfenced to the town and a replacement proposal is expected.
- **-£4,500k** reduction in the Wisbech Access Strategy project.

4.3. The forecast underspend for the year to July 2020 is £15.3m, an increase of £14.9m from the previous report to Board: the material variances since the last report are summarised below. Full details of these variances, including relevant mitigations and responses, are included in **Appendix 4**.

- Digital Connectivity Infrastructure – as noted in the ‘Background section of the report, this is an ongoing programme to which we are contractually committed. The expenditure is reflected in the forecast outturn **£1,295k**
- Cambridge City Housing Programme – the programme is showing an underspend of **-£10.3m** this is due to grant funding being paid directly to the City Council and thus the programme’s expenditure in 20-21 being 50% funded directly by the City Council as reported to the Board in June.
- Affordable Housing Grant Programme – this programme is showing an underspend of **£5.3m** due to projects being delayed due to COVID-19.

4.4. Of the funding for the £100m housing programme, £55m has been received so far. A further £15m was expected to be received in the financial year 2019/20 however despite having 2 review meetings during the year, the funding was held back pending a further review. The further review took place on 8th September 2020 and we are awaiting to hear of the outcome. We have been advised by MHCLG that we can expect to hear about what is being recommended to the Minister before the next Housing Committee meeting on 9th November 2020. We have also requested the final instalment payment for the balance of £30m which is due to be paid in the current financial year.

## **5.0 SUBJECT TO APPROVAL BUDGETS**

- 5.1. Movements from Subject to Approval to Approved must be approved by the Combined Authority Board and are reported in the budget adjustments in the Revenue and Capital tables in this report.
- 5.2. There are no new identified changes to the subject to approval budgets since the previous report to Board leaving £8.6m of revenue and £26.7m of capital budgets yet to be allocated to projects but still forecast to spend in this financial year.

## **6.0 FINANCIAL IMPLICATIONS**

- 6.1. There are no other financial implications other than those included in the main body of the report.

## 7.0 LEGAL IMPLICATIONS

7.1 None.

## 8.0 Significant Implications

8.1. There are no other significant implications.

### • APPENDICES

Appendix 1 - Detailed breakdown of the revenue position for the period to 31<sup>st</sup> July 2020

Appendix 2 – Capital position for the period to 31<sup>st</sup> July 2020

Appendix 3 – Subject to Approval budgets

Appendix 4 - Detailed explanations of material variances

<b><u>Source Documents</u></b>	<b><u>Location</u></b>
March 2018 Board Report on Digital Connectivity Infrastructure Programme	<a href="#">March 2018 Board paper</a>
September 2020 Skills Committee report on Sector Based Work Academies and High Value Courses	<a href="#">Sept 2020 Skills Committee</a>
June 2020 Affordable Housing report to the Combined Authority	<a href="#">June 2020 Board report</a>

## Appendix 1: Detailed breakdown of the revenue position for the period to 31st July 2020

	May Budget £'000	Adjustments £'000	Current Budget £'000	Actuals £'000	Forecast Outturn £'000	Change in FO £'000	FO Variance £'000
<b><u>Grant Income</u></b>							
Revenue Gainshare	(8,000.0)		(8,000.0)	(8,000.0)	(8,000.0)	-	-
Mayoral Capacity Fund	(1,000.0)		(1,000.0)	(1,000.0)	(1,000.0)	-	-
Skills Advisory Panel Grant	(75.0)		(75.0)	-	(75.0)	-	-
Enterprise Zone receipts	(605.3)		(605.3)	-	(605.3)	-	-
Careers Enterprise Company Funding	(52.0)	(72.9)	(124.9)	-	(124.9)	(72.9)	-
Adult Education Budget	(11,778.3)	(305.7)	(12,084.1)	(11,778.3)	(12,084.1)	(305.7)	-
Growth Hub Grants	(536.0)		(536.0)	-	(536.0)	-	-
LEP Core Funding	(500.0)		(500.0)	(500.0)	(500.0)	-	-
Transport Levy	(12,347.6)		(12,347.6)	(4,115.9)	(12,347.6)	-	-
COVID-19 bus services support grant	(439.5)		(439.5)	(183.6)	(439.5)	-	-
Better Deal 4 Buses grant	(383.9)		(383.9)	(383.9)	(383.9)	-	-
Apprenticeship Levy Fund Pooling	(31.2)	(55.0)	(86.2)	-	(86.2)	(86.2)	-
Peer to Peer Network Funding	-	(210.0)	(210.0)	-	(210.0)	(210.0)	-
<b>Total Grant Income</b>	<b>(35,717.6)</b>	<b>(643.6)</b>	<b>(36,392.4)</b>	<b>(25,961.7)</b>	<b>(36,392.4)</b>	<b>(674.8)</b>	<b>-</b>
<b><u>Mayor's Office</u></b>							
Mayor's Allowance	85.0		85.0	28.0	85.0	-	-
Mayor's Conference Attendance	10.0		10.0	-	10.0	-	-
Mayor's Office Expenses	40.0		40.0	3.8	40.0	-	-
Mayor's Office Accommodation	77.4		77.4	31.3	77.4	-	-
Mayor's Office Staff	254.4		254.4	69.1	254.4	-	-
<b>Total Mayor's Office</b>	<b>466.8</b>	<b>-</b>	<b>466.8</b>	<b>132.3</b>	<b>466.8</b>	<b>-</b>	<b>-</b>
<b><u>Corporate Services</u></b>							
<b>Combined Authority Gross Staffing Costs</b>							
Business and Skills	1,749.8		1,749.8	556.0	1,749.8	-	-
Chief Executive	288.1		288.1	76.9	288.1	-	-
Corporate Services	1,517.7		1,517.7	535.1	1,517.7	-	-
Delivery and Strategy	1,240.7		1,240.7	393.4	1,240.7	-	-
Housing	405.6		405.6	162.0	405.6	-	-
<b>Total CA Gross Staffing Costs</b>	<b>5,201.9</b>	<b>-</b>	<b>5,201.9</b>	<b>1,723.5</b>	<b>5,201.9</b>	<b>-</b>	<b>-</b>
<b><u>Other Employee Costs</u></b>							
Travel	100.0		100.0	4.7	100.0	-	-
Apprenticeship Levy	19.9		19.9	2.0	19.9	-	-
Conferences, Seminars & Training	90.0		90.0	1.4	90.0	-	-
Change Management Reserve	208.3		208.3	12.0	208.3	-	-
<b>Total Other Employee Costs</b>	<b>418.2</b>	<b>-</b>	<b>418.2</b>	<b>20.1</b>	<b>418.2</b>	<b>-</b>	<b>-</b>

-	Budget			Year to-date	Whole Year		
-	May Budget	Adjustments	Current Budget	Actuals	Forecast Outturn	Change in FO	FO Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Externally Comissioned Support Services</b>							
External Legal Counsel	100.0		100.0	17.9	100.0	-	-
Finance Service	61.4		61.4	18.3	61.4	-	-
Democratic Services	90.0		90.0	47.5	90.0	-	-
Payroll	8.0		8.0	1.3	8.0	-	-
HR	25.0		25.0	1.9	25.0	-	-
Procurement	25.0		25.0	4.2	25.0	-	-
ICT external support	50.0		50.0	2.2	50.0	-	-
<b>Total Externally Comissioned Support Services</b>	<b>359.4</b>	<b>-</b>	<b>359.4</b>	<b>93.3</b>	<b>359.4</b>	<b>-</b>	<b>-</b>
<b>Corporate Overheads</b>							
Accommodation Costs	340.0		340.0	206.2	340.0	-	-
Software Licences, Mobile Phones cost	20.0		20.0	6.9	20.0	-	-
Communications	40.0		40.0	10.1	40.0	-	-
Website Development	38.4		38.4	0.4	38.4	-	-
Recruitment Costs	40.0		40.0	4.0	40.0	-	-
Insurance	30.0		30.0	3.5	30.0	-	-
Audit Costs	85.0		85.0	(0.0)	85.0	-	-
Office running costs	25.0		25.0	7.8	25.0	-	-
Corporate Subscriptions	10.0		10.0	0.5	10.0	-	-
<b>Total Corporate Overheads</b>	<b>628.4</b>	<b>-</b>	<b>628.4</b>	<b>239.4</b>	<b>628.4</b>	<b>-</b>	<b>-</b>
<b>Governance Costs</b>							
Committee/Business Board Allowances	144.0		144.0	46.2	144.0	-	-
Miscellaneous	20.0		20.0	-	20.0	-	-
<b>Total Governance Costs</b>	<b>164.0</b>	<b>-</b>	<b>164.0</b>	<b>46.2</b>	<b>164.0</b>	<b>-</b>	<b>-</b>
<b>Other Corporate Budgets</b>							
COVID Pressures	120.0		120.0	105.0	205.0	85.0	85.0
Capacity Funding	125.0		125.0	-	125.0	-	-
Contribution to the A14 Upgrade	89.0		89.0	-	89.0	-	-
Interest Recievable on Investments	(1,020.0)		(1,020.0)	(135.4)	(726.0)	294.0	294.0
<b>Total Other Corporate Budgets</b>	<b>(686.0)</b>	<b>-</b>	<b>(686.0)</b>	<b>(30.4)</b>	<b>(307.0)</b>	<b>379.0</b>	<b>379.0</b>
<b>Recharges to Ringfence Funded Projects</b>							
Directly Grant Funded Staff	(1,691.2)		(1,691.2)	(421.2)	(1,691.2)	-	-
Directly Grant Funded Overheads	(248.9)		(248.9)	(54.6)	(248.9)	-	-
<b>Total Recharges to Ringfence Funded Projects</b>	<b>(1,940.1)</b>	<b>-</b>	<b>(1,940.1)</b>	<b>(475.8)</b>	<b>(1,940.1)</b>	<b>-</b>	<b>-</b>
<b>Total Corporate Services Expenditure</b>	<b>4,145.7</b>	<b>-</b>	<b>4,145.7</b>	<b>1,616.2</b>	<b>4,524.7</b>	<b>379.0</b>	<b>379.0</b>

	Budget			Year to-date	Whole Year		
	May Budget £'000	Adjustments £'000	Revised Budget £'000	Actuals £'000	Forecast Outturn £'000	Change in FO £'000	FO Variance £'000
<b><u>Business and Skills</u></b>							
AEB Devolution Programme	11,646.3		11,646.3	4,427.2	11,822.2	175.9	175.9
AEB Innovation Fund - Revenue	336.7		336.7	-	336.7	-	-
AEB Programme Costs	397.7	(25.0)	372.7	26.6	372.7	(25.0)	-
Apprenticeship Levy Fund Pooling	31.2	45.0	76.2	5.0	76.2	76.2	-
National Retraining Scheme	80.1	(15.0)	65.1	-	65.1	(15.0)	-
Marketing and Promotion of Services	95.0	-	95.0	2.8	87.8	(7.2)	(7.2)
Careers and Enterprise Company (CEC)	80.5	78.6	159.1	(3.1)	160.0	79.5	0.9
Energy Hub	822.6		822.6	10.7	822.6	(0.0)	(0.0)
EU Exit Funding	131.5		131.5	62.2	131.5	(0.0)	(0.0)
Growth Hub	536.0	(19.0)	517.0	47.6	536.0	-	19.0
HAT Work Readiness Programme	51.0	1.8	52.8	18.3	51.0	-	(1.8)
Health and Care Sector Work Academy	3,235.6		3,235.6	-	1,053.1	(2,182.5)	(2,182.5)
Integrated Insight & Evaluation Programme	-	189.0	189.0	-	189.0	189.0	-
LEP Capacity Funding	188.0		188.0	(61.0)	149.0	(39.1)	(39.1)
LIS Implementation	176.3		176.3	12.9	176.0	(0.3)	(0.3)
Local Growth Fund Costs	480.0	(80.0)	400.0	44.1	480.0	-	80.0
Market Town Implementation of Strategies	222.9		222.9	22.5	222.9	-	-
Peer to Peer Networks Programme	-	210.0	210.0	-	210.0	210.0	-
Rural Community Energy Fund (RCEF)	2,765.7		2,765.7	165.6	2,765.7	-	-
Skills Advisory Panel (SAP) (DfE)	114.0		114.0	8.2	114.0	-	-
Skills Brokerage	84.0	23.0	107.0	-	107.0	23.0	-
Skills Strategy Implementation	120.5		120.5	10.2	120.5	-	-
SME Observatory	40.0	(40.0)	-	-	-	(40.0)	-
St Neots Masterplan	254.1		254.1	58.6	254.1	-	-
Trade and Investment Programme	100.0		100.0	48.6	100.0	-	-
EZ Funded Growth Company Contribution	230.0		230.0	-	230.0	-	-
University of Peterborough	4.2		4.2	6.6	4.2	-	-
University of Peterborough - Legal Costs	150.0		150.0	96.4	150.0	-	-
<b>Total Business and Skills</b>	<b>22,374.0</b>	<b>368.4</b>	<b>22,742.4</b>	<b>5,010.0</b>	<b>20,787.3</b>	<b>(1,555.6)</b>	<b>(1,955.1)</b>



	Budget			Year to-date	Whole Year		
	May Budget £'000	Adjustments £'000	Revised Budget £'000	Actuals £'000	Forecast Outturn £'000	Change in FO £'000	FO Variance £'000
<b><u>Delivery and Strategy</u></b>							
A10 Dualling SOBC	297.1		297.1	185.1	185.1	(12.0)	(112.0)
A141 Huntingdon SOBC	-	350.0	350.0	-	350.0	350.0	-
Bus Review Implementation	644.0		644.0	73.2	644.0	-	-
Bus Service Subsidisation	187.0	58.1	245.0	-	245.0	58.1	-
CAM Metro OBC	1,356.4		1,356.4	1,256.4	1,356.4	-	-
CAM Metro SPV	-		-	-	-	-	-
CAM Innovation Company	-	2,691.5	2,691.5	1,293.0	2,691.5	2,591.5	-
Climate Change	125.0		125.0	10.0	125.0	-	-
COVID Bus Service Support Grant	439.5		439.5	173.9	439.5	-	-
Land Commission	40.0		40.0	-	40.0	-	-
Monitoring and Evaluation Framework	168.7		168.7	50.6	168.7	-	-
Non-Statutory Spatial Framework (Phase 2)	71.4		71.4	15.5	71.4	-	-
Public Service Reform	75.0		75.0	38.2	38.2	(36.8)	(36.8)
Schemes and Studies	100.0		100.0	-	100.0	-	-
Sustainable Travel	150.0		150.0	0.9	150.0	-	-
Transport Levy	12,347.6		12,347.6	4,115.9	12,347.6	-	-
<b>Total Delivery and Strategy</b>	<b>16,001.6</b>	<b>3,099.5</b>	<b>19,101.2</b>	<b>7,212.6</b>	<b>18,952.4</b>	<b>2,950.8</b>	<b>(148.8)</b>
<b><u>Housing</u></b>							
CLT and £100k Homes	83.4		83.4	17.5	83.4	-	-
Garden Villages	696.2		696.2	-	696.2	-	-
<b>Total Housing</b>	<b>779.6</b>	<b>-</b>	<b>779.6</b>	<b>17.5</b>	<b>779.6</b>	<b>-</b>	<b>-</b>
<b>Total Workstream Expenditure</b>	<b>39,155.3</b>	<b>3,467.9</b>	<b>42,623.2</b>	<b>12,240.1</b>	<b>40,519.3</b>	<b>1,395.2</b>	<b>(2,103.9)</b>

## Appendix 2: Capital position for the period to 31st July 2020

	Budget			Year to-date	Whole Year		
	May Budget £'000	Adjustments £'000	Revised Budget £'000	Actuals £'000	Forecast Outturn £'000	Change in FO £'000	FO Variance £'000
<b>Grant Income</b>							
£100m Housing Fund	(45,000.0)		(45,000.0)	-	(45,000.0)	-	-
£70m Cambirdge City Housing Fund	(15,000.0)		(15,000.0)	-	(15,000.0)	-	-
Active Transport Grant	(2,942.4)		(2,942.4)	-	(2,942.4)	-	-
Pothole and Challenge Funding	(12,554.0)		(12,554.0)	(7,402.4)	(12,554.0)	-	-
Capital Gainshare	(12,000.0)		(12,000.0)	(12,000.0)	(12,000.0)	-	-
Highways Maintenance Capital Grant	(22,554.0)		(22,554.0)	(22,554.0)	(22,554.0)	-	-
Local Growth Funding	(35,737.6)		(35,737.6)	(23,825.1)	(35,737.6)	-	-
Transforming Cities Funding	(22,000.0)		(22,000.0)	(22,000.0)	(22,000.0)	-	-
<b>Total Grant income</b>	<b>(167,788.0)</b>	<b>-</b>	<b>(167,788.0)</b>	<b>(87,781.5)</b>	<b>(167,788.0)</b>	<b>-</b>	<b>-</b>
<b>Business and Skills</b>							
AEB Innovation Fund	-	323.7	323.7	-	323.7	323.7	-
Aerotron Relocation	847.5		847.5	847.5	847.5	-	-
Ascendal New Technology Accelerator (Equity)	571.6	393.4	965.0	-	965.0	-	-
Cambridge Biomedical MO Building	3,000.0		3,000.0	-	3,000.0	-	-
CRC Construction and Digital Refurbishment	-	2,500.0	2,500.0	-	2,500.0	2,500.0	-
COVID and Capital Growth Grant Scheme	5,993.9		5,993.9	1,879.3	5,993.9	-	-
COVID micro-grants scheme	500.0		500.0	393.6	500.0	-	-
Eastern Agritech Initiative	1,695.8		1,695.8	50.3	1,695.8	-	-
Endurance Estates	2,400.0		2,400.0	-	2,400.0	-	-
Hauxton House Redevelopment	215.8		215.8	215.8	215.8	-	-
Haverhill Epicentre	1,162.9		1,162.9	1,162.8	1,162.8	(0.1)	(0.1)
Illumina Accelerator	1,000.0		1,000.0	200.0	1,000.0	-	-
March Adult Education	400.0		400.0	-	400.0	-	-
Market Town Master Plan Implementation	500.0		500.0	-	500.0	-	-
Metalcraft (Advanced Manufacturing)	3,160.0		3,160.0	-	3,160.0	-	-
NIAB - Agri-Tech Start Up Incubator	2,442.2		2,442.2	276.9	2,442.2	-	-
NIAB - Hasse Fen	599.9		599.9	39.6	599.9	-	-
Photocentric	1,875.0		1,875.0	-	1,875.0	-	-
Sci-Tech Container Village (Loan)	-		-	-	-	-	-
Small Grants Programme	6.6	(6.6)	-	0.0	-	(6.6)	-
Smart Manufacturing Association	715.0		715.0	-	715.0	-	-
South Fen Business Park	997.0		997.0	-	997.0	-	-
St Neots Masterplan Capital		386.0	386.0	-	-	-	(386.0)
Start Codon (Equity)	3,342.3		3,342.3	640.1	3,342.3	-	-
The Growth Service Company (Equity)	5,407.0		5,407.0	-	5,407.0	-	-
TTP Incubator	2,300.0		2,300.0	-	2,300.0	-	-
TWI - Innovation Ecosystem	386.0	844.0	1,230.0	6.7	1,230.0	-	-
University of Peterborough - Business Case/Phase 1	12,300.0		12,300.0	442.5	12,300.0	-	-
University of Peterborough - LGF investment	12,500.0		12,500.0	-	12,500.0	-	-
West Cambs Innovation Park	3,000.0		3,000.0	-	3,000.0	-	-
<b>Total Business and Skills</b>	<b>67,318.4</b>	<b>4,440.5</b>	<b>71,758.9</b>	<b>6,155.1</b>	<b>71,372.8</b>	<b>2,817.0</b>	<b>(386.1)</b>

	Budget			Year to-date	Whole Year		
	May Budget £'000	Adjustments £'000	Revised Budget £'000	Actuals £'000	Forecast Outturn £'000	Change in FO £'000	FO Variance £'000
<b>Grant Income</b>							
A10 Dualling	-		-	-		-	-
A1260 Nene Parkway Junction 15	183.8	470.0	653.8	17.6	653.8	470.0	-
A1260 Nene Parkway Junction 32/3	17.0	500.0	517.0	13.5	517.0	500.0	-
A141 capacity enhancements	478.0	500.0	978.0	159.8	978.0	500.0	-
A16 Norwood Dualling	61.0		61.0	57.0	61.0	-	-
A47 Dualling	40.0		40.0	0.5	40.0	-	-
A505 Corridor	422.0		422.0	141.2	272.0	(150.0)	(150.0)
A605 Oundle Rd Widening - Alwalton-Lynch Wood	792.5		792.5	125.5	792.5	-	-
A605 Stanground - Whittlesea	1,110.2		1,110.2	116.3	1,110.2	-	-
Active Travel Grant payments to Highways Authorities	2,942.4		2,942.4	-	2,942.4	-	-
CAM Innovation Company Set up	-	1,995.0	1,995.0	-	1,995.0	1,995.0	-
CAM Delivery to OBC	-		-	-		-	-
CAM FBC Preperation	-		-	-		-	-
Cambridge South Station	385.3		385.3	-	385.3	-	-
Coldhams Lane roundabout improvements	409.1		409.1	30.6	409.1	-	-
Digital Connectivity Infrastructure Programme	-		-	136.8	1,295.0	1,295.0	1,295.0
Ely Area Capacity Enhancements	2,163.3		2,163.3	554.6	2,163.3	-	-
Fengate Access Study - Eastern Industries Access - Phase 1	344.1		344.1	-	50.1	(294.0)	(294.0)
Fengate Access Study - Eastern Industries Access - Phase 2	146.6		146.6	23.4	146.6	-	-
Highways Maintenance (with PCC and CCC)	23,080.0		23,080.0	4,508.8	23,080.0	-	-
King's Dyke	8,619.8		8,619.8	571.7	8,619.8	-	-
Lancaster Way	2,604.2	29.3	2,633.5	-	2,633.5	29.3	-
M11 Junction 8	-		-	-		-	-
March Junction Improvements	736.8	1,000.0	1,736.8	114.6	1,736.8	1,000.0	-
Regeneration of Fenland Railway Stations	1,707.5		1,707.5	31.0	1,707.5	-	-
Soham Station	5,736.7		5,736.7	728.4	5,619.4	(117.3)	(117.3)
St Neots Masterplan Capital	2,886.0	(2,886.0)	-	-	-	(2,886.0)	-
Wisbech Access Strategy	9,994.5	(4,500.0)	5,494.5	305.5	5,494.5	(4,500.0)	-
Wisbech Rail	341.4		341.4	300.7	341.4	-	-
<b>Total Delivery and Strategy</b>	<b>65,202.3</b>	<b>(2,891.7)</b>	<b>62,310.6</b>	<b>7,937.3</b>	<b>63,044.3</b>	<b>(2,158.0)</b>	<b>733.7</b>
<b>Housing</b>							
Cambridge City Housing Programme	20,563.5		20,563.5	995.0	10,281.8	(10,281.7)	(10,281.8)
Affordable Housing Grant Programme	23,346.1		23,346.1	737.5	17,999.5	(5,346.6)	(5,346.6)
Housing Investment Fund - contracted	5,205.3		5,205.3	617.3	5,205.3	-	-
<b>Total Housing</b>	<b>49,114.9</b>	<b>-</b>	<b>49,114.9</b>	<b>2,349.8</b>	<b>33,486.5</b>	<b>(15,628.3)</b>	<b>(15,628.4)</b>
<b>Total Capital Programme</b>	<b>181,635.6</b>	<b>1,548.8</b>	<b>183,184.4</b>	<b>16,442.2</b>	<b>167,903.7</b>	<b>(14,969.3)</b>	<b>(15,280.7)</b>

### Appendix 3: Subject to Approval Budgets

		Subject to Approval budget				Changes in requirements				Revised Subject to Approval budget			
		2020-21	2021-22	2022-23	2023-24	2020-21	2021-22	2022-23	2023-24	2020-21	2021-22	2022-23	2023-24
<b><u>Corporate Services Directorate</u></b>													
Capital	Investment in Finance System	150.0	-	-	-	-	-	-	-	150.0	-	-	-
<b><u>Business and Skills Directorate</u></b>													
Revenue	Skills Brokerage	-	-	-	-	-	-	-	-	-	-	-	-
Capital	Market Town Masterplans	5,000.0	2,500.0	2,000.0	-	-	-	-	-	5,000.0	2,500.0	2,000.0	-
<b><u>Delivery and Strategy Directorate</u></b>													
Revenue	Bus Review Implementation	1,200.0	-	-	-	-	-	-	-	1,200.0	-	-	-
	CAM Metro SPV	2,500.0	-	-	-	-	-	-	-	2,500.0	-	-	-
	CAM Innovation Co.	1,723.7	-	-	-	-	-	-	-	1,723.7	-	-	-
	Local Transport Plan	-	100.0	-	-	-	-	-	-	-	100.0	-	-
	M&E Framework	-	-	36.0	70.0	-	-	-	-	-	-	36.0	70.0
	NSSF2	144.9	100.0	100.0	-	-	-	-	-	144.9	100.0	100.0	-
Capital	A10 Dualling	1,000.0	1,000.0	-	-	-	-	-	-	1,000.0	1,000.0	-	-
	Kings Dyke	2,100.0	-	-	-	-	-	-	-	2,100.0	-	-	-
	Regeneration of Fenland Railway Station	874.0	1,059.0	-	-	-	-	-	-	874.0	1,059.0	-	-
	Wisbech Rail	987.6	2,000.0	3,000.0	5,000.0	-	-	-	-	987.6	2,000.0	3,000.0	5,000.0
	A16 Norwood Dualling	320.0	730.0	12,000.0	-	-	-	-	-	320.0	730.0	12,000.0	-
	A141 Capacity Enhancements	-	650.0	5,000.0	3,000.0	-	-	-	-	-	650.0	5,000.0	3,000.0
	A1260 Nene Parkway J15	-	7,754.6	-	-	-	-	-	-	-	7,754.6	-	-
	A1260 Nene Parkway J32-3	4,030.1	3,500.0	-	-	-	-	-	-	4,030.1	3,500.0	-	-
	CAM Innovation Co. Set-up	-	1,000.0	-	-	-	-	-	-	-	-	-	-
	CAM Delivery to OBC	-	5,000.0	5,000.0	5,000.0	-	-	-	-	-	-	-	-
	CAM FBC Preparation	-	-	1,500.0	1,500.0	-	-	-	-	-	-	-	-
	Coldhams Land Roundabout	700.0	1,500.0	-	-	-	-	-	-	700.0	1,500.0	-	-
	Digital Connectivity Infrastructure	1,940.0	1,867.5	-	-	-	-	-	-	1,940.0	1,867.5	-	-
	Lancaster Way Phase 2	1,168.2	-	-	-	-	-	-	-	1,168.2	-	-	-
	Ely Area Capacity Enhancement	4,141.4	-	-	-	-	-	-	-	4,141.4	-	-	-
	Fengate access 1	1,000.0	4,890.0	-	-	-	-	-	-	1,000.0	4,890.0	-	-
	Fengate access 2	120.0	700.0	1,280.0	-	-	-	-	-	120.0	700.0	1,280.0	-
	March Junc Improvements	2,198.0	1,550.0	-	-	-	-	-	-	2,198.0	1,550.0	-	-
	Wisbech Access Strategy	930.0	3,000.0	-	-	-	-	-	-	930.0	3,000.0	-	-
<b><u>Housing Directorate</u></b>													
Revenue	Garden Villages	3,000.0	-	-	-	(200.0)	-	-	-	2,800.0	-	-	-
<b>Total required revenue budget</b>		<b>8,568.6</b>	<b>200.0</b>	<b>136.0</b>	<b>70.0</b>	<b>(200.0)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,368.6</b>	<b>200.0</b>	<b>136.0</b>	<b>70.0</b>
<b>Total required capital budget</b>		<b>26,659.3</b>	<b>38,701.1</b>	<b>29,780.0</b>	<b>14,500.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>26,659.3</b>	<b>38,701.1</b>	<b>29,780.0</b>	<b>14,500.0</b>

## **Appendix 4 – Detailed explanations of material variances**

### **Operational Revenue Variances >£100k**

<b>1. Interest Receivable on Investments</b>		Change in forecast expenditure	<b>£294k</b>
2020-21 Budget	<b>(£1,020k)</b>	Forecast income	<b>(£726k)</b>
<p>In response to the global economic recession due to COVID the Bank of England, in line with many national and international institutions has reduced the cost of borrowing (the base rate) to historically low levels. The cost of debt from the Bank has a knock-on effect on lending rates across the country.</p> <p>As we predominantly lend to other Local Authorities this is further exacerbated as Government has made substantial cash injections into the sector and projects have been put on hold reducing the demand for borrowing and thus the rates achievable.</p> <p>As we make loans of up to 1 year the current forecast should not decrease substantially from this point, however future years income may reduce further depending on the economy's recovery..</p> <p>Forecasts of interest rates will be monitored and a prudent forecast will be used for the medium term financial plan to ensure we do not overcommit.</p>			

### **Workstream Revenue Variances >£250k**

<b>2. Health and Care Sector Work Academy</b>		Change in forecast expenditure	<b>(£2,183)</b>
2020-21 Budget	<b>£3,236</b>	Forecast expenditure	<b>£1,053k</b>
<p>In response to a low level of take-up of courses nationally DWP agreed to the project's change request, which extends the timeframe to achieve the originally agreed outcomes of the project to the end of 2021-22. This includes extending the period over which the grant funds were spent thus allowing the expenditure to be more realistically forecast over this financial year and the next.</p>			

### Capital Variances >£500k

<b>3. Digital Connectivity Infrastructure Programme</b>		Change in forecast expenditure	<b>£1,295k</b>
2020-21 Approved Budget	<b>£0k</b>	Forecast expenditure	<b>£1,295k</b>
<p>As set out in this report, we are contractually committed to the Digital Connectivity Infrastructure Programme per the Board Decision in March 2018.</p> <p>The Board is recommended to re-allocate this budget from ‘subject to approval’.</p>			

<b>4. Cambridge City Housing Programme</b>		Change in forecast expenditure	<b>(£10,282k)</b>
2020-21 Approved Budget	<b>£20,564k</b>	Forecast expenditure	<b>£10,282k</b>
<p>As reported to the Combined Authority Board in June, due to 19-20 grant funds being paid directly to the City Council an agreement has been reached that the Combined Authority will only fund 50% of the City’s Housing Programme until the funds paid to the Council directly are depleted, at which point the Combined Authority will return to funding 100% of the programme’s expenditure from the ringfenced grant funds.</p>			

<b>5. Affordable Housing Grant Programme</b>		Change in forecast expenditure	<b>(£5,346k)</b>
2020-21 Approved Budget	<b>£23,346k</b>	Forecast expenditure	<b>£18,000k</b>
<p>There have been issues relating to payments of grants due to slippage of ‘Starts On Site’ when the first tranche of grant is paid and some construction impacts delaying second and final payments upon practical completion. This has been impacted by the COVID pandemic upon the construction industry, whereby most construction sites closed down when the UK went into lockdown from mid-March before slowly opening up from mid-May onwards.</p> <p>We have continued to complete more Grant Funding Agreements on newly approved schemes and more recently the volume of payment requests has picked up.</p>			







<b>CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD</b>	<b>AGENDA ITEM No: 3.1</b>
<b>30 SEPTEMBER 2020</b>	<b>PUBLIC REPORT</b>

## **CAMBRIDGESHIRE AUTONOMOUS METRO (CAM) SPECIAL PURPOSE VEHICLE: SHAREHOLDER AGREEMENT**

### **1.0 PURPOSE**

- 1.1. The CAM is the transport network that will enhance the opportunity for job and housing growth across Cambridgeshire. It is a trackless, ultra-light affordable system of mass rapid transit.
- 1.2. The CPCA is committed to delivering transport infrastructure that provides a quadruple benefit: it enables skilled staff to access work, fostering the region's life sciences and tech clusters which make this region the second largest net contributor to the UK economy, it underpins the 2050 zero carbon objective by shifting transport to more sustainable modes, it unlocks housing development at scale and it enhances the inward investment proposition for our region.
- 1.3. A company, OneCam Limited, also referred to as a special purpose vehicle (SPV) has been set up, as a necessary and best-practice step for delivering infrastructure of CAM's scale and scope. It is the means to provide dedicated resource and talent needed at each stage of the CAM lifecycle to build confidence among Government, investors and stakeholders.
- 1.4. This report provides an update on the progress of the company's establishment, and seeks authority to enter into the Shareholder and SPV Agreement. This agreement sets out the relationship between the Combined Authority and the SPV. Approval is also sought to a Service Level Agreement under which the Combined Authority will provide a number of support services to the SPV.
- 1.5. The report also outlines the recommendation from the recruitment panel for the Chair to the SPV, and seeks approval to appoint the preferred candidate, Lord Robert Mair.

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>Mayor</b>
<b>Lead Officer:</b>	<b>Kim Sawyer, Chief Executive</b>
<b>Forward Plan Ref: KD2020/057</b>	<b>Key Decision: Yes</b>

	<b>Voting arrangements</b>
<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none"> <li>(a) Agree to enter into a Shareholder and SPV Agreement on the Heads of Terms accompanying this report</li> <li>(b) Approve the appointment of Lord Robert Mair as Chair of the SPV</li> <li>(c) Agree the annual remuneration for the role of Chair as £80,000.</li> <li>(d) Agree to enter into a Service Level Agreement between the Combined Authority and SPV, to provide the SPV with operational resources and support</li> <li>(e) Approve the drawdown of £2,706,905 for the Delivery and Strategy Writing and a further £1,516,823 for Client Side Advisory from the Medium Term Financial Plan.</li> </ul>	<p>Simple majority of all Members</p>

## 2.0 SPV INCORPORATION

- 2.1. The SPV has been incorporated, with the name “One CAM Limited”, and with interim directors appointed. Incorporation is the first step in establishing an operational company, and work will continue to capitalise the company, to obtain a bank account, and to put support and consultancy arrangements in place.
- 2.2. Arrangements will also be made for the first meeting of the SPV Board, with Chair attending.

## 3.0 SHAREHOLDER AND SPV AGREEMENT

- 3.1. It is recommended that an agreement is entered into between the Combined Authority and the SPV, the *Shareholder and SPV Agreement*, to provide for a reservation of certain matters to the Combined Authority, giving the Combined Authority a retention of control over the strategic direction of the SPV, and to enable the Combined Authority to monitor its performance in delivering to that strategy.

- 3.2. Accordingly, the Combined Authority will retain control of a range of fundamental matters, including the approval of the SPV's Business Plan (the revised draft of which is at Appendix 1), which will be maintained, developed, and delivered by the SPV. The SPV will, subject to the key controls described, progress and deliver the CAM programme.
- 3.3. The Heads of Terms at appendix 2, comprise the conditions and key content of a Shareholder and SPV Agreement which will be prepared and executed between the SPV and the Combined Authority.

#### **4.0 SLA BETWEEN THE COMBINED AUTHORITY AND SPV**

- 4.1. Operational capacity for the SPV will be developed over time, and it will have freedom to procure its own supply chain. However, in its first phase of activity corporate resources, ranging from financial services, payroll, human resources advice and support, and legal advice, will be provided by the Combined Authority.
- 4.2. The rules on state aid, require that the SPV meets its operational costs, and in order to ensure that this requirement is met, and that the parties have a transparent and measurable basis for this, an agreement will be entered into. The costs of the services will be reflected in the Business Plan and budget of the SPV, and recorded in an SLA between the Combined Authority and the SPV.

#### **5.0 SPV RECRUITMENT UPDATE**

##### **Chair Appointee**

- 5.1. One CAM Limited will operate under the rules relating to companies and is a shareholding company. The CPCA is the sole shareholder of One CAM Limited. The company will have a Board of non-executive directors led by an independent Chair. Interviews for the position of Chair of the board took place on 17 September 2020.
- 5.2. The interview panel resolved to recommend Lord Robert Mair CBE as the preferred candidate for the role of Chair of the SPV Board. It is recommended that the appointment be on a three year term to be confirmed annually by the Combined Authority Board. There is no restriction on the Chair being appointed for consecutive terms of office with appointment subject to the approval of the CPCA Board.
- 5.3. The CV of Lord Robert Mair CBE is at appendix 3 to this report.

##### **Chair Remuneration**

- 5.4. It is recommended that the annual remuneration for the role of Chair be £80,000. This sum is comparable to analogous roles for the role of Chair in this

sector and is recommended as representing a competitive rate which represents value for money.

### **Non-Executive Director Recruitment**

- 5.5. A similar recruitment exercise for the appointment of other non-executive board members is underway. The Chair will be invited to chair the recruitment panel for the non-executive directors, together with the Mayor and the current executive directors of One Cam Limited. A shortlist of candidates will be agreed from the applications received and those candidates will be scheduled for interviews by the end of October. Formal recommendations for appointment of non-executive directors will be made to the CPCA Board in November.

### **Board Remuneration**

- 5.6. Board remuneration for non-executive directors will be based upon the experience and expertise of the applicants and discussed during the course of the recruitment exercise. Recommendations for the remuneration of non-executive directors will be made at the time of appointment by the Combined Authority Board in November.

### **SPV Leadership Recruitment**

- 5.7. Recruitment for senior officers to One CAM Limited will initially take place for three positions: CEX, Director of Strategy and Sponsorship, and an Executive Assistant.

### **Chief Executive**

- 5.8. Global search firm Redgrave is currently progressing discussions with interested and capable candidates for the Chief Executive role through phone and face-to-face conversations. The role is advertised on Times Online and there are currently six stand-out candidates with more applications still coming in.
- 5.9. Suitability, availability, and salary expectations are the main considerations during this process, with focus on candidates demonstrating sector experience, understanding of UK governance and regulation, ability to engage and manage stakeholder relationships.
- 5.10. A shortlist of up to five candidates will be finalised by 25 September. Ongoing actions include:
- (a) agreeing the interview panel;
  - (b) confirming the interview timetable;
  - (c) developing the interview questionnaire; and

- (d) determining the start date for the role.

### **Director of Strategy and Sponsorship**

- 5.11. Redgrave has started discussions with potential candidates, with four candidates being approached currently. A similar shortlist and interview process will be taken to fill this role as was outlined above for the Chief Executive role. The role is being advertised on Times Online and the Combined Authority website.

### **Executive Assistant**

- 5.12. This role will be recruited to support the CEX and Directors with considerations to be made around the timing of the recruitment to match the start dates of the Executive Leadership team.

## **6.0 CAM DELIVERY STRATEGY DEVELOPMENT**

- 6.1. A key role for One CAM Limited is to determine the necessary steps to provide the project with the greatest opportunity for successful delivery of the project. A 4-week diagnostic review has been completed evaluating key programme decisions taken to date and existing strategies that have been developed and implemented to advance the CAM programme.
- 6.2. The key findings of the diagnostic review were as follows:
  - (a) A compelling, overarching strategy for a single scheme is required that involves delivering the transport infrastructure in tandem with housing and economic development objectives providing a clear understanding of capital costs, in order to develop a clear business case. This also allows for key innovation measures to develop a transport system which takes account of current technological and ecological advances;
  - (b) Alignment is required between Combined Authority and the GCP, which is the delivery organisations for the greater Cambridge area, ensuring there is an integrated transport programme and constructed scheme for a single network; and,
  - (c) A deliverable funding and financing strategy is required, which enables cross-subsidy between route sections. As Central Government sources will likely provide a significant portion of funding, securing its buy-in is recommended as a priority. To maximise property-related revenue contributions, the programme needs to be treated as a single scheme and value capture mechanisms implemented early. Technical solutions and route options may need to be revisited to work within the deliverable funding envelope and optimise programme cost/benefits.
- 6.3. The comprehensive Delivery Strategy will provide optimal sequencing of activity for technical options analysis, business case approvals, site allocation, land

assembly and associated statutory processes across the scheme to maximise deliverability of CAM.

6.4. The Combined Authority Board and the Transport & Infrastructure Committee will receive future reports on the proposals for

- (a) definition and agreement on a 'One CAM' integrated approach; and,
- (b) an integrated CAM OBC and FBC.

6.5. To facilitate this process and the development of an outline Integrated Programme Strategy a budget of £2,706,905 is required in order to:

- (a) define an optimal programme structure, phasing, decision points and milestones that enable effective and timely delivery of CAM in line with the CAM vision, mission and objectives;
- (b) ensure a CAM scheme which maximises value for money, with a coherent, defensible business case which passes Central Government and key stakeholder scrutiny;
- (c) provide a consistent and coordinated approach is used to engage a diverse and broad range of key stakeholders to build consensus among all parties; and,
- (d) ensure integration with existing infrastructure / transport schemes and land use to provide maximum cost benefit and affordability.

6.6. As the CPCA is building up internal resource to support the CAM programme while the SPV is established and recruits its key leadership roles, the Deloitte Client Side Advisory team will continue to support the CPCA in advancing the CAM programme during this interim period. This team will be focused on overseeing and coordinating all Deloitte workstreams across the CAM Programme, while setting up the programme for transition from the CPCA to the SPV. The scope of this team will be to:

- (a) Oversee and coordinate all Deloitte workstreams on the CAM and related programmes including the Garden Villages, CAM procurement, CAM delivery strategy and CAM funding bids;
- (b) Continue to support the CAM programme team in its engagement with key stakeholders (TAC and Finance Advisory Committees) and public messaging;
- (c) Support the CAM programme team to prepare for the procurement of an integrated programme Outline Business Case; and,
- (d) Support interim CPCA resources in management of the programme, including briefing papers as required.

6.7. This team, including Programme Management support, will continue to provide strategic oversight for the CAM programme as well as operational support while the SPV is established and staffed, or while the CPCA recruits for more internal resource.

6.8. To facilitate the above client side advisory a budget of £1,516,823 is required.

## **7.0 RESTRICTED PROCESS TO PROCURE CAM CONCEPTUAL DESIGN**

7.1. Following the report of the Technical Advisory Committee the CPCA has begun a restricted process to procure a Conceptual Design vehicle and system for the CAM. A PIN has been published and an informational webinar held for interested suppliers on 18 September 2020.

7.2. The Conceptual Design will propose solutions must achieve the objectives of the CAM and comply with known constraints as detailed in the CAM Specification. The procurement is important to establish a new concept for the CAM, which in turn will deliver a more affordable, zero carbon system.

7.3. Suppliers will need to evidence how and why their proposed solutions achieve the CAM Specification and the benefit that would be derived from running the process were developed, and the most suitable goods/services to achieve those were determined. These principles are:

- (a) Identifying the opportunity for innovation – Understand where can new innovative approaches be taken in the design, construction and operation of CAM;
- (b) Inform the Business Case – Provide evidence as to the potential solutions and benefits, as well as further understanding the risks and challenges to be overcome;
- (c) Harness Local Skills & Knowledge – Leverage a local understanding to ensure designs suit Cambridgeshire's historic environment, and make use of the unique hub of skills the city offers; and,
- (d) Inform Delivery Model – Help to inform the approach to delivery, for example packaging of works and services contracts.
- (e) Stimulate the Market – Attract and inform suppliers ahead of the delivery of CAM.

7.4. A Stage Gate procurement, whereby three suppliers will be selected to work with the CPCA to develop the conceptual design will lead to this process stimulating the market, receiving the markets view of options to innovate, help to inform the business case through a spectrum of options; and help the CPCA

to test its specification and inform its delivery model ahead of the main procurement.

- 7.5. The cost of the exercise will be £700,000 and will be paid for by the SPV.
- 7.6. The procurement will take place from October to December and move to conceptual design in January 2021. The aim is for final conceptual designs to be reported to the CPCA Board in March 2021.

## **8.0 FINANCIAL APPROVALS**

- 8.1. The Board is asked to approve the drawdown of £2,706,905 for the Delivery and Strategy Writing and a further £1,516,823 for Client Side Advisory in 2020/21 from corresponding balances currently shown as 'subject to approval' in the Medium Term Financial Plan.

## **9.0 LEGAL IMPLICATIONS**

- 10.1 Legal implications are contained within the body of this report.

## **10.0 APPENDICES**

- 10.1. Appendix 1 – SPV Draft Business Plan
- 10.2. Appendix 2 - Heads of Terms – Shareholder and SPV Agreement
- 10.3. Appendix 3 – CV Lord Robert Mair CBE





**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

**JAMES PALMER**  
CAMBRIDGESHIRE &  
PETERBOROUGH MAYOR



# **CAM Special Purpose Vehicle (SPV) Business Plan**

---

DRAFT September 2020

# Table of Contents

---

1. INTRODUCTION .....	5
1.1 Background .....	5
1.2 LTP Strategic Alignment .....	5
1.3 Purpose.....	5
1.4 Programme Vision.....	7
1.5 Mission Statement.....	7
2. ACCOUNTABILITIES AND ACTIVITIES.....	8
3. OPERATING MODEL AND STRUCTURE.....	13
3.1 CAM SPV Board .....	11
3.2 CAM SPV Structure .....	12
3.3 CPCA and SPV Relationship .....	13
4. YEAR 1 OBJECTIVES .....	14
5. RECRUITMENT AND STAFFING .....	15
6. SYSTEMS AND INFRASTRUCTURE.....	16
7. USE OF EXTERNAL SUPPLIERS.....	17
8. PROPERTY AND ASSETS.....	18
9. INFORMATION SHARING .....	19
10. DATA PROTECTION .....	20
11. FREEDOM OF INFORMATION .....	21
12. COMMS AND ENGAGEMENT .....	22
12.1 Marketing Strategy .....	22
12.2 Business Development .....	22
12.3 Stakeholder Management .....	22
13. RISKS AND OPPORTUNITIES.....	23
14. BUDGET.....	24

14.1	VAT Structure.....	25
14.2	Financial Model.....	25

# Version History

TABLE HEADING		
DATE	VERSION	NOTES
23/07/2020	Version 1	Initial Draft for SPV Executive Leadership Review
04/09/2020	Version 2	Re-draft based on received feedback

# 1. INTRODUCTION

---

## 1.1 Background

Cambridgeshire and Peterborough is a region of high economic significance to the UK economy. It is a renowned tech hub and its economic growth has significantly contributed to the UK as a whole. At the same time, Cambridge's future economic growth is under threat without investment in appropriate transport and housing infrastructure. Recent population growth in the region has not been matched with corresponding investments in housing and transport infrastructure. This has led to rising house prices and congestion, decreasing the quality of life in the region and driving many individuals and businesses away from the area. If not addressed, this predicament is expected to intensify in the future, negatively impacting the economic performance of Cambridgeshire.

As set out in the Cambridge and Peterborough Independent Economic Review (CPIER), the Cambridgeshire Autonomous Metro (CAM) will help unlock local and national growth. The CAM will harness regional resources and emerging technologies to improve the economic strength and social and environmental sustainability of the area. Once delivered, the CAM will reduce congestion, unlock housing opportunities, transform the local economy and enable continued sustainable growth in the Greater Cambridge area, at the same time supporting the UK as a whole.

Delivery of the CAM must be carefully managed – it is one of the CPCA's priorities, and as a large transport programme it is associated with risks and complexities. In order to overcome those risks and complexities, it is essential to establish a separate organisation that is solely focused and empowered to deliver the CAM. The SPV will be staffed with the required skills and capacity to oversee every stage. It will develop the concept and design of the CAM, obtain the Transport and Works Act Order (TWAo) and other relevant consents, enter into property deals with landowners for land required for the CAM, obtain funding and financing for the programme, and ensure appropriate community involvement.

Without the SPV, and the staff it will recruit, it would be impossible to realise the vision for the CAM. The dedicated staff, Board members, and private sector partners will be responsible for a number defined activities that are instrumental to delivering the CAM. The SPV will coordinate all those activities and the stakeholders responsible for performing them.

## 1.2 LTP Strategic Alignment

The CAM SPV as the method to deliver the CAM programme, as well as its objectives, align directly with the CPCA's CAM LTP Sub-Strategy to create an infrastructure backbone to promote regional growth. The CAM LTP Sub-Strategy will be a guiding document by which the SPV will develop and deliver the CAM.

## 1.3 Purpose

The purpose of the CAM SPV will be to develop and deliver the CAM programme in line with the vision and objectives outlined by the programme sponsor, the CPCA.

### Advantages of an SPV

An SPV was proposed as the best delivery option for the CAM programme for several reasons. First, it is an accepted and understood model. Government has experience with companies set up to deliver large infrastructure programmes, with examples like HS2, Crossrail and East West Rail Co., and an SPV will bring the right expertise to build Government confidence in the programme. An SPV also allows for the right balance of leadership, expertise, and dedicated resource. The SPV can provide critical leadership to guide the programme and manage relationships with

key stakeholders through the programme lifecycle whilst ensuring the programme can be innovative, sustainable and coordinate with multiple stakeholders and delivery/sponsor entities. Additionally, an SPV builds in necessary oversight and assurance into a programme of this size and complexity. The SPV will have an expert executive team to deliver the programme and have further oversight through a robust governance structure and CAM SPV Board that can provide critical guidance and programme assurance.

With a programme of this size also comes a large price tag. The CAM SPV provides the commercial environment to attract investment and promote to Government. The SPV will dedicate resource to bringing in private investment and credibly promoting the scheme to Government. This arrangement also allows the CPCA to convert capital to revenue. The CPCA can make its investment go further through the use of this model, which will help in the early stages of the programme as it develops and works to attract additional investment. This model ensures CPCA control while allowing investment to come forward. The CPCA will be the sole shareholder in the company and through an agreed governance structure, will retain some decision rights and strategic control over the programme, while allowing it to advance at pace, attract investment and meet the objectives outlined in the Local Transport Plan (LTP).

In delivery of large infrastructure programmes, there is no rule or agreed guidance on when a company should be set up and its accountabilities, because it should reflect the needs of the programme and where it is in its lifecycle. For East West Rail Co., a comparable case to the CAM, the company was set up to develop the programme business cases and apply for necessary consents, and was established three years prior to the selection of a preferred route option.

The CAM programme is even more unique in its desire to utilise innovative, green technology and bring a world-class system that is worthy and representative of the innovation of the Cambridgeshire region. To properly build a business case for the entire CAM scheme (which involves nine projects within the larger programme) and consider opportunities for innovation and how measure and mitigate risk associated with innovation, dedicated resource is required as soon as possible to allow the CAM to meet its objectives and deliver the required infrastructure backbone to support the economic growth of the region.

### **Alternative Delivery Methods Considered**

Several options to develop and deliver the CAM were considered by the CAM Delivery Committee. The other options explored were: 1) an urban regeneration company; 2) a joint venture with a private company; 3) a private sector third party as the promoter of the CAM under a contractual arrangement with the CPCA; or 4) continue with the CPCA as the promoter of the CAM. Further detail on why these alternatives were not recommended can be found below.

- 1) Urban regeneration companies are generally not responsible for delivery projects, particularly programmes of this size and complexity. These companies are usually charged with coordinating the regeneration of a specific urban area, and would still require funding and resources from the CPCA, without having the necessary expertise to deliver the CAM.
- 2) A joint venture would require a very carefully crafted contractual arrangement with the CPCA to ensure the delivery of the CAM to meet its stated objectives. Such a structure could also create challenges for financing the programme and could limit or complicate opportunities for further private involvement in the CAM through public-private partnerships.
- 3) Similar to a joint venture, this mechanism to deliver the CAM provides the CPCA with the least amount of control or authority over the programme and challenges related to meeting stated objectives of the programme.
- 4) By continuing with limited client-side technical and delivery expertise, there is a risk associated with the lack of assurance over the delivery of a complex programme with multiple component projects, some of which are being delivered by a separate entity (GCP). With a team made up of consultants under limited client oversight, further risks arise with consultants reviewing and assuring their own work, and not properly capturing the objectives outlined by the client and key stakeholders. Now that the CAM is building to a more joined-up,

integrated programme approach (versus focusing on the City Tunnel Section as a single, independent project), the current resource is not sufficient to advance a programme of this size and complexity.

To build the necessary resource within the CPCA to deliver the CAM programme would require major revenue investment, which would likely be unaffordable, particularly as this function would need to evolve over time to provide the right capabilities over the course of the programme lifecycle. In other words, capabilities needs to evolve as the programme moves from: strategy, feasibility, preliminary design and consents; through detailed design and construction; followed by operation, maintenance and asset management. The CPCA is a lean authority, and to hire the staff required to deliver the CAM over the course of its lifecycle would be inefficient and not a proper use of revenue for the CPCA in the long term.

## 1.4 Programme Vision

The following vision and associated benefit messages shown in *Figure A* will guide the CAM SPV in its development and delivery of the CAM programme. The vision covers the significance of the CAM locally, nationally and internationally, and can be tailored to inform messages to specific audiences.

Figure A: CAM programme vision

VISION	BENEFITS
<b>ACTS LOCALLY</b> By joining up housing and places of employment, levelling up communities and matching infrastructure to the quality of talent across Cambridgeshire	 <b>Improving transportation:</b> The CAM will result in reduced journey times, improved reliability and journey 'quality', reduced congestion, emissions, noise, road accidents and road maintenance costs.  <b>Unlocking housing:</b> the CAM will unlock and support additional housing developments in Cambridgeshire and Peterborough. In doing so, it will help improve affordability of housing by reducing the mismatch in the growth in jobs and housing.  <b>Facilitating local economic growth:</b> by creating conditions that accommodate additional population, and improving connectivity to employment sites, the CAM will enable population growth in the region, stimulating the region's productivity and local output.  <b>Protecting the environment:</b> by providing long term sustainable infrastructure for the next 100 years, the CAM will enable more sustainable urban development patterns. It will decrease congestion, carbon emission and air pollution in Cambridge.
<b>IMPACTS NATIONALLY</b> By nurturing our position as a net contributor to the economy	 <b>Unlocking output growth:</b> by connecting the main centres of employment with existing and future settlements across the cities and regions, the CAM will enable the growth of strategic industries that provide benefits to the wider economy.  <b>Improving productivity:</b> by facilitating further clustering, the CAM will support productivity growth through a faster and more effective exchange of knowledge, improving supply chains in critical industries and benefiting the national economy.
<b>ATTRACTS GLOBALLY</b> By providing the right infrastructure to attract global knowledge intensive businesses	 <b>Encouraging inward investment:</b> by decreasing the relative distance between key clusters around the city and across the wider region, CAM will link key growth areas, making the region more attractive to investment from people, organisations and businesses overseas.  <b>Attracting experts to the region:</b> by delivering on the local and national benefits of the CAM, and strengthening the region's reputation for being an innovative and highly productive place, the CAM will attract international experts, making the region even more internationally competitive.  <b>Boosting export opportunities:</b> by strengthening the globally competitive tech sectors, and building domestic experience in smart transport solutions that have global export potential, CAM will strengthen the UK's ability to reach into high value international markets.

## 1.5 Mission Statement

Once the CAM SPV CEO and Executive Leadership team have been recruited, it is recommended that team undertake a process to develop a mission statement, vision and organisation values for the CAM SPV, guided by the CAM programme vision and CAM LTP Sub-Strategy objectives.

## 2. ACCOUNTABILITIES AND ACTIVITIES

As previously mentioned, the CAM SPV will need to be a lean organisation that can adapt to the needs of the programme as it progresses through its development lifecycle, shown in *Figure B*. Each stage will require diverse and potentially specialised capabilities, which will be reflected in different activities to be undertaken by the organisation.

Figure B: CAM Delivery Lifecycle

### CAM DELIVERY LIFECYCLE (POTENTIAL TIMESCALES)



The CAM SPV will have several key accountabilities within its first 3-4 years of operation to progress the CAM programme through the consenting process, and engage in detailed design work. *Figure C* shows those accountabilities and activities.



Figure C: CAM SPV key accountabilities and activities

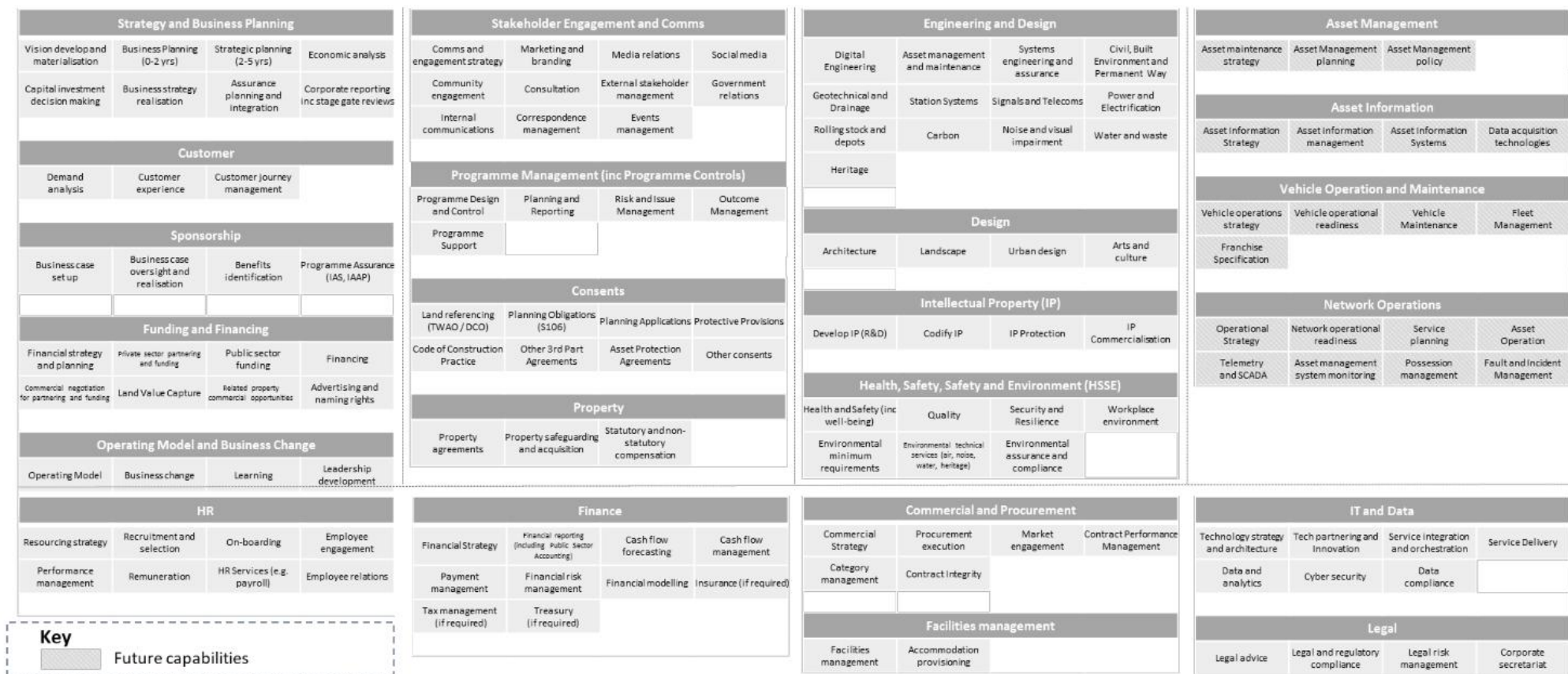
<p><b>Manage delivery of the City Tunnel section</b></p> 	<ul style="list-style-type: none"> <li>• Contribute detailed scope and functionality of the city tunnel section of the CAM project and its subsequent construction to meet the operational requirements</li> <li>• Deliver technical activities required to develop this scope including planning consents and land referencing activities</li> <li>• Deliver the required Environmental Impact Assessment</li> <li>• Maintain and ensure compliance with appropriate environment, construction and safety standards</li> <li>• Manage delivery partners to complete work, taking a proactive role in the management of safety, schedule, cost quality and risk performance</li> <li>• Own the delivery plan and overall scheme completion date and opening date</li> <li>• Enter into property deals with landowners for land required for CAM</li> </ul>
<p><b>Manage delivery of the four Regional Routes</b></p> 	<ul style="list-style-type: none"> <li>• Progress detailed scope and design options for the delivery of the four regional routes to contribute to an overall business case for this package of work</li> <li>• Manage delivery partners to complete work, taking a proactive role in the management of safety, schedule, cost quality and risk performance</li> </ul>
<p><b>Manage stakeholders</b></p> 	<ul style="list-style-type: none"> <li>• Own the consultation and stakeholder engagement activities related to the CAM scheme and relevant community involvement activities</li> <li>• Manage the governance and relationships between the SPV and the GCP/CPCA</li> <li>• Manage formal communications between the SPV and external stakeholders</li> <li>• Maintain oversight of progression of internal (e.g. C2C / GCP corridors) and external (e.g. A10 project, Cambridge South development, EWR) schemes.</li> </ul>
<p><b>Funding and Partnering</b></p> 	<ul style="list-style-type: none"> <li>• Manage the spending of the initial seed funding investment for the SPV (currently proposed to be funded by the LGF and CPCA)</li> <li>• Secure funding for the further development of CAM to TWAO approval by the SPV once the initial seed investment has been utilised</li> <li>• Prepare and negotiate structures for the funding, financing and contracting of construction and operation of the CAM</li> <li>• Approach private sector and other stakeholders for funding, likely through partnerships of the development and/or construction of the CAM</li> <li>• Managing and controlling spending of relevant budgets throughout the programme lifecycle</li> </ul>

<p><b>Undertake corporate activities</b></p> 	<ul style="list-style-type: none"> <li>• Procure and oversee design services, surveys and other work needed to achieve these tasks, and project manage them</li> <li>• Develop, own and provide internal assurance against Programme Controls processes (cost, schedule, risk etc.)</li> <li>• Undertake the reporting necessary to satisfy itself and key external parties (e.g. DfT)</li> <li>• Be responsible for all other corporate activities necessary to operate as a business including finance, commercial, procurement, HR, IT, legal, HSE and office management service</li> </ul>
<p><b>Prepare for project engineering phase</b></p> 	<ul style="list-style-type: none"> <li>• Support the evolving understanding of technology requirements, and lead on the procurement of the innovation partnership that will establish the technology that CAM will use</li> <li>• Establish data and asset management strategy and approach for future project phases</li> <li>• Undertake supply chain procurement activities to appoint enabling works contractors</li> </ul>
<p><b>Manage the Regulatory and Business Case Process</b></p> 	<ul style="list-style-type: none"> <li>• With inputs from the relevant parties, manage and deliver the Outline Business Case (OBC), Full Business Case (FBC) and Transport Works Act Order (TWAo)</li> <li>• Define handover for operations of CAM</li> <li>• Own the systems safety and assurance, and operational certification processes.</li> <li>• Contribute to carbon net-zero regulatory planning.</li> </ul>
<p><b>Innovation and Technology</b></p> 	<ul style="list-style-type: none"> <li>• Define the level and scale of innovation suitable for CAM within the timelines agreed with the CPCA</li> <li>• Manage the innovation partnership procedure to define new technology (e.g., infrastructure, vehicle, etc.) to be used for the CAM system</li> <li>• Manage potential aligned technology to support the CAM system operations, (e.g., passenger transport app)</li> <li>• Manage the IP for CAM, ensuring that the commercial aspects of innovation and new technology are properly managed</li> </ul>

The CAM SPV structure, which is shown in the next section of this plan, was developed by creating a comprehensive capability map that shows the skillsets required to undertake the activities shown above. *Figure D* shows this capability map that supports the SPV accountabilities and activities, including some capabilities that will be more important as the CAM programme continues through its development lifecycle.

An important next step for the leadership of the CAM SPV will be to map these capabilities against the CAM programme lifecycle to inform required changes to the structure of the SPV and drive recruitment and/or procurement of new or additional services.

Figure D: CAM SPV capability map



## 3. OPERATING MODEL AND STRUCTURE

---

It is anticipated that the CAM SPV will be a private company limited by shares (given it is anticipated to have commercial function, HM Treasury Guidance requires public sector companies to be established in such terms), with Articles of Association which will establish the governance of the SPV. The governance structure will provide sufficient rigour for the period which the SPV remains under the control of the CPCA. While the SPV will be established as a public sector controlled company, it is the intention of the CPCA that this will have a strong commercial and corporate sector facing approach from the outset.

As the SPV develops the funding strategy for CAM and external partners are identified, subject to procurement and state aid analysis, the SPV will need to establish a contractual governance mechanism through an Investment and Shareholders' Agreement (ISA) to govern the relationship, decision-making and approvals between the SPV and the CPCA. It is envisaged that the CPCA will retain certain decision-making powers in accordance with its statutory function, CPCA Committee terms of reference, and potentially the CAM consenting strategy. The decision as to whether this is addressed in the ISA or separately retained oversight powers by the CPCA will be developed as part of the CAM consenting strategy.

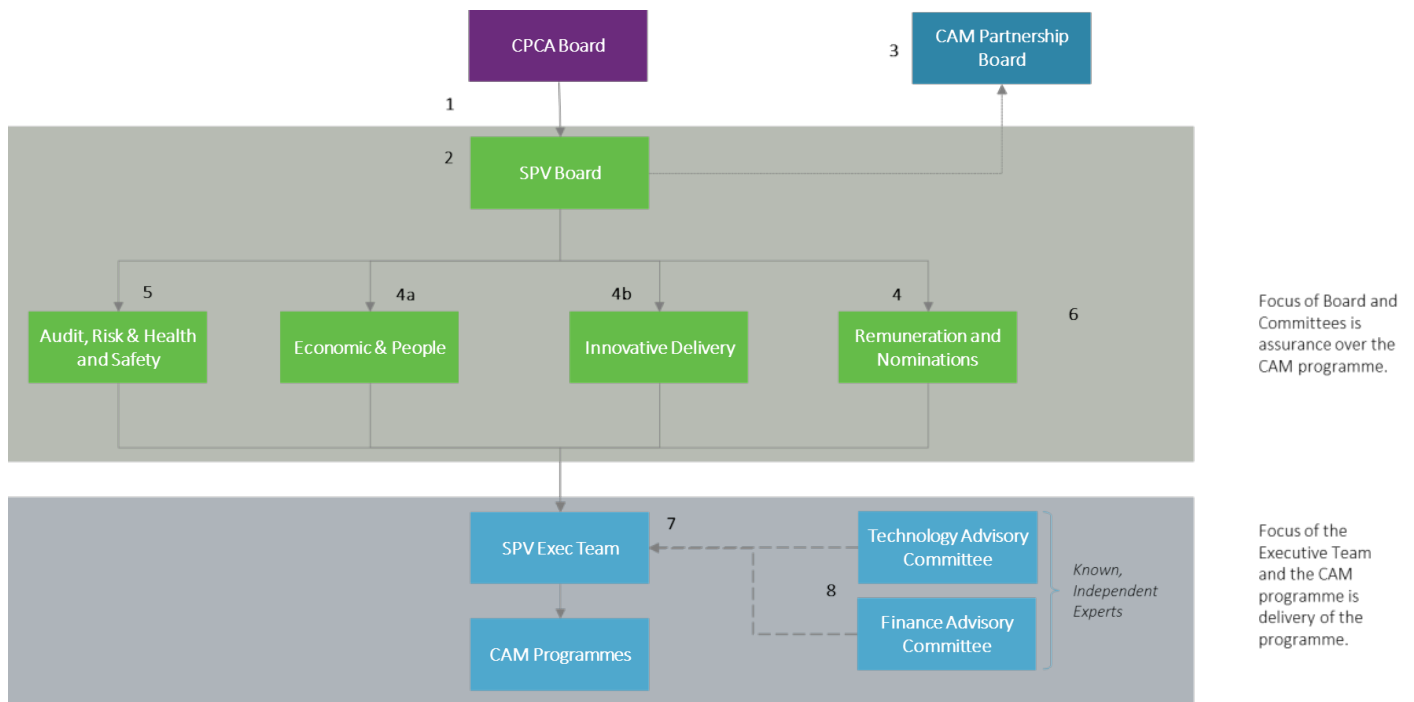
### 3.1 CAM SPV Board

The SPV will have an independent Chair appointed by the CPCA based on relevant skills and experiences. The rest of the board (six Non-Executive Directors, CEO, and four Executive Directors) will be appointed based on the skills and experiences deemed necessary to drive the strategic vision of the CAM programme. There will be one shareholder representative director from the officer group at the CPCA, and the Mayor as an observer (to prevent conflicts of interest). Within the board governance structure, the SPV will have a Remuneration and Nominations Committee to determine the future skillset requirements of board members. Depending on funding sources in the future, different organisations could also be involved. The level of involvement will be dependent on level of funding / investment provided.

As depicted below in *Figure E*, the proposal is for the SPV Board to have four Sub-Committees: Audit, Risk and Health & Safety; Economic and People; Innovative Delivery; and Remuneration and Nominations. These are assurance based committees with Non-Executive Director chair and membership, supported by key Executive Directors. There is also a proposed Stakeholder Group to be utilised as required as part of the SPV's Stakeholder Engagement strategy. There will be regular engagement with both written progress updates as well as less frequent meetings.

This overall approach allows for the SPV to have a clear assurance and escalation framework in place, with the Board having overall responsibility for the SPV, tasked with ensuring that there is assurance on controls and the effective delivery of the CAM programme. The Board Sub-Committees seek assurance on strategic goals, strategic risks and overall performance. This is further supported by Non-Executive Directors holding Executive Directors to account in these Sub-Committees.

Figure E: CAM SPV governance structure

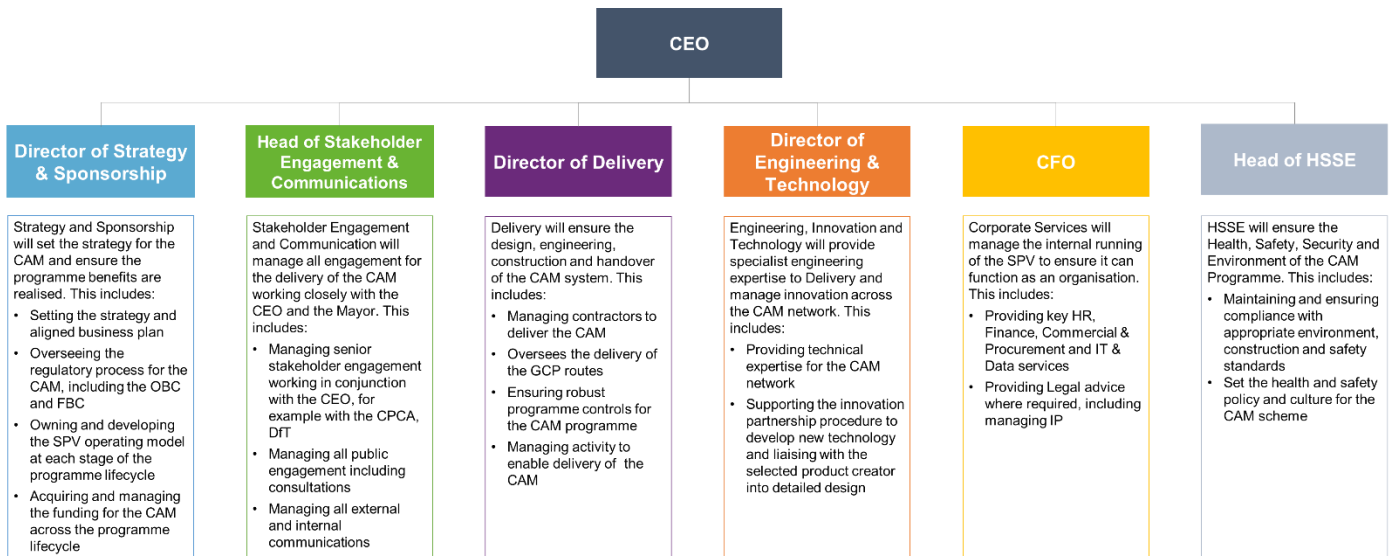


## 3.2 CAM SPV Structure

It is anticipated that the SPV will deliver the CAM using an augmented resource profile, utilising contractors and consultants to supplement the resources held in house, which will oversee this contracted work and allow the SPV to take a risk managed approach. This will allow the design of the SPV to iterate over time to ensure it is fit for purpose at each stage of the programme lifecycle shown in *Figure B*, and remain lean and cost effective. The proposed high level design for the SPV will be approved by the CPCA and oriented around six functions as shown below in *Figure F*.

Figure F: CAM SPV high-level structure and function descriptions





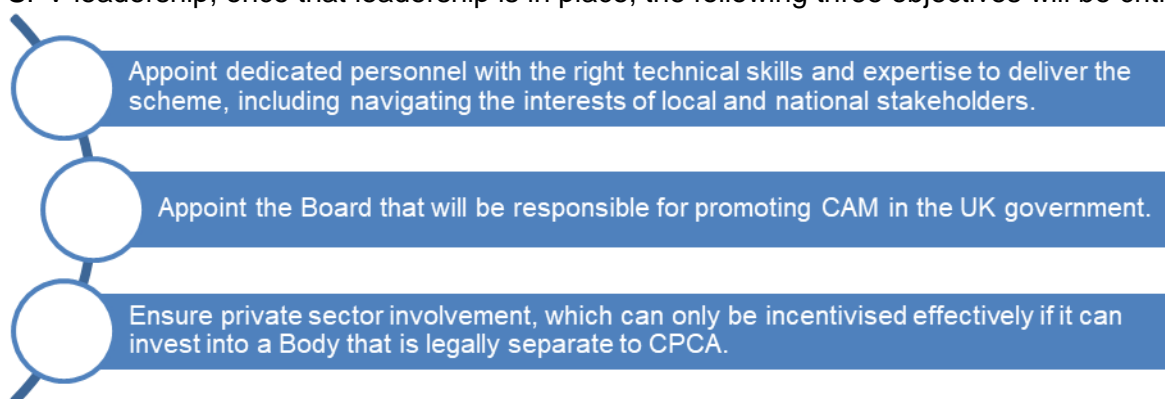
## 3.3 CPCA and SPV Relationship

Through the development of a Shareholder Agreement, the relationship between the CPCA and the SPV will be further defined. This section will be updated with the roles and responsibilities of the CPCA as the Sponsor and SPV as the Delivery Body once they become available.

## 4. YEAR 1 OBJECTIVES

As shown in *Figure B*, the current organisational design articulated accountabilities of the CAM SPV is focused on the initial stages of the programme in its development lifecycle. The accountabilities, activities and capabilities previously outlined are aligned to the objective of progressing the CAM programme through that development lifecycle, as the ultimate objective of the SPV is to deliver the CAM programme.

In its first year of operation, the CAM SPV will have specific and measurable objectives to meet, that will be monitored by the CPCA as the programme sponsor. While the CPCA will begin the process to recruit in key SPV leadership, once that leadership is in place, the following three objectives will be critical in year one:



These objectives all align with the broader goal of building confidence in the delivery of the CAM programme and successfully promoting the programme externally, which should be measured by the securing of funding and financing for the programme.

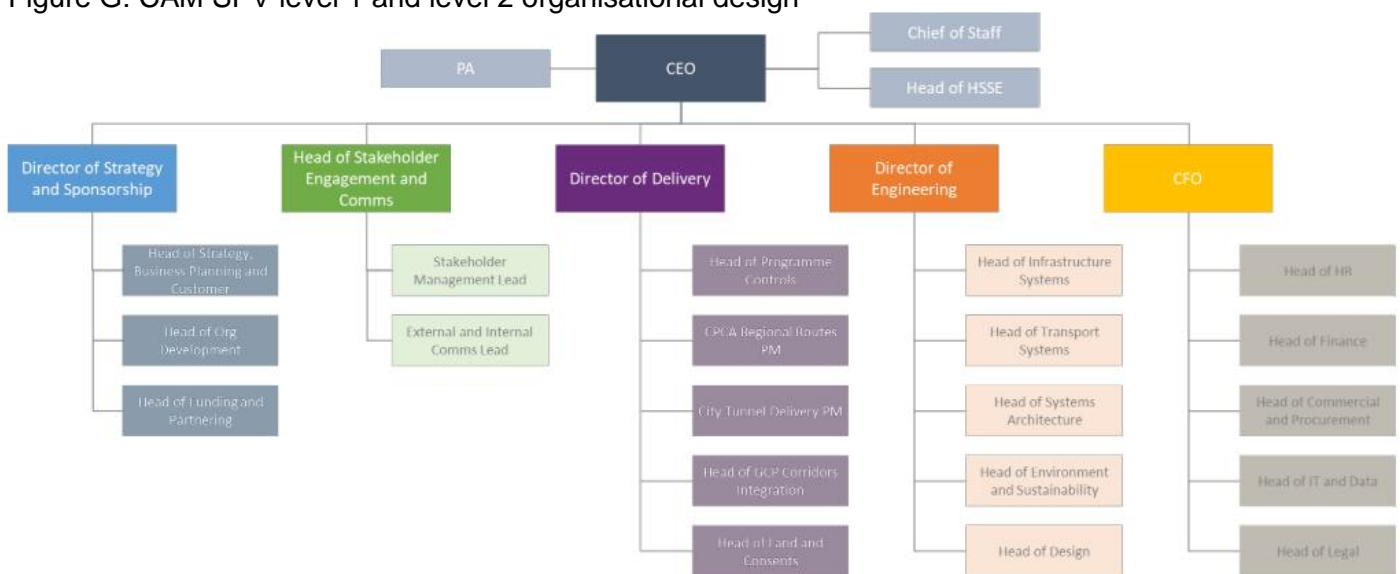
More tactically, in its first year, the SPV will be responsible for the development of an integrated programme-wide Outline Business Case through the CPCA Board and DfT, and preparing for the application of consents for component projects.



## 5. RECRUITMENT AND STAFFING

Recruitment of SPV resource will be planned around the requirements to deliver business cases and apply for consents based on the status of the CAM programme within the delivery lifecycle, shown in *Figure B*. The organisation will be built up over time as the programme continues through its lifecycle. *Figure G* shows the proposed level 1 and level 2 roles within the SPV that would likely be required for the programme to advance through consents and in to detailed design. It is anticipated that in its first 3-4 years, the CAM SPV could have 20-30 employees, but that number would have to be recruited over time as the roles are required and responsibilities are transitioned from the CPCA to the SPV. The organisational design shown in *Figure G* is subject to review and revision by the CAM SPV leadership, which will be the first to be recruited in to the organisation.

Figure G: CAM SPV level 1 and level 2 organisational design



The initial stage of recruitment for the CAM SPV to run until the end of 2020 will aim to identify candidates to fill the executive leadership roles within the organisation as shown in *Figure H*.

Figure H: CAM SPV initial recruitment plan

End 2020			
1 2 3 4			
Role	Function	Rationale	Anticipated Start Date
CEO	Leadership	Required to provide leadership to the SPV and manage senior stakeholder interactions on behalf of the CAM programme	September-October 2020
PA	Leadership	Required for support to the CEO	October-November 2020
Director of Strategy Sponsorship	Strategy & Sponsorship	Required to oversee the regulatory process, including developing the Business Case for the SPV	November-December 2020
Delivery Director	Delivery	Required for the oversight of the early design of the CAM system and relevant inputs into the Business Case	January-February 2021
Engineering, Innovation & Technology Director	Engineering, Innovation & Technology	Required for the technical assurance of the design of the CAM system and relevant inputs into the Business Case	January-February 2021

The development of a more detailed recruitment plan and operating model for the SPV will be critical next steps to ensure the company is agile and tailored to deliver the CAM. These activities will require SPV leadership to be in place to lead the development of those plans.

## 6. SYSTEMS AND INFRASTRUCTURE

---

The CAM SPV will initially seek support from the CPCA to provide support services through a managed Service Level Agreement (SLA) for each support service, including key performance indicators, break clauses and remedies for non-performance. Initial key support services required will include:

- Finance – transactional finance functions and financial control activities
- IT – provision of IT equipment and services including helpdesk support
- Human Resources – payroll, recruitment and benefits support
- Procurement – marketing and contracting of suppliers

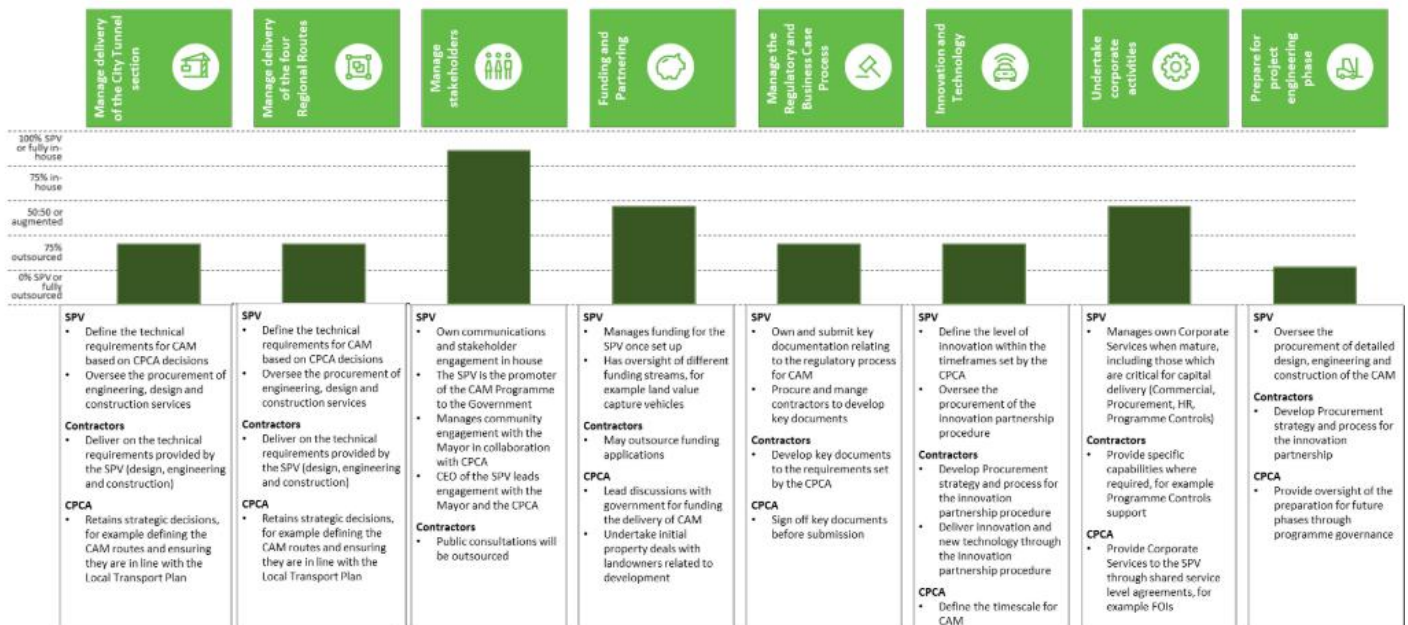
When appropriate and based on the recruitment plan to be agreed with the SPV CEO, the SPV will recruit its own key support services as shown in the “Recruitment and Staffing” section,

## 7. USE OF EXTERNAL SUPPLIERS

The CAM SPV will function as a lean organisation that can have the necessary agility to deliver the CAM programme over the course of its lifecycle as outlined in the previous sections. In order to maintain a lean structure, the SPV will utilise external suppliers for services to support the development and delivery of the CAM.

Figure 1 outlines an initial assessment of under which accountabilities the SPV will seek external support. Most notably, it is estimated that a majority of stakeholder engagement, management, and communications will be done in-house, with the exception of support during public consultation periods. Conversely, more supplier support will be sought to design the system and support technical, engineering, and construction work.

Figure 1: Assessment of services to delivered within the SPV versus outsourced to suppliers



## 8. PROPERTY AND ASSETS

---

The CAM SPV will initially operation from shared offices with the CPCA at a location to be determined by the CPCA, particularly as the SPV will be minimally staffed in its first year of operations. Office accommodation arrangements will be reviewed frequently during the company's first three years of operations as it is expected to grow to a size of 20-30 employees by year four, at which time a separate office arrangement will likely be required.

Other potential assets to be owned and managed by the CAM SPV could include the intellectual property created through a design contest to create an innovative conceptual design for the CAM programme. Such a unique design would have value for the SPV to be marketed and sold to other regions interested in developing similar infrastructure systems. The CAM SPV's commercial and procurement strategies will determine how best to capture the value of any intellectual property and if it is to be shared with other partners.

## 9. INFORMATION SHARING

---

An information sharing process and appropriate tools will be identified upon the establishment of the SPV and initiation of activities.

## 10. DATA PROTECTION

---

The CAM SPV will comply with GDPR and other relevant legislation and guidance on data protection, including the adoption of suitable policies and procedures to ensure data is stored, managed and used safely and appropriately.

## 11. FREEDOM OF INFORMATION

---

As the CAM SPV will be wholly owned by the CPCA in its initial years of operation, the company will be subject to requests for the disclosure of information under the Freedom of Information Act 2000 (FOI). As such, the company will maintain a records management system that complies with the relevant guidance concerning the maintenance and management of records.

The CAM SPV will liaise with CPCA as appropriate to ensure consistency in answering FOI requests and provide such information to CPCA as it may require, to answer requests it has received.

## 12. COMMS AND ENGAGEMENT

---

### 12.1 Marketing Strategy

Upon the establishment of the CAM SPV Executive Leadership team, the marketing of the SPV will be assessed, including the naming of the company, logos and branding. Until that time, the CAM SPV will utilise the current CAM programme branding established by the CPCA and used in this business plan.

The CAM SPV's Head of Stakeholder Engagement and Communications will be in charge of the marketing strategy for the SPV, including its own branding, and messaging to be used in communication the CAM programme to local, national and international audiences.

### 12.2 Business Development

The CAM SPV will be responsible for building and managing key stakeholder relationships, including, but not limited to, relationships with customers, partners, developers, landowners, contractors, advisors, the CPCA, as well as public sector partners, Government departments and Local Authorities.

The CAM SPV will be required to bridge the gap between the public and private sector to develop and deliver the CAM programme to achieve its objectives in connecting the region to affordable housing, jobs and new opportunities that can allow the economy to continue to grow.

The SPV will also be the promoter of the programme to all stakeholders to bring in partners and coordinate development of the CAM programme potentially across multiple delivery bodies in a responsible way. As the promoter of the programme, the SPV will be required to ensure the funding and financing of itself and the CAM programme through construction.

### 12.3 Stakeholder Management

The SPV accountabilities, outlined in *Figure C*, shows the role of the SPV in terms of stakeholder management, namely overseeing governance and relationships, and overseeing formal programme communications. It is envisaged that the CPCA will take on a role as the Sponsor for the CAM programme and will therefore be a key stakeholder with whom the SPV will need to engage, and the SPV will lead on all stakeholder engagement related to the CAM programme.

Currently, there is a high level communications strategy and a detailed communications plan that will be utilised during the transition of communications responsibilities from the CPCA to the SPV. *Figure A* outlines the detail behind the CAM vision to be used for targeted messaging for stakeholder groups. The communications plans that exist also include stakeholder maps and recommended approaches per stakeholder groups that will be handed over to the SPV when they fill the roles within their own communications team.



## 13. RISKS AND OPPORTUNITIES

---

The choice of delivering the CAM programme through the establishment of an SPV was made in part to reduce the risk of delivering such a large and complex infrastructure programme. There would be a significant risk in the CPCA carrying forward to deliver such a programme as it is a lean organisation without the required technical capabilities and experience. By handing over the CAM programme to an SPV, a specialised team can be recruited with an equally qualified Board to oversee it and provide critical assurance to the programme. Under the proposed governance structure, the CPCA is able to maintain control over critical decisions while allowing the daily activity of developing and delivering the CAM to a qualified, dedicated and specialised team.

Based on the above mentioned accountabilities to be undertaken by the CAM SPV and its anticipated activities, the following risks and opportunities have been identified. Risks and opportunities will be logged, regularly monitored, and managed.

### Risks

- The CPCA is unable to gain consensus across internal and external stakeholder groups causing inability to set up the SPV to deliver the programme
- The COVID 19 pandemic impacts the availability of suppliers or adequate funding, stifles recruitment, or otherwise impacts the schedule and delivery of the CAM programme
- The CPCA does not identify and suitably empower resources to support efforts to set up the SPV
- The CPCA does not identify sufficient funds to allow for the proper and timely set up of the SPV, as well as initial financial support to allow the SPV to become operational and identify opportunities to self-fund
- The CPCA is unable to articulate the company's organisational governance to describe the interactions and authorities between CPCA, other future sponsors and partners, and the new company
- The CPCA is unable to access, recruit and/or identify the required range of people to successfully run the SPV and deliver the CAM programme, or to sit on the SPV Board
- As the CPCA has critical decision making authority, such decision making is slow or unclear, putting the overall programme timetable at risk
- SPV staff commitment / motivation impacts on effective organisation set up, and further growth and delivery of the CAM programme
- The SPV is unable to efficiently liaise with a range of partner organisations, jeopardising efficient and effective collaboration that is essential to the success of the CAM programme

### Opportunities

- The creation of approximately 20-30 jobs within the SPV in the next few years with the potential for more jobs to be created as the programme progresses through its lifecycle
- The creation of indirect, highly skilled jobs for the regional population through the engagement of contractors and partners to support the innovative design and development of the CAM programme
- The creation of secondments within the SPV for employees of government organisations to increase the capability of the SPV and provide opportunities for public sector employees
- The linking of the CPCA, GCP and other key stakeholders to advance the CAM programme and associated benefits for the Cambridgeshire and Peterborough region
- The linking of local organisations like the University of Cambridge, Cambridge Business Park, among others, to input into the CAM programme

- Maintain and build upon Cambridgeshire's national and international standing as a highly skilled technology and science industry leader

## 14. BUDGET

The costs of the CAM SPV have been preliminarily assessed to reflect the establishment and first stage of recruitment, shown in *Figure J* below (£ nominal). These are the operating costs of the SPV, which largely consist of staff costs for the roles described in the “Recruitment and Staffing” section of this plan. The current estimated cost for the SPV over FY20/21 and FY21/22 are estimated at £4.3m.

Figure J: CAM SPV Anticipated Costs from FY2020-2022

<b>TOTAL</b>	<b>2020/21</b>	<b>2021/22</b>	<b>Total (2020/21 to 2021/22)</b>
Capital costs	£50,000	£250,000	£300,000
Staff costs	£1,077,596	£2,481,804	£3,559,400
Board costs	£38,025	£50,700	£88,725
<b>TOTAL</b>	<b>£1,165,621</b>	<b>£2,782,504</b>	<b>£3,948,125</b>
Contingency	£116,562	£278,250	£394,812
<b>TOTAL (including contingency)</b>	<b>£1,282,138</b>	<b>£3,060,754</b>	<b>£4,342,937</b>

The CAM SPV has been awarded £990k of Local Growth Funding (LGF) and £2m of CPCA Gainshare Funding to cover FY20/21 and FY21/22, including match funding to be sought from the LGF in parallel. The LGF funding is to be obtained in two tranches, one for costs up to 31 March 2021 and one for costs from April 2021 onwards. The first tranche of LGF funding (£999,000) was applied for in parallel with an application to CPCA, and the second will be applied for once the SPV is set up and the costings have been refined.

	<b>Financial Year</b>	<b>2020-21</b>	<b>2021-22</b>
<b>Capital</b>	Local Growth Fund	£999,000	£999,000
	CPCA Gainshare Funding	£2,000,000	
	<b>Total</b>	<b>£2,999,000</b>	<b>£999,000</b>

The CAM SPV will have a funding and partnering function which will seek later stage development funding for the programme from private and public sector sources. The private sector sources targeted will be predominantly in Cambridgeshire. Some funding contributions may be in the form of land or work undertaken by private sector developers or property owners, linked to the property strategy for the CAM. The SPV will work with CPCA, GCP, MHCLG, DfT, HMT, Homes England and other relevant stakeholders in this work to access suitable funding streams.

The CAM SPV will also develop, with private sector partners and investors, the arrangements for construction of the CAM in phases to be agreed, and also for the funding and financing of this construction. These various aspects of the programme will be linked and the scope of innovation in the programme will also affect the choice of feasible funding and financing options. There is a range of potential options for the funding, financing and construction of the CAM to be assessed in the light of the appetite of private funding and finance providers, in addition to CPCA's objectives. The SPV will undertake this assessment and undertake the necessary negotiations with other parties.

This budget will be updated in accordance with the development of the SPV Medium Term Financial Plan, including forecasts of SPV spending for the next five years.

### 14.1 VAT Structure

Work is underway to define the tax structure and strategy for the SPV. This section will be updated upon completion of

this work in the Autumn 2020.

## 14.2 Financial Model

The financial model for the SPV is under development as part of the Funding and Financing Strategy currently being developed as part of the CAM Delivery Strategy. This model will include forecast of financing opportunities to pay for the advancement of the programme, and will also consider how the SPV can fund itself.

**CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY ("CPCA")**

**CAMBRIDGESHIRE AUTONOMOUS METRO ("CAM")**

**CPCA/SPV - SHAREHOLDER AND SPV AGREEMENT**

**DRAFT HEADS OF TERMS**

Below are the draft heads of terms for the "Shareholder and SPV Agreement" ("**SSPVA**") referred to in the CPCA Board Paper in relation to the incorporation of an SPV for the purposes of the CAM Programme.

In preparing these draft heads of terms, we have referred to previous papers that have been prepared by the CPCA and its advisors, in particular the Leaders Strategy Paper (June 2020), the Deloitte Governance Report (21 July 2020) and the Project Initiation Document for CAM Promoter Body (20 May 2020). The Leaders Strategy Paper and the Deloitte Governance Report note that "*Whilst established as a public sector controlled company, it is the intention of the CPCA that this will have a strong commercial and corporate sector facing approach from the outset*". As the intention is to establish a special purpose company focused on the CAM, it is important to set out, on an arms length basis, the relationship and allocation of responsibilities between the CPCA and the SPV which is broader than the purely shareholder arrangements. This will serve to move forward with the Programme in a structured way, ensuring that the SPV is empowered to develop CAM and that the CPCA has the appropriate oversight in order to fulfil any broader (including to central government) reporting and accountability obligations. This approach is consistent with the types of development agreements relating to other major transport programmes where a public sector special purpose company is involved including e.g. High Speed 2 and Crossrail. The discipline that such an arrangement will engender will serve to demonstrate a robust market-facing entity and thereby build market confidence.

This initial draft heads of terms is intended to set out the types of provisions we would expect to see in a "contract" governing this type of public sector relationship. We have developed a "Responsibility Matrix" to identify key activities and proposed an allocation of responsibility where possible. It may be that not all of these activities can be determined at this stage, both in terms of the detail of the activity and the responsibility. Indeed, there will be several activities that require joint effort. Whilst the SSPVA will take the form of a contract, this is in order to bring some structure to the Programme and high-level parameters in relation to the SPV's scope of work, rather than to create either additional administrative burden on either Party or a detailed set of terms and conditions that lead to formal enforcement and remedies.

Ref.	Provision	Content
1.	<b>Parties</b>	(1) CPCA (2) SPV
2.	<b>Recitals</b>	This section will include a set of brief introductory statements providing background to entry into the SSPVA, addressing e.g.: (i) delivery of the Programme in the context of CPCA and DfT's broader transport planning strategy; (ii) ownership of share capital in the SPV; (iii) legislative support for the Programme; and (iv) funding commitments for Programme.
3.	<b>Definitions and Interpretation</b>	<b>Definitions:</b> to be completed in due course. <b>Interpretation:</b> standard interpretation provisions to be included.
4.	<b>CAM Programme</b>	The Parties acknowledge the Strategic Goals and Objectives of the CPCA are detailed in the CAM LTP Sub-Strategy, as further described in [Schedule ***].
5.	<b>Role of CPCA</b>	The CPCA's key roles in relation to the CAM Programme are as set out in Schedule 1 ( <i>Responsibility Matrix</i> ).
6.	<b>Role of SPV</b>	The SPV's key roles in relation to the CAM Programme are as set out in Schedule 1 ( <i>Responsibility Matrix</i> ).
7.	<b>Co-operation between the Parties</b>	The Parties shall work together as follows: 7.1 act reasonably and co-operate with each other and with other relevant third parties; 7.2 act in good faith and in a transparent manner; 7.3 work collaboratively to optimise the benefits of the CAM programme; 7.4 give early notice to each other in certain circumstances including: 7.4.1 any breach of/defaults under this Agreement; 7.4.2 any delay in meeting the Key Dates;

Ref.	Provision	Content
		<p>7.4.3 any potential or actual material impact on the Programme costs;</p> <p>7.4.4 any matter which may have a material impact on compliance with this Agreement or delivery of CAM.</p>
8.	<b>Delivery of CAM</b>	<p>The SPV shall manage, develop and deliver the CAM Programme, and shall perform its obligations under this Agreement at all times:</p> <p>8.1 in accordance with the Requirements to be developed by the CPCA;</p> <p>8.2 in accordance with the Delivery Schedule set out in Schedule 2;</p> <p>8.3 in accordance with the Financial Model;</p> <p>8.4 to ensure that the CAM Programme is delivered within the Programme Budget as described in the Business Plan;</p> <p>8.5 in compliance with the Delegations it has been granted;</p> <p>8.6 in compliance with any statutory powers and duties contained in any consenting instrument (e.g. an Order made under the Transport and Works Act 1992), whether or not that instrument is for the benefit of the SPV or CPCA;</p> <p>8.7 in compliance with any third party agreements;</p> <p>8.8 in compliance with Applicable Law, Standards and Guidance;</p> <p>8.9 in compliance with Good Industry Practice;</p> <p>8.10 in compliance with CPCA Policies;</p> <p>8.11 so as to ensure there are no circumstances which may lead to the suspension, alteration, cancellation or revocation of Consents;</p> <p>8.12 to ensure that the delivery of the Programme is co-ordinated and progressed efficiently and in a timely manner having regard to dependencies, sequencing of Phases and interfaces; and</p> <p>8.13 so as to minimise whole-life costs, in respect of the infrastructure, rolling stock, financing, operations, maintenance and</p>

Ref.	Provision	Content
		renewals.
9.	<b>Business Plan</b>	<p>9.1 The SPV shall develop and implement a Business Plan, which shall be updated from time to time, and which may address matters such as the following:</p> <p>9.1.1 CAM Programme budget;</p> <p>9.1.2 Delivery Contracts to be entered into;</p> <p>9.1.3 development of the SPV organisation, including budgets for corporate/operational, human resources and information technology;</p> <p>9.1.4 future ownership / management options;</p> <p>9.1.5 establishment and constitution of necessary Board committees;</p> <p>9.1.6 stakeholder engagement;</p> <p>9.1.7 development of the financial model; and</p> <p>9.1.8 provisions in relation to the services to be provided by CPCA to the SPV pursuant to the Services Agreement.</p>
10.	<b>Delivery Strategy and Business Case</b>	<p>10.1 The SPV shall develop the Delivery Strategy, which shall address <i>inter alia</i> the nature of the strategic approach, land and property, planning, powers and consenting (particularly around the respective roles of CPCA and the SPV in terms of promoting and obtaining powers and consents, the exercise of any consenting powers and for whose benefit such powers should be drafted), funding and finance, design, procurement, construction, commissioning, operations, maintenance, and shall issue the draft Delivery Strategy to the CPCA in accordance with the Delivery Schedule and shall address comments received from CPCA.</p> <p>10.2 The Business Case(s) shall be developed, delivered and updated in accordance with this section 10.2:</p> <p>10.2.1 The SPV shall prepare the Outline Business Case(s) and shall issue the draft OBC to the CPCA in accordance with the Programme and shall address comments received from CPCA.</p> <p>10.2.2 The SPV shall submit the Outline Business Case(s) to the SoS in accordance with the Delivery Strategy and by</p>



Ref.	Provision	Content
		the Key Date set out in the Delivery Schedule.
		10.2.3 The Parties acknowledge that the Outline Business Case(s) may be amended from time to time by the SoS in consultation with the CPCA and/or the SPV.
		10.2.4 The SPV shall prepare the Full Business Case(s) and shall issue the draft FBC to the CPCA in accordance with the Programme and shall address comments received from CPCA.
		10.2.5 The SPV shall submit the Full Business Case(s) in accordance with the Programme.
	10.3	<b>Security</b>  The SPV shall ensure that it has, and shall procure in relation to the delivery of the CAM Programme that there are, appropriate security processes and controls in place for personnel, cyber, systems and operational and physical security, in compliance with Applicable Law, Guidance and Good Industry Practice/Best Current Practice.
	10.4	<b>Delivery and procurement of Delivery Contracts</b>  10.4.1 The SPV shall plan a timetable for delivery of the CAM Programme as part of the Delivery Strategy with the prior approval of the CPCA.  10.4.2 The SPV shall run the tender processes in relation to the delivery of the CAM Programme, with input from CPCA as determined from time to time. Save as otherwise agreed, the SPV shall be the procuring authority for the purposes of the procurement regulations.  10.4.3 The SPV shall not enter into any Delivery Contract otherwise than in accordance with the Annual Business Plan, except with the prior written approval of the CPCA.  10.4.4 All Delivery Contracts entered into by the SPV shall flow down the rights and obligations of the SPV under this Agreement to the extent applicable to the subject matter of the relevant Delivery Contract.  10.4.5 The SPV will not contract in a manner that would breach any Consents or third party agreements.
	10.5	<b>Intellectual Property Rights</b>

Ref.	Provision	Content
		This section should set out the base position on IPR that is to flow through all Delivery Contracts.
11.	<b>System Integration</b>	<p>The SPV shall ensure that CAM is developed to ensure that:</p> <p>11.1 the component elements which are within the remit of the CPCA/SPV are fully integrated with any GCP component elements (including those that are currently being developed by GCP);</p> <p>11.2 its component elements, including infrastructure rolling stock, operation and maintenance facilities (including depots) and power, integrate fully to achieve full functionality; and</p> <p>11.3 the CAM is safe and complies with relevant certification requirements.</p>
12.	<b>Innovation / Technology</b>	The SPV shall discharge its obligations under the SSPVA in compliance with the CPCA's strategic priorities and objectives with regard to innovation, as set out in [Schedule ***]. <b>[DN: Cross-refer to Schedule identified in section 4.]</b>
13.	<b>Social values</b>	The SPV shall discharge its obligations under the SSPVA in compliance with the CPCA's strategic priorities and objectives with regard to social values, including in relation to local employment, community benefits and energy efficiency/net carbon zero objectives, as set out in [Schedule ***]. <b>[DN: Cross-refer to Schedule identified in section 4.]</b>
14.	<b>Delivery Schedule and Key Dates</b>	The SPV shall be required to maintain a Delivery Schedule, which shall include as a minimum the Key Dates. The Delivery Schedule shall be updated from time to time, including as part of the Delivery Strategy and Outline/Full Business Cases.
15.	<b>Financial models</b>	The SPV shall prepare for approval by the CPCA, and shall thereafter maintain, a Financial Model in respect of the CAM Programme.
16.	<b>Land and property strategy</b>	<p>The SPV shall, as part of the Delivery Strategy, develop a land and property strategy that includes consideration of the respective roles of the SPV and CPCA in terms of land acquisition. In particular, this will need to consider the following elements:</p> <p>16.1 landowner engagement;</p> <p>16.2 'early' acquisition and other 'investment' transactions (e.g. as part of the LVC piece);</p> <p>16.3 developing the need and justification for any necessary compulsory acquisition powers and how (and by whom) they would be exercised (this links in with the roles for each party associated with any consenting application powers and how they will</p>

Ref.	Provision	Content
		<p>be exercised if granted);</p> <p>16.4 developing the need and justification for any temporary possession powers for construction sites and other temporary uses and how (and by whom) they would be exercised (see above);</p> <p>16.5 interface with developments (e.g. New East Cambridge/Marshall Group);</p> <p>16.6 overstated development opportunities;</p> <p>16.7 how property, once acquired, would be managed; and</p> <p>16.8 programming.</p>
17.	<b>Promotion, communication and stakeholder engagement</b>	<p>The SPV shall develop a programme for internal and external communications in relation to the CAM Programme.</p> <p>17.1 SPV to act as promoter for Programme to make strong public case for CAM in order to build and maintain support amongst the public and as broad a range of external stakeholder organisations as possible.</p> <p>17.2 SPV programme for internal and external communications to provide:</p> <p>17.2.1 details of how SPV will work with DfT (and other stakeholders) in a co-ordinated, transparent and delivery-focused manner, including preparation of key announcements for the Programme; and</p> <p>17.2.2 for the effective engagement of stakeholders with an interest in the Programme regarding issues including those relating to service provided, budget and environmental impacts, local and national regeneration and wider benefits.</p> <p>17.3 It is envisaged that:</p> <p>17.3.1 the CAM Partnership Board shall be established as a forum for information sharing and engagement by the SPV in line with its stakeholder engagement strategy. A programme of bi-yearly meetings and regular update newsletters shall be maintained to keep members informed; and</p> <p>17.3.2 membership of this group shall include members of the current CAM Partnership Board and other interested stakeholders. Members of the CAM Partnership Board will include those local organisations with transport powers</p>

Ref.	Provision	Content
		and authorities.
18.	<b>Funding and Financing</b>	<p>18.1 The Parties acknowledge that the Initial Funding for the purposes of the SPV performing its functions will be provided by the CPCA. The CPCA funding shall be used by the SPV:</p> <p>18.1.1 for the carrying out of its obligations under this Agreement and the Delivery Contracts;</p> <p>18.1.2 for maintaining the SPV as a corporate, operational and business entity, including staff and HR costs, IT, Consents, directors' remuneration; and</p> <p>18.1.3 for any other purpose approved by the CPCA.</p> <p>18.2 The Parties acknowledge that the funding strategy shall be addressed in the Delivery Strategy and the Outline Business Case/Full Business Case, and may include a mix of funding sources and from public and private sector sources, such as Local Growth Funding ("<b>LGF</b>"), grant funding from central government, Homes England, land value capture.</p> <p>18.3 The Parties acknowledge that the financing strategy shall be addressed in the Delivery Strategy and the Outline Business Case/Full Business Case, and may include private sector financing.</p>
19.	<b>Contract Governance</b>	<p>19.1 <b>Contract Representatives</b></p> <p>Each Party shall appoint a representative for the purposes of administering the SSPVA, such person having full authority to act on the Party's behalf (subject to governance/decision-making requirements).</p> <p>19.2 <b>Management information and reporting</b></p> <p>Management Information intended to capture all relevant operating, financial, performance and other projections, models and/or data. Management Information System ("<b>MIS</b>") to be developed and maintained by SPV, with information held on MIS provided to CPCA as reasonably required.</p> <p>Management Information is intended to enable the SPV to manage, develop and deliver the Programme in accordance with the SSPVA, while providing the CPCA with the necessary oversight to enable it to review and measure progress of the Programme, identify issues affecting delivery and make informed decisions relating to the Programme.</p>

Ref.	Provision	Content
		<p>19.3 <b>Reports and Records</b></p> <p>The SPV to discharge obligations in relation to Management Information and reporting exercising e.g. Best Current Practice; grant CPCA access to MIS; comply with openness and transparency principles in a manner that allows decisions of CPCA to be open to scrutiny and justification.</p>
20.	<b>SPV Governance Structures &amp; Board Committees</b>	<p>20.1 In accordance with the draft SPV governance structure, the SPV shall consider the establishment of Board Committees, including in relation to:</p> <p>20.1.1 <b>Audit, Risk and Health &amp; Safety:</b> responsible for fulfilling statutory obligations and oversight of risk;</p> <p>20.1.2 <b>Economic and People:</b> responsible for assurance that the CAM Programme is having the economic impact intended, and delivering the people benefits; all through a lens of the environmental impact (6) within the Terms of Reference;</p> <p>20.1.3 <b>Innovation Delivery:</b> responsible for assurance over the delivery of the CAM and potential technical innovation used, all through a lens of the environmental impact embedded via TOR; and</p> <p>20.1.4 <b>Remuneration and Nominations:</b> responsible, amongst other elements, for determining the future skillset requirements of board members. Membership will include all of the NEDs, and the Shareholder Director.</p> <p>20.2 The Board Committees shall be constituted as a standing committee of the SPV. The Board Committees shall have no executive powers, other than those specifically delegated by the Board in the terms of reference.</p> <p>20.3 Legal or other independent professional advice and the attendance of outsiders with relevant experience and expertise can be sought by each Board Committee, if required.</p> <p>20.4 The Board Committees established by the SPV shall be assurance based committees with Non Executive Director chair and membership, supported by key Executive Directors.</p> <p>20.5 The Parties acknowledge the evolving nature of the CAM Programme and accordingly agree that the governance structures established pursuant to this clause 20 shall continue to be reviewed and developed by the Parties over the course of the CAM Programme, including as the CAM Programme advances through the capital programme lifecycle.</p>

Ref.	Provision	Content
21.	<b>Future ownership / management options</b>	<p>21.1 SPV to facilitate and not hinder any future decision of CPCA to transfer all or part of membership of SPV or procure sale of whole or part of SPV business, outsourcing, concession etc. This includes not entering into any delivery contract which enables a counterparty to terminate such contract in event of change of control of SPV.</p> <p>21.2 Following receipt by SPV of notice from CPCA informing of any such decision by CPCA, SPV to take steps and provide assistance to ensure effective transfer of ownership or handover.</p> <p>21.3 SPV to have in place appropriate business functions (administrative support, finance, IT, marketing, HR etc.) so as to be a self-standing business capable of independent operation.</p>
22.	<b>Change</b>	Provision of Change Schedule shall apply in respect of any "Change". Process to allow for initiation of Changes, Change appraisal, funding of Change and implementation of Change.
23.	<b>Shareholder matters</b>	Please refer to Schedule 3 ( <i>Matters reserved for CPCA</i> ) for a proposed list of matters to be reserved for the CPCA.
24.	<b>Anti-embarrassment</b>	<p>We would anticipate the inclusion of anti-embarrassment wording in favour of the CPCA, with appropriate remedies, should the SPV:</p> <p>24.1 do anything which causes the embarrassment and/or brings the CPCA into disrepute;</p> <p>24.2 prevents the CPCA from extinguishing its statutory function/or powers;</p> <p>24.3 breaches the terms of the reserved matters or any of its obligations under the terms of the agreement; and</p> <p>24.4 fails to act upon act direction of the CPCA, the result of which causes harm or otherwise to the CPCA.</p>
25.	<b>Conflict of interest</b>	<p>Provisions to be developed to deal with conflicts that arise between the interests of the Parties which may occur in relation to e.g. the following:</p> <p>25.1 contracts – where the SPV has a material interest;</p> <p>25.2 decision-making – dispute in terms of governance; and</p> <p>25.3 Local Development Plan – interpretation and/or enforcement of local planning decision/determinations.</p>

Ref.	Provision	Content
26.	<b>Confidentiality, FOIA, Anti-Bribery, GDPR</b>	<p>26.1 <b>Confidentiality</b></p> <p>Parties to treated Confidential Information as confidential except in limited circumstances to be specified in SDPA.</p> <p>26.2 <b>FOIA</b></p> <p>Each Party subject to FOI Legislation and agrees to assist and cooperate with the other to enable compliance. Parties to consult upon receipt of Information Request in relation to e.g. any Delivery contract. Recipient of an Information Request responsible for determining whether such information is exempt under FOI Legislation.</p> <p>26.3 <b>Anti-bribery</b></p> <p>SPV responsible for ensuring it, its agents and each Delivery Contractor and sub-contractor shall comply with all anti-bribery and anti-corruption laws and policies applicable to the Programme.</p> <p>SPV to ensure each Delivery contract contains a "flow-down" of those equivalent provisions imposed on SPV under the SSPVA.</p> <p>26.4 <b>GDPR</b></p> <p>Data protection provisions to govern the Parties rights and obligations in respect of compliance with Data Protection Legislation, including mechanics for discharge of "Data Controller" and "Data Processor" statutory duties (as the context requires).</p>
27.	<b>Expiry and Termination</b>	<p>27.1 CPCA to issue termination notice of SSPVA if (i) CPCA elects in its absolute discretion to terminate for any reason; or (ii) the Parties mutually agree to terminate.</p>
28.	<b>Miscellaneous</b>	<p>Boilerplate provisions to be included, addressing e.g.:</p> <p>28.1 <b>Notices:</b> Contractual notices to be given in writing and signed on behalf of such Party and to be served in accordance with delivery terms set out in SSPVA.</p> <p>28.2 <b>Dispute Resolution Procedure:</b> Established contractual process for notification and resolution of Disputes, including an appropriate escalation mechanism.</p>

Ref.	Provision	Content
		<p>28.3 <b>Rights of third parties:</b> No enforcement of SSPVA by third parties under <i>Contracts (Rights of Third Parties) Act 1999</i>.</p> <p>28.4 <b>Further assurance:</b> Each Party agrees to perform all further acts and things, and execute and deliver such further documents, as may be required to implement the Agreement and the Programme. Each Party shall ensure its internal governance arrangements enable it to comply with its obligations under the SSPVA.</p> <p>28.5 <b>Severance:</b> If any provision of the SSPVA is held to be, or becomes illegal, void or unenforceable, such provision shall be deemed not to be included in the SSPVA but without invalidating any of the remaining provisions.</p> <p>28.6 <b>Assignment:</b> Neither Party to assign rights and/or obligations under SSPVA without prior written consent of the other.</p> <p>28.7 <b>Governing Law:</b> SSPVA and relationship between CPCA and SPV to be governed by English law.</p>



### Schedule 1 – Responsibility Matrix

The Responsibility Matrix set out below is indicative only and shall remain subject to regular review and update by the Parties.

**[DN: It is intended that the indicative matrix below will evolve over the course of the CAM Programme as the SPV becomes a more robust organisation and takes on additional responsibility and ownership for delivery of the Programme.]**

Ref.	Activity	CPCA Responsibility	SPV Responsibility	Joint Responsibility
1.	Act as funder and sponsor of the CAM Programme.	x		
2.	Set the CPCA Requirements.	x		
3.	Be accountable for the delivery of the benefits of the Programme.		x	
4.	Obtaining required powers, consents and approvals for the Programme.			[x]
5.	As provided for in the Delivery Strategy, discharge its responsibilities in respect of any consenting processes (e.g. under the Transport and Works Act 1992).			[x]
6.	Preparation of the Outline Business Case(s) and Final Business Case(s).		x	
7.	As provided for in the Delivery Strategy, manage processes for liaising with Government, around policy and legislative change.			x
8.	Build and maintain skills, capacity and systems which are necessary / appropriate to enable CPCA to comply with its obligations under SSPVA.	x		
9.	Discharge its responsibilities in respect of the land and property strategy forming part of and set out in the Delivery Strategy.			[x]
10.	Interface with stakeholders, including in particular the Greater		x	

Ref.	Activity	CPCA Responsibility	SPV Responsibility	Joint Responsibility
	Cambridge Partnership, and general stakeholder management.			
11.	Monitor the SPV and receiving management information.	x		
12.	Enter into contracts for the design, construction, financing, operation and maintenance of CAM.		x	
13.	Preparation of Delivery Strategy.		x	
14.	Developing capacity within the SPV – staffing and consultants/advisers.		x	
15.	Performance of statutory functions, either as delegated to it, or contracted out by CPCA, or directly vested in the SPV by or under any statutory order providing powers and consents in relation to any project within the Programme.		x	
16.	Reporting to and provision of information to CPCA.		x	
17.	Integration of the different components of CAM and their on-going operation		x	

### Schedule 2 – Delivery Schedule

**[DN: Examples only. Schedule will provide a "baseline" and is intended to be continually refined maintained and updated by CPCA/SPV over the course of the Programme. To include anticipated sequence, duration and timing of each stage of design, procurement, construction and commissioning activities for each Phase of the Programme.]**

Item	Key Date	Target Date
1.	[CPCA initial funding provided to SPV]	[Q3 2020]
2.	Finalisation of Delivery Strategy	[Q1 2021]
3.	Finalisation/approval of Outline Business Case	[•]
4.	[CPCA or SPV applies for Orders under Transport and Works Act 1992 / DCO under Planning Act 2008]	[•]
5.	[Approval of Full Business Case (FBC)]	[•]
6.	[CPCA obtains wider Government approval(s)]	[•]
7.	[SPV develops the outline specification of the CAM, including scope of innovation]	[•]
8.	[Commencement of design activities relating to Programme/Detail design process of CAM corridors]	[•]
9.	[Commencement of procurement activities relating to Programme]	[•]
10.	[Key dates for acquisition of relevant Land (and associated real estate rights) for each phase]	[•]
11.	[Key dates by which draft documentation (e.g. delivery contracts or sub-contracts) to be approved or rejected by CPCA]	[•]

12.	[Commencement of construction enabling projects]	<b>[2024]</b>
13.	[Commencement of programme construction]	<b>[•]</b>
14.	[Commencement of commissioning activities relating to Programme]	<b>[•]</b>
15.	[Target final delivery date for Programme]	<b>[2030]</b>

### Schedule 3 – Matters reserved for the CPCA

1. The following matters or issues are reserved for the sole determination of the CPCA. Should there be any inconsistency between the articles of association of the SPV and the Agreement, the terms of the Agreement will prevail.
2. The Parties agree that the following matters shall be reserved for the CPCA, these being:
  - i. Permit the registration of any person as a shareholder to the SPV.
  - ii. Increase the amount of its issued share capital of the SPV, grant any option or other interest (in the form of convertible securities or in any other form) over or in its share capital, redeem or purchase any of its own shares or reduce its share capital or effect any other reorganisation of its share capital.
  - iii. Issue any loan capital or enter into any commitment with any person with respect to the issue of any loan capital.
  - iv. Make any borrowing or enter into any banking facilities on behalf of the SPV.
  - v. Apply for the listing of any shares or debt securities on any stock/investment exchange or the alternative investment market or the trading of any of its shares or debt securities on any market.
  - vi. [Payment of dividends to shareholders of the SPV.] **[DN: This will need to be in accordance with any dividend strategy formulated with any third party shareholder.]**
  - vii. Pass any resolution for the winding up of the SPV.
  - viii. Engage in any business other than the delivery of CAM (as contemplated under the Agreement).
  - ix. Close down or make any material change in the nature, scope or location of any business.
  - x. Acquire or dispose of any assets or any freehold or leasehold properties in the ownership of the SPV (from time to time).
  - xi. Vary in any respect the SPV's company structure, articles of association or the rights attaching to any of its shares in the SPV.
  - xii. Change the name of the SPV.
  - xiii. Enter into any transaction or arrangement of any nature whatsoever with any of the SPV's members or directors or any person who is connected (within the meaning of section 1122 of the Corporation Tax Act 2010 or section 993 of the Income Tax Act 2007) to any of its members or directors whether or not any other person shall be party to such transaction or arrangement.

- xiv. Enter into any arrangement, contract or transaction outside the normal course of its business or otherwise than on arm's length terms.
- xv. Enter into, as lessor or as lessee, any operating lease; or grant any rights (by licence or otherwise) in or over any intellectual property owned or used by the SPV;
- xvi. Create or permit to be created any mortgage, charge, encumbrance or other security interest whatsoever on any asset; and/or
- xvii. Adopt or amend its annual business plan.
- xviii. Change the SPV's: (a) auditors; (b) its accounting reference date; (c) its registered office; (d) its solicitors; or (e) its bankers.
- xix. Make or permit to be made any change in the accounting policies and principles adopted by the SPV.
- xx. Open or close any bank account or alter any mandate given to the SPV's bankers relating to any matter concerning the operation of the company's bank accounts.
- xxi. Factor or assign any of the book debts of the SPV.
- xxii. Adopt or amend any standard terms of business (including prices) on which the company is prepared to provide goods or services to third parties.
- xxiii. Remuneration of any SPV Director.
- xxiv. Remuneration of any SPV employee exceeding £100,000.
- xxv. Establish or amend any profit-sharing, share option, bonus or other incentive scheme of any nature for directors or employees. **[DN: To consider whether this item is a reserved matter given there is a Nominations/Remuneration Committee being proposed in the SPV.]**
- xxvi. Establish or amend any pension scheme or grant any pension rights to any director, employee, former director or employee, or any member of any such person's family. **[DN: See comment at para xxv above.]**
- xxvii. Dismiss or appoint any director, officer or employee. **[DN: See comment at para xxv above.]**
- xxviii. Institute, settle or compromise any legal proceedings instituted or threatened against the SPV or submit to arbitration any dispute involving the SPV.



<b>CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD</b>	<b>AGENDA ITEM No: 3.2</b>
<b>30 SEPTEMBER 2020</b>	<b>PUBLIC REPORT</b>

## **A10 DUALLING AND JUNCTIONS**

### **1.0 PURPOSE**

- 1.1. To update on progress since the last report to board in August.
- 1.2. To request approval to draw down the capital budget for the next stage within the Medium-Term Financial Plan (MTFP).
- 1.3. To request approval to progress the scheme under delegated authority as and when we have the DfT's decision on Major Roads Network (MRN) and Local Large Majors (LLM) future funding.

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>Mayor James Palmer</b>
<b>Lead Officer:</b>	<b>Paul Raynes Director of Delivery and Strategy</b>
<b>Forward Plan Ref:</b>	<b>Key Decision: Yes</b>
<p>The Combined Authority Board is recommended to:</p> <ol style="list-style-type: none"> <li>(a) Note progress since the August board report;</li> <li>(b) Approve the release of the capital budget of £2 million allocated as "subject to approval" within the MTFP;</li> <li>(c) Delegate authority to the Director of Delivery and Strategy, in consultation with the Chair of the Transport and Infrastructure Committee, to develop and procure OBC stage suppliers following a Major Route Network (MRN)/ Large Local Majors (LLM) funding decision by Department for Transport (DfT).</li> </ol>	<p><b>Voting arrangements</b></p> <p>Item (a) Simple Majority</p> <p>Item (b) and (c) A vote in favour, by at least two-thirds of all Members (or their Substitute Members) appointed by the Constituent Councils to include the Members appointed by Cambridgeshire County Council and Peterborough City Council, or their Substitute Members</p>

## **2.0 BACKGROUND**

- 2.1. The A10 links Ely and Cambridge from North to South and is intersected by the A142 East to West.
- 2.2. The route is key to the economic and housing growth within the area and the ambitions of the Cambridgeshire and Peterborough Combined Authority to achieve its devolution commitments of spreading prosperity across the region, connecting the north of the region to the major centre of Cambridge and vice versa.
- 2.3. The Combined Authority has completed a Strategic Outline Business Case (SOBC) which, together with the outcomes of the Virtual Public Exhibition, are with the Department for Transport (DfT) for consideration as additional information to the MRN and LLM applications for funding work on Junctions and Dualling which was made in July 2019.
- 2.4. The virtual public exhibition presented seven options that had been derived from an original long list of 78 options. The interest in the exhibition was extensive with input locally but also from as far south as London and Peterborough to the East.
- 2.5. The feedback from public engagement demonstrated strong public support for the SOBC conclusion that an intervention is required. It did not favour one route option over another. Further development of options needs to be undertaken in the following Outline Business Case (OBC) stage. This should include public consultation. That may need to be conducted both virtually and physically in the light of Covid-19 restrictions, in order to allow wide engagement of the public, other stakeholders, and communities in the development of a preferred route.
- 2.6. The Combined Authority submitted two funding bids to DfT in July 2019. The first, under the MRN fund, was to progress work on an A10 junctions improvement package. It was announced at the time of the Spring budget that this had been successful, however no funding amount has been announced yet. The second, under the LLM fund, was for the proposed dualling work. This is still under consideration by DfT, and a decision is expected imminently.

## **3.0 NEXT STEPS**

- 3.1. Officers of the Combined Authority are liaising with DfT officials who are analysing the SOBC and associated documents. Following this, a decision will be made as to the degree to which DfT are willing to support in the development of the OBC.
- 3.2. To maintain programme pace, this paper requests the release of the £2 million capital budget provided, subject to approval in the MTFP. This approval is being sought in advance of the DfT decision on funding, which is expected in the next few weeks. Delegated authority is sought for the Director of Delivery



and Strategy, in consultation with the Chair of the Transport and Infrastructure Committee, to commit the budget to a programme of work that takes into account any future DfT funding commitment.

- 3.3. These approvals would enable officers to commence procurement of the suppliers required to develop the OBC stage without needing to revert to the Board. This would allow the Combined Authority to maintain pace and programme. The alternative would be to take a decision on funding at the November Board meeting, potentially losing weeks from the programme. The Board will be updated on how the budget is proposed to be deployed and on the detailed programme for the OBC, in the light of the DfT decision, at the earliest subsequent opportunity.
- 3.4. An OBC for a scheme of this potential magnitude is a significant undertaking and will require external resource to project manage it. It is therefore currently proposed that the Combined Authority will procure, via Cambridgeshire County Council, an employer's agent with the necessary resources and expertise to be able to manage the technical designer developing the elements of the OBC. This agent would project manage the OBC on the Combined Authority's behalf, and be responsible for cost control, programme milestones and risk. Contract management of the employers' agent under this arrangement would be carried out by the County Council. The project will be led by a Project Board set up in line with the Combined Authority's project management standards. Project governance will be compliant with the Assurance Framework and the Combined Authority's project management guidance.
- 3.5. A technical designer will be engaged and expected to develop a business case to a standard appropriate to the scale and complexity of the scheme. The business case would need to align with the standards of Highways England's Strategic Road Network Project Control Framework Governance.
- 3.6. Monitoring and evaluation criteria will be set within the scope of the project and a third-party review organisation will be engaged to evaluate the OBC at the next project gateway. This is in accordance with DfT requirements for schemes with an estimated cost in excess of £50 million.
- 3.7. The project arrangements set out above are subject to any variation that may be needed to comply with DfT funding conditions.

#### **4.0 SIGNIFICANT IMPLICATIONS**

- 4.1. There will continue to be interfaces with other key transport infrastructure projects under development including:
  - (a) the current A14 works
  - (b) the Milton Road Roundabout Working Group
  - (c) the CAM
  - (d) the Greenway cycling and walking proposals.
- 4.2. There will also be interfaces with development proposals including:

- (a) North East Cambridge
- (b) Waterbeach New Town
- (c) the proposed relocation of the Anglia Water treatment works
- (d) the proposed relocation of Cambridgeshire Police's Headquarters.

4.3. The development of the scheme will continue to align with:

- (a) the Cambridgeshire Independent Economic Report (CPIER)
- (b) the Combined Authority's Growth Ambition Statement
- (c) the Cambridgeshire and Peterborough Local Transport Plan (LTP)
- (d) the Local Industrial Strategy
- (e) Local Cycling and Walking Policies (LCWIPS)
- (f) Government policy on cycling and walking provision
- (g) and will take into account the recommendations of the Cambridgeshire and Peterborough Climate Change Commission and emerging evidence on economic trends including post-Covid travel data.

4.4. The development of options will also take into account public feedback and feedback from member councils received to date.

## **5.0 FINANCIAL IMPLICATIONS**

5.1. The SOBC delivered within its budget. The funding sought today for the OBC is within the MTFS budget provision.

5.2. The OBC stage is intended to be jointly funded with DfT and Combined Authority contributions. The total budget envelope will be confirmed following DfT review of the SOBC. The Combined Authority contribution will be a proportion of the overall OBC cost. This will be funded from the £1 million in 2020/21 and £1 million in 2021/22 included within the Combined Authority budget report and MTFP should the Board agree to that.

## **6.0 LEGAL IMPLICATIONS**

6.1. None.

## **7.0 OTHER SIGNIFICANT IMPLICATIONS**

7.1. None.

## **8.0 APPENDICES**

8.1. None.

<b><u>Background Papers</u></b>	<b><u>Location</u></b>
2020 Government Budget Combined Authority Board Paper 5 August 2020	Section 2.12 <a href="#">budget-2020</a> <a href="#">A10 Junctions and Dualling Board Paper 5</a> <a href="#">August 2020</a> <a href="#">Appendix 2 - Options A-G</a>





<b>CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD</b>	<b>AGENDA ITEM No: 3.3</b>
<b>30 SEPTEMBER 2020</b>	<b>PUBLIC REPORT</b>  <i>This report contains Appendices which are exempt from publication under Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and it would not be in the public interest for this information to be disclosed (information relating to the financial or business affairs of any particular person (including the authority holding that information). The public interest in maintaining the exemption outweighs the public interest in publishing the Appendices.</i>

## **MARKET TOWNS PROGRAMME INVESTMENT PROSPECTUS - APPROVAL OF FIRST TRANCHE OF PROJECT PROPOSALS**

### **1.0 PURPOSE**

- 1.1. To seek Combined Authority Board approval of project proposals received from Fenland and Huntingdonshire District Council under the CPCA Market Towns Programme – Investment Prospectus.

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>Mayor Palmer</b>
<b>Lead Officer:</b>	<b>John T Hill, Director Business and Skills</b>
<b>Forward Plan Ref:</b>	<b>Key Decision: Yes KD2020/041</b>
The Combined Authority is recommended to:  (a) approve the first tranche of project proposals received for Huntingdonshire and Fenland under the Market Towns Programme Investment Prospectus.	<b>Voting arrangements</b>  Simple majority of all Members

## 2.0 BACKGROUND

- 2.1. The Combined Authority is providing capital investment to mobilise each town masterplan and to act as a funding catalyst to secure additional investment. There is a total of £10m Combined Authority capital allocated to support the delivery and implementation of the 10 approved Market Town Masterplans (St Ives, Huntingdon, Ramsey, Wisbech, March, Chatteris, Whittlesey, Ely, Soham and Littleport).
- 2.2. Combined Authority funding is provisionally shared across these 10 market towns, with district authority leads able to bid for up to £1m of capital funding for each town. Proposals have been invited to support the mobilisation of each Masterplan and against activities which address the needs and those interventions identified as required to drive targeted growth and regeneration of each town.
- 2.3. Proposals are required to set out how they can support the tailoring of local economic policy for each market town to increase the attractiveness of towns for the new generation of lifestyle entrepreneurs. Furthermore, proposals are also required to set out how market towns can support Covid-19 recovery for Cambridgeshire & Peterborough, focusing on the anticipated changes in behaviour around the use of public transport, commercial and public community space, and High Streets.
- 2.4. All proposals are independently appraised where the strategic need, economic and commercial case is assessed against an agreed set of appraisal metrics. Appraised applications are scored based on programme criteria set and must achieve a minimum pass mark (74 out of 99 points) for Board approval.
- 2.5. Huntingdonshire project proposals:
  - St Ives, Huntingdon & Ramsey – Feasibility Work & Development Studies - feasibility work and develop cases for growth to accelerate delivery of Prospectus for Growth masterplans. HDC have requested financial support to develop the schemes for those towns, based on the experience in putting together the Future High Street Fund bid for St Neots, and building on the CPCA Prospectus for Growth for these 3 towns. (Confidential Appendix 2).
  - St Ives – Footfall Counter - introduction of footfall counters to better monitor pedestrian flows and visitor numbers. The rationale being that this data across the market towns will help demonstrate how resilient local economies are following Covid-19 and provide a benchmarked dataset for future years. This will enable measurement of the health of our market towns during the recovery phase. This will also provide additional data in the development of the schemes. (Confidential Appendix 3).
- 2.6. Fenland project proposals:
  - Whittlesey – Interactive Flooding Signs - the installation, maintenance, and management of three interactive flood signs at key locations in Whittlesey will provide this much-needed information for westbound traffic from Whittlesey towards Peterborough. Interactive signs which will

signal when the B1040 is closed due to flooding and can also be used to communicate other information to passing drivers. As a secondary benefit, the interactive signs will also be able to warn motorists of problems created when the A47 is closed because of accidents (the already-congested A605 through Whittlesey is the route normally used for diversions) and when there are other accidents or roadworks affecting traffic flow in the area. (Confidential Appendix 4)

- Wisbech – Market Place Improvements - to improve both the appearance of Wisbech Market Place located in the commercial and social “heart” of the town and introduce new and improved facilities to enhance its use as:

(1) a trading area – to add to the economic success of the town centre (already supported by Wisbech Town Council’s markets activity seven days per week)

(2) a community space – where people can spend time and integrate (already supported by the community events and festivals organised or facilitated by Wisbech Town Council).

The rationale behind the initiative is to deliver something, in this key area of Wisbech, which would add to the vitality and vibrancy of the town – providing social, environmental and economic benefits for those who live in the town, work in the town, visit the town or are looking to invest in the town. (Confidential Appendix 5)

- 2.7. Following independent appraisal, all 4 projects proposals have been independently assessed and awarded the required minimum pass mark to be recommended for Combined Authority approval. The project proposals appraisal summary matrix is included as Appendix 1.

### **3.0 FINANCIAL IMPLICATIONS**

- 3.1. Within the 2020/21 MTFP, the Market Town Masterplan Budget has £500k approved to spend, with a further £5m, subject to approval. There are additional subject to approval values of £2.5m in 2021/22 and £2.0m in 2022/23. The total value for the Investment Prospectus is £13.1m, which includes £3.1m from St. Neots and the £10m from Market Town Masterplans.

### **4.0 LEGAL IMPLICATIONS**

- 4.1. The Combined Authority, as the Accountable Body, maintains the legal agreements with project delivery bodies.
- 4.2. The Legal Team shall be responsible for placing any required contractual arrangements, usually through its current partnering arrangements with the Local Authorities

### **5.0 SIGNIFICANT IMPLICATIONS**

- 5.1. The Market Towns Programme is a substantial commitment being made between the Combined Authority and the local areas, with scope for significant impacts on the growth of the local sub-economies. Successful delivery will have positive benefits to residents, businesses and workers within the CPCA area.

## 6.0 APPENDICES

- 6.1. Appendix 1 – Project Appraisal Summary Matrix.  
6.2. Appendix 2 - CONFIDENTIAL – HDC Proposal for St Ives, Huntingdon & Ramsey (Feasibility Work & Development Studies).  
6.3. Appendix 3 - CONFIDENTIAL – HDC Proposal for St Ives (Footfall Counters).  
6.4. Appendix 4 – CONFIDENTIAL - FDC Proposal for Whittlesey (Interactive Flooding Signs).  
6.5. Appendix 5 – CONFIDENTIAL - FDC Proposal for Wisbech (Market Place Improvements).

<u>Source Documents</u>	<u>Location</u>
None	



Market Towns Programme Investment Prospectus: Application Appraisal Matrix (with Weighting)					Weighted Score (max 99 available)			
					Minimum pass is 74 marks (75%)			81.0
Project Title / Town: Whittlesey - Variable Highways Message Signs (VHMS)								
Name: Date:		0 = not answered 1 = does not meet the criteria 2 = meets the criteria						
Criteria	Definitions	Marking Guide (1-5)		Comments	Weighting		Mark - Edit	Total
Rationale	Does the application evidence strong market failure?	1. No 2. Partially 3. Yes		Market Failure is not a relevant issue for a Highways project but the need for these road signs is strong, well described and evidenced	2	x	2	= 4.0
Timescales	What is the planned implementation timetable and can spend be achieved by March 2022?	1. No, expenditure extends beyond 31 March 2021 2.Yes, expenditure achieved by March 2021 3. Yes, expenditure achieved by March 2021 but further work on the project, using alternative funding sources, continues after March 2021		According to the application the project spend will be completed by February 21. As this is a modest project in scale with no consents required, this should be achievable.	2	x	2	= 4.0
Activities/Milestones	How well defined are the principal activities and what more development work is recommended for the full application?	1. Not defined/inadequate 2. Activities broken down 3. Activities with key milestones identified		Milestones broken down, though as the project is still to be tendered the costs are missing a similar level of detail	1	x	3	= 3.0
Delivery Arrangements	How developed is the project plan and does it have the following attributes? e.g. route to and level of risk in securing land, planning and remaining funding if build or transport project e.g. route to and level of risk in securing remaining funding and competent/experienced delivery resources if a service	1.No strategy to secure any of the key elements 2.Poor strategy to secure some of the key elements 3.Good strategy to secure ALL of the key elements but high risks apparent		Modest project, no consents required, all land in Cambs CC ownership. Main risk is cost over run after procurement exercise.	3	x	3	= 9.0
Outputs/Outcomes	Because the value of funding being requested can be considered a Strategic Investment, it is important that the application demonstrates outcomes that make a strategic-level impact against the approved Market Town Masterplan	1. No Output and outcome information 2. Output and outcome information not clearly specified 3. Outputs and outcome detailed clearly specified		Outputs are clear and appropriate for a project of this scale and type	5	x	3	= 15.0
Strategic Fit	Because the value of funding being requested can be considered a Strategic Investment, it is important that the application demonstrates good fit with the CPIER, Skills Strategy, or LIS	1. No 2. Partially 3. Yes		The Fen's following the CPIER analysis, was singled out for strategic investment via the support a process of creating market town plans. This project accords with the Whittlesey plan.	5	x	3	= 15.0
State Aid	Is the project State Aid compliant? Has information been submitted on why state aid does not apply?	1. No information 2. Insufficient information provided 3. Sufficient information provided		Public Highways project - no state aid issues	1	x	3	= 3.0
Costs	Are costs set out, at least as an initial budget estimate?	1. No cost information 2. Some top level cost information 3. Breakdown of cost information		Only ball park total estimate with no breakdown.	3	x	2	= 6.0
Resourcing	Because the value of funding being requested, it is important that there is good leverage and/or match funding	1. No match funding 2. Yes, match funding - <50% 3. Yes, match funding >50%		Given the pressure on local authority resources currently with the pandemic, the secure contributions from the town council and Fenland Leader Fund is laudable.	4	x	2	= 8.0
VFM	Because the value of funding being requested and limited resources allocated to each town, it is important that the application demonstrates a competitive cost per outcomes	1. No VFM information offered 2. Poor VFM 3. Good value for money		This project really merits a 2.5 score. It delivers some leverage (13%) and indirectly supports 150 businesses making it an acceptable project for CPCA funding.	5	x	2	= 10.0
Risks	Is there a realistic assessment of risks?	1. No risks identified 2. Poor risk assesment 3. Risks identified and explained		Again this project really merits a 2.5 score. This is a modest relatively low risk project. The main risk being cost over run due in part to the effect of covid on the construction market and the to the variable ground conditions that exists in the town.	2	x	2	= 4.0
Recommendation(s)	Approval and progress onto next stage (EAP and CA Board approval) Push back on applicant further information or clarify Reject as unsuitable.  Please comment to explain recommendation decision.			Approve at the request amount of £57,500 being the maximum sum permitted to this project. This award to be subject to the following conditions: 1. Copy of the tender report by the end of November 2020; 2. Details of how any cost over run will be managed.	Total Score			81.0

Market Towns Programme Investment Prospectus: Application Appraisal Matrix (with Weighting)				Weighted Score (max 99 available)			84.0
				Minimum pass is 74 marks (75%)			
Project Title / Town: Wisbech Market Place							
Name: Hewdon Consulting Date: 17.9.20		0 = not answered 1 = does not meet the criteria 2 = meets the criteria					
Criteria	Definitions	Marking Guide (1-5)	Comments	Weighting		Mark - Edit	Total
Rationale	Does the application evidence strong market failure?	1. No 2. Partially 3. Yes	Refurbishment of the makret squire is a public good	2	x	3	= 6.0
Timescales	What is the planned implementation timetable and can spend be achieved by March 2022?	1. No, expenditure extends beyond 31 March 2021 2.Yes, expenditure achieved by March 2021 3. Yes, expenditure achieved by March 2021 but further work on the project, using alternative funding sources, continues after March 2021	Project completes summer 2021 with CPCA funding drawn down alongside matvch. It might be possible to adjust this.	2	x	1	= 2.0
Activities/Milestones	How well defined are the principal activities and what more development work is recommended for the full application?	1. Not defined/inadequate 2. Activities broken down 3. Activities with key milestones identified	Full cost plan but programme not developed fully	1	x	2	= 2.0
Delivery Arrangements	How developed is the project plan and does it have the following attributes? e.g. route to and level of risk in securing land, planning and remaining funding if build or transport project e.g. route to and level of risk in securing remaining funding and competent/experienced delivery resources if a service	1.No strategy to secure any of the key elements 2.Poor strategy to secure some of the key elements 3.Good strategy to secure ALL of the key elements but high risks apparent	Final programme awaited from engineer setting out tender route etc but this is only a 16 week construction job so low risk. No planning required but TRO needed.	3	x	3	= 9.0
Outputs/Outcomes	Because the value of funding being requested can be considered a Strategic Investment, it is important that the application demonstrates outcomes that make a strategic-level impact against the approved Market Town Masterplan	1. No Output and outcome information 2. Output and outcome information not clearly specified 3. Outputs and outcome detailed clearly specified	Output is m2 public realm enhanced	5	x	3	= 15.0
Strategic Fit	Because the value of funding being requested can be considered a Strategic Investment, it is important that the application demonstrates good fit with the CPIER, Skills Strategy, or LIS	1. No 2. Partially 3. Yes	This project is in the masterplan which has a good fit with CPIER	5	x	3	= 15.0
State Aid	Is the project State Aid compliant? Has information been submitted on why state aid does not apply?	1. No information 2. Insufficient information provided 3. Sufficient information provided	Public realm is a public good with no state aid issues.	1	x	3	= 3.0
Costs	Are costs set out, at least as an initial budget estimate?	1. No cost information 2. Some top level cost information 3. Breakdown of cost information	Detailed budget provided	3	x	3	= 9.0
Resourcing	Because the value of funding being requested, it is important that there is good leverage and/or match funding	1. No match funding 2. Yes, match funding - <50% 3. Yes, match funding >50%	50% match from town and county council	4	x	3	= 12.0
VFM	Because the value of funding being requested and limited resources allocated to each town, it is important that the application demonstrates a competitive cost per outcomes	1. No VFM information offered 2. Poor VFM 3. Good value for money	Competitive tender for outputs which are also intermediate outcomes but no Vfm information provided	5	x	1	= 5.0
Risks	Is there a realistic assessment of risks?	1. No risks identified 2. Poor risk assesment 3. Risks identified and explained	No formal risk register but main risks set out and discussed	2	x	3	= 6.0
Recommendation(s)	Approval and progress onto next stage (EAP and CA Board approval) Push back on applicant further information or clarity Reject as unsuitable.  Please comment to explain recommendation decision.			Total Score			84.0

Market Towns Programme Investment Prospectus: Application Appraisal Matrix (with Weighting)					Weighted Score (max 99 available)		
Project Title / Town: St Ives Footfall Counters					Minimum pass is 74 marks (75%)		
Name: Hewdon Consulting Date: 17.9.20					78.0		
<b>0 = not answered</b> <b>1 = does not meet the criteria</b> <b>2 = meets the criteria</b>							
Criteria	Definitions	Marking Guide (1-5)	Comments	Weighting		Mark - Edit	Total
Rationale	Does the application evidence strong market failure?	1. No 2. Partially 3. Yes	St Ives is too small to have commercial provision of counters	2	x	3	= 6.0
Timescales	What is the planned implementation timetable and can spend be achieved by March 2022?	1. No, expenditure extends beyond 31 March 2021 2. Yes, expenditure achieved by March 2021 3. Yes, expenditure achieved by March 2021 but further work on the project, using alternative funding sources, continues after March 2021	Planned expenditure is rental of counters so confirmation is needed that this can be capitalised upfront. Installation complete end 2020	2	x	3	= 6.0
Activities/Milestones	How well defined are the principal activities and what more development work is recommended for the full application?	1. Not defined/inadequate 2. Activities broken down 3. Activities with key milestones identified	Project is ready for contract award	1	x	3	= 3.0
Delivery Arrangements	How developed is the project plan and does it have the following attributes? e.g. route to and level of risk in securing land, planning and remaining funding if build or transport project e.g. route to and level of risk in securing remaining funding and competent/experienced delivery resources if a service	1.No strategy to secure any of the key elements 2.Poor strategy to secure some of the key elements 3.Good strategy to secure ALL of the key elements but high risks apparent	Project ready to be awarded to market leader	3	x	3	= 9.0
Outputs/Outcomes	Because the value of funding being requested can be considered a Strategic Investment, it is important that the application demonstrates outcomes that make a strategic-level impact against the approved Market Town Masterplan	1. No Output and outcome information 2. Output and outcome information not clearly specified 3. Outputs and outcome detailed clearly specified	Outputs defined as m2 enhanced public realm. Plan includes highest quality public realm as outcome	5	x	2	= 10.0
Strategic Fit	Because the value of funding being requested can be considered a Strategic Investment, it is important that the application demonstrates good fit with the CPIER, Skills Strategy, or LIS	1. No 2. Partially 3. Yes	The masterplan fits with the LIS and CPIER and this project will enable progress on the masterplan to be monitored	5	x	3	= 15.0
State Aid	Is the project State Aid compliant? Has information been submitted on why state aid does not apply?	1. No information 2. Insufficient information provided 3. Sufficient information provided	Public infrastructure does not raise state aid issues.	1	x	3	= 3.0
Costs	Are costs set out, at least as an initial budget estimate?	1. No cost information 2. Some top level cost information 3. Breakdown of cost information	Contract ready to be awarded	3	x	3	= 9.0
Resourcing	Because the value of funding being requested, it is important that there is good leverage and/or match funding	1. No match funding 2. Yes, match funding - <50% 3. Yes, match funding >50%	Small amount of ERDF contributed as match	4	x	2	= 8.0
VFM	Because the value of funding being requested and limited resources allocated to each town, it is important that the application demonstrates a competitive cost per outcomes	1. No VFM information offered 2. Poor VFM 3. Good value for money	Council has considered VFM but no information offered.	5	x	1	= 5.0
Risks	Is there a realistic assessment of risks?	1. No risks identified 2. Poor risk assesment 3. Risks identified and explained	No formal risk register but main risks identified.	2	x	2	= 4.0
Recommendation(s)	Approval and progress onto next stage (EAP and CA Board approval) Push back on applicant further information or clarify Reject as unsuitable.  Please comment to explain recommendation decision.		Approval subject to both parties	Total Score			78.0

Market Towns Programme Investment Prospectus: Application Appraisal Matrix (with Weighting)					Weighted Score (max 99 available)				
Project Title / Town: Fit for the Future: Huntingdonshire Market Towns (Huntingdon, St Ives and Ramsey)					Minimum pass is 74 marks (75%)			75.0	
Name: Date:		0 = not answered 1 = does not meet the criteria 2 = meets the criteria							
Criteria	Definitions	Marking Guide (1-5)		Comments	Weighting		Mark - Edit	=	Total
Rationale	Does the application evidence strong market failure?	1. No 2. Partially 3. Yes		Market Failure argument is that by not investing in external support the Council would be unable to bring forward viable schemes. In light of the effect covid has had on the finances of local council's this is accepted.	2	x	3	=	6.0
Timescales	What is the planned implementation timetable and can spend be achieved by March 2022?	1. No, expenditure extends beyond 31 March 2021 2.Yes, expenditure achieved by March 2021 3. Yes, expenditure achieved by March 2021 but further work on the project, using alternative funding sources, continues after March 2021		According to the application the project spend will be completed by end of October 21, though no details / breakdown is given.	2	x	3	=	6.0
Activities/Milestones	How well defined are the principal activities and what more development work is recommended for the full application?	1. Not defined/inadequate 2. Activities broken down 3. Activities with key milestones identified		Few Milestones given in application, in discussion with the applicant they have assumed the capacity building work will be tendered in September, completed by end of Oct / early November in time for subsequent M Town bids to the CA in November.	1	x	2	=	2.0
Delivery Arrangements	How developed is the project plan and does it have the following attributes? e.g. route to and level of risk in securing land, planning and remaining funding if build or transport project e.g. route to and level of risk in securing remaining funding and competent/experienced delivery resources if a service	1.No strategy to secure any of the key elements 2.Poor strategy to secure some of the key elements 3.Good strategy to secure ALL of the key elements but high risks apparent		Minimal detail given in application, in discussion with the applicant confirmed project will be managed by the Towns Board and allocated a project manager. This Board reports directly to their Exec and Leader.	3	x	3	=	9.0
Outputs/Outcomes	Because the value of funding being requested can be considered a Strategic Investment, it is important that the application demonstrates outcomes that make a strategic-level impact against the approved Market Town Masterplan	1. No Output and outcome information 2. Output and outcome information not clearly specified 3. Outputs and outcome detailed clearly specified		No Output and outcome information, though in discussion with the applicant it was confirmed that a minimum of 1 bid per town would be submitted in November 2020 to the CPCA.	5	x	2	=	10.0
Strategic Fit	Because the value of funding being requested can be considered a Strategic Investment, it is important that the application demonstrates good fit with the CPIER, Skills Strategy, or LIS	1. No 2. Partially 3. Yes		Huntingdon, St Ives and Ramsey following the CPIER analysis have been singled out for strategic investment via the support a process of creating market town plans. How this project accords with these plans is not clear.	5	x	2	=	10.0
State Aid	Is the project State Aid compliant? Has information been submitted on why state aid does not apply?	1. No information 2. Insufficient information provided 3. Sufficient information provided		If normal Council procurement routes are followed then assumed there will be no state aid issues	1	x	2	=	2.0
Costs	Are costs set out, at least as an initial budget estimate?	1. No cost information 2. Some top level cost information 3. Breakdown of cost information		Only ball park total estimate with no breakdown.	3	x	2	=	6.0
Resourcing	Because the value of funding being requested, it is important that there is good leverage and/or match funding	1. No match funding 2. Yes, match funding - <50% 3. Yes, match funding >50%		Given the pressure on local authority resources currently with the pandemic, the secure contributions from the town council and Fenland Leader Fund is laudable.	4	x	2	=	8.0
VFM	Because the value of funding being requested and limited resources allocated to each town, it is important that the application demonstrates a competitive cost per outcomes	1. No VFM information offered 2. Poor VFM 3. Good value for money		With few outputs or targets it is impossible to assess VFM	5	x	2	=	10.0
Risks	Is there a realistic assessment of risks?	1. No risks identified 2. Poor risk assesment 3. Risks identified and explained		Some attempt made, which is adequate given the circumstances.	2	x	3	=	6.0
Recommendation(s)	Approval and progress onto next stage (EAP and CA Board approval) Push back on applicant further information or clarity Reject as unsuitable.  Please comment to explain recommendation decision.	Approve at the amount requested subject to the following conditions: A copy of each consultancy report produced with this funding is submitting to the CPCA by end November 2020; Details of the projects governance arrangements are submitted in writing; a minimum one bid for each town is submitted to the CPCA in November; the Council's finance team confirms how they intend to capitalise this grant by end of September.			Total Score			75.0	



<b>CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD</b>	<b>AGENDA ITEM No: 4.1</b>
<b>30 SEPTEMBER 2020</b>	<b>PUBLIC REPORT</b>

## **CAMBRIDGESHIRE AUTONOMOUS METRO – OUTLINE BUSINESS CASE NON-STATUTORY CONSULTATION (CENTRAL TUNNEL SECTION) SUMMARY REPORT**

### **1.0 PURPOSE**

- 1.1. To present an overview of the initial Cambridgeshire Autonomous Metro (CAM) Outline Business Case (OBC) non-statutory consultation and engagement activities undertaken by the Cambridgeshire and Peterborough Combined Authority (CPCA) in respect of the central tunnel section proposals for the CAM between 21 February and 3 April 2020.
- 1.2. These proposals were discussed at the Transport and Infrastructure Committee meeting on 9 September 2020 where they were endorsed unanimously by those present.
- 1.3. The report to the Transport and Infrastructure Committee can be viewed via the link below. Item 2.3 refers:

<https://cambridgeshirepeterboroughcagov.cmis.uk.com/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1970/Committee/67/SelectedTab/Documents/Default.aspx>

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>Mayor James Palmer</b>
<b>Lead Officer:</b>	<b>Kim Sawyer, Chief Executive</b>
<b>Forward Plan Ref: n/a</b>	<b>Key Decision: No</b>
The Combined Authority Board is recommended to note the findings of the summary report.	<b>Voting arrangements</b>  A simple majority

## 2.0 APPENDICES

### 2.1 Transport and Infrastructure Committee report

Appendix 1 – CAM Outline Business Case Central Tunnel Section Non-Statutory Consultation Summary Report

Available to review via the link below. Item 2.3 refers:

<https://cambridgeshirepeterboroughcagov.cmis.uk.com/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1970/Committee/67/SelectedTab/Documents/Default.aspx>

<b><u>Background Papers</u></b>	<b><u>Location</u></b>
None	



<b>CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD</b>	<b>AGENDA ITEM No: 4.2</b>
<b>30 SEPTEMBER 2020</b>	<b>PUBLIC REPORT</b>

## **RESPONSE TO ENGLAND'S ECONOMIC HEARTLANDS TRANSPORT STRATEGY CONSULTATION**

### **1.0 PURPOSE**

- 1.1. To advise the Combined Authority Board of the terms of a response to proposals made by England's Economic Heartland in recent consultation documents.
- 1.2. These proposals were discussed at the Transport and Infrastructure Committee meeting on 9 September 2020 where they were endorsed by a majority of those present.
- 1.3. The report to the Transport and Infrastructure Committee can be viewed via the link below. Item 2.5 refers:

<https://cambridgeshirepeterboroughcagov.cmis.uk.com/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1970/Committee/67/SelectedTab/Documents/Default.aspx>

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>Mayor James Palmer</b>
<b>Lead Officer:</b>	<b>Paul Raynes, Director of Delivery and Strategy</b>
<b>Forward Plan Ref: n/a</b>	<b>Key Decision: No</b>
The Combined Authority Board is recommended to:  (a) Approve the public consultation response to the England Economic Heartland's (EEH) Transport Strategy and proposal for a sub-national transport body.	<b>Voting arrangements</b>  A simple majority

## 2.0 APPENDICES

Appendices to the Transport and Infrastructure Committee report:

- 2.1 Appendix 1 – England’s Economic Heartland – Consultations on Draft Transport Strategy and on Statutory Status
- 2.2 Appendix 2 – EEH Draft Transport Strategy – Policies and Connectivity Studies
- 2.3 Appendix 3 – Proposed Powers and Responsibilities

Appendices available to view via the link below. Item 2.5 refers:

<https://cambridgeshirepeterboroughcagov.cmis.uk.com/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1970/Committee/67/SelectedTab/Documents/Default.aspx>

<b><u>Background Papers</u></b>	<b><u>Location</u></b>
EEH Draft Transport Strategy	<a href="#"><u>EEH Draft Transport Strategy</u></a>
EEH Proposal to establish the Sub-national Transport Body	<a href="#"><u>EEH Proposal to establish the Sub-national Transport Body</u></a>





<b>CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD</b>	<b>AGENDA ITEM No: 4.3</b>
<b>30 SEPTEMBER 2020</b>	<b>PUBLIC REPORT</b>

## **BUS REFORM**

### **1.0 PURPOSE**

- 1.1. The bus reform project identifies ways to deliver improved bus services within the Authority's area. The Covid-19 crisis has had a very significant impact on the bus market and on 9 September 2020 the Transport and Infrastructure Committee approved proposals to amend the Bus Reform Task Force programme milestones to reflect the pace of recovery of the bus market. The Combined Authority Board's approval is now sought for the remaining £1.2 million budget provision set out in the Medium Term Financial Plan to be used to fund short-term innovation trials to inform subsequent reform proposals.
- 1.2. These proposals were discussed at the Transport and Infrastructure Committee meeting on 9 September 2020 where they were endorsed unanimously by those present.
- 1.3. The report to the Transport and Infrastructure Committee can be viewed via the link below. Item 2.2 refers:

<https://cambridgeshirepeterboroughcagov.cmis.uk.com/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1970/Committee/67/SelectedTab/Documents/Default.aspx>

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>Mayor James Palmer</b>
<b>Lead Officer:</b>	<b>Paul Raynes, Director of Delivery and Strategy</b>
<b>Forward Plan Ref: KD2020/065</b>	<b>Key Decision: Yes</b>
The Combined Authority Board is recommended to:	<b>Voting arrangements</b>

<p>(a) Approve the remaining £1.2 million budget provision set out in the Medium Term Financial Plan, to be used to fund short-term innovation trials to inform subsequent reform proposals, and to delegate the detailed allocation of the budget to trials to the Director of Delivery and Strategy in consultation with the Chair of the Committee, subject to reporting the detail back to future Transport and Infrastructure Committee meetings.</p>	<p>A vote in favour, by at least two-thirds of all Members (or their Substitute Members) appointed by the Constituent Councils to include the Members appointed by Cambridgeshire County Council and Peterborough City Council, or their Substitute Members</p>
--	---

## 2.0 APPENDICES

2.1 None.

<b><u>Background Papers</u></b>	<b><u>Location</u></b>
None	



<b>CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD</b>	<b>AGENDA ITEM No: 5.1</b>
<b>30 SEPTEMBER 2020</b>	<b>PUBLIC REPORT</b>

## **SECTOR-BASED WORK ACADEMIES AND HIGH VALUE COURSES**

### **1.0 PURPOSE**

- 1.1. £486,297 of funding for the 2020/21 academic year will be received from the Department for Education (DfE) as additional funding, delivered through the Adult Education Budget (AEB) in response to the Covid-19 pandemic.
- 1.2. Subject to the approval of the Combined Authority Board, the Skills Committee will be given delegated authority to spend the £486,297 for Sector-Based Work Academies and High Value Courses.
- 1.3. Approval is also sought for the creation of sector-based work academies and high value courses via a procurement with local providers.
- 1.4. These proposals were discussed at the Skills Committee meeting on 14 September 2020 where they were endorsed unanimously by those present.
- 1.5. The report to the Skills Committee can be viewed via the link below. Item 2.4 refers.

<https://cambridgeshirepeterboroughcagov.cmis.uk.com/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1993/Committee/66/SelectedTab/Documents/Default.aspx>

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>Councillor John Holdich, Lead Member for Skills</b>
<b>Lead Officer:</b>	<b>John T Hill, Director of Business and Skills</b>
<b>Forward Plan Ref: KD2020/058</b>	<b>Key Decision: Yes</b>

<p>The Combined Authority Board is recommended to:</p> <p>(a) Allocate the £486,297, once received, from the Department for Education (DfE) to the Adult Education Budget (AEB).</p> <p>(b) Delegate authority to the Skills Committee for the spend allocation of the £486,297 including:</p> <ul style="list-style-type: none"> <li>the spend of the funding of £241,361 across the 20/21 and 21/22 financial years for the creation of sector-based work academies</li> <li>the spend of funding of £244,936 to offer an enhanced one-year classroom based course for those students who have left school or college with no job, apprenticeship, placement, university or course to go to across the 20/21 and 21/22 financial years</li> <li>the spend on Sector-Based Work Academies and High Value Courses</li> </ul>	<p><b>Voting arrangements</b></p> <p>A simple majority</p>
--	--

## 2.0 APPENDICES

Appendices to the Skills Committee report:

2.1 Appendix 1 – Performance Dashboard.

2.2 Appendix 2 – 2020-2024 Skills Medium Term Financial Plan

2.3 Appendices to the Skills Committee report can be viewed via the link below.  
Item 2.4 refers:

<https://cambridgeshirepeterboroughcagov.cmis.uk.com/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1993/Committee/66/SelectedTab/Documents/Default.aspx>

<b><u>Background Papers</u></b>	<b><u>Location</u></b>
None	



<b>CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD</b>	<b>AGENDA ITEM No: 5.2</b>
<b>30 SEPTEMBER 2020</b>	<b>PUBLIC REPORT</b>

## **BUSINESS GROWTH SERVICE – FULL BUSINESS CASE**

### **1.0 PURPOSE**

- 1.1. The Outline Business Case for the Business Growth Service was approved by the Combined Authority Board on 27 November 2019 and conditions set for approval of a subsequent Full Business Case.
- 1.2. A Full Business Case has been produced reflecting the progress made in the design and development of the Business Growth Service, in collaboration with bidders to deliver it, and taking into account of the impacts of Covid-19 and the related Local Economic Recovery Strategy.
- 1.3. These proposals were discussed at the Skills Committee meeting on 14 September 2020 where they were endorsed unanimously by those present.
- 1.4. The proposals were also discussed by the Business Board on 15 September 2020 where they were endorsed unanimously by those present.
- 1.5. The report to the Skills Committee can be viewed via the link below. Item 2.1 refers.

<https://cambridgeshirepeterboroughcagov.cmis.uk.com/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1993/Committee/66/SelectedTab/Documents/Default.aspx>

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>Councillor John Holdich, Lead Member for Skills &amp; Lead Member for Economic Growth</b>
<b>Lead Officer:</b>	<b>John T Hill, Director of Business and Skills</b>
<b>Forward Plan Ref: KD2020/029</b>	<b>Key Decision: Yes</b>

<p>The Combined Authority Board is recommended to:</p> <p>(a) Approve and adopt the Full Business Case (FBC) to mobilise the delivery of the Business Growth Service</p> <p>(b) Agree that the conditions for FBC approval set at Outline Business Case have been met, specifically:</p> <ul style="list-style-type: none"> <li>a. Confirmation of EU funding, and the conditions set out in item 4.2 for contracting only upon further correspondence from the Ministry of Housing, Communities and Local Government.</li> <li>b. Appointment of a delivery partner</li> <li>c. Submission of 3-year cash flow forecast; monthly for year 1 and annual thereafter.</li> <li>d. Contact / Involvement of HMRC to upskill Growth Hub staff</li> <li>e. Discussions with local authority partners on availability of in-kind support via use of local authority office space, provision of secretariat and officer time</li> <li>f. Submission of an independent state aid report covering: <ul style="list-style-type: none"> <li>i. ESF and ERDF application and utilisation;</li> <li>ii. allocation of £2.335m of the authority's revenue budget to Growth Service Management Company Ltd;</li> <li>iii. Management of Capital Growth Fund</li> </ul> </li> <li>g. Submission of Sustainability and Environmental policy for the Growth Service Management Company Ltd</li> <li>h. Submission of evidence to support the claim of delivering 2.8 new jobs per firm receiving supported in-depth coaching</li> </ul> <p>(c) Agree that additional conditions, to be considered post-Covid-19, have been met, specifically:</p>	<p><b>Voting arrangements</b></p> <p>A simple majority</p>
---	--

<p>a. That the Service has been appropriately adapted to support the Local Covid-19 Economic Recovery Strategy</p> <p>b. That the impacts of Covid-19 on contributing funding from Enterprise Zone, business rates receipts, have been appropriately considered.</p> <p>(d) Delegate authority to the Director of Business and Skills, in consultation with the Lead Member for Economic Growth, the Monitoring Officer and the Chief Financial Officer (Section 73), to contract the preferred bidder to commence the Service during October 2020.</p>	
---	--

## 2.0 APPENDICES

Appendices to the Skills Committee report:

2.1 Appendix 1 - Business Rebound & Growth Service; Full Business Case

2.2 Appendices to the Skills Committee report are available to view via the link below. Item 2.1 refers:

<https://cambridgeshirepeterboroughcagov.cmis.uk.com/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1993/Committee/66/SelectedTab/Documents/Default.aspx>

<b><u>Background Papers</u></b>	<b><u>Location</u></b>
Combined Authority Board agenda and reports 27 November 2019 – Item 4.3 refers	<a href="#"><u>Combined Authority Board 27 November 2019</u></a>
Skills Committee report 14 September 2020 – Item 2.1 refers	<a href="#"><u>Skills Committee 14 September 2020</u></a>







<b>CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD</b>	<b>AGENDA ITEM No: 6.1</b>
<b>30 SEPTEMBER 2020</b>	<b>PUBLIC REPORT</b>  The report to the Business Board contains an appendix which is exempt from publication under Para 3, Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed (information relating to the financial or business affairs of any particular person (including the authority holding that information)).  The public interest in maintaining the exemption outweighs the public interest in publishing the appendix.

## **LOCAL GROWTH FUND PROGRAMME MANAGEMENT SEPTEMBER 2020**

### **1.0 PURPOSE**

- 1.1. The Greater Cambridge and Greater Peterborough Local Enterprise Partnership (GCGP LEP) negotiated three successive Growth Deals with Government between 2014 and 2017, securing £146.7m to deliver new homes, jobs and skills across the LEP area.
- 1.2. This paper provides the Combined Authority Board with operational updates on the Local Growth Fund (LGF) progress to 14 August 2020 based on the following items:
  - a. Getting Building Fund (GBF) update and lessons learned
  - b. 2020/21 LGF annual grant payment
  - c. Financial update on programme spend
  - d. Q1 2020/21 Quarterly Growth Deal return to MCHLG
  - e. Projects currently in delivery including pre-contract plus completed projects
  - f. Change request for Photocentric LGF project
  - g. COVID Business Capital Grant

- h. Eastern Agri-Tech Growth Initiative update
- i. LGF Monitoring and Evaluation update
- j. Audit & Governance Annual Internal Audit Opinion 2019 / 2020
- k. Review of LGF application steps, scoring matrices and evaluation processes

1.3. These proposals were discussed at the Business Board meeting on 15 September 2020 where they were endorsed unanimously by those present.

1.4. The report to the Business Board can be viewed via the link below. Item 2.2 refers.

<https://cambridgeshirepeterboroughcagov.cmis.uk.com/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1999/Committee/69/SelectedTab/Documents/Default.aspx>

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>Austen Adams, Chair of the Business Board</b>
<b>Lead Officer:</b>	<b>John T Hill, Director of Business and Skills</b>
<b>Forward Plan Ref: KD2020/047</b>	<b>Key Decision: Yes</b>
<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none"> <li>(a) Approve the project change request for the Photocentric Local Growth Fund project;</li> <li>(b) Note the programme updates contained in the report to the Business Board meeting on 15 September 2020;</li> <li>(c) Note the funding position and forecast for Local Growth Fund Projects in delivery.</li> </ul>	<p><b>Voting arrangements</b></p> <p>A simple majority</p>

## **2.0 CONSIDERATIONS**

2.1 No additional information from Business Board

## **3.0 APPENDICES**

Appendices to the Business Board report:

- 3.1 Appendix A – Getting Building Fund Lessons Learned
- 3.2 EXEMPT Appendix B – Photocentric Change Request
- 3.3 Appendix C – Cities and Local Government (MHCLG/BEIS) Quarter 1 Return
- 3.4 Appendix D – LGF Project Delivery Issue Log
- 3.5 Appendix E – Business Board LGF Investment Monitoring Report
- 3.6 Appendix F – LGF Review Outline

Public appendices to the Business Board report can be viewed via the link below. Item 2.2 refers:

<https://cambridgeshirepeterboroughcagov.cmis.uk.com/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1999/Committee/69/SelectedTab/Documents/Default.aspx>

<b><u>Background Papers</u></b>	<b><u>Location</u></b>
Local Growth Fund Documents, Investment Prospectus, guidance and application forms	<a href="https://cambridgeshirepeterborough-ca.gov.uk/business-board/growth-funds/">https://cambridgeshirepeterborough-ca.gov.uk/business-board/growth-funds/</a>
Eastern Agri-tech Growth initiative guidance and application forms	<a href="https://cambridgeshirepeterborough-ca.gov.uk/business-board/eastern-agri-tech-growth-initiative/">https://cambridgeshirepeterborough-ca.gov.uk/business-board/eastern-agri-tech-growth-initiative/</a>
List of funded projects and MHCLG monitoring returns	<a href="https://cambridgeshirepeterborough-ca.gov.uk/business-board/opportunities/">https://cambridgeshirepeterborough-ca.gov.uk/business-board/opportunities/</a>
Local Industrial Strategy and associated sector strategies	<a href="https://cambridgeshirepeterborough-ca.gov.uk/business-board/strategies/">https://cambridgeshirepeterborough-ca.gov.uk/business-board/strategies/</a>
COVID Business Capital Grant Scheme	<a href="https://capitalgrantscheme.co.uk/">https://capitalgrantscheme.co.uk/</a>





<b>CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD</b>	<b>AGENDA ITEM No: 6.2</b>
<b>30 SEPTEMBER 2020</b>	<b>PUBLIC REPORT</b>  <i>The report to the Business Board contains appendices which are exempt from publication under Para 3, Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed (information relating to the financial or business affairs of any particular person (including the authority holding that information)).</i>  <i>The public interest in maintaining the exemption outweighs the public interest in publishing the Appendices.</i>

## **GROWTH DEAL PROJECT PROPOSALS SEPTEMBER 2020**

### **1.0 PURPOSE**

- 1.1. The Business Board is responsible for allocating the Local Growth Fund subject to approval by the Combined Authority Board, with the objective of creating new jobs and boosting productivity.
- 1.2. These proposals were discussed at the Business Board meeting on 15 September 2020 where they were endorsed unanimously by those present.
- 1.3. The report to the Business Board can be viewed via the link below. Item 2.3 refers.

<https://cambridgeshirepeterboroughcagov.cmis.uk.com/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1999/Committee/69/SelectedTab/Documents/Default.aspx>

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>Austen Adams, Chair of the Business Board</b>
<b>Lead Officer:</b>	<b>John T Hill, Director of Business and Skills</b>

Forward Plan Ref: KD2020/055      Key Decision: Yes	
<p>The Combined Authority Board is recommended to:</p> <p>(a) Approve funding for the project ranked 1 (Peterborough City Centre project) in table 2.9 of the report to the Business Board based on the project scoring criteria and external evaluation recommendation; and</p> <p>(b) Decline approval of funding at this time for the project ranked 2 (Cambridge Market Place Project) in the table at 2.9 of the report to the Business Board based on the project not meeting the scoring criteria</p>	<p><b>Voting arrangements</b></p> <p>A simple majority</p>

## 2.0 CONSIDERATIONS

- 2.1 The Business Board agreed with and asked that the last point at 2.8 in the paper be noted where the Business Board are inviting project 2 (Cambridge Market Place Project) to consider re-applying with a scaled down but far more focussed capital investment project that can be delivered by end of March 2021 to benefit City Centre businesses critically affected by COVID-19.

## 3.0 APPENDICES

- 3.1 **Appendix A (Exempt)** – Application Project Information and External Appraisal Reports
- 3.2 **Appendix B (Exempt)** – Application Project Information and External Appraisal Reports
- 3.3 **Appendix C (Exempt)** – Combined Authority Board summary

<b><u>Background Papers</u></b>	<b><u>Location</u></b>
Local Growth Fund Documents, Investment Prospectus, guidance and application forms	<a href="#">Business Board Growth Funds</a> <a href="#">Growth Prospectus 2019-21</a> <a href="#">Local Industrial Strategy</a>



<b>CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD</b>	<b>AGENDA ITEM No: 6.3</b>
<b>30 SEPTEMBER 2020</b>	<b>PUBLIC REPORT</b>

## **COVID-19 ECONOMIC RECOVERY STRATEGY**

### **1.0 PURPOSE**

- 1.1. To present the first draft of the Cambridgeshire and Peterborough Covid-19 Local Economic Recovery Strategy.
- 1.2. The proposals were discussed by the Skills Committee on 14 September 2020 where they were endorsed unanimously by those present. The Skills Committee also added an additional recommendation to the Combined Authority Board for noting which is included as recommendation (b) below.
- 1.3. The proposals were then discussed at the Business Board meeting on 15 September 2020 where both recommendations (a) and (b) were endorsed unanimously by those present.
- 1.4. The report to the Business Board can be viewed via the link below. Item 3.2 refers.

[https://cambridgeshirepeterboroughcagov.cmis.uk.com/Meetings/tabid/70/ctl/Vi  
ewMeetingPublic/mid/397/Meeting/1999/Committee/69/SelectedTab/Document  
s/Default.aspx](https://cambridgeshirepeterboroughcagov.cmis.uk.com/Meetings/tabid/70/ctl/Vi<br/>ewMeetingPublic/mid/397/Meeting/1999/Committee/69/SelectedTab/Document<br/>s/Default.aspx)

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>Austen Adams, Chair of the Business Board</b>
<b>Lead Officer:</b>	<b>John T Hill, Director of Business and Skills</b>
<b>Forward Plan Ref: n/a</b>	<b>Key Decision: No</b>
The Combined Authority Board is recommended to	<b>Voting arrangements</b>

<p>(a) approve the first draft of the Local Economic Recovery Strategy (LERS) for Cambridgeshire &amp; Peterborough.</p> <p>(b) Note that the final draft of the Economic Recovery Strategy (LERS) for Cambridgeshire &amp; Peterborough will be brought back in November 2020 for final approval.</p>	A simple majority
--	-------------------

## 2.0 APPENDICES

Appendices to the Business Board report:

- 2.1 Appendix A – LERS Main Strategy Document
- 2.2 Appendix B – Interventions Explained (LERS Appendix 1)
- 2.3 Appendix C – City, District & Town Level Recovery Strategies (LERS Appendix 2)
- 2.4 Appendix D – Business Board LGF Investments (LERS Appendix 3)

Appendices to the Business Board report can be viewed via the link below.  
Item 3.2 refers:

<https://cambridgeshirepeterboroughcagov.cmis.uk.com/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1999/Committee/69/SelectedTab/Documents/Default.aspx>

<b><u>Background Papers</u></b>	<b><u>Location</u></b>
Skills Committee 14 September 2020 - Item 2.3 refers	<a href="#"><u>Skills Committee 14 September 2020</u></a>





<b>CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD</b>	<b>AGENDA ITEM No: 6.4</b>
<b>30 SEPTEMBER 2020</b>	<b>PUBLIC REPORT</b>

## COVID-19 EVIDENCE & INSIGHT REPORT

### 1.0 PURPOSE

- 1.1. As part of the ongoing Integrated Economic, Business and Skills Insight work currently being researched, this is the first report back on phase 1 - the Covid-19 impact.
- 1.2. These proposals were discussed at the Skills Committee meeting on 14 September 2020 where they were endorsed unanimously by those present.
- 1.3. The proposals were then discussed at the Business Board meeting on 15 September 2020 where they were endorsed unanimously by those present, subject to final revisions being made following input from the Business Board.
- 1.4. The report to the Business Board can be viewed via the link below. Item 3.1 refers.

<https://cambridgeshirepeterboroughcagov.cmis.uk.com/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1999/Committee/69/SelectedTab/Documents/Default.aspx>

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>Austen Adams, Chair of the Business Board</b>
<b>Lead Officer:</b>	<b>John T Hill, Director of Business &amp; Skills</b>
<b>Forward Plan Ref: n/a</b>	<b>Key Decision: No</b>
The Combined Authority Board is recommended to approve the Metro Dynamics Report, subject to final revisions, following input from the Business Board.	<b>Voting arrangements</b>  A simple majority

### 3.0 APPENDICES

3.1 None

<b><u>Background Papers</u></b>	<b><u>Location</u></b>
Combined Authority Board 5 August 2020 - Integrated Economic, Business and Skills Insight report (Item 5.2 refers)	<a href="#"><u>Combined Authority Board 5 August 2020</u></a>
Skills Committee 14 September 2020 (Item 2.2 refers)	<a href="#"><u>Skills Committee 14 September 2020</u></a>



# Cambridgeshire and Peterborough Combined Authority

Integrated Business and Skills Insight and Evaluation  
Programme

COVID-19 Emerging Impact Assessment

September 2020



# Executive Summary / September 2020 Economic Review

## Six months into the Covid-19 crisis, much uncertainty remains.

Cambridgeshire and Peterborough Combined Authority (CPCA) commissioned Metro Dynamics to prepare this report on the emerging impact of Covid-19 on the CPCA economy, including our three sub-regional economies. This analysis will be updated towards the end of the 4<sup>th</sup> Quarter of 2020/21. The underlying data will be available for CPCA in a regularly updated dashboard.

This report is based on analysis conducted in August 2020. Six months into the health and economic crisis caused by Covid-19 some patterns are emerging in the shape of the impact and the likely trajectory for recovery, but there are many things we still do not know about the labour market and long term impacts.

This report aims to provide an up to date assessment of the CPCA economy, with a focus on major sectors, business groups and the labour market. We also signpost what to look for over the coming months and draw out emerging implications for CPCA and its strategic response.

## The economic situation is bad, but not quite as bad as first forecast

We estimate that the CPCA economy declined by £1.39bn from 1 April to 30 June (Q2): a 21.9% annualised rate of decline. While this is less than the £3.7bn fall in output first forecast by the Office of Budget Responsibility in April 2020, it is nevertheless a decline of historic significance, far exceeding the worst effects of the 2008 recession. Similar falls were recorded comparator areas, including a 22.5% decline in Oxfordshire LEP area and a 21.2% decline in New Anglia LEP.

For CPCA's sectors, the largest falls in £ terms were in the Professional, Scientific and Technical (PST) sector (-£186m, a 24% quarter on quarter fall in output), Education (-£172m, 34%) and Manufacturing (-£166m, 20%).

## Early signs are emerging of a recovery, but this is still slow and fragile and the worst period may be ahead for labour markets

After a period of decline and near-total shutdown in some sectors (Visitor Economy output fell more than 80% in Q2), it appears as though the economic freefall of April and May has since stabilised and there are some early indicators of economic activity resuming in Q3, such as businesses across most sectors reopening their doors, shoppers cautiously returning to high streets and workers to offices. That said, around one in five businesses across CPCA were continuing to access government support schemes in August and both local and global markets remain uncertain.

For labour markets it is simply too soon to tell whether the worst has passed. Government policies (particularly the Coronavirus Job Retention Scheme: 'furlough') have delayed the full extent of the impact on labour markets but will not prevent some rise in unemployment when the scheme closes at the end of October. Around one in four workers (114,800) across CPCA remain on furlough, while from February to July the number of people claiming Universal Credit increased by 107% to exceed 60,000 (a record high), compared to a 90.3% rise in claimants nationally. Since February, all local authorities except Peterborough have seen faster rises in universal credit claimants than the national average.

Whilst it is important to discount the increase that was occurring anyway due to UC role out, and the fact that UC figures will include many who are furloughed and may not ultimately be unemployed, it appears increasingly likely that some structurally higher unemployment is locked in for at least the short / medium term. With very limited activity occurring in new job advertisements (particularly in lower paid / skilled roles outside construction) it is likely that some people who have recently lost their jobs will remain unemployed for some time to come. One important indicator will be the extent to which the UC claimant count increases again if the furlough schemes ends as planned in October.

## The trajectory from here can be influenced but not controlled.

Firms and communities in the CPCA area are still in the early stages of processing Covid-19's longer term impact. The things we do know reinforce the uncertainty ahead: the virus is still spreading globally and within the UK; National and local Government's financial and political capacity to respond is stretched; the end of the furlough scheme in October looms for many businesses and workers; Brexit, deeply uncertain global trade and travel) – highlight how difficult and uncertain the next few months will be. There are also things we don't yet know which will be crucial to how CPCA recovers in coming months, such as:

- How the Education sector (particularly fee paying and foreign students) will rebound once 'regular' activity resumes in September;
- How soon – and to what extent – restrictions on global travel and markets will lift, which are vital for CPCA's knowledge-based sectors;
- The extent to which a temporary rise in unemployment becomes a structural issue, which may be compounded by business' increased preferences for labour-saving automation and online retail, resulting in fewer entry-level jobs;
- The extent to which a temporary shift to remote working becomes permanent for some workers, and the implications of this for the spatial pattern of economic activity;
- The pace of recovery in retail, and whether smaller centres (such as market towns) will recover faster than larger centres (such as city centres).

## Executive Summary / September 2020 Economic Review (cont)

### **There have been substantial losses in Greater Cambridge's most prominent sectors**

Across Greater Cambridge (to generalise: Cambridge and South Cambridgeshire) output in Q2 fell by -£669m, almost half of total output lost across CPCA. Of particular interest are the output declines in Professional, Scientific and Technical (PST) activities and (-£136m) and Education (-£104m). To some extent this reflects their size, but both are also highly dependent on future global markets and travel.

Greater Cambridge's success stems from its reputation as a centre of knowledge, research and innovation, which attracts global capital and the highest-skilled workers. Covid-19 poses a real risk here, and one which is largely beyond CPCA's control: if, as it has done throughout 2020, Covid-19 continues to disrupt and obstruct the international flow of labour, students and capital then Greater Cambridge's economic activity will remain subdued, with the risk of longer-term scarring or permanent loss of output and employment. Already 14,000 people are claiming Universal Credit: around 5% of residents. Our analysis notes similar problems in other knowledge-based economies, such as in Oxfordshire, where Q2 Education sector output fell by -£180m.

### **Greater Peterborough's emerging Manufacturing specialism has suffered, and a slow retail recovery puts many jobs at risk**

Across Greater Peterborough output in Q2 fell by around -£533m, led by a -£78m decline in Manufacturing output

and a -£67m decline in Retail output. Manufacturing is the region's largest source of GVA (nearly 15% of total) while Retail employs 36,000 people: 18% of the workforce. In recent years manufacturing has emerged as a fast-growing regional specialism that helps to diversify CPCA's economy, progress which risks being set back by Covid-19.

Though the region appears so far to have been spared from the worst of the recession, a slow recovery in the retail sector poses a real threat to regional employment, given 36,000 workers are employed in the sector. An analysis of high streets shows that activity has been slower to return in Greater Peterborough than in other parts of CPCA. It remains to be seen whether the shift to online retail is temporary, or whether there is some permanent displacement of in-person retail activity. If there is, many retail jobs across Greater Peterborough are at risk over the longer term.

### **A strong agrifood economy has spared The Fens from the worst, but challenges lie ahead**

The Fens experienced around -£189m loss of output in Q2. Though the loss in output is smaller here than in other areas that is because there was less to lose to begin with. The Fens' strong Agrifood base (£326m output, 9% of GVA) may have helped insulate the region from the worst effects of the economic shock as regional food production and processing stepped up to meet demand. That said, there are now more than 13,000 Universal Credit claimant across the region, and new claims have been increasing at a faster rate than

nationally. In addition, there are fewer obvious drivers of economic recovery in the region if the economy stalls further.

### **CPCAs strategic objectives remain relevant and valid – but there will be both opportunities and challenges that provide scope for taking a fresh look at how they are achieved:**

1. The spatial pattern of economy activity and the relationships between places for work, living, leisure and learning are changing.
2. Structurally higher unemployment is likely to endure some time and the burden will fall disproportionately on more deprived people and places.
3. Global capital is flowing to temporary safe havens and reliable future bets – of which CPCA may be one. While global capital can still flow across borders, the same cannot be easily said for international labour or students.
4. Productivity performance is likely to vary substantially across places and sectors, with the path out of the crisis potentially influencing productivity for some time to come.
5. The pandemic reduced travel and loading factors for all transport modes and routes across the CPCA area. In the recovery there are new capacity constraints on public transport from social distancing, and renewed public appetite for greener modes of personal transport.

# Report Contents

Section		Page
1	<b>Introduction &amp; Emerging implications for CPCA objectives and strategies</b>	5
	About this report	
	Headline findings and emerging implications for CPCA strategies	
	Evidence requirements and methodology	
2	<b>Impact Assessment</b>	10
	Headline impacts	
	Performance against comparators	
3	<b>Impacts Across CPCA</b>	21
	Sectors and businesses	
	Labour markets	
	<b>Appendix A:</b> GVA, Employment and Business Counts for CPCA local authorities	50

# About this Report

The Cambridgeshire and Peterborough Combined Authority (CPCA) has commissioned Metro Dynamics to prepare an assessment on the impact of Covid-19 on the CPCA economy. This work is part of a broader programme of work to support CPCA’s integrated business and skills insight and evaluation.

The analysis in this report was carried out in August 2020 and reflects our current best understanding of the impact of Covid-19 on the national economy, CPCA and the six local authorities within CPCA.

Our work builds on research and analysis already carried out by other organisations to understand the impact of Covid-19 on CPCA, including impact assessments produced by Hatch Regeneris in June 2020 and labour market information prepared by Cambridgeshire Insights (ongoing). Our approach has been to complement the analysis included in these reports to add new insight, and to avoid duplicating the analysis wherever possible.

We have based our approach on an assessment of the sectors and businesses within CPCA, and when possible (current evidence at a local authority level is extremely limited), an assessment of how conditions vary across the three overlapping economies of the CPCA area.

Workstreams of the Integrated Business and Skills Insight and Evaluation Programme



**This report**

This workstream will also include a web-based dashboard to monitor the recovery

The three overlapping economies of the CPCA area



# Headline findings

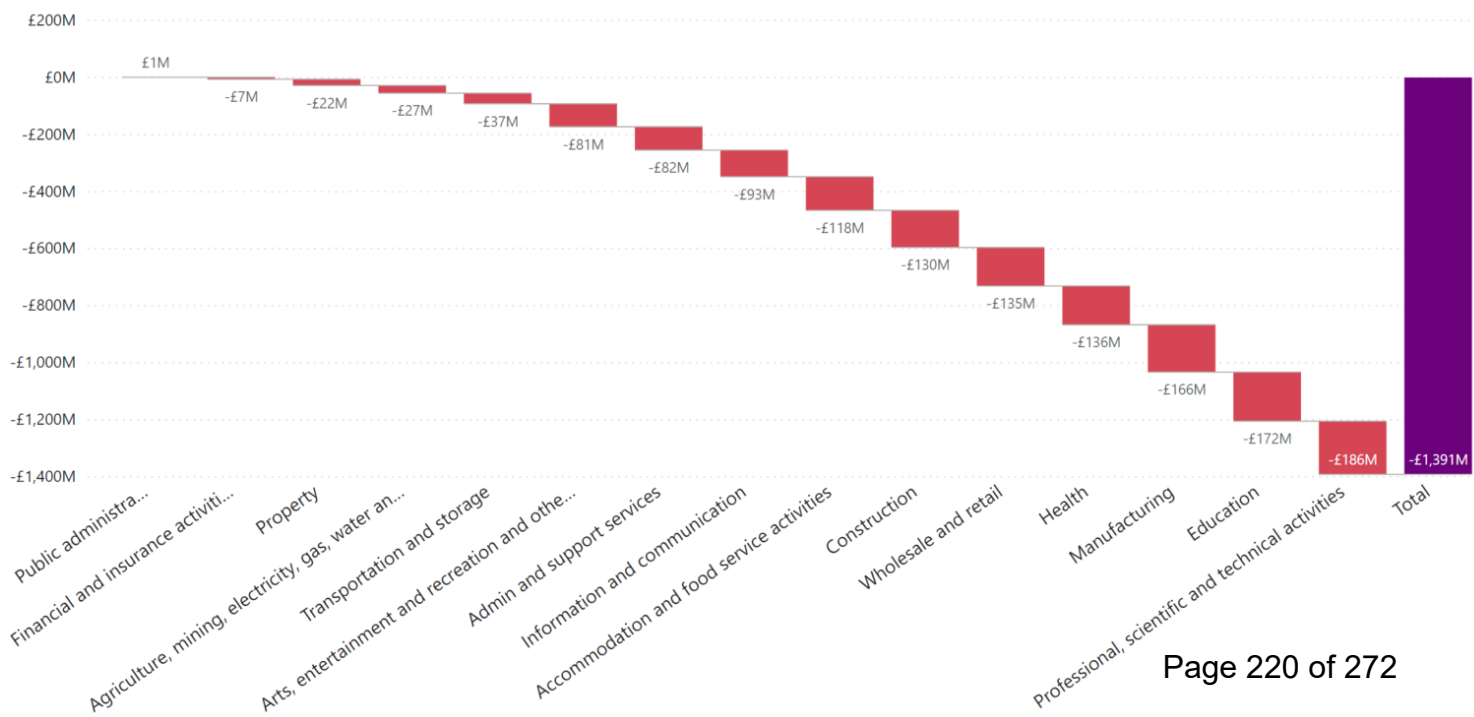
## Economy

- **Q2 output contracted by £1.39bn across CPCA:** a 21.9% annualised fall in output. This is less than the fall in output forecast by the OBR but is still historically significant. These numbers are modelled based on national figures and using 2018 GVA figures for CPCA.
- Across sectors, the largest falls in output in percentage terms were in the visitor economy (-87%), arts & recreation (-45%), construction (-35%), and education (-34%).
- Across local authorities, Q2 output fell by: Cambridge £370m (-25%); Peterborough £319m (-20%); South Cambridgeshire £298m (-22%); Huntingdonshire £214m (-20%); Fenland £99m (-22%); East Cambridgeshire £90m (-20%).

## Labour Markets

- A **107% increase in universal credit claimants** from Feb – July 2020 for CPCA, compared to a 90% increase nationally.
- From a low base, a 147% increase in JSA claimants from Feb – July 2020 for CPCA, compared to an 86% increase nationally.
- More than 1 in 4 workers furloughed across the CPCA area, with the highest number in Peterborough (28,400) and the highest proportion of workers in Huntingdonshire (35%)\*

Estimated modelled output loss for CPCA in Q2 by sector (£m)



Universal Credit claims by local authority

Local authority	UC claimants (Total, July 20)	UC claimants per 10,000 residents
Peterborough	23,592	
Fenland	8,482	
Huntingdonshire	10,099	
Cambridge	7,205	
East Cambridgeshire	4,406	
South Cambridgeshire	7,126	

Source: Metro Dynamics analysis of ONS data

Source: Metro Dynamics analysis of ONS data  
\* Furlough scheme analysis provided by Cambridgeshire Insight



# Emerging implications for CPCA strategies

Our headline view is that the overarching ambitions in CPCA’s strategies remain relevant and appropriate, but there are opportunities to rethink how best to meet and deliver these ambitions.

Trends emerging <i>The pandemic has rapidly accelerated some existing trends, introduced others and created new drivers and possibilities for policy:</i>	Implications <i>Implications of highest relevance to CPCA resulting from these emerging trends and uncertainties:</i>	Meaning in practice for CPCA <i>In practice for CPCA, this could mean:</i>	Relevant CPCA Strategies				
			LIS	Skills Strategy	AEB	Cambridge City Deal	Sector Strategies
<ul style="list-style-type: none"><li>Migration of economic activity from offices / city centres into homes / suburbs</li><li>Disintermediation of services (especially in retail and hospitality), leading to fewer jobs in entry level / low-wage occupations</li><li>Shift online for social life, retail, learning and work</li><li>Increased importance of local community amenities (e.g. green space, work hubs) and infrastructure (e.g. digital)</li><li>Countries turning ‘inward’ – secure domestic supplies; reduced international travel</li><li>Private investment capital seeking safe havens, especially public-sector debt</li></ul> <b>Contingencies and Uncertainties</b> <i>There remain many unknown factors, such as:</i> <ul style="list-style-type: none"><li>Trajectory of the pandemic, including breakthroughs in treatments and policy responses</li><li>Future Government funding and pathways for transition out of support measures</li><li>Reversion vs re-imagining in economic and social behaviours</li><li>Extent to which post-COVID conditions drive further labour-saving automation and/or the use of contingent labour (e.g. ZHCs)</li><li>Extent of structural unemployment after output recovers and labour markets stabilise</li><li>Demand for, design of, and location of future employment spaces</li><li>Impact on inequalities for groups and communities.</li><li>Final shape/ operation of spatial planning rules (e.g. zoning for growth)</li><li>Government and social commitment to net zero ambitions / green recovery</li></ul>	<p>The <b>spatial pattern of economic activity</b> and the relationships between places for work, living, leisure and learning are changing:</p> <ul style="list-style-type: none"><li>Work and educational activities transacted successfully over larger geographies</li><li>Productivity gains from agglomeration and ‘economies of scope’ potentially achievable at more local scales (i.e. away from city centres)</li></ul>	<ul style="list-style-type: none"><li>Embed into the design of new settlements like North East Cambridge amenities that support remote working, learning and collaboration (e.g. work-hubs; parklets and green spaces)</li><li>Revisiting the assumptions underpinning local plans for the relationship between jobs and housing demand in places (e.g. running new scenarios through the East of England Forecasting Model)</li><li>Use vacant commercial properties as windfall housing supply to re-imagine urban centres (better housing offer for young people)</li><li>Speed up the rollout of ultrafast broadband to homes and 5G across all of the CPCA area</li></ul>	✓	✓	✓	✓	✓
	<p>A <b>weaker labour market</b> overall than anticipated by existing strategies, with new structural unemployment likely to persist beyond the pandemic. The burden will fall disproportionately on low-wage and low-skill jobs and sectors, thereby widening inequality.</p>	<ul style="list-style-type: none"><li>Funding online / remote methods of education and training that allow for higher numbers and more cost-effective learning opportunities (for learners and providers)</li><li>Supporting learners to remotely access out-of-area training and education</li><li>Intensive consultation with learners and employers to understand new changes in skills demands and career preferences</li><li>Investment in services that support employment (e.g. careers hubs)</li></ul>	✓	✓	✓		
	<p><b>Global capital</b> is seeking temporary safe havens and reliable future bets. This includes activities related to the management of this and future pandemics (e.g. vaccines, therapeutics and diagnostics); future growth opportunities (e.g. digital collaboration networks, platforms to connect producers with end consumers); and investment opportunities guaranteed by government.</p>	<p>New opportunities to secure private sector match-funding for investments in housing, infrastructure and industrial development, across all CPCA economic areas.</p>	✓			✓	✓
	<p><b>Productivity</b> performance is likely to vary substantially across places and sectors over the course of the recovery and beyond. Productivity is contingent on a number of factors, but, with the right recovery, there are opportunities to close the gap earlier between CPCA and London.</p>	<p>Managing and benefiting from existing regional strengths – can high productivity workers and businesses be permanently attracted from London / the South East to CPCA areas that are not already facing growth pressures ?</p>	✓	✓	✓	✓	✓
	<p>The pandemic reduced travel and loading factors for all <b>transport modes and routes</b> across the CPCA area. In the recovery there are new capacity constraints on public transport from social distancing, and renewed public appetite for greener modes of <i>personal</i> transport.</p>	<ul style="list-style-type: none"><li>Opportunity to address mobility needs through investment in infrastructure for green personal transport modes and embedding these into the design of new settlements (cycling, e-bikes, e-scooters, autonomous and electric cars)</li><li>Revisiting specification of public transport services and vehicles to provide needed capacity with higher standards for personal space</li></ul>	✓			✓	

# Emerging evidence requirements

While it stands alone, this report is one component of a broader package of work to review and refresh CPCA’s strategies in light of Covid-19 and to monitor CPCA’s economic recovery over time. This report presents the best evidence which is currently available (as of August 2020), however, new evidence is emerging all the time as governments, businesses and other entities develop new methods to understand Covid-19’s impact. This slide indicates the emerging evidence themes to watch for over the coming months, including how they relate to the refresh of CPCA’s key strategic documents.

Emerging Theme	Type of Evidence Required	C&P Local Industrial Strategy	C&P Skills Strategy	AEB Commissioning Strategy	Cambridge City Deal	C&P Sector Strategies
Change in the spatial pattern of economic development	Change in use (and location) of commercial property	✓			✓	✓
	Inward investment / private equity	✓			✓	✓
	Proportion of workers returning to offices	✓	✓	✓		✓
	Change in transport modes and preferences	✓				
	Vitality of high streets in large centres / market towns	✓			✓	
Structural labour market changes	Rates of return from furlough	✓	✓	✓	✓	✓
	HEI / apprenticeship starts	✓	✓	✓		
	Job vacancies across sectors	✓	✓	✓		✓
	Migrant inflows / outflows	✓			✓	✓
New forms and priorities for innovation	Impact on R&D claims	✓			✓	✓
	Impact of new forms of digital collaboration	✓	✓	✓	✓	✓

## Consistent evidence requirements across CPCA strategies to monitor during recovery

Economic and labour force trends	Spatial planning and development	Funding	Industrial development	Enterprise
<ul style="list-style-type: none"><li>• Output</li><li>• Labour market</li><li>• Education and skills attainment</li></ul>	<ul style="list-style-type: none"><li>• Demand and supply of housing</li><li>• Demand and supply of employment land / commercial premises</li><li>• Connectivity between places</li><li>• Economic assets</li><li>• Infrastructure funding, delivery timescales and usage</li><li>• Data for wider area and strategic corridors</li></ul>	<ul style="list-style-type: none"><li>• Public spending, investment and devolved expenditure limits</li><li>• Private investment in buildings, capital and training</li><li>• Access to finance and investments for start-ups and scales ups</li><li>• Inward investment</li></ul> <div>Page 222 of 272</div>	<ul style="list-style-type: none"><li>• Innovation and adoption of best-practices and technologies</li><li>• Technological frontiers</li><li>• Future market opportunities across key sectors</li></ul>	<ul style="list-style-type: none"><li>• Business population trends</li><li>• Business sentiment</li><li>• Business demand for support services</li><li>• Collaboration / Business networking</li></ul>

# Methodology

## About the data

The pace of economic change in COVID-19’s wake has rendered many traditional datasets and forms of analysis temporarily obsolete. The economy has changed so fundamentally and so quickly that information which is not published in near-real time cannot be relied upon to paint a realistic picture. Wherever possible in this report we have used up-to-date data sources, such as the ONS Business Impact of Coronavirus Survey (BICS) to analyse what is happening, although these sources are new and data is collected at a national level only. We have applied data from national sources to CPCA’s economic context (and to local authorities within CPCA) to produce local estimates. The outputs of this analysis are estimates only. More accurate, specific data of the effects on CPCA will become increasingly available as time goes on. The paragraphs below describe our methodology for applying these national figures to CPCA.

### ONS Business Impacts of Coronavirus Survey (BICS) – Local estimates

The Business Impacts of COVID-19 Survey (BICS) captures businesses responses on how their turnover, workforce prices, trade and business resilience have been affected. The information is captured by sector. The survey is updated fortnightly with a new two-week reference period each release. Given that this is a national survey we cannot precisely determine the impacts on businesses within the CPCA area. In order to develop estimates of the local impact we have applied the survey responses across sectors to CPCA’s sectoral mix to model the local impact on businesses within different sectors of CPCA’s economy.

Our approach involves taking the % shares of national business responses for each indicator and sector within the BICS and multiplying them by the total number of business in 2019 (*Using ONS UK Business; activity, size and location estimates*) for each aligning sector within CPCA. This provides crude estimates of business counts for each sector at the local level for the different types of business responses within the (BICS). It must be noted that these are approximations, and there is likely to be some deviation in the responses by sectors at the local level relative to the national, however the BICS responses do shed a light on the business impact for different sectors more generally across the UK.

**Note:** The industry groupings ; *Financial and insurance activities, Electricity, gas, steam and air conditioning supply, Agriculture, forestry and fishing, Mining and quarrying, Public administration and defense and other service activities* are not included within the BICS, therefore business totals for the different BICS indicators within this report may underestimate as these sectors are not covered.

### GVA output loss (£) in Q2 – Local estimates

We have provided modelled estimates of the absolute loss in GDP in Q2 by sector at the geography levels; **local authority, Combined Authority, LEP and Region level**. National GDP % fall estimates by sector were obtained through the *ONS GDP first quarterly estimate time series* dataset, where the national *GDP period on period growth % in chain volume measure for 2020Q2* for each sector was used. Note the sector classifications available within the dataset did not include the standardly defined industry ‘*Agricultural, mining, electricity, and gas*’ (ABDE), therefore the sector ‘*Electricity and gas*’ was used as a proxy.

We then approximate estimates for GDP by sector for each geography using GVA by sector in 2018 estimates from the *Balanced GVA by industry* dataset. We divide each GVA by sector figure by 4 to obtain a crude estimate of GVA per quarter in 2018, and multiply these estimates by the % GDP fall by sector figures that we obtained from “*ONS GDP first quarterly estimate time series*”. This enables us to acquire absolute loss estimates in £ terms for each sector of our desired geographies.

# Impact Assessment

## 01

---

### *Headline Impacts*

- COVID-19 health impacts
- Change in movement patterns
- High street recovery
- Headline economic impacts (GVA)
- Actual vs forecast change in Q2 sector output
- Estimated Q2 GVA loss by sector

## 02

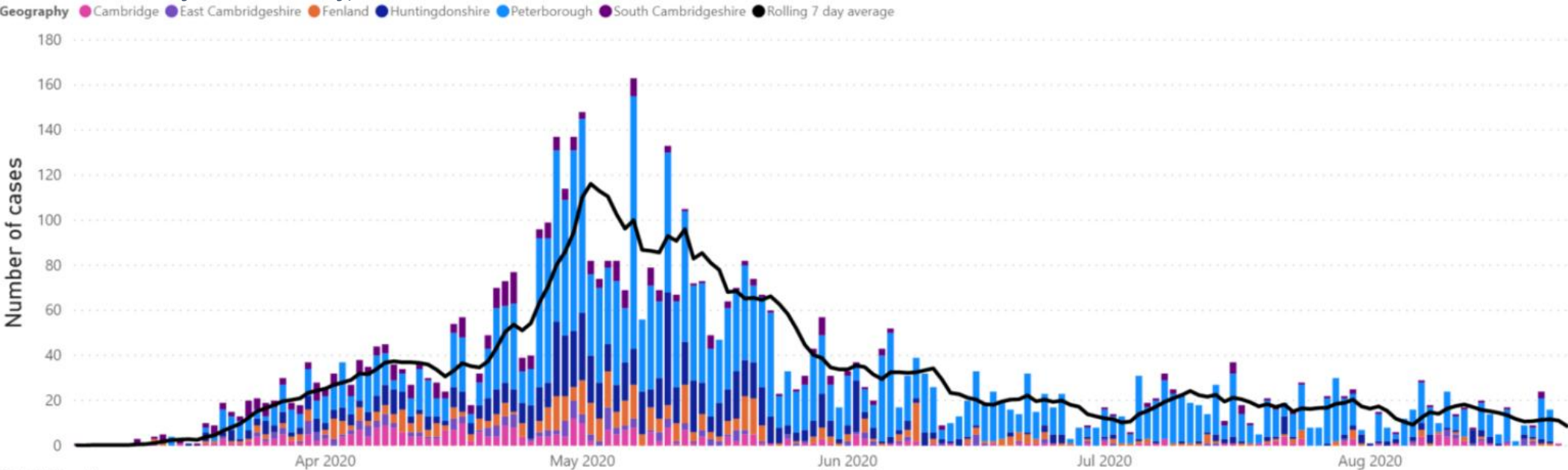
---

### *Performance against Comparators*

- Sector output loss
- Universal Credit claimants

# The first peak of the virus has passed, but low levels of infection persist in the community

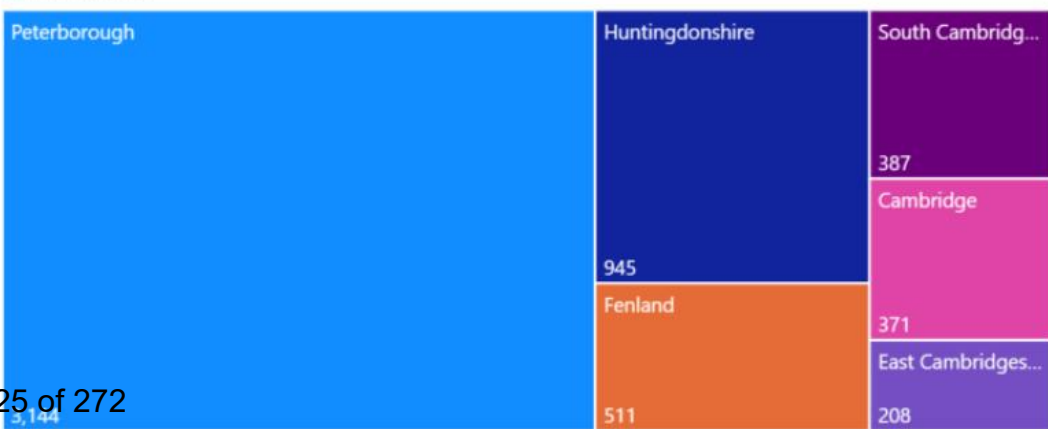
Covid-19 cases by local authority, CPCA



Total Deaths



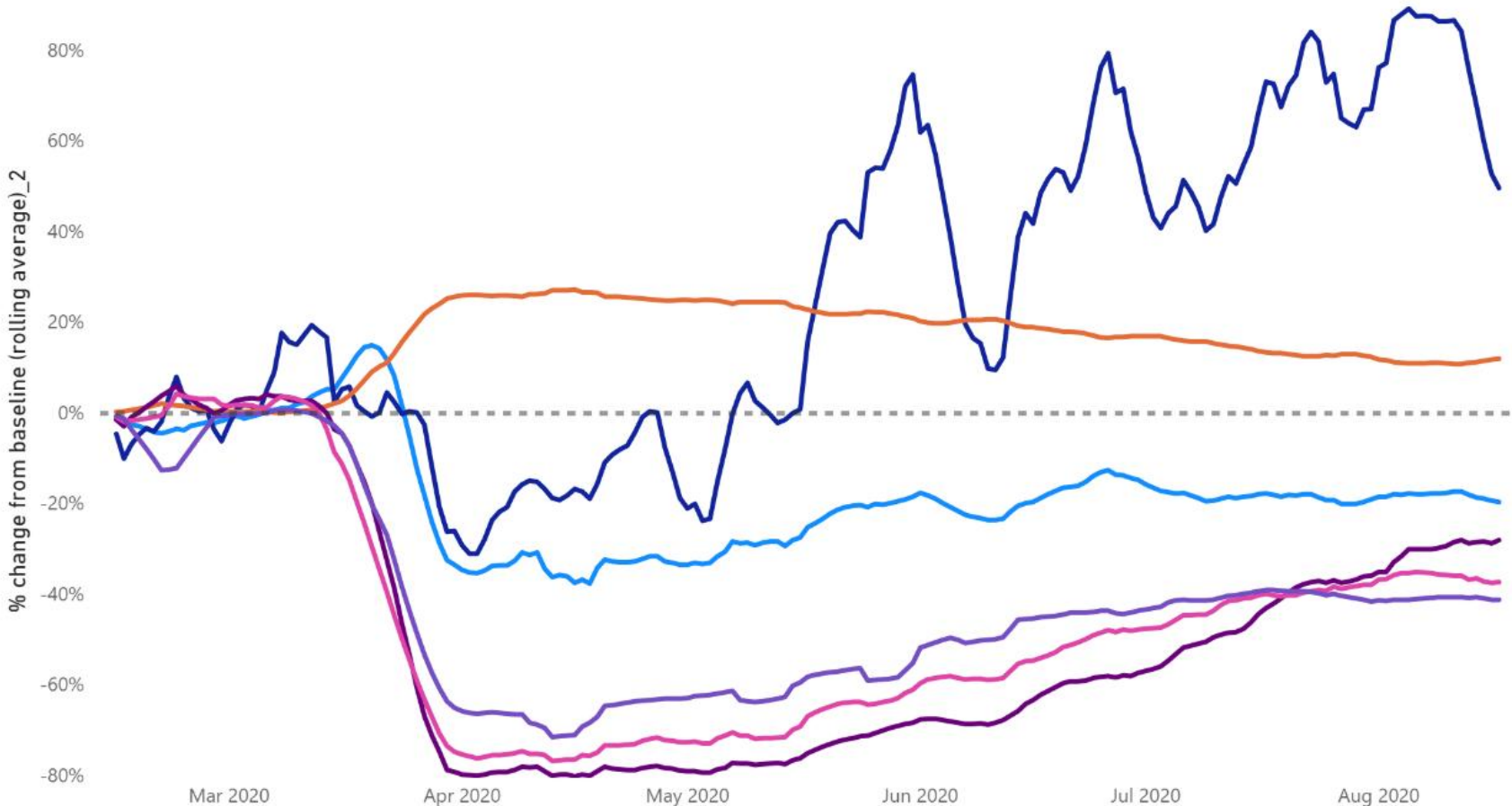
Total Cases



# People have been cautiously returning to workplaces and shops in Cambridgeshire, however activity is still well below pre-lockdown levels

Use of space relative to baseline period, seven day rolling average, Cambridgeshire

Attribute ● Grocery And Pharmacy ● Parks ● Residential ● Retail And Recreation ● Transit Stations ● Workplaces



This chart shows change in the use of different types of space relative to how they were used in the first six weeks of the year. This data is provided by Google, based on the real-time location of phones. The dramatic effect of lockdown on March 23<sup>rd</sup> can be clearly seen: in increased time at home, and reduced time in all other settings.

On May 10<sup>th</sup> the Government changed its messaging from “stay at home” to “stay alert” and reduced various restrictions, a process which have been ongoing steadily since to allow more activity. Activity has returned to parks, but has been slower to come back in other areas.

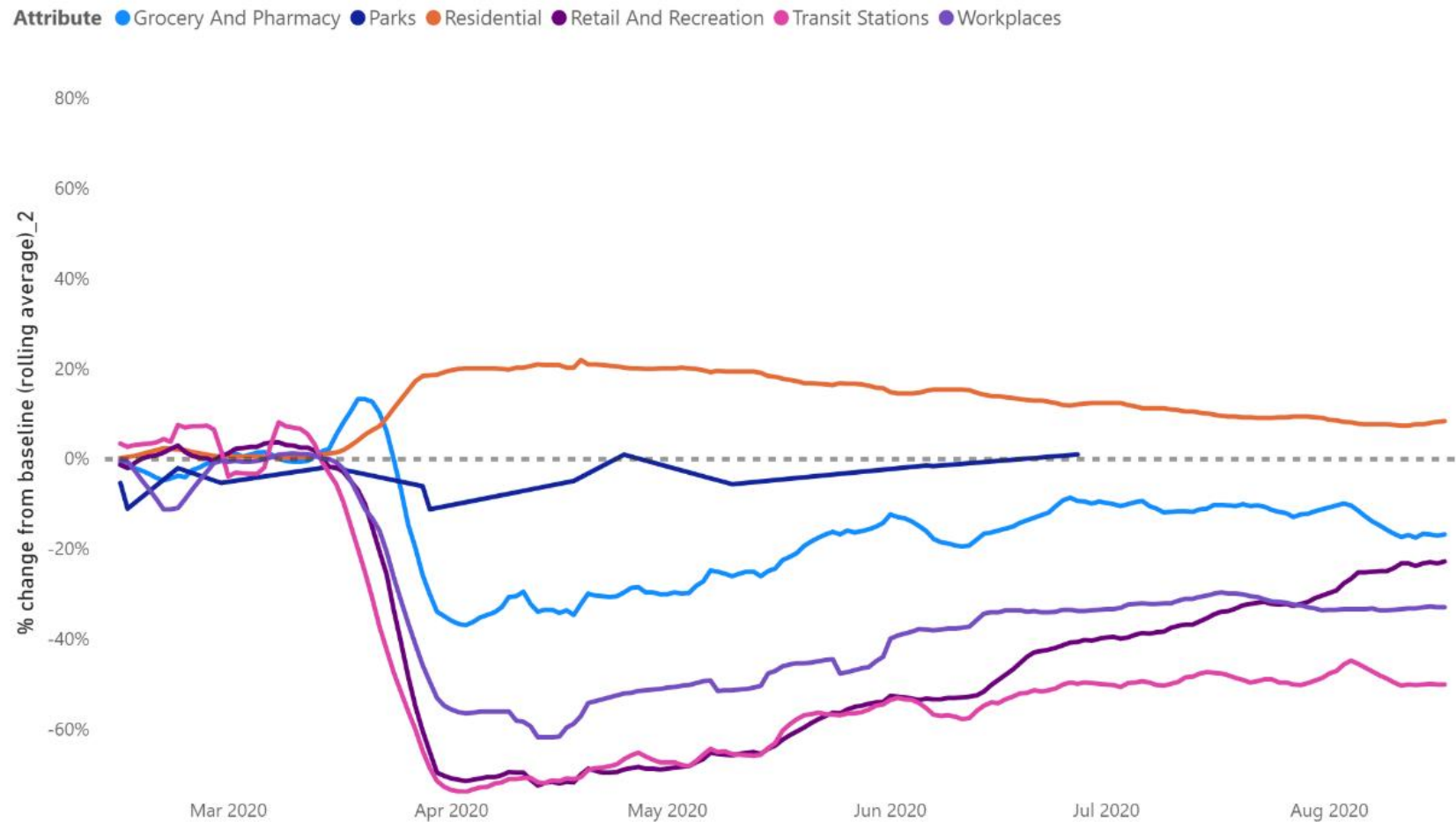
Retail and recreation remains nearly 40% below pre-lockdown levels, despite an uptick in activity from the beginning of July when pubs and non-essential retail businesses reopened.

This data is available at county level only.



# People have been cautiously returning to workplaces and shops in Peterborough, however activity is still well below pre-lockdown levels

Use of space relative to baseline period, seven day rolling average, Peterborough



This chart shows change in the use of different types of space relative to how they were used in the first six weeks of the year. This data is provided by Google, based on the real-time location of phones. The dramatic effect of lockdown on March 23<sup>rd</sup> can be clearly seen: in increased time at home, and reduced time in all other settings.

On May 10<sup>th</sup> the Government changed its messaging from “stay at home” to “stay alert” and reduced various restrictions, a process which have been ongoing steadily since to allow more activity. Despite this, activity has been slow to recover in all non-residential settings.

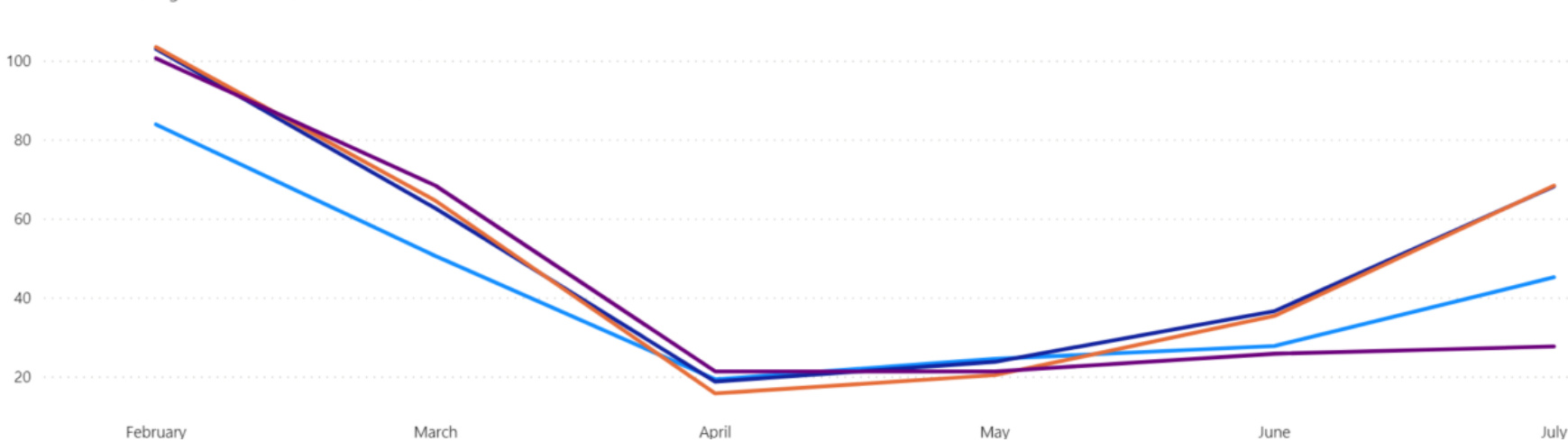
Retail and recreation remains more than 20% below pre-lockdown levels, despite an uptick in activity from the beginning of July when pubs and non-essential retail businesses reopened. Workers had gradually been returning to workplaces, but since the middle of July this trend seems to have paused, with Workplace activity still nearly 40% below pre-lockdown levels.

This data is available at county level only.

# High streets have been slow to recover and activity remains well below pre-lockdown levels

High Street Recovery Index, Cambridgeshire

Index measure ● Night time index ● Overall index ● Weekend index ● Workers index

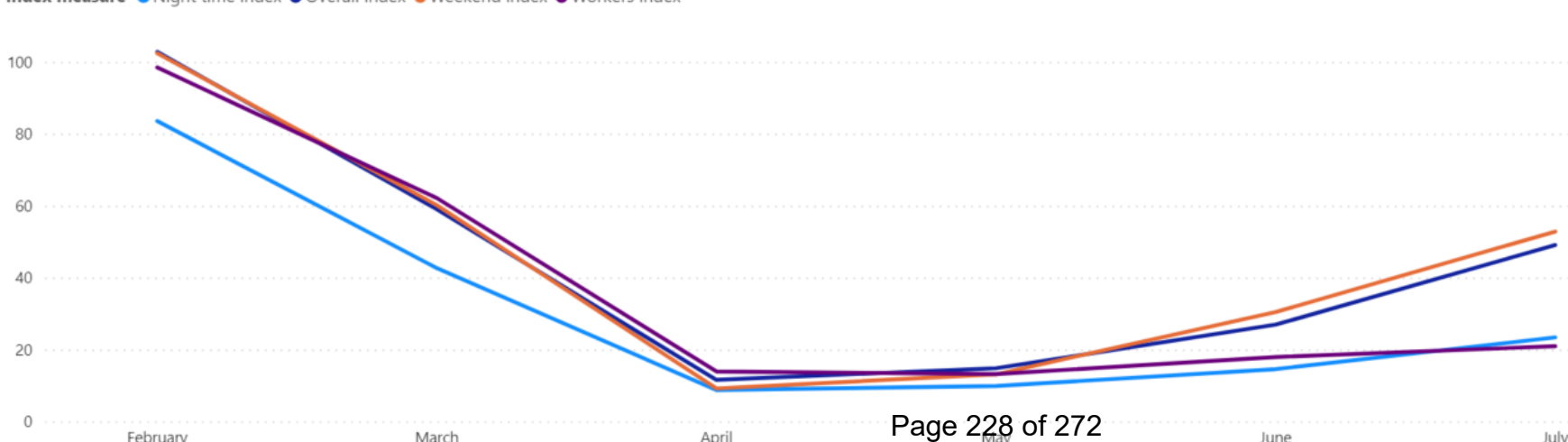


These charts show Centre for Cities' data on high street recovery for Cambridgeshire (top) and Peterborough (bottom). Data is available at county level only. The index measures activity on high streets across different time periods.

Across all time periods activity has been slow to recover, particularly during business hours on weekdays (the workers index, purple line), which likely reflects the cautious return of workers to offices and retail spaces and an ongoing preference to work remotely where possible. Some uptick in activity on weekends is visible, which suggests that residents across CPCA are returning to high streets for retail and leisure purposes, but even on weekends activity remains far below pre-lockdown levels.

High Street Recovery Index, Peterborough

Index measure ● Night time index ● Overall index ● Weekend index ● Workers index

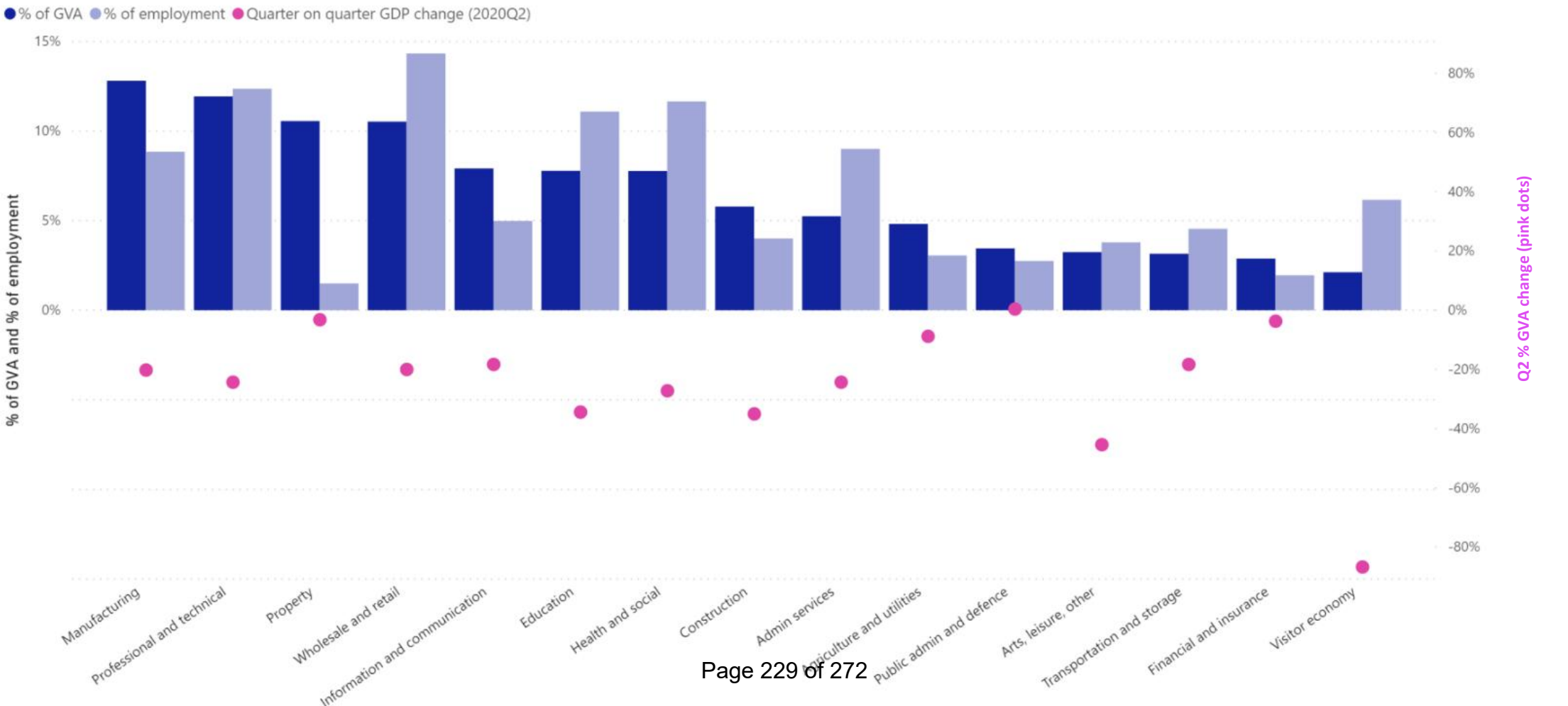




# Output declined across all sectors in Q2, with the largest falls in the Visitor Economy, Arts and Leisure, Education and Construction

This chart shows proportion of total GVA (2018) (blue bar), proportion of employment (light blue bar) and our modelled estimates of the Q2 fall in output (pink dots, right axis) for CPCA. This analysis shows that the largest output decline was in the visitor economy (-87%) and the smallest was in Public Admin and Defence (no change). To estimate the fall in output across CPCA we have applied national ONS estimates of Q2 output loss to CPCA's sector mix. The next pages use these estimates to assess the £ impact on CPCA's sectors and economy.

Sector GVA, Employment and estimated modelled Q2 output loss (right axis) for CPCA

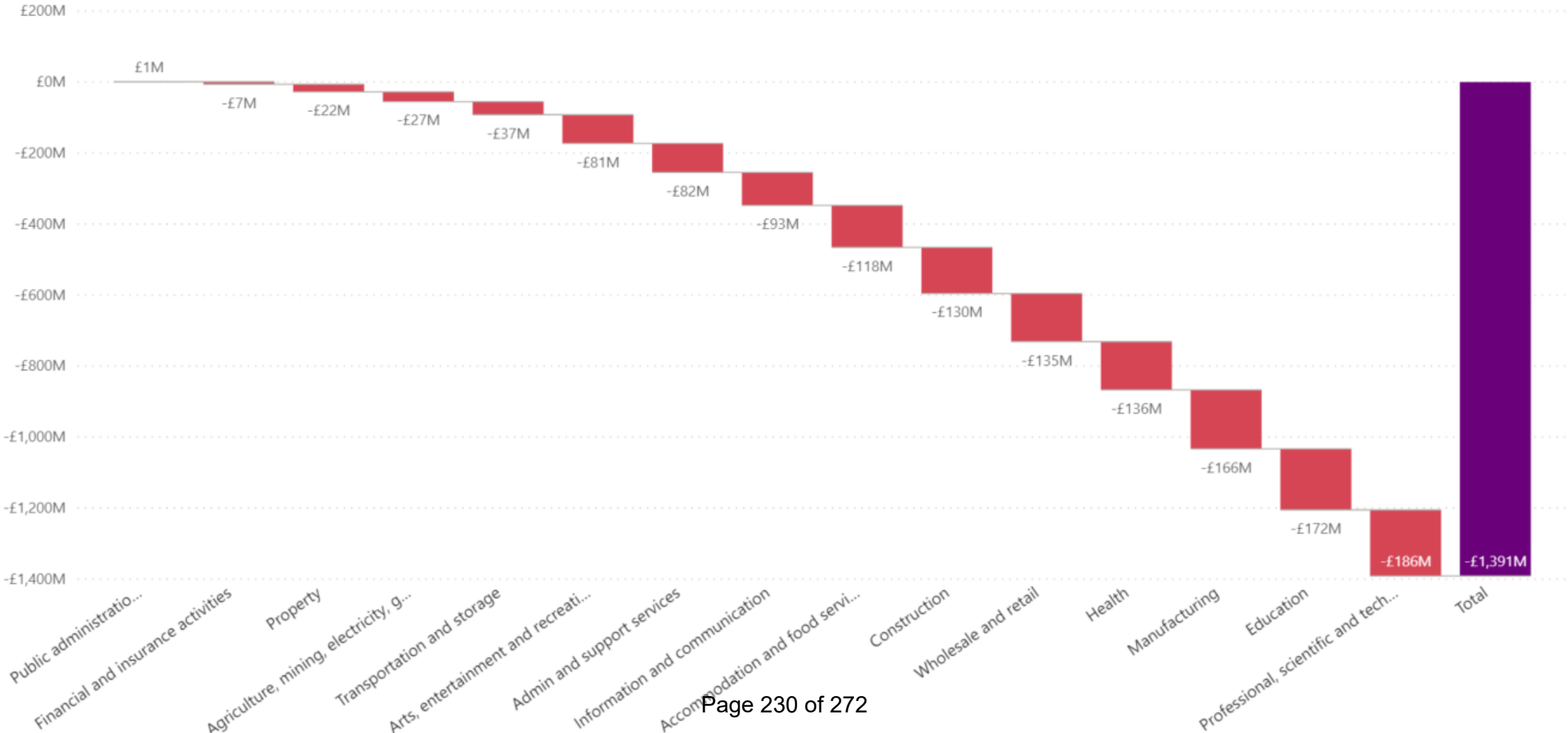


Source: Metro Dynamics analysis of ONS BRES data; modelled estimates of ONS GDP quarterly estimates

# CPCA’s output decline was driven by large falls in key industries: the Professional, Scientific & Technical, Education and Manufacturing sectors

Building on the last page, this chart applies our modelled estimates of output decline across sectors to CPCA’s total GVA, to produce estimates of the absolute £ decline across sectors. In total, our modelling suggests that across CPCA output declined by £1.39bn in Q2.

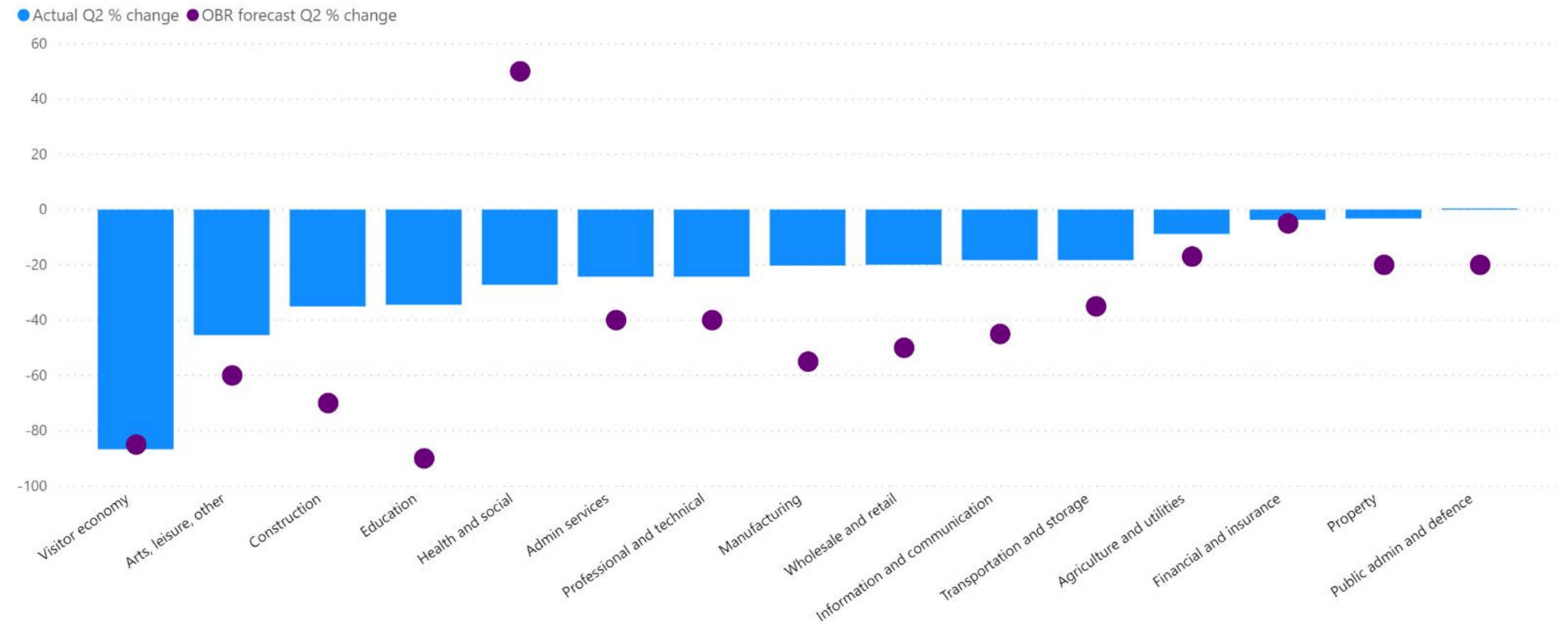
Estimated modelled output loss for CPCA in Q2 by sector (£m)



# Although still historically significant, Q2’s decline in output was less than what was anticipated by OBR modelling in April this year

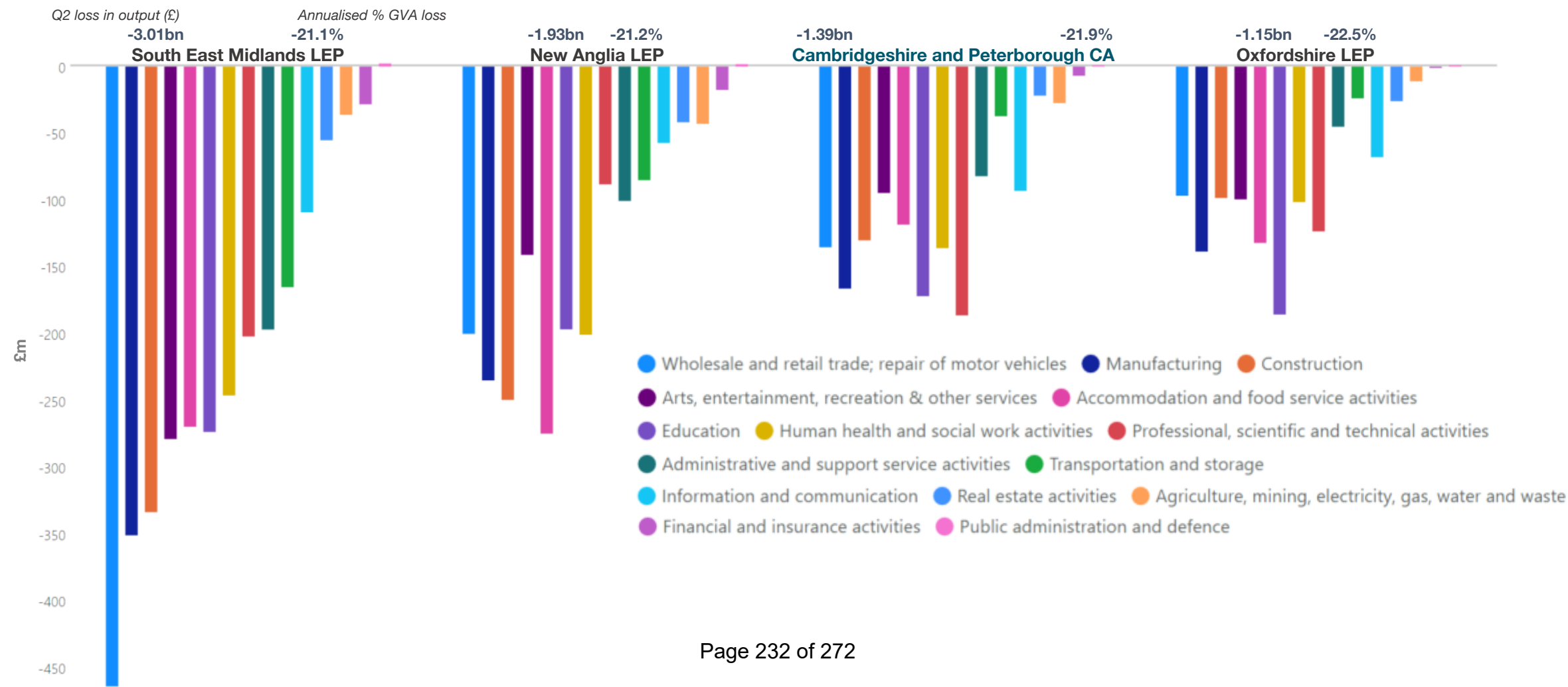
In April 2020 the Office of Budget Responsibility (OBR) released forecasts of potential output decline across sectors for Q2 (shown by the purple dots, below). Our modelled estimates of (national) Q2 data suggest the actual falls in output across most sectors (blue bars) were not as significant as first feared, but were still very substantial. The OBR forecast pointed to a -£3.7bn reduction in CPCA’s output, compared to the -£1.39bn reduction in output our modelling estimates.

Actual Q2 sector output fall vs OBR forecast Q2 fall



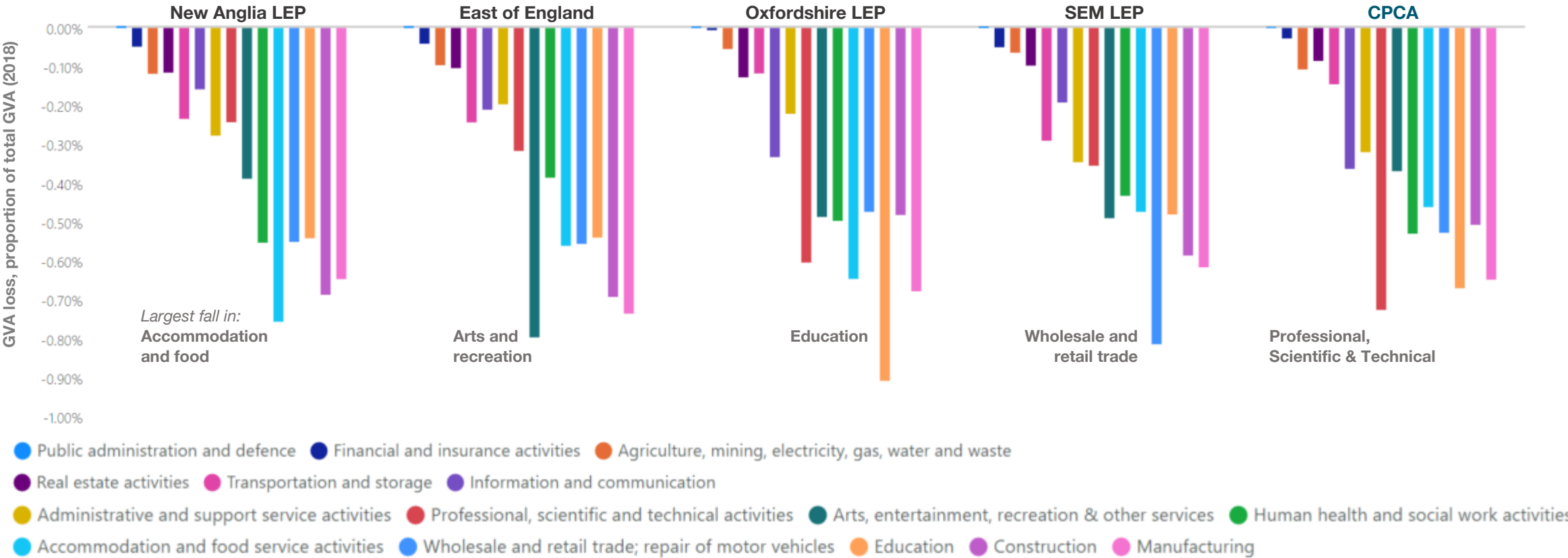
# CPCA’s -22% annualised decline in GVA is matched by similar falls in comparator places

This chart shows our modelled estimates of Q2 falls in output across sectors for SEM LEP, New Anglia LEP, CPCA and Oxfordshire LEP. Values are our estimates (in £m) of output lost per sector. We have applied national data on Q2 sector output falls to the sectoral composition of each place in order to estimate total output loss. This approach indicates that across the places total output fell at an annualised rate of between -21.1% in SEM LEP and -22.5% in Oxfordshire LEP.



# The decline in output across CPCA stands out against comparators because it is driven by losses in the Professional, Scientific & Technical sector

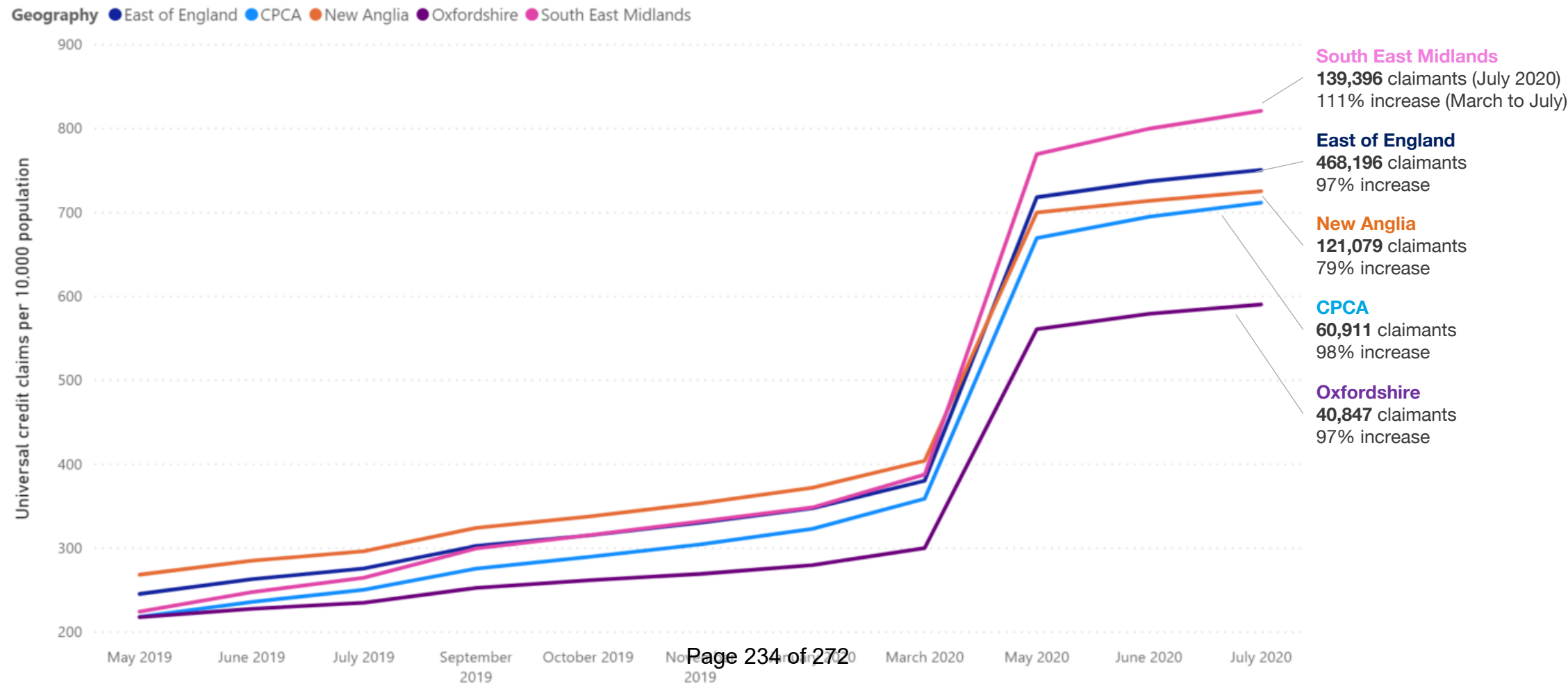
This chart shows our modelled estimates of Q2 falls in output across sectors for SEM LEP, New Anglia LEP, CPCA, Oxfordshire LEP and East of England. We have applied national data on Q2 sector output falls to the sectoral composition of each place. The values show GVA loss in that sector as a proportion of that place’s total GVA (using 2018 GVA figures). The larger the sector in that place, and the larger the national decline in that sector’s output across Q2, the greater the impact will be. This analysis shows that different sectors led the decline in GVA across places. Professional, Scientific and Technical activities led the decline in CPCA, which stands out from comparators, where the largest losses were typically concentrated in the sectors that were most impacted by the lockdown, such as retail trade.



# The rise in Universal Credit claims across CPCA is broadly in line with the increases seen in comparator geographies

This chart shows the cumulative number of Universal Credit claimants per 10,000 residents in CPCA and comparator geographies. From March to July all places experienced a rapid increase in the number of Universal Credit claimants, from a 79% increase in New Anglia LEP to a 111% increase in SEM LEP, with CPCA in between at 97%. Although the most substantial increase in claimants occurred in April and May, numbers continued to increase over the summer to the end of July. Across CPCA there are now more than 700 Universal Credit claimants per 10,000 head of population.

Universal Credit claimants per 10,000 residents, CPCA and comparators, May 2019 – July 2020



Source: Metro Dynamics analysis of DWP data

# Impacts across CPCA

## 01

---

### *Sectors & Businesses*

- Sector output loss
- Trading status
- Cash reserves
- Turnover vs operating costs
- Take up of government support
- Use of the furlough scheme
- Commercial property vacancy rates

## 02

---

### *Labour Markets*

- Universal credit claimants
- Jobseekers Allowance claimants
- Furloughed workers
- New job postings
- Average salaries by industry
- Key workers
- Working from home
- Parents in the workforce



# Sectors and Business Headline Findings

Across CPCA			
Sector Output	Business Recovery	Use of Government Support	Commercial Property
<ul style="list-style-type: none"><li>Q2 output declined for all sectors except Public Administration. The fall in output across CPCA was led by the Professional, Scientific and Technical (PST) sector and Education.</li><li>Manufacturing was the single largest source of decline across four out of six of CPCA’s local authorities.</li></ul>	<ul style="list-style-type: none"><li>Most businesses across most sectors have now reopened, although recovery has been slower in sectors more affected by the lockdown.</li><li>On the whole, business cash reserves are improving, but the stubbornly high number of cash-poor businesses points to a fragile recovery.</li><li>Many businesses are yet to return to profitability, though there are some early signs of success.</li></ul>	<ul style="list-style-type: none"><li>Since peaks in March and April, business take up of most government support schemes has been steadily declining. Still, approximately 1 in 5 businesses was making use of a government support scheme at the end of July.</li><li>Up to 24,000 CPCA businesses are still using the furlough scheme.</li></ul>	<ul style="list-style-type: none"><li>Commercial property vacancy rates are rising, particularly for retail property, although increasing vacancy rates are evident across industrial and office property too.</li></ul>

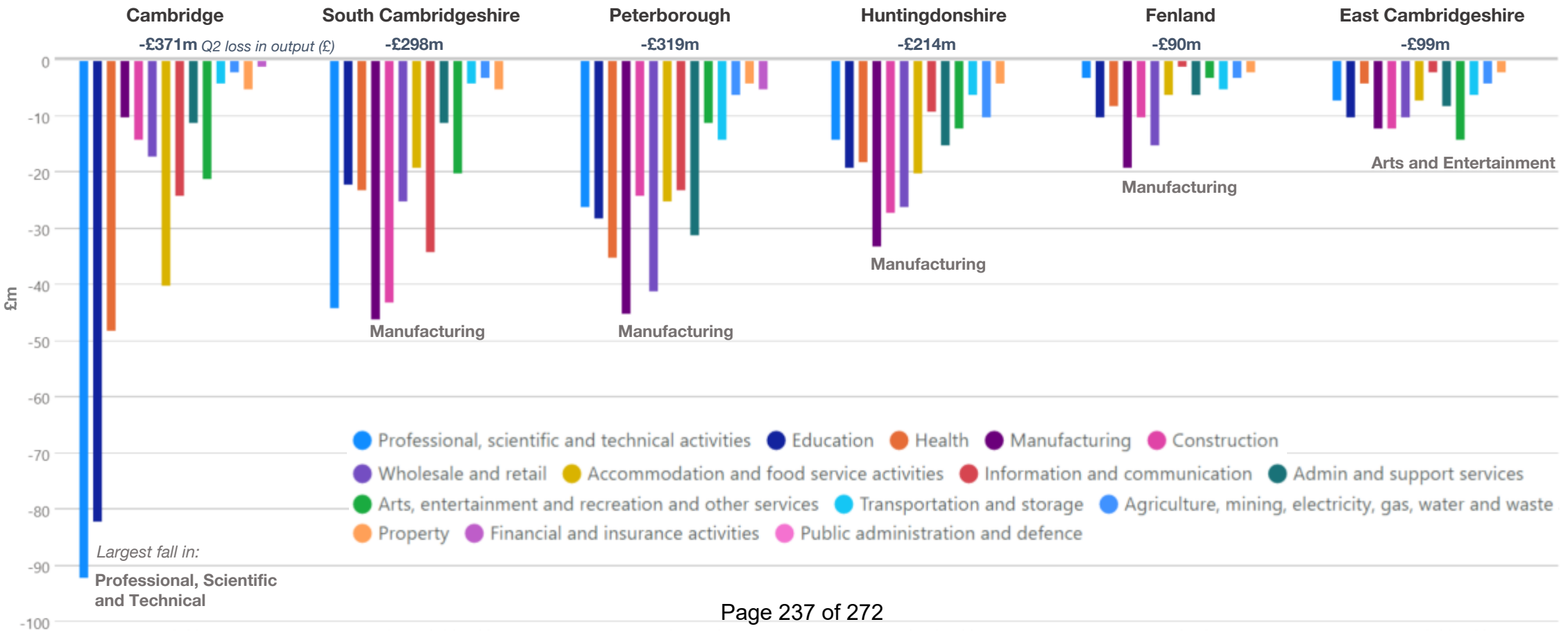
Cambridge	South Cambridgeshire	Peterborough	Huntingdonshire	Fenland	East Cambridgeshire
Q2 output loss: <b>-£371m</b>	Q2 output loss: <b>-£298m</b>	Q2 output loss: <b>-£319m</b>	Q2 output loss: <b>-£214m</b>	Q2 output loss: <b>-£90m</b>	Q2 output loss: <b>-£99m</b>
Largest output fall in: <b>Professional, Scientific and Technical (PST)</b>	Largest output fall in: <b>Manufacturing</b>	Largest output fall in: <b>Manufacturing</b>	Largest output fall in: <b>Manufacturing</b>	Largest output fall in: <b>Manufacturing</b>	Largest output fall in: <b>Arts &amp; Entertainment</b>
Cambridge’s high value PST and Education sectors declined substantially in Q2. The fall in Cambridge’s PST output accounted for 6% of the total Q2 output loss across CPCA.	An estimated 500 businesses have less than one month of cash reserves, the largest number in CPCA. Property vacancy rates have increased from already high levels relative to other LAs.	Peterborough has the most Wholesale / Retail Trade businesses, employment and GVA in CPCA. Peterborough has avoided the worst of the recession so far, but a slow retail recovery poses a real risk to the region.	The region’s strong agrifood industry has helped negate the worst effects, though there were substantial losses of output in manufacturing and construction. Commercial property vacancies have risen.	One third of lost output was in just two sectors: manufacturing and retail trade. Overall output declined by 5.5% of Fenland’s 2018 GVA, mirroring the 5.4% decline across all of CPCA.	The region’s strong agrifood industry has helped negate the worst effects of the recession. Q2’s output loss was equivalent to 4.9% of EC’s 2018 GVA – the smallest percentage loss of output across CPCA.



# Q2 output declined for all of CPCA’s local authorities, with largest absolute losses in Cambridge (-£370m) and Peterborough (-£319m)

Based on the modelled estimates of Q2 output loss presented on previous pages, this chart shows our modelled estimates of output fall by sector across CPCA’s local authorities. From left to right, the industries are ordered by the total size of that industry’s decline across CPCA. The scale of output decline within a local authority is driven by its sectoral composition. Output decline in the manufacturing sector was the largest single cause of output decline in four out of six local authorities. Cambridge’s Professional, Scientific and Technical sector and Education sector experienced the largest declines overall.

Modelled estimates of Q2 output loss by sector for local authorities

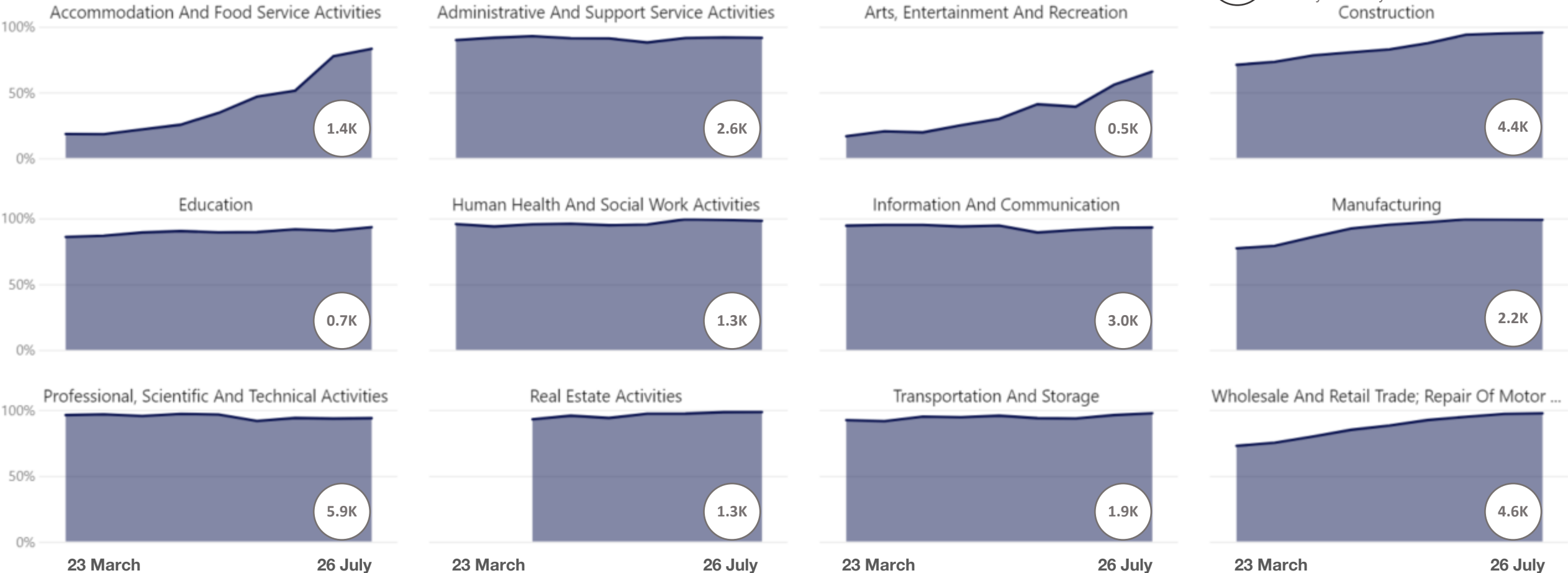


# Most businesses across most sectors have now reopened, although recovery has been slower in sectors more affected by the lockdown

The charts below track businesses reopening across sectors based on responses to the ONS Business Impacts of Coronavirus Survey (BICS). The numbers in the bubbles are our estimates of the number of businesses across CPCA that are now trading again. After extended shutdowns in some industries, a steady upward trend in the number of businesses trading can now be seen.

Proportion of businesses open for trade, UK, March 23 – July 26

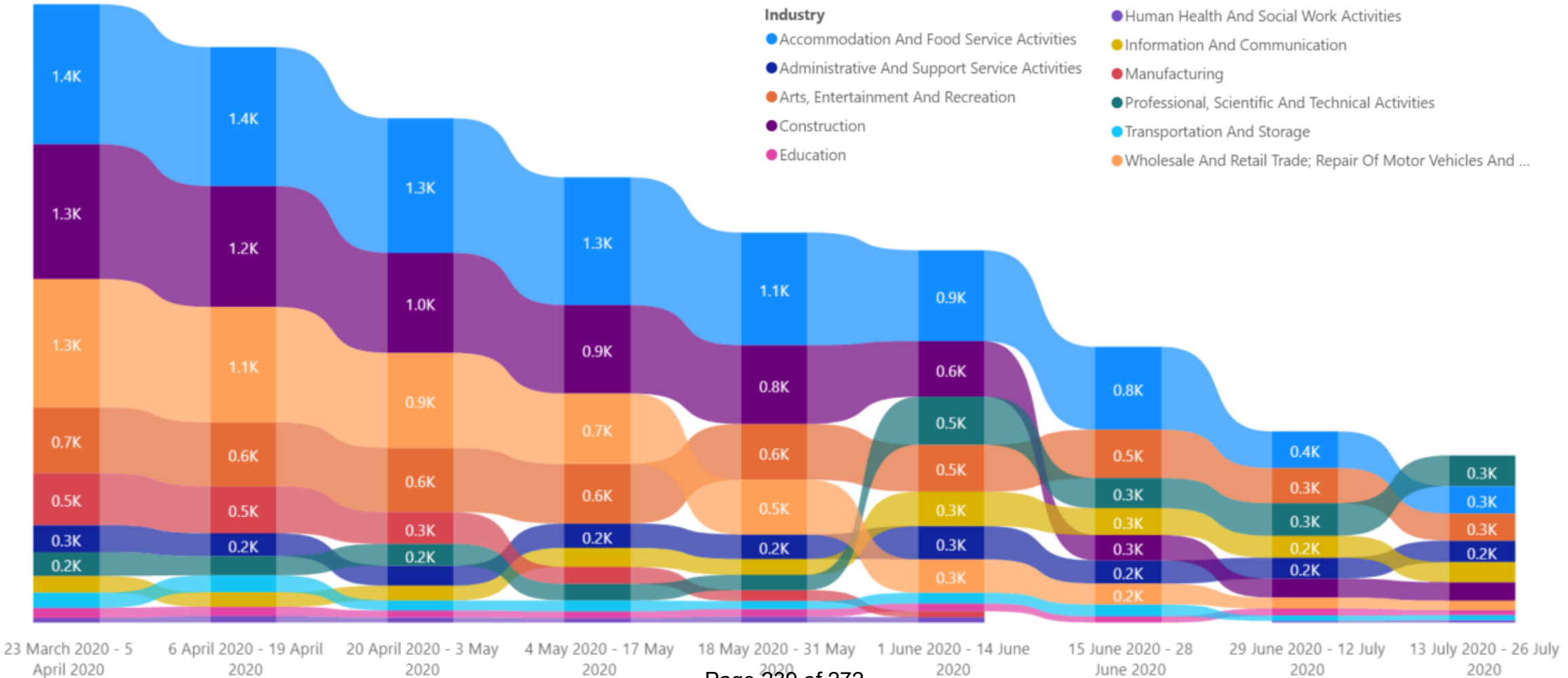
1.4k = modelled estimates of the number of CPCA businesses who are trading, from 13 July – 26 July



# Some businesses, particularly in dining and entertainment, are yet to reopen

This chart tracks our modelled estimates of the number of CPCA businesses that are yet to reopen, based on responses to the ONS Business Impacts of Coronavirus Survey (BICS). Businesses have been gradually reopening over time, with an estimated 4,500 businesses that had paused trading at the beginning of April having since reopened. However, our estimates suggest that at the end of July approximately 1,500 businesses across CPCA had still temporarily paused trading.

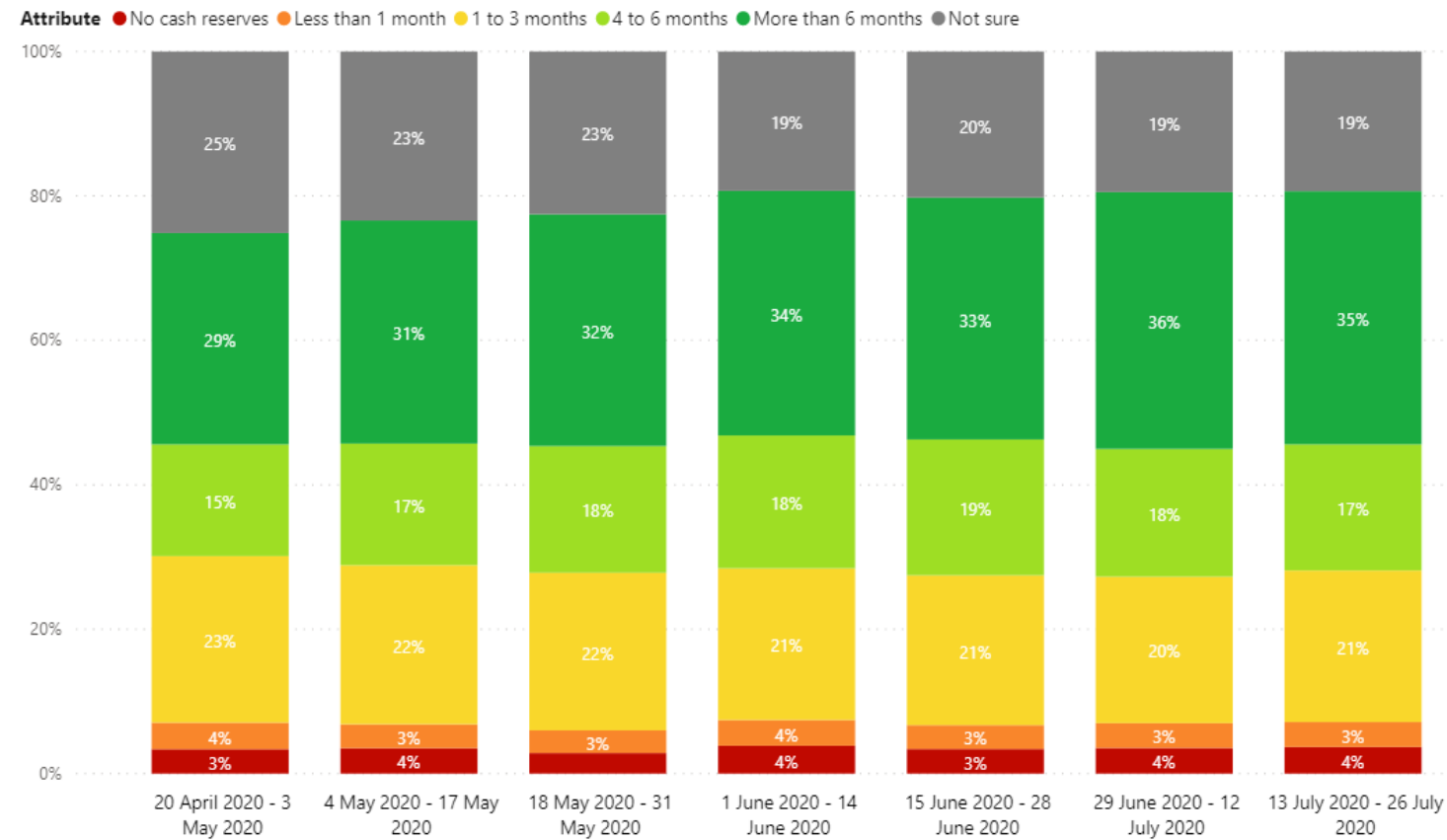
CPCA businesses that have temporarily paused trading, by industry, March 23 – July 26



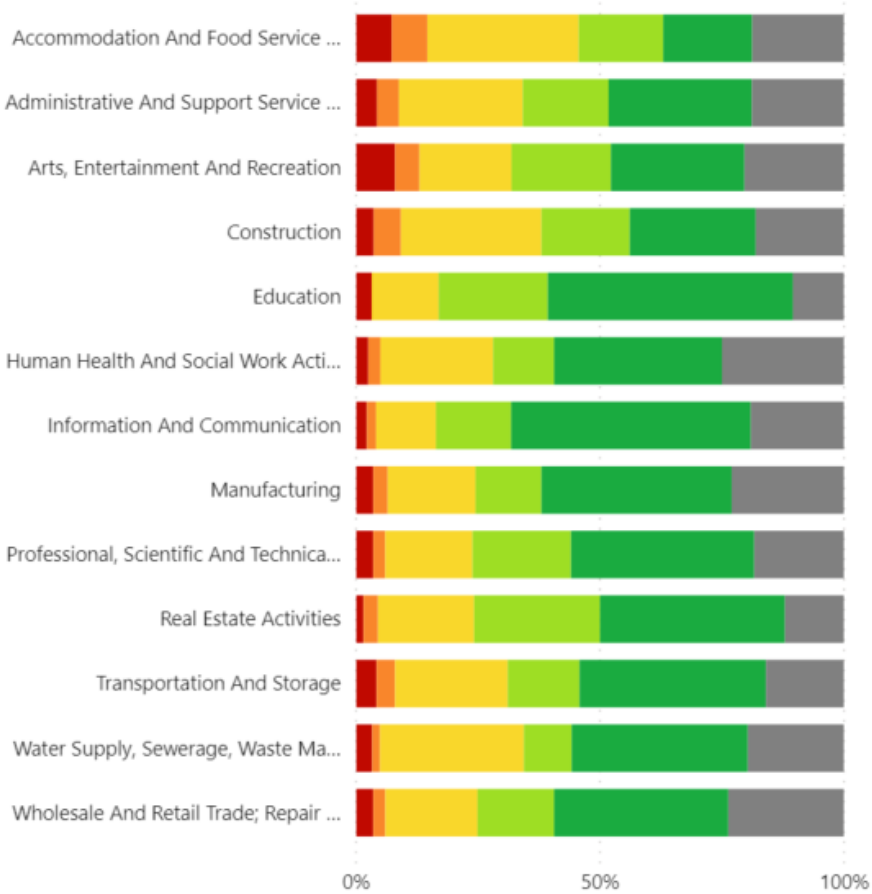
# Business cash reserves are slowly improving

These charts show the stated cash reserves of businesses across CPCA based on responses to the ONS Business Impacts of Coronavirus Survey (BICS). Gradual improvement can be seen in the cash position of businesses over time, from 29% of businesses reporting having more than 6 months of cash reserves in April compared to 35% at the end of July. Businesses are also becoming more certain of their cash position, as evidenced by the decreasing numbers of businesses saying they are not sure about their cash reserves. Across industries (right-hand chart) there are persistent concerns about the cash reserves of businesses in the Accommodation and Food sector and Arts and Recreation. Analysis over the following pages will pick up on this theme again, noting that businesses in these sectors are less likely to be profitable and are more likely to be making use of government support schemes.

Business cash reserves, CPCA, all industries, April 20 – July 26



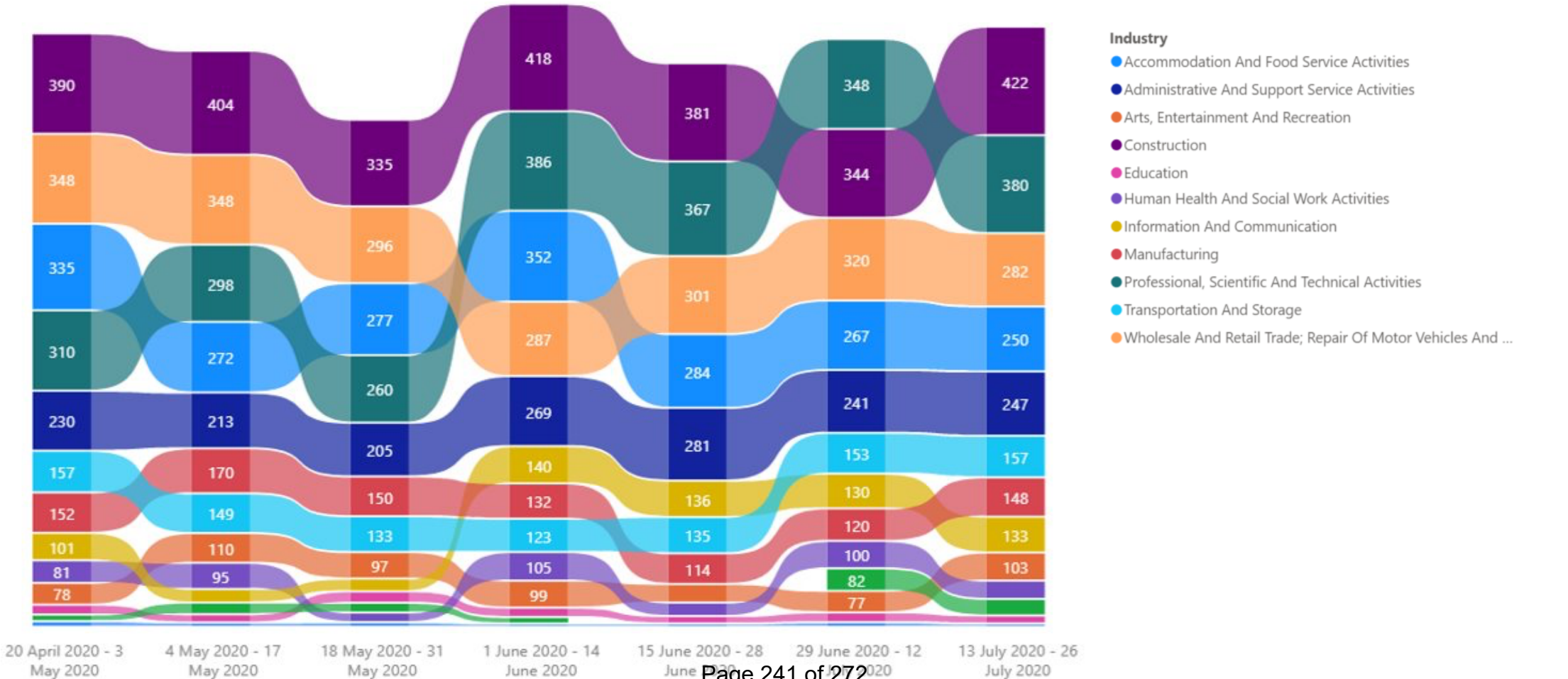
Business cash reserves by industry, CPCA, July 26



# Continued high numbers of cash-poor businesses points to a fragile business recovery

This chart shows our modelled estimates of the number of CPCA businesses reporting having zero cash reserves or less than 1 month of cash reserves, based on responses to the ONS Business Impacts of Coronavirus Survey (BICS). The chart shows that the cash positions of businesses in some sectors are improving more quickly than others. For example, the number of Wholesale / Retail Trade businesses with less than one of cash reserves has decreased over time, while the number of cash-poor businesses in the Professional, Scientific and Technical sector and in Construction has been increasing. Part of the increase in these may be attributed to the possibility that when businesses resume trading they initially do so with low cash reserves, and more businesses in these sectors are beginning to resume trading after early pauses. However, across all sectors the stubbornly high number of businesses reporting low cash reserves points to the ongoing fragility of the recovery.

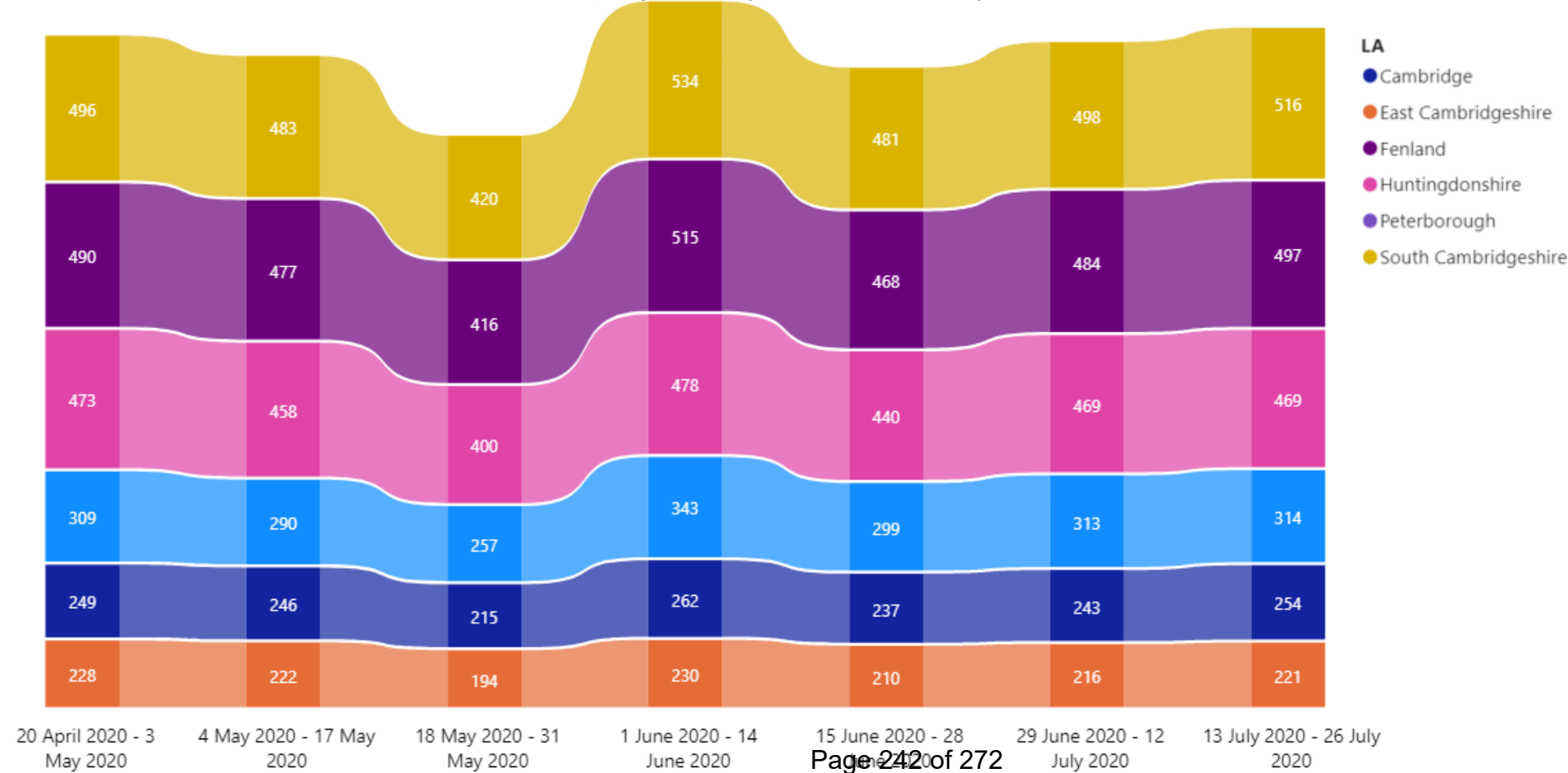
CPCA businesses with less than 1 month of cash reserves (modelled estimates)



# South Cambridgeshire has seen the sharpest increase in businesses with few or no cash reserves

This chart shows our modelled estimates of the number of CPCA businesses reporting having zero cash reserves or less than 1 month of cash reserves, based on responses to the ONS Business Impacts of Coronavirus Survey (BICS). These estimates are based on the sectoral composition of each local authority and do not account for factors within each local authority that may be influencing business' cash positions. The number of cash-poor businesses has increased very slightly since April, and although there has been a slight improvement since the beginning of June the numbers plateaued over July. Based on the sectoral composition of its economy South Cambridgeshire is likely to have the largest number and to have seen the largest increase in businesses with less than one month of cash reserves.

Businesses with less than 1 month of cash reserves, July 13 – 26 (modelled estimates)

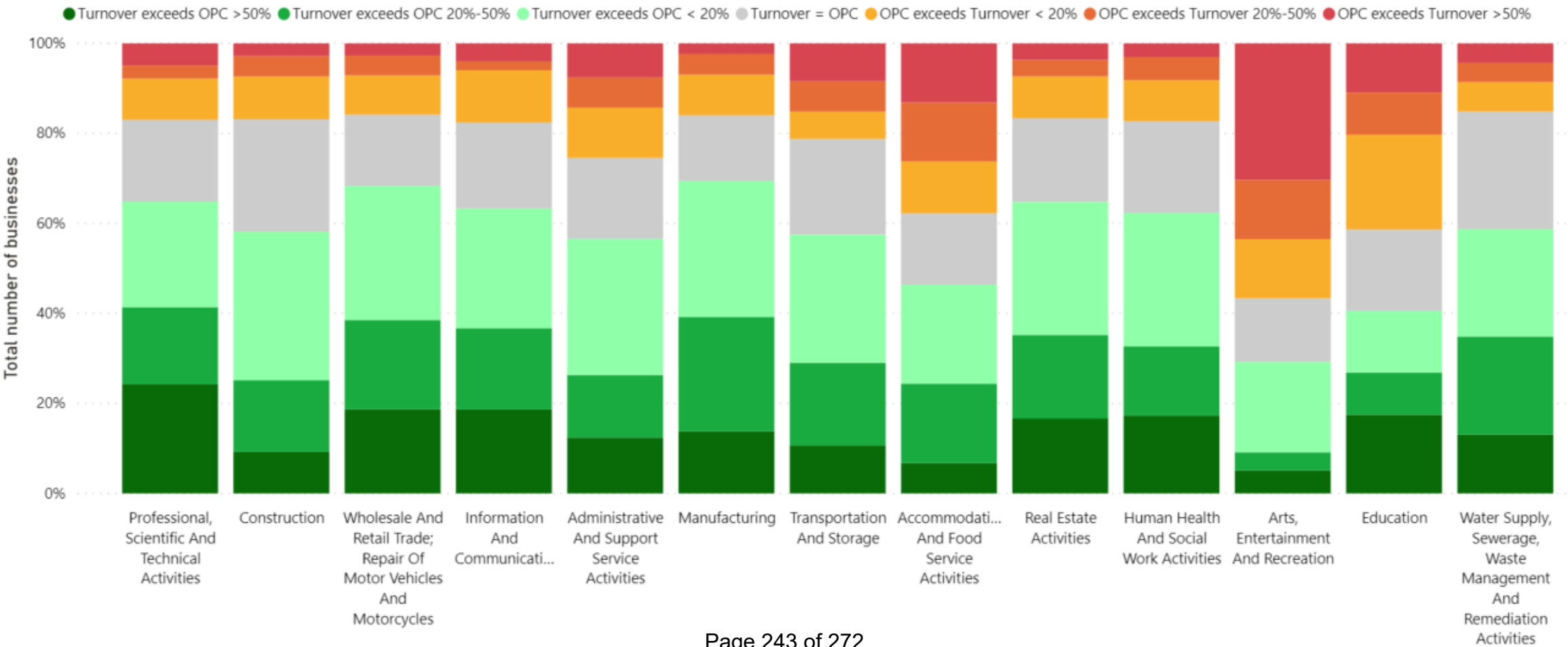




# Many businesses are yet to return to profitability, though some are succeeding again

This chart shows our modelled estimates of the proportion of CPCA businesses which are profitable (in terms of whether their turnover exceeds operating costs) across industries for the last fortnight of July 2020. Unsurprisingly, the sectors which have been most disrupted by the lockdown are also those where more businesses are yet to return to profitability. Of concern is the proportion of businesses in the education sector (CPCA’s fourth largest sector by employment) which are reporting their operating costs exceed turnover: in total for the sector just 40% of businesses are thought to be currently profitable.

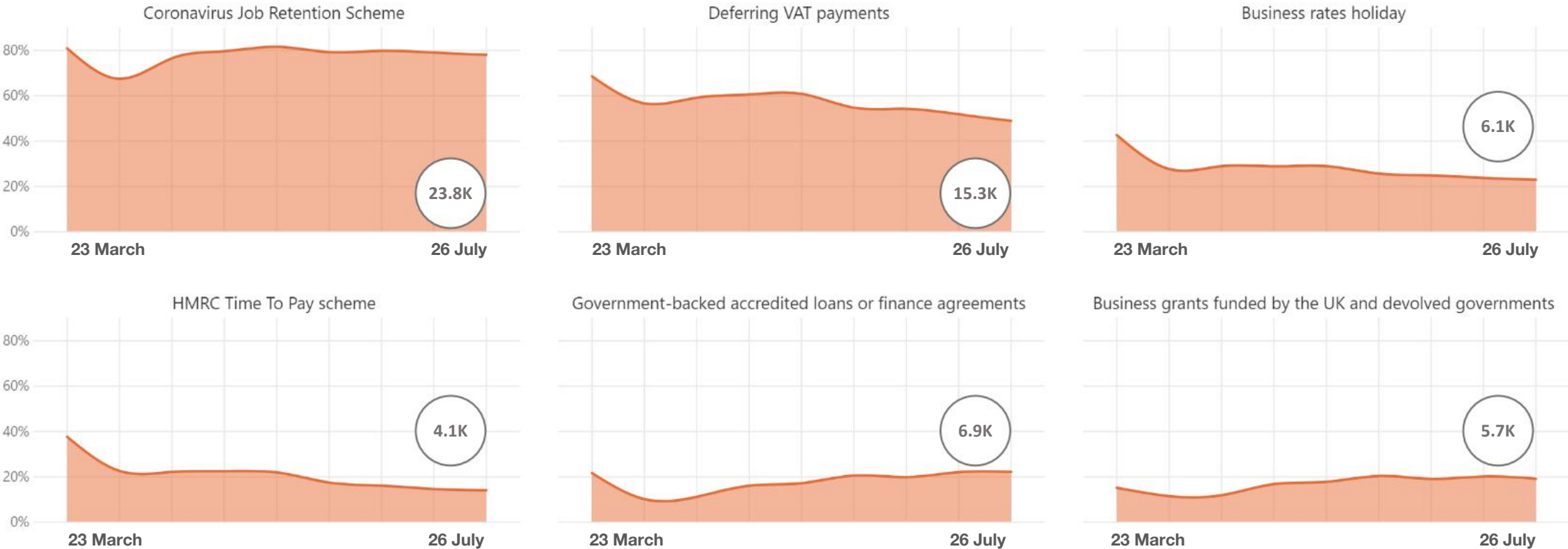
CPCA business turnover vs operating costs, July 13 – July 26 (modelled estimates)



# Since peaks in March and April, business take up of most government support schemes has been steadily declining

The charts below track national business take-up of government support schemes based on responses to the ONS Business Impacts of Coronavirus Survey (BICS). For most support schemes take-up has been steadily declining since peaks in March and April, however almost 80% of national businesses were still making use of the furlough scheme in some form at the end of July, and across all schemes at least 1 in 5 businesses continue to access support.

Business use of support schemes, national, all industries, 23 March – 26 July

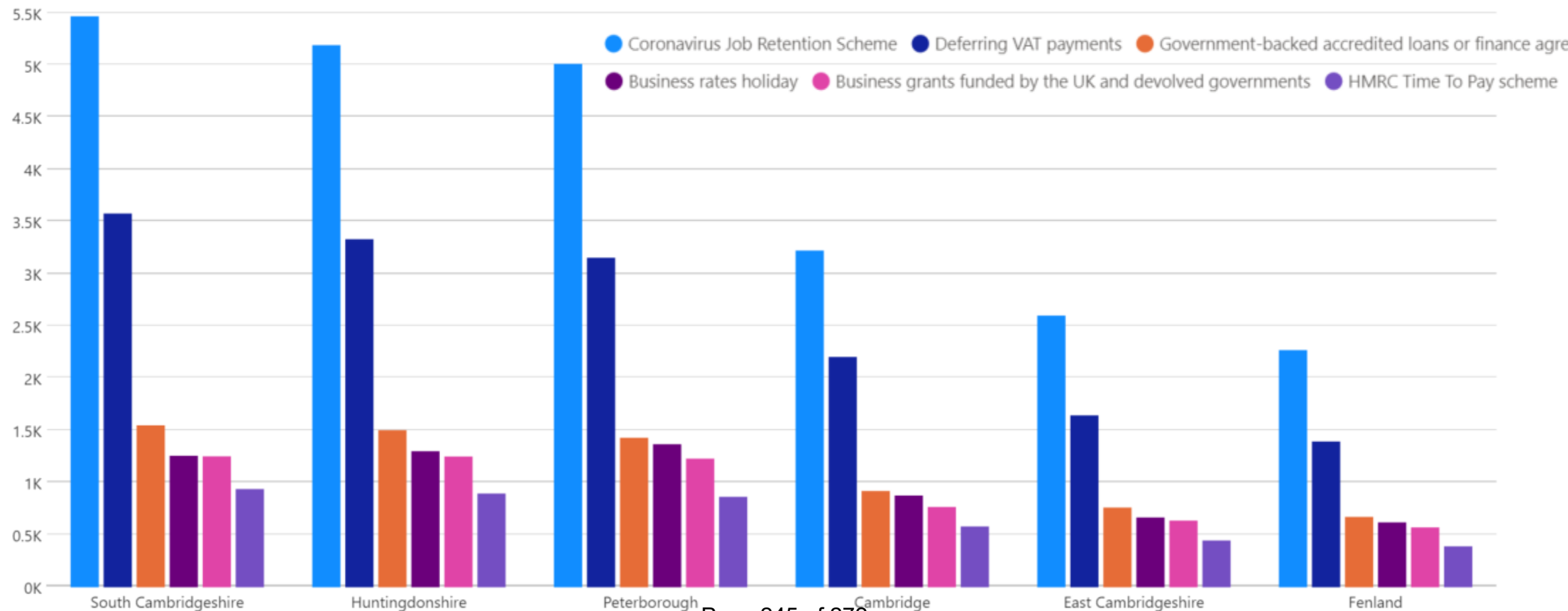




# Modelled estimates of business take-up of support schemes provide insight into the number of businesses across local authorities still using government support

The charts below show modelled estimates of the numbers of businesses using government support schemes based on responses to the ONS Business Impacts of Coronavirus Survey (BICS). These estimates are based on the sectoral composition of each local authority and do not account for factors within each local authority that may be influencing business take-up of government support schemes. This chart makes it clear that many businesses across local authorities continue to make use of the furlough scheme as well as deferred VAT payments. Take up of other schemes is reduced but still substantial.

Modelled estimates of business take-up of government support schemes, local authorities, as at 26 July

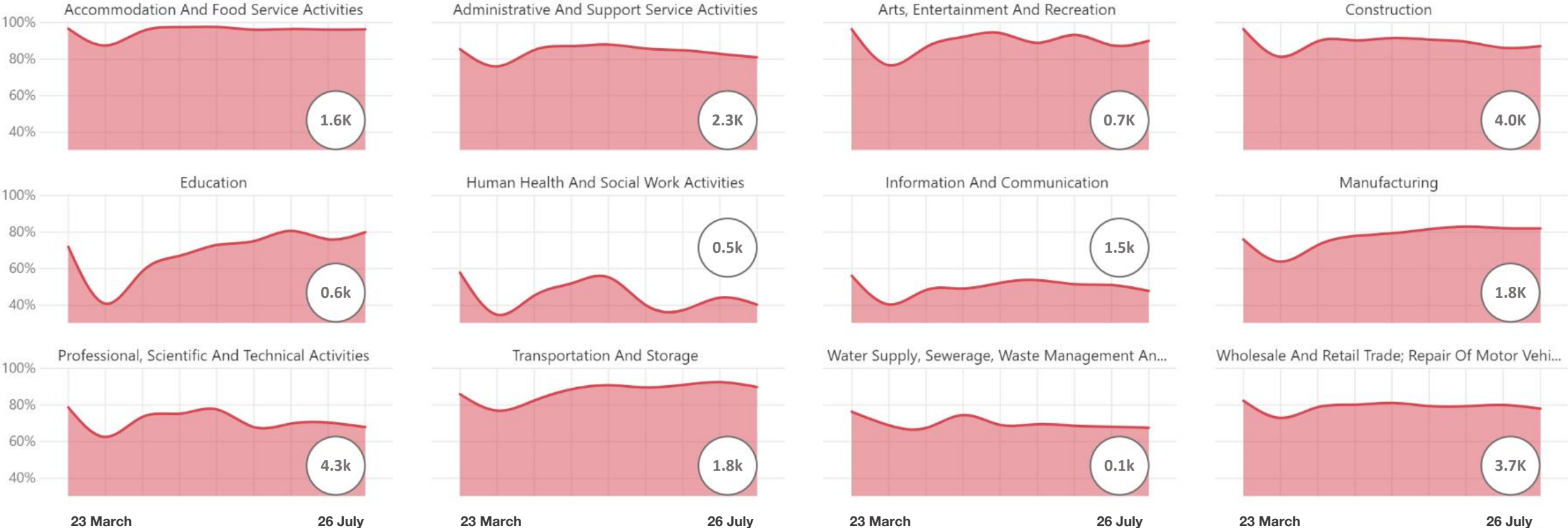


# Many businesses across most industries continue to make use of the furlough scheme

The charts below track business' use of the furlough scheme across sectors based on responses to the ONS Business Impacts of Coronavirus Survey (BICS). The numbers in the bubbles are our modelled estimates of how many businesses across CPCA are making use of the furlough scheme (at least one employee furloughed at that time). Many businesses across all sectors have continued to make use of the scheme. As of the end of July no real decline in use is apparent, highlighting the issues facing businesses when the furlough scheme comes to an end in October.

Business use of CJRS (Furlough) scheme, UK (with CPCA estimates), 23 March – 26 July

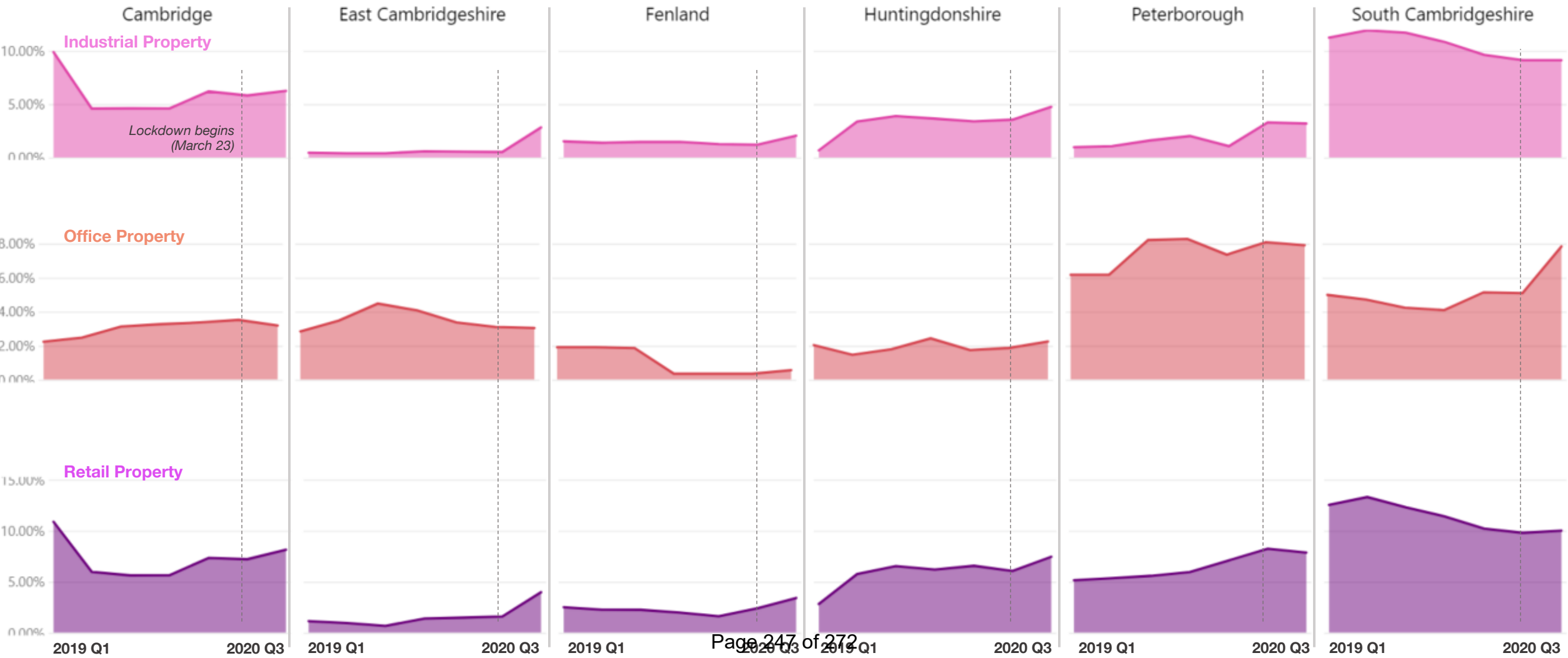
1.6k = modelled estimates of the number of CPCA businesses using furlough scheme from 13 July – 26 July



# Commercial property vacancy rates are rising, particularly for retail property

These charts show commercial property vacancy rates across CPCA local authorities for industrial property, office property and retail property. In general, vacancy rates have been increasing since lockdown began in most local authorities and across most property types. Sharper increases can be seen in vacancies in office property in South Cambridgeshire, and for retail property in East Cambridgeshire.

Commercial property (industrial, office, retail) vacancy rates by local authority, 2019 Q1 – 2020 Q3



Labour Market Headline Findings

Across CPCA

Universal Credit

- Universal Credit claimants across CPCA exceeded 60,000 in July, and new claims are rising faster in CPCA than nationally.
- Most new Universal Credit claimants are aged 25-49, although all age groups have seen a rapid increase in new claims.

Jobseeker’s Allowance

- Jobseeker’s Allowance (JSA) claims across CPCA rose past 3,000 in July.
- Workers of all ages have been making claims for JSA, but younger workers have been making new claims at the fastest rate.
- Across all LAs at least 50% of JSA claimants are aged 25 – 49, with the highest proportion of young claimants in East Cambridgeshire and Fenland.

Furloughed workers

- 114,800 employees across CPCA have been furloughed up to 31 July, an increase of 7% since June.
- 30,300 claims have been made to the self-employment income scheme by workers across CPCA up to 31 July, an increase of 2% since June.

Job postings

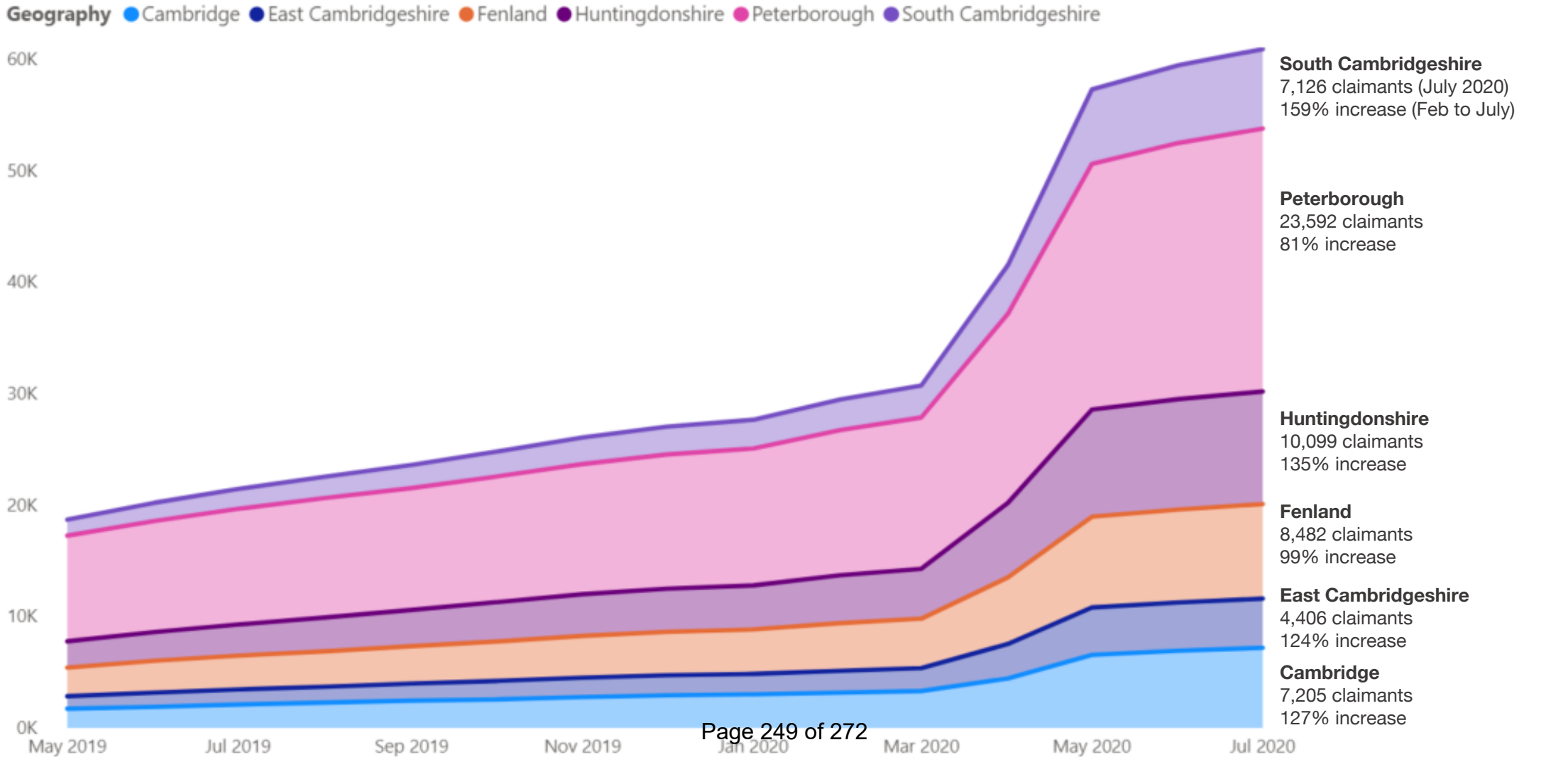
- New job postings declined significantly in March and April, with only a muted recovery underway since May. The exceptions are job postings in Health Care, which have stayed stable, and Construction, which has seen a recent rebound in new job postings.
- Average salaries across sectors are rising, but that may be a sign that fewer low wage jobs are being advertised.

Cambridge	South Cambridgeshire	Peterborough	Huntingdonshire	Fenland	East Cambridgeshire
UC claimants: <b>7,205</b>	UC claimants: <b>7,126</b>	UC claimants: <b>23,592</b>	UC claimants: <b>10,099</b>	UC claimants: <b>8,482</b>	UC claimants: <b>4,406</b>
% increase in claimants Feb – July: <b>127%</b>	% increase in claimants Feb – July: <b>159%</b>	% increase in claimants Feb – July: <b>135%</b>	% increase in claimants Feb – July: <b>135%</b>	% increase in claimants Feb – July: <b>99%</b>	% increase in claimants Feb – July: <b>124%</b>
JSA claimants: <b>485</b>	JSA claimants: <b>495</b>	JSA claimants: <b>835</b>	JSA claimants: <b>645</b>	JSA claimants: <b>410</b>	JSA claimants: <b>275</b>
% increase in claimants Feb – July: <b>101%</b>	% increase in claimants Feb – July: <b>169%</b>	% increase in claimants Feb – July: <b>168%</b>	% increase in claimants Feb – July: <b>186%</b>	% increase in claimants Feb – July: <b>86%</b>	% increase in claimants Feb – July: <b>199%</b>
Employees furloughed: <b>16,700</b>	Employees furloughed: <b>19,900</b>	Employees furloughed: <b>28,400</b>	Employees furloughed: <b>25,400</b>	Employees furloughed: <b>12,600</b>	Employees furloughed: <b>11,900</b>
Self-employed supported: <b>3,500</b>	Self-employed supported: <b>5,900</b>	Self-employed supported: <b>7,100</b>	Self-employed supported: <b>6,100</b>	Self-employed supported: <b>4,100</b>	Self-employed supported: <b>3,700</b>

# Universal Credit claimants across CPCA exceeded 60,000 in July, and new claims are rising faster in CPCA than nationally

This chart shows cumulative Universal Credit claimants by local authority. Across CPCA there was a 107% increase in claimants from February to July 2020, compared to a 90.3% increase in claimants nationally. Since February, all local authorities except Peterborough have seen faster rises in universal credit claimants than the national average.

Universal Credit claimants by local authority, May 2019 – July 2020

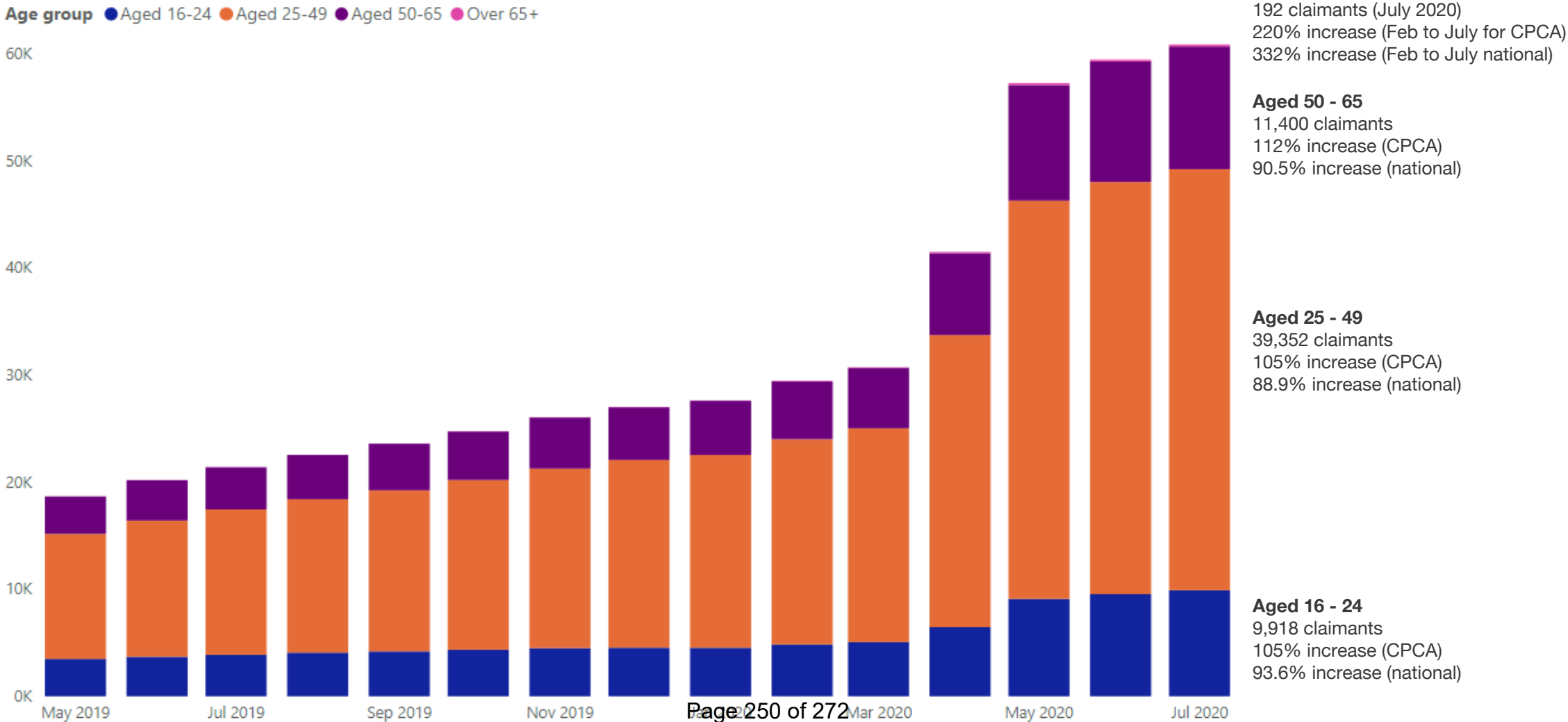


Source: Metro Dynamics analysis of DWP data

# Most new Universal Credit claimants are aged 25-49

This chart shows Universal Credit claimants by age bracket across CPCA. All age brackets have seen substantial increases in universal credit claims, both nationally and for CPCA. In particular, the increase in universal credit claims across CPCA is driven by a 105% increase in claimants aged 25 – 49. As of July 1, there were 39,352 claimants in this age group.

Universal Credit claimants by age bracket, CPCA, May 2019 – July 2020

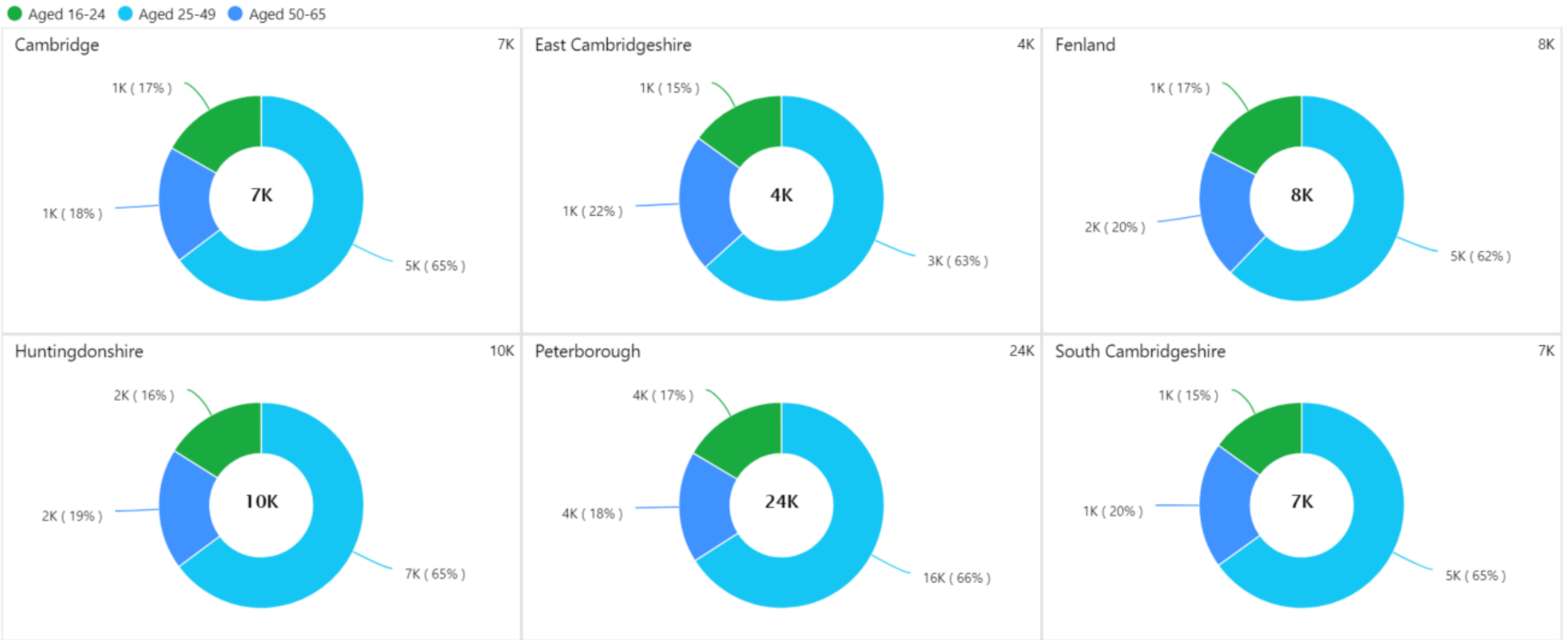


Source: Metro Dynamics analysis of DWP data

# Consistent patterns emerge across CPCA’s local authorities in the age distribution of Universal Credit claimants

This chart shows Universal Credit claimants by age bracket across local authorities in CPCA at 30 July 2020. All local authorities show a similar proportion of claimants in each age bracket, indicating that across CPCA there are no substantial differences in the ages of residents applying for Universal Credit.

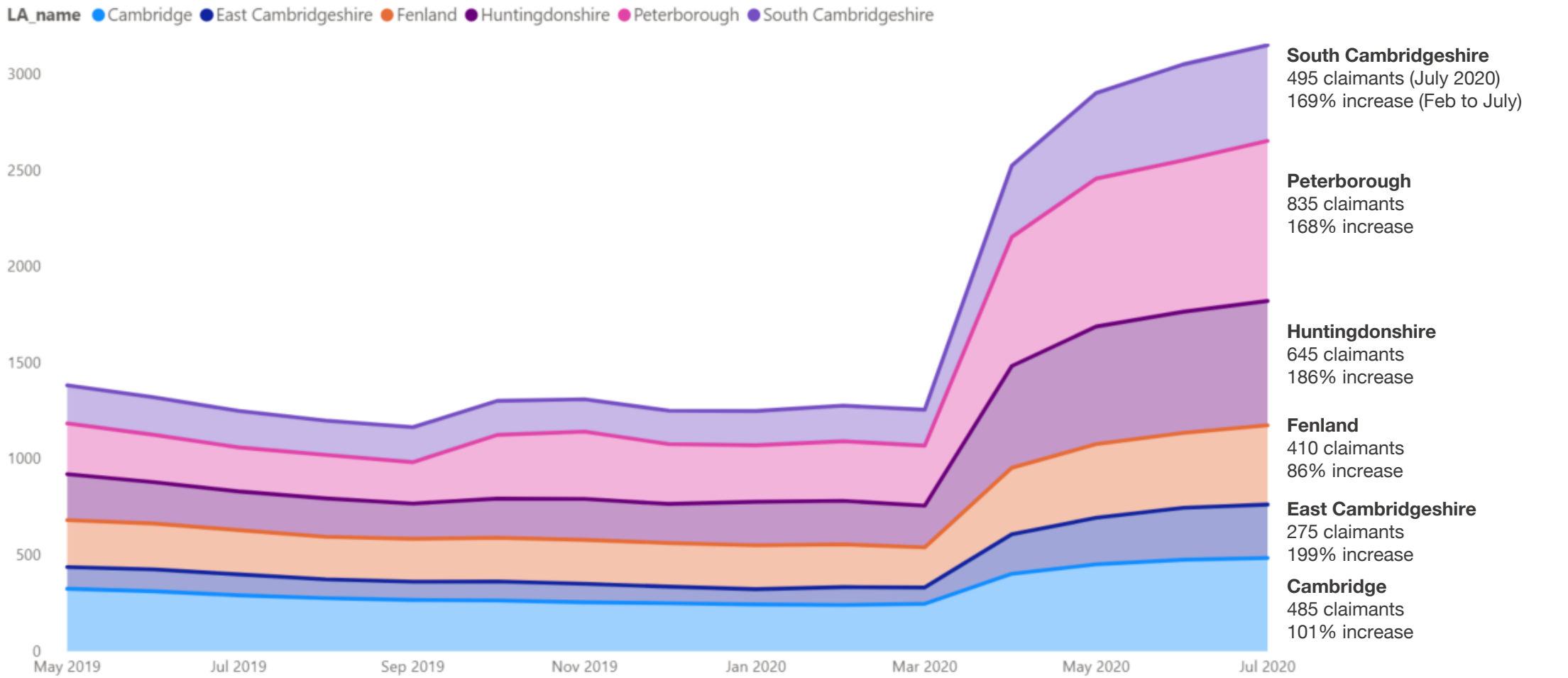
Universal Credit claimants by Age Group, by local authority, 30 July 2020



# Jobseeker's Allowance (JSA) claims across CPCA rose past 3,000 in July

This chart shows cumulative Jobseeker's Allowance claimants by local authority. Across CPCA there was a 147% increase in claimants from February to July 2020 (an extra 1,800 claimants in total), compared to a 86% increase in claimants nationally. All local authorities have experienced a sharp increase in JSA claimants since February. The relatively low numbers of claimants should be kept in mind when considering the size of the percentage increases.

Jobseeker's Allowance (JSA) claimants by local authority, May 2019 – July 2020

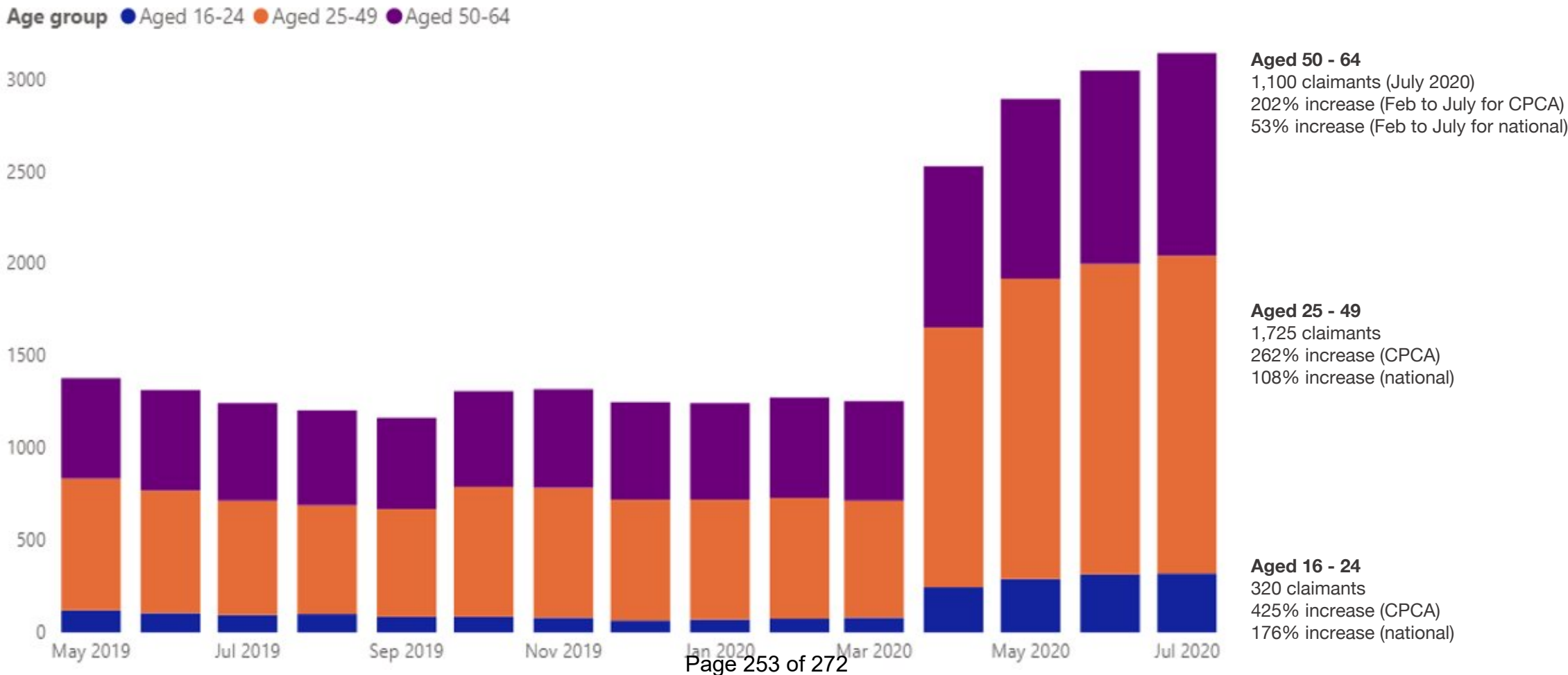




# Workers of all ages have been making new JSA claims, but younger workers have been making new claims at the fastest rate

This chart shows JSA claimants by age bracket across CPCA. All age brackets have seen substantial increases in JSA claims, both nationally and for CPCA. Similar to the figures for Universal Credit, the increase in Jobseeker’s Allowance claimants is driven by large increases in new claimants in the age 25 – 49 bracket. However, nationally and within CPCA it is workers aged 16 – 24 who are making most new claims for JSA, reflecting their precarious position in the jobs market and their relative exposure to shutdown sectors.

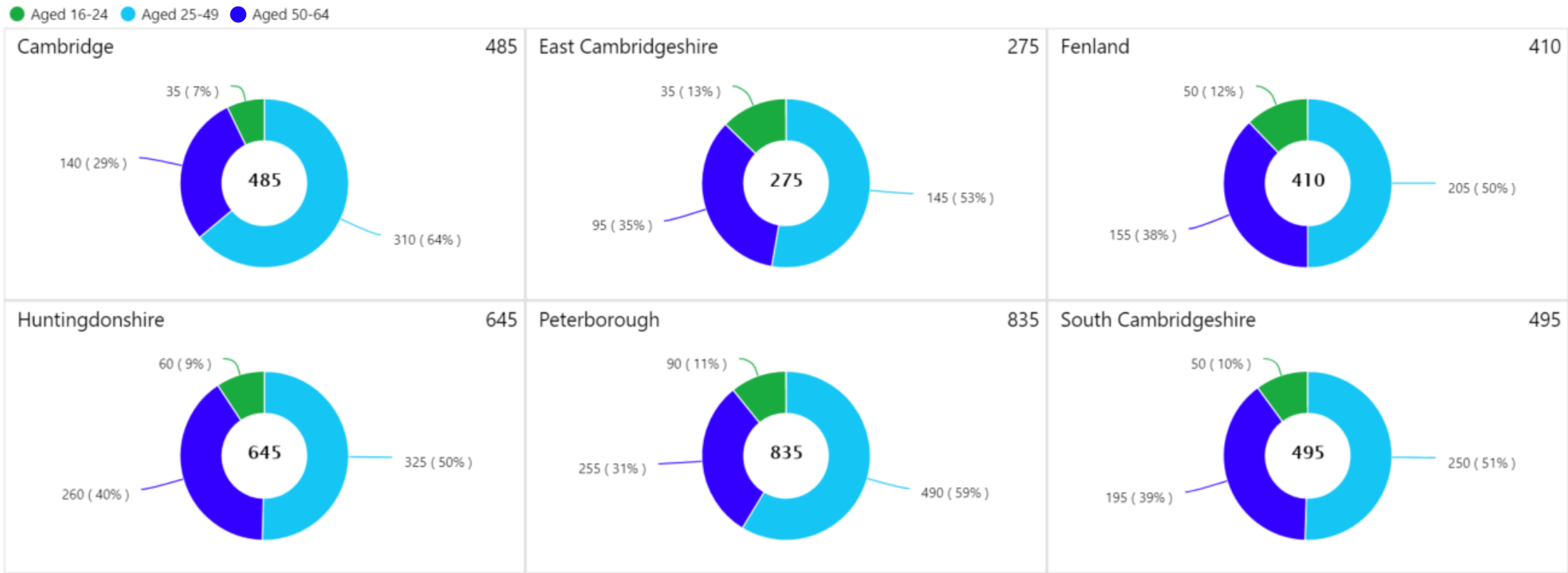
Jobseeker’s Allowance (JSA) claimants by age bracket, CPCA, May 2019 – July 2020



# Across all LAs at least 50% of JSA claimants are aged 25 – 49, with the highest proportion of young claimants in East Cambridgeshire and Fenland

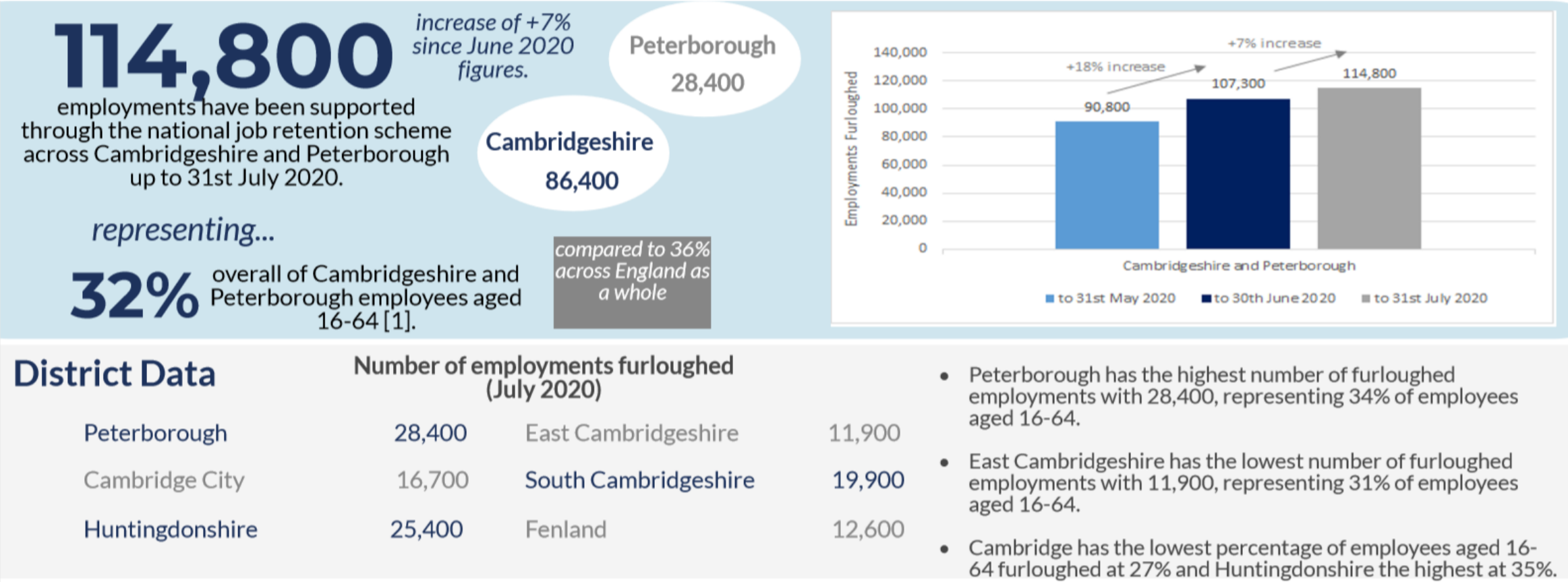
This chart shows JSA claimants by age bracket across local authorities in CPCA for July 2020. When viewed at an LA level, Cambridge stands out for the relatively lower proportions of younger (aged 16 – 24) and older (age 50+) claimants compared to other local authorities.

Jobseeker’s Allowance (JSA) claimants by Age Group, by local authority, 30 July 2020



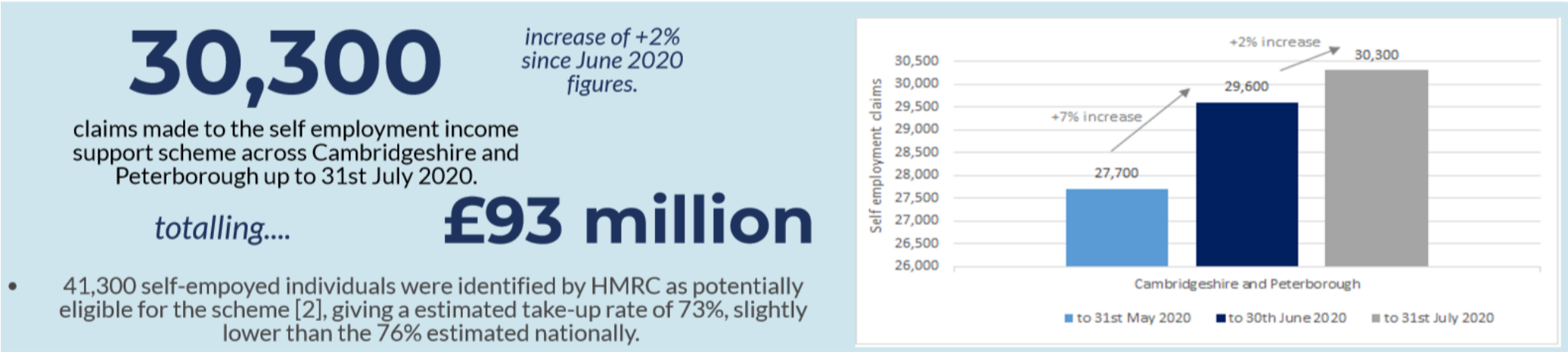
# 114,800 employees across CPCA have been furloughed up to 31 July, an increase of 7% since June

This information, produced by Cambridgeshire Insights, tracks take up of the Coronavirus Job Retention Scheme (furlough). The data covers CJRS claims submitted by employers from the start of the Scheme (1 March 2020) up to 31<sup>st</sup> July 2020.



# 30,300 claims have been made to the self-employment income scheme by workers across CPCA up to 31 July, an increase of 2% since June

This information, produced by Cambridgeshire Insights, tracks take up of the Self-Employment Income Support Scheme. The data covers claims submitted to the scheme from the start of the Scheme (13 May 2020) up to 31<sup>st</sup> July 2020.

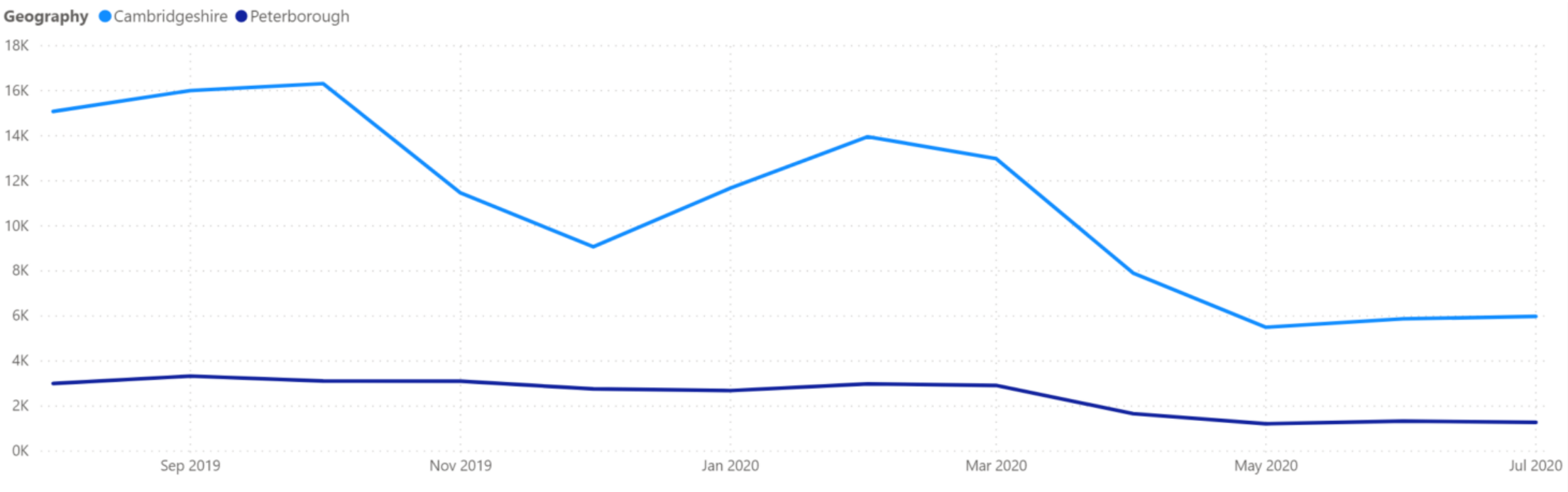


District Data	Number of claims	Value of claims	
Peterborough	7,100	£19.2 million	<ul style="list-style-type: none"><li>Peterborough had the highest number of claims to the scheme at 7,100. However, it had the lowest average value per claim (£2,700 per claim), so did not receive the highest claim value.</li><li>Huntingdonshire had the highest claim value at £19.5 million across 6,100 claims, giving a higher average claim value of £3,200 per claim.</li><li>Cambridge City had both the lowest number (3,500) and value (£10.5 million) of claims, with an average of £3,000 per claim.</li><li>East Cambridgeshire and South Cambridgeshire both had the highest average at £3,300 per claim.</li></ul>
Cambridge City	3,500	£10.5 million	
Huntingdonshire	6,100	£19.5 million	
East Cambridgeshire	3,700	£12.2 million	
South Cambridgeshire	5,900	£19.1 million	
Fenland	4,100	£12.5million	

# New job postings declined significantly in March and April, with only a muted recovery underway since May

This chart shows the total number of job vacancies across CPCA for all industries, based on Adzuna data of new job postings. Vacancies declined across both counties in March and, while the downward trend has been arrested since May, there are few signs of recovery. The next pages provide detail on vacancy rates by sector.

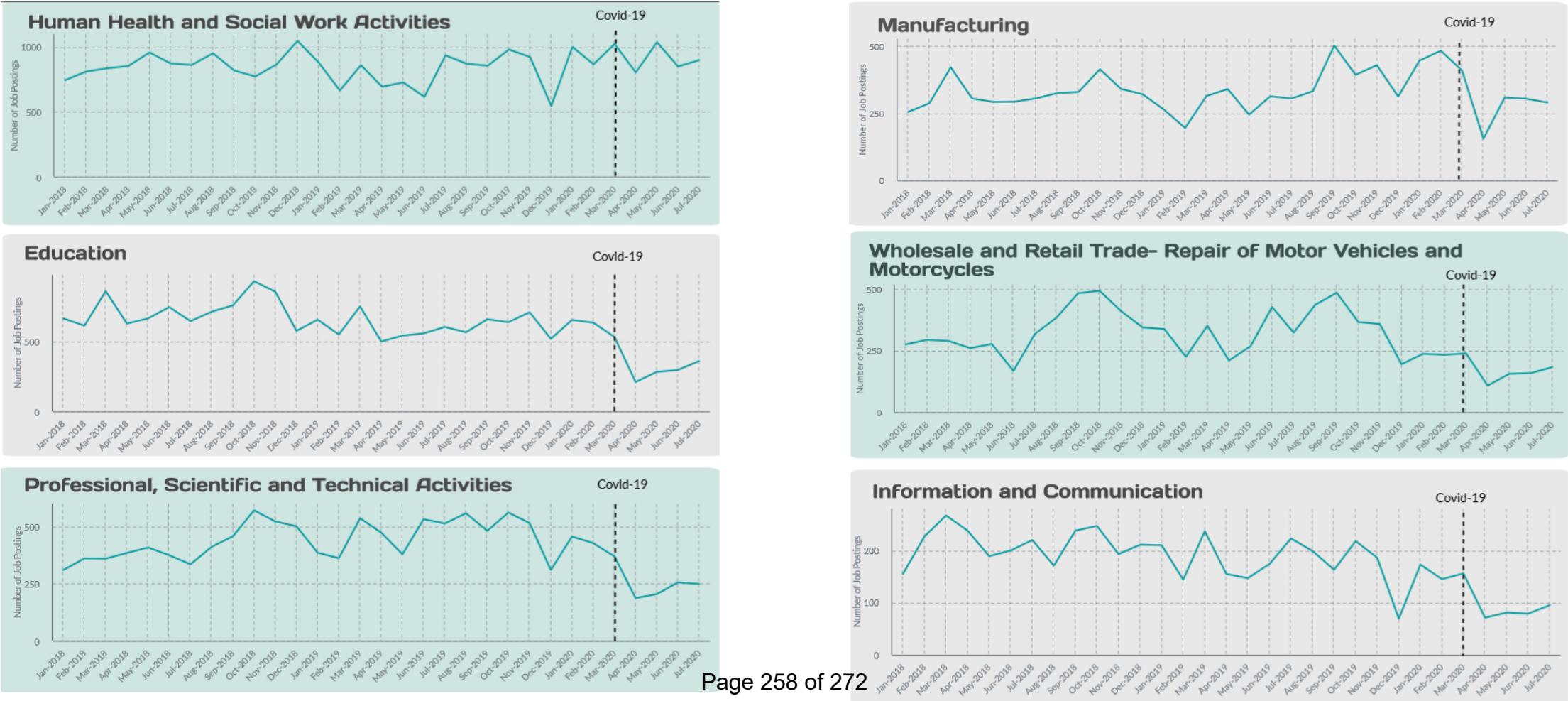
Total number of job vacancies, Cambridgeshire and Peterborough, all industries, Sep 2019 – July 2020



# New job postings have fallen across most sectors since March, with only the Healthcare sector bucking the trend

This information, produced by Cambridgeshire Insights, tracks the number of job postings by sector across the CPCA area using Burning Glass data.

Job vacancies by sector for CPCA, Jan 2018 – July 2020



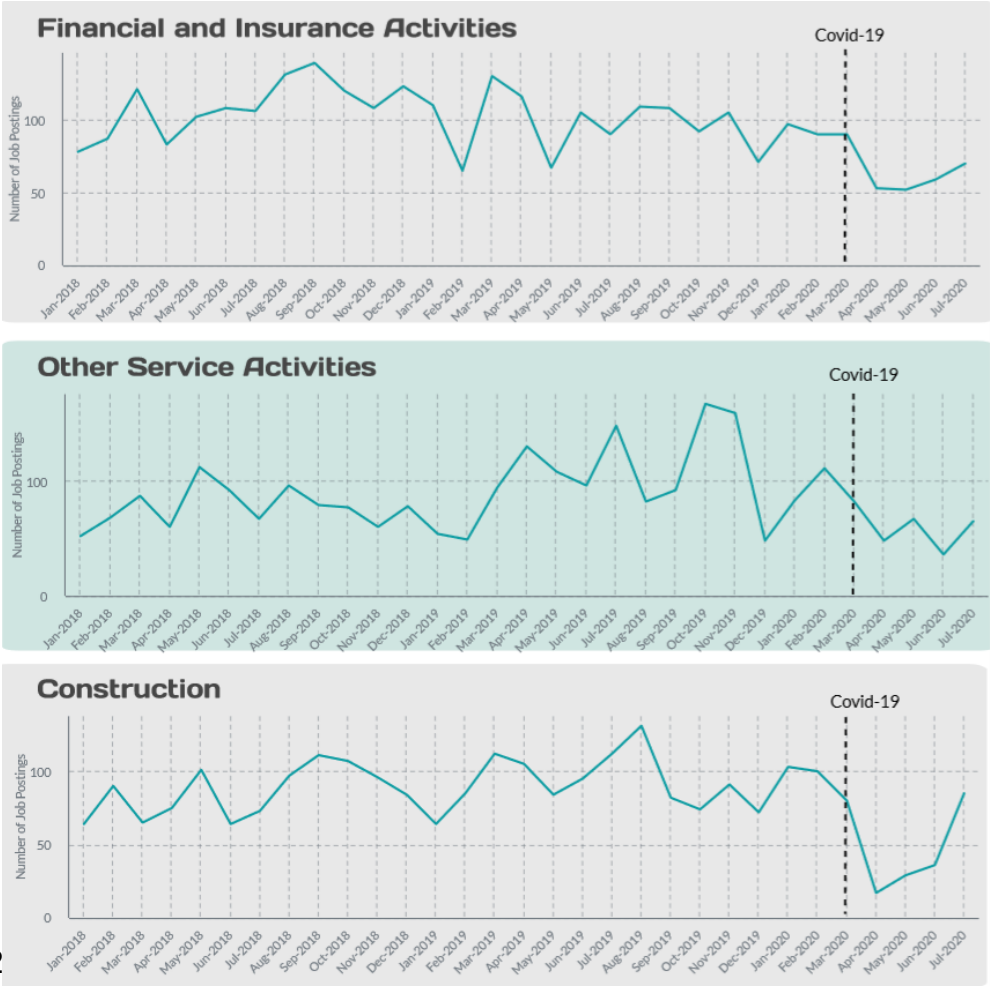
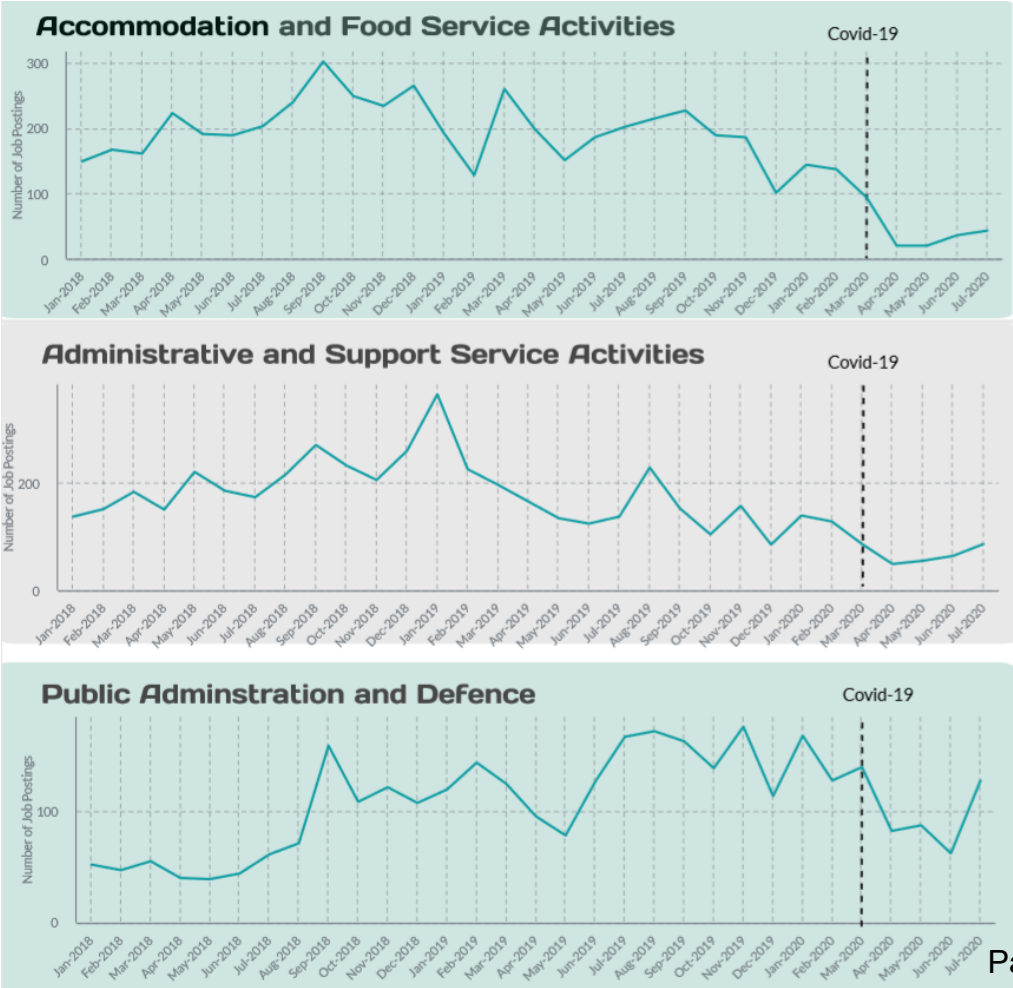
Source: Cambridgeshire Insights analysis of Burning Glass data for C&P



# New job postings have fallen across most sectors since March, although a rebound in activity is evident in the construction sector

This information, produced by Cambridgeshire Insights, tracks the number of job postings by sector across the CPCA area using Burning Glass data.

Job vacancies by sector for CPCA, Jan 2018 – July 2020



# Average salaries across sectors are rising, but that may be a sign that fewer low wage jobs are being advertised

This chart shows average salaries by sector for CPCA, based on Adzuna data which tracks average salaries for new job postings. Since March 2020 volatility has increased in the average salary for new job postings, and in most sectors the average salary appears to have risen. However, one cause for this apparent rise in average salary may be that there are fewer new job postings in lower-wage roles while recruitment for more senior positions continues (though at a subdued level), meaning the average salary of new job postings rises overall.

Average salaries by sector for CPCA, October 2019 – July 2020



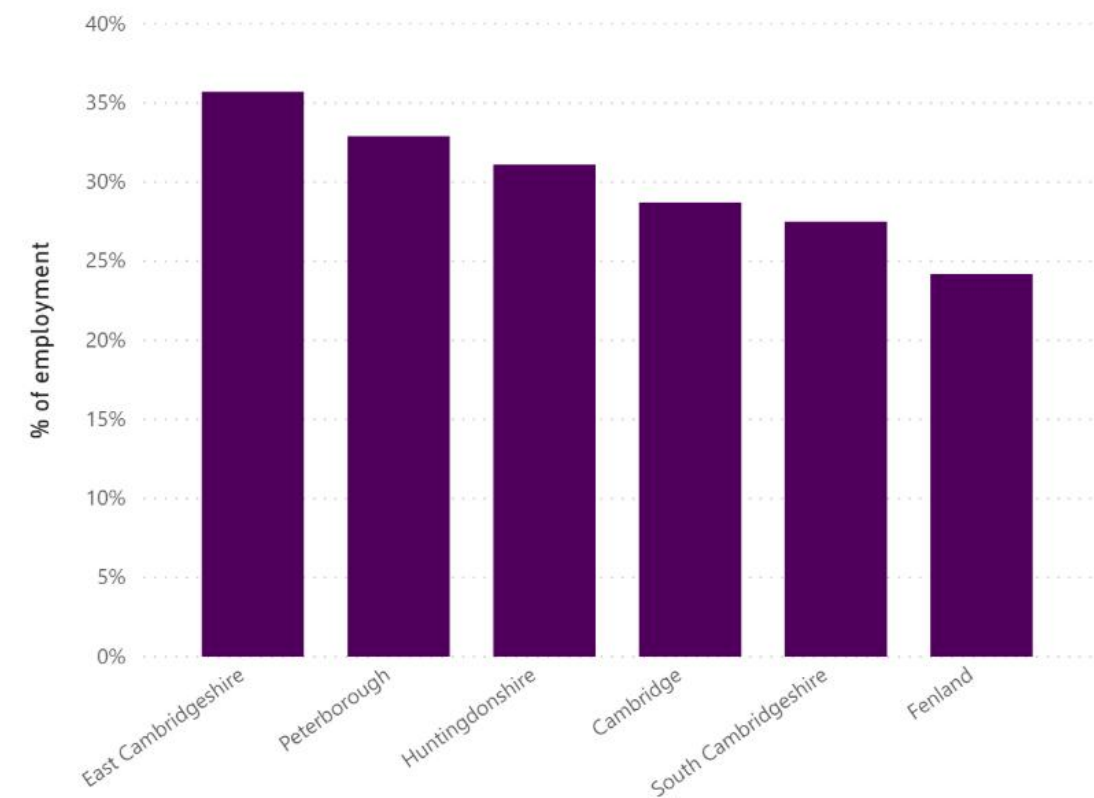
Source: Metro Dynamics analysis of Adzuna data for Cambridgeshire and Peterborough



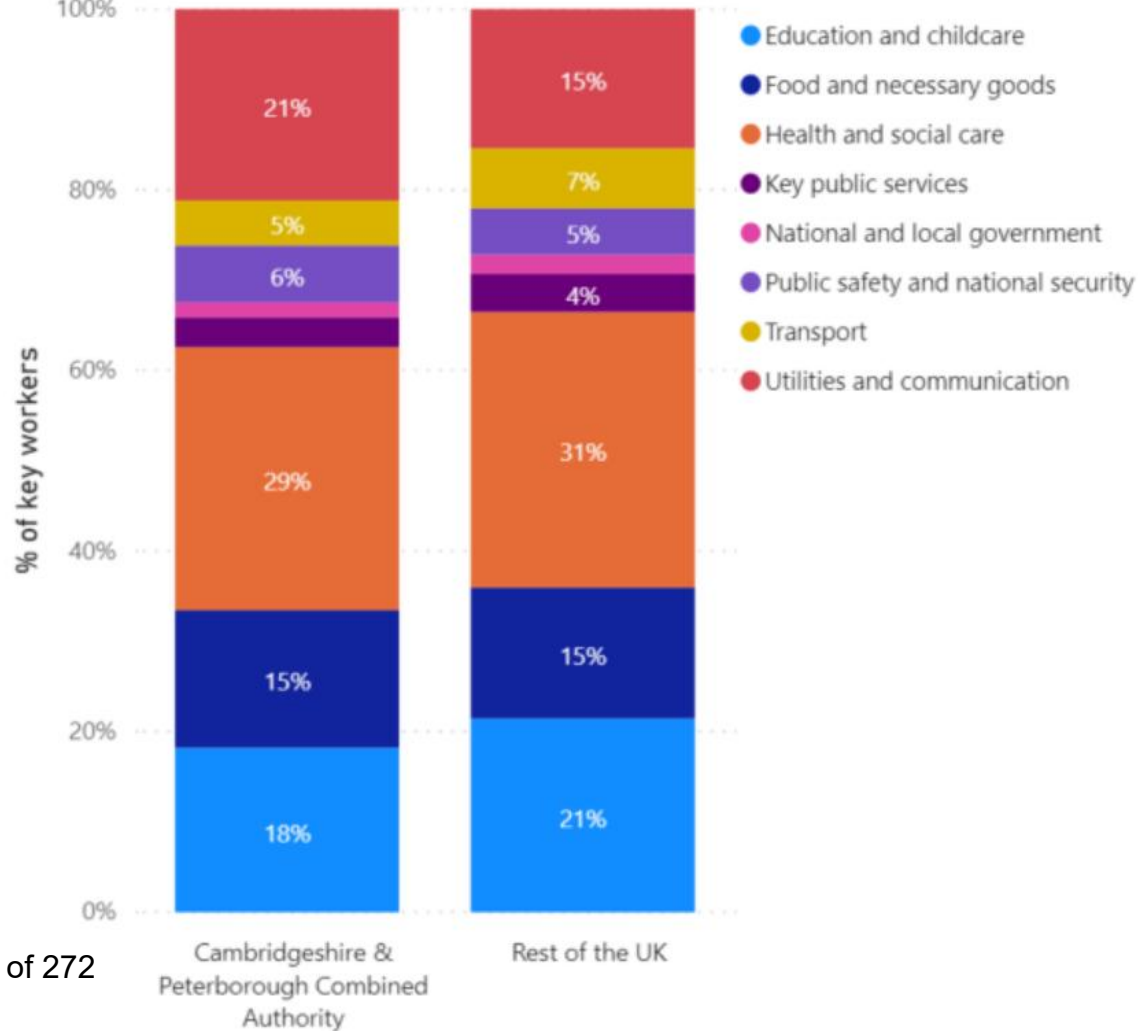
# Nearly one in three workers across CPCA is employed in a ‘key worker’ occupation

These charts show the proportion of employment in ‘key worker’ occupations across CPCA and in total by local authority. Key worker employment across CPCA is similar to the national picture, though a slightly higher proportion of workers are employed in utilities and communication occupations. Across local authorities, the highest proportion of employment in key worker occupations is in East Cambridgeshire, at 35%.

% of workers that are ‘key workers’ by CPCA local authority



Key workers by sector, CPCA and the UK



# Working from home

This chart shows, by sector, the proportion of workers who responded to a 2019 survey saying they had previously worked from home. We have overlaid this survey data on CPCA’s sector mix. Each bubble’s position on the x-axis shows the size of the sector by gross value added (GVA), on the y-axis the growth in GVA of the sector over 5 years, and the size of the bubble indicates the amount of people employed in that sector in 2018. Workers in some of CPCA’s highest growth-potential sectors, including ICT and Professional, Scientific and Technical Activities, had previously worked from home, which may have helped smooth the transition into lockdown for workers in those sectors.

Working from home in UK sectors, by local GVA, GVA growth, and employment

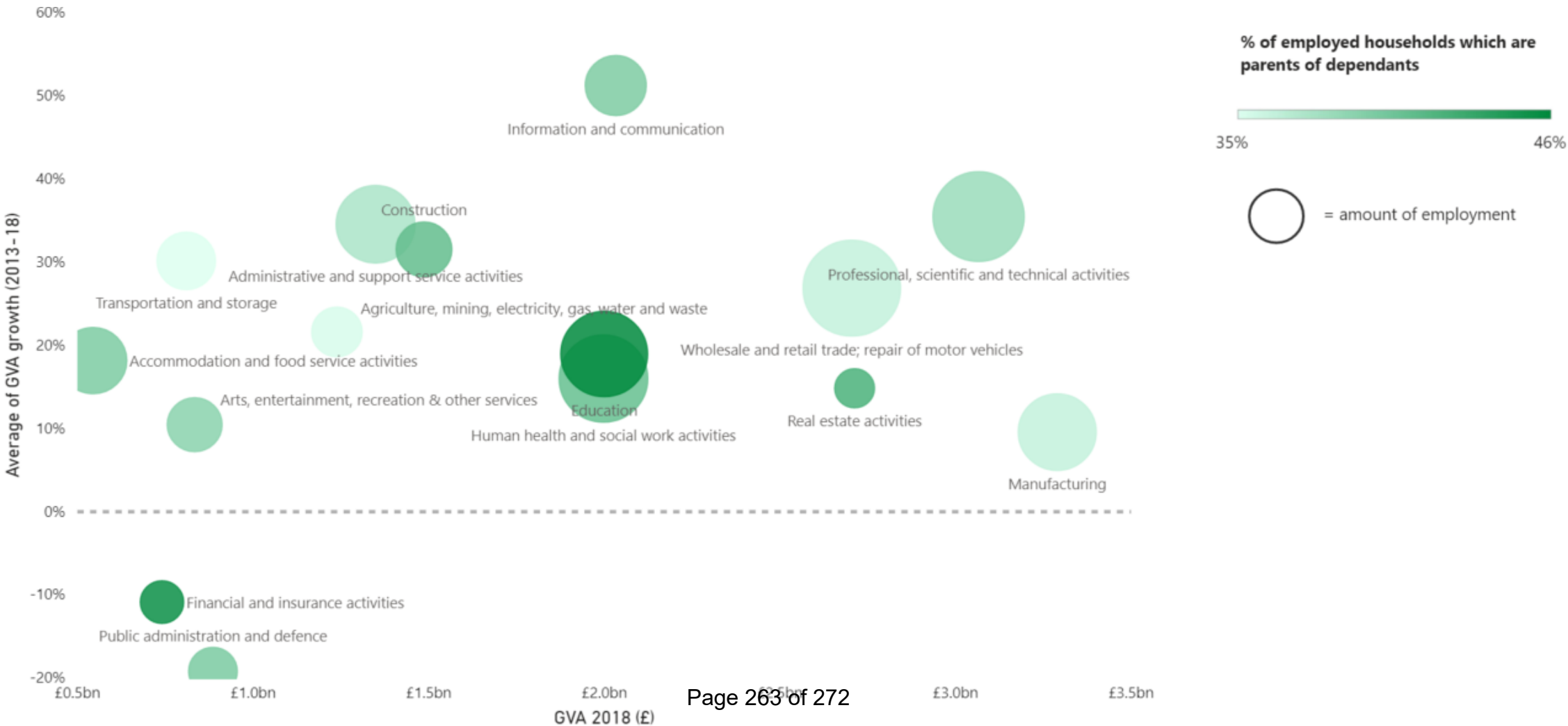


Source: Metro Dynamics analysis of ONS dataset Coronavirus and homeworking in the UK labour market: 2019; ONS Regional Accounts; ONS Business Register and Employment Survey

# Parents in the workforce

This chart shows, by sector, the percentage of employed households within that sector which are parents of dependents, as a proxy for the impact of homeschooling during lockdown on economic activity. We have overlaid this survey data on CPCA’s sector mix. Each bubble’s position on the x-axis shows the size of the sector by gross value added (GVA), on the y-axis the growth in GVA of the sector over 5 years, and the size of the bubble indicates the amount of people employed in that sector in 2018. Workers in the education sector are particularly likely to be parents, though the proportion of workers who are parents exceeds 35% in all sectors.

Parenting in the workforce in UK sectors, by local GVA, GVA growth, and employment



Source: Metro Dynamics analysis of ONS dataset: Coronavirus and employment for parents in the UK; ONS Regional Accounts; ONS Business Register and Employment Survey

# Appendix A

## 01

---

### *GVA, Employment and Business Counts*

CPCA

Cambridge

East Cambridgeshire

Fenland

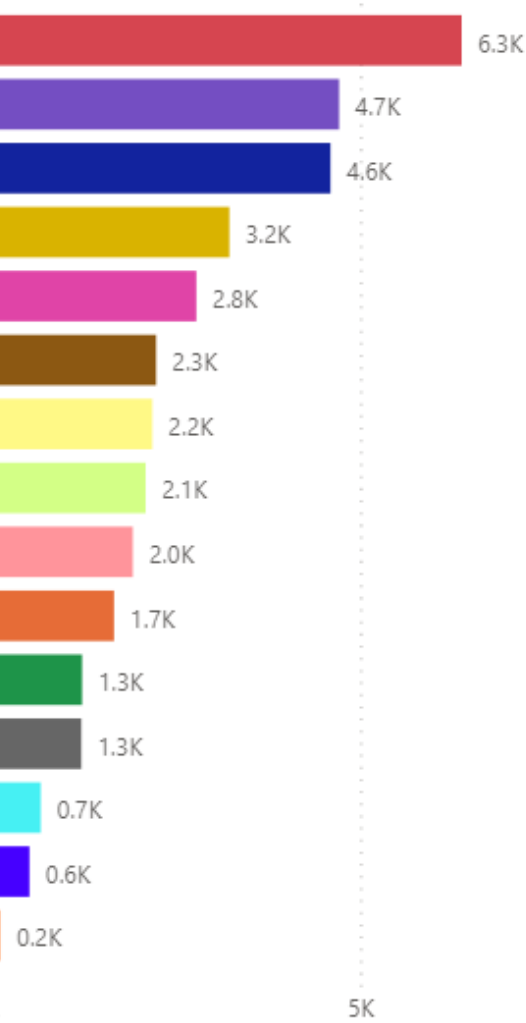
Huntingdonshire

Peterborough

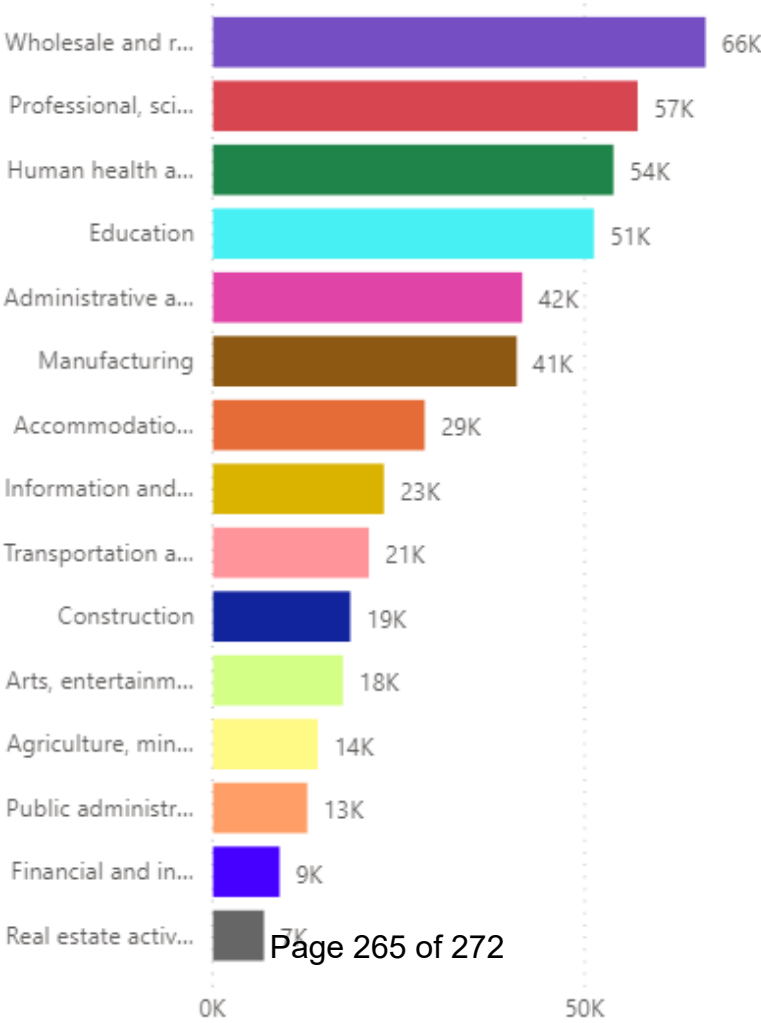
South Cambridgeshire

CPCA

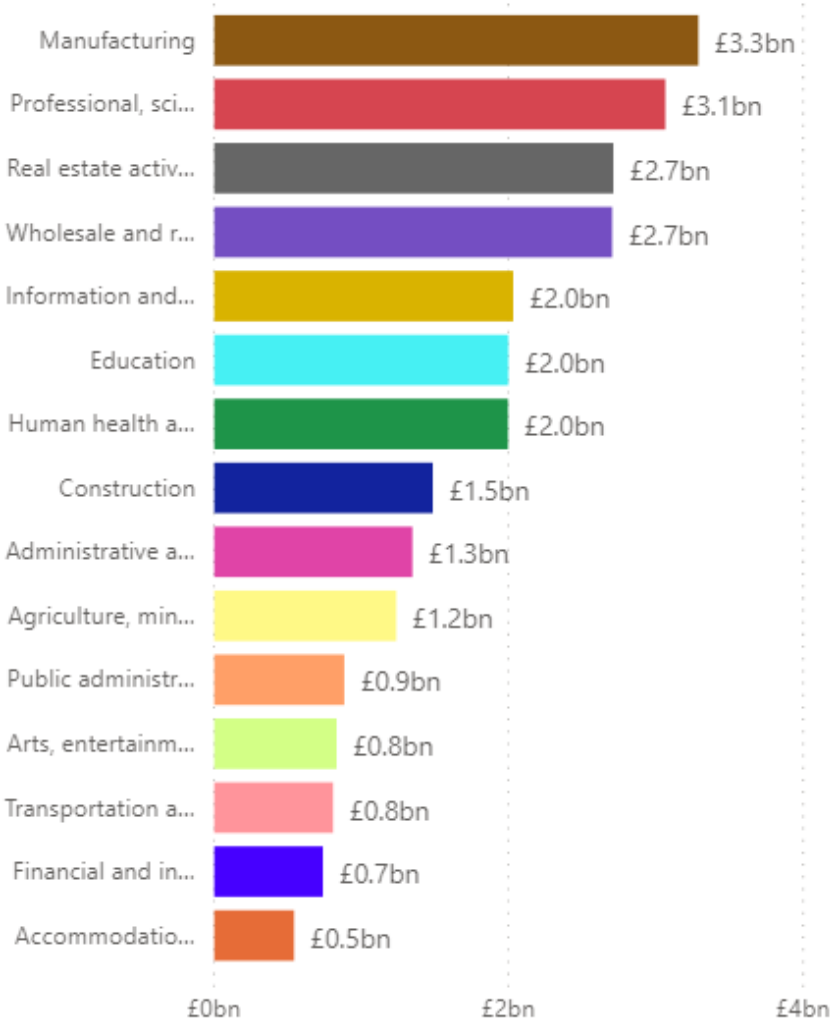
Business counts by sector (2019)



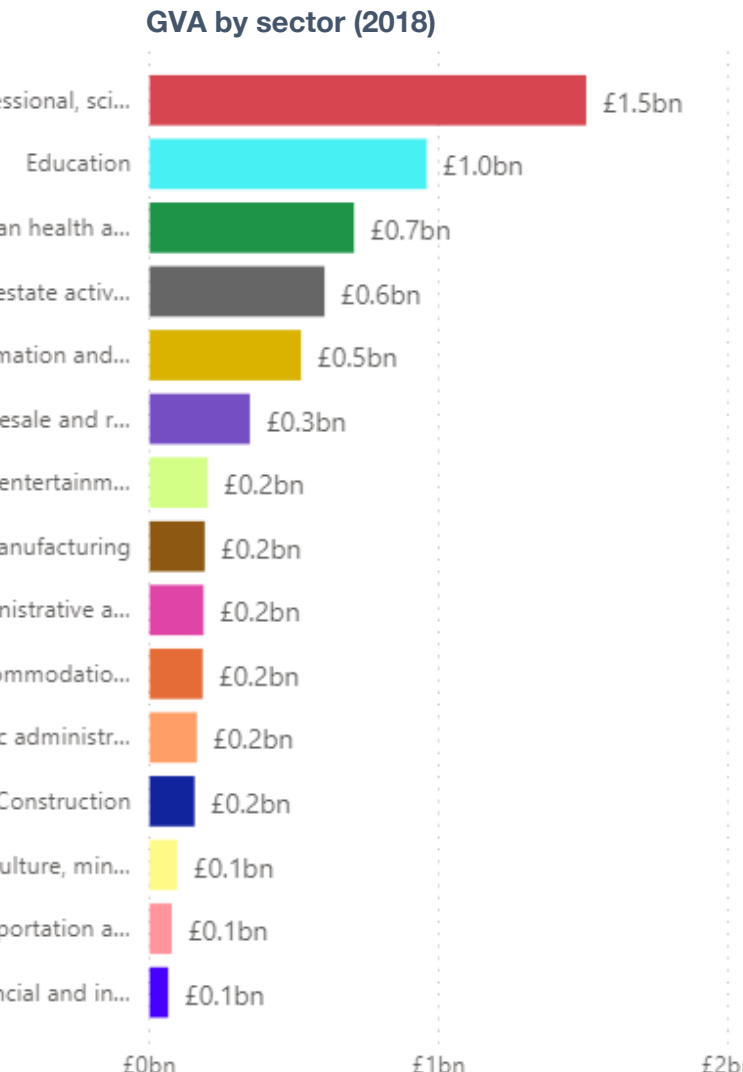
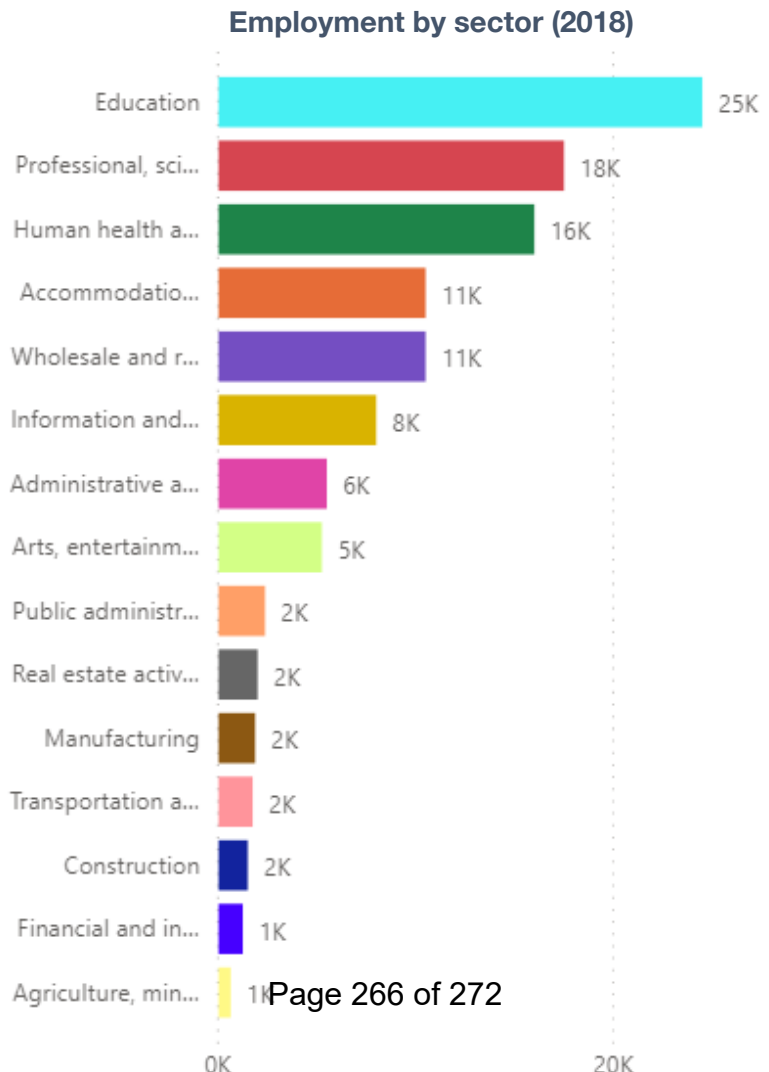
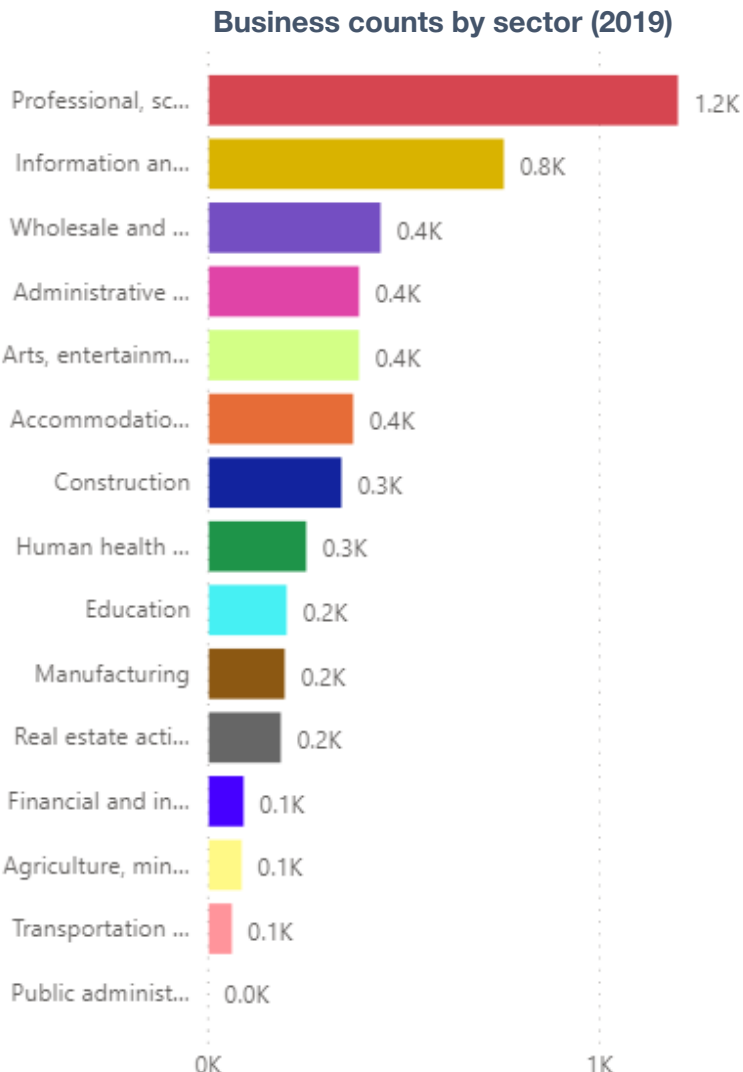
Employment by sector (2018)



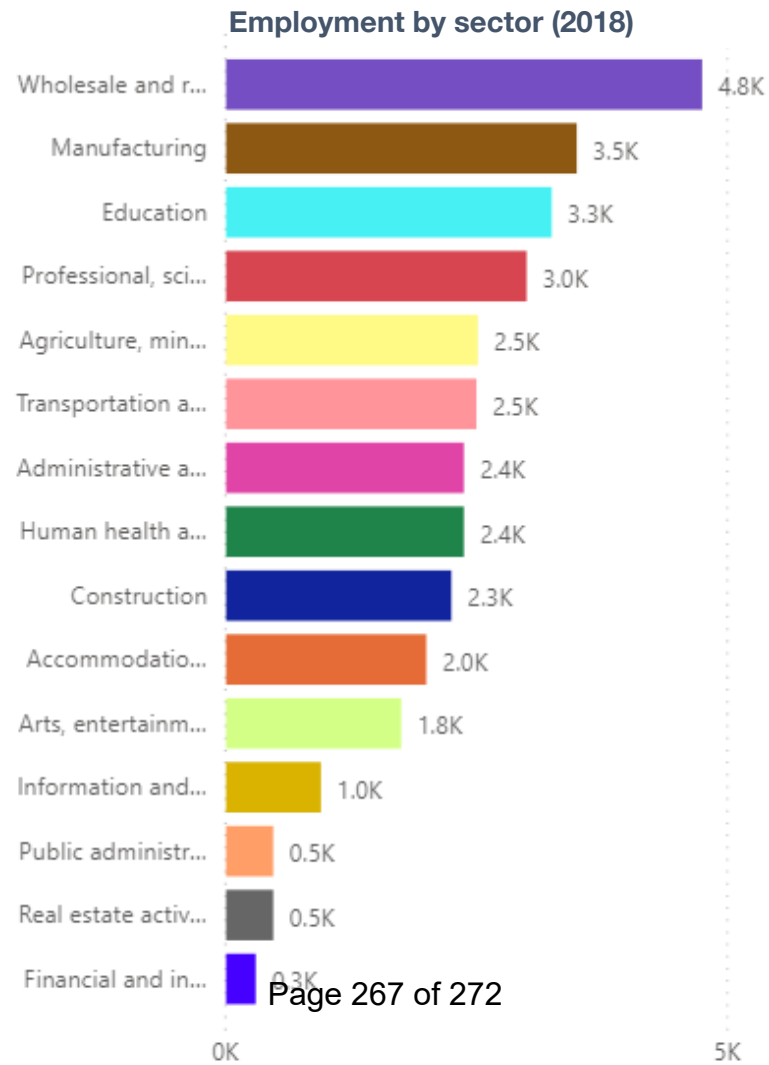
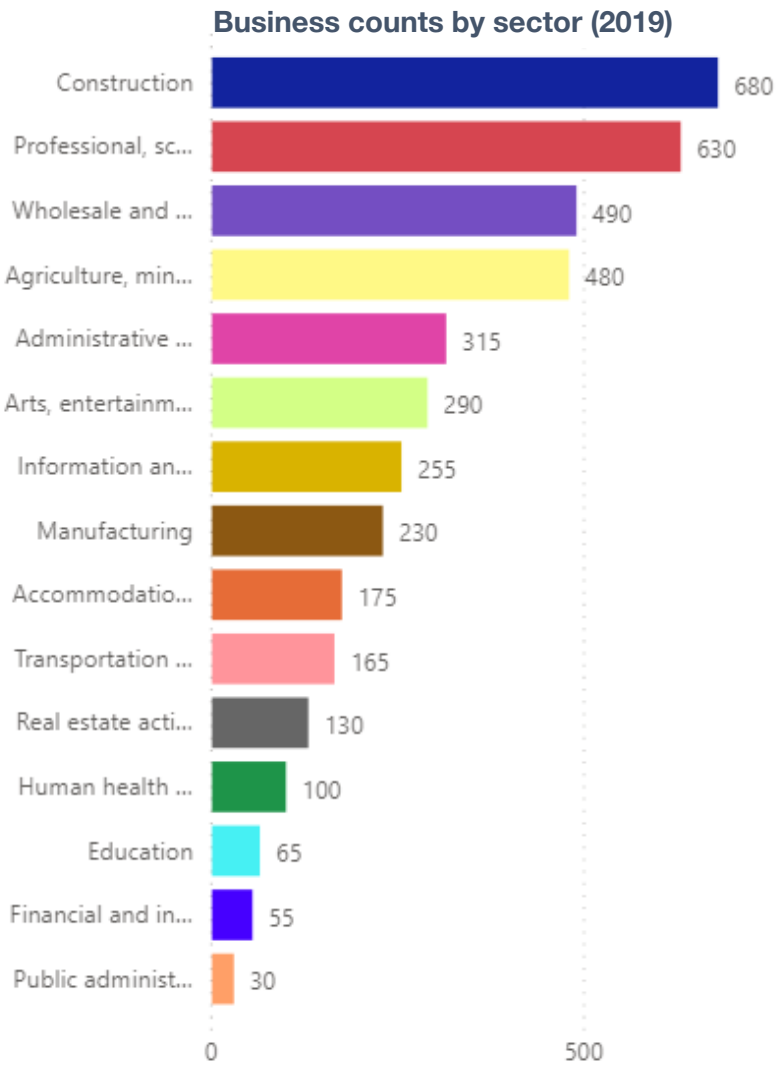
GVA by sector (2018)



# Cambridge

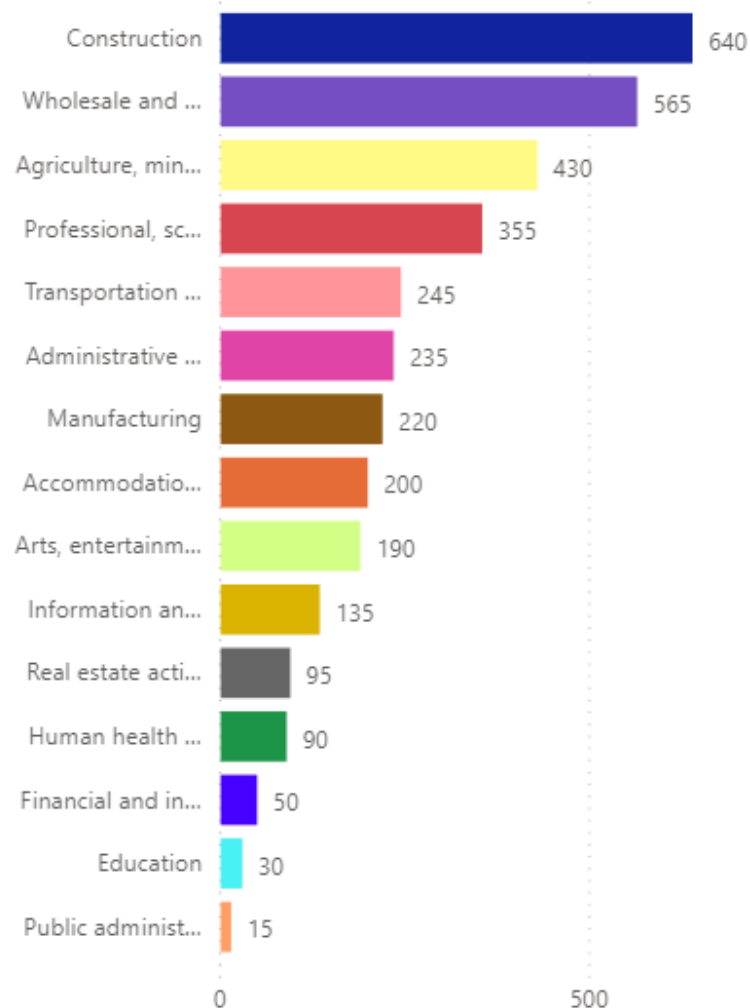


# East Cambridgeshire

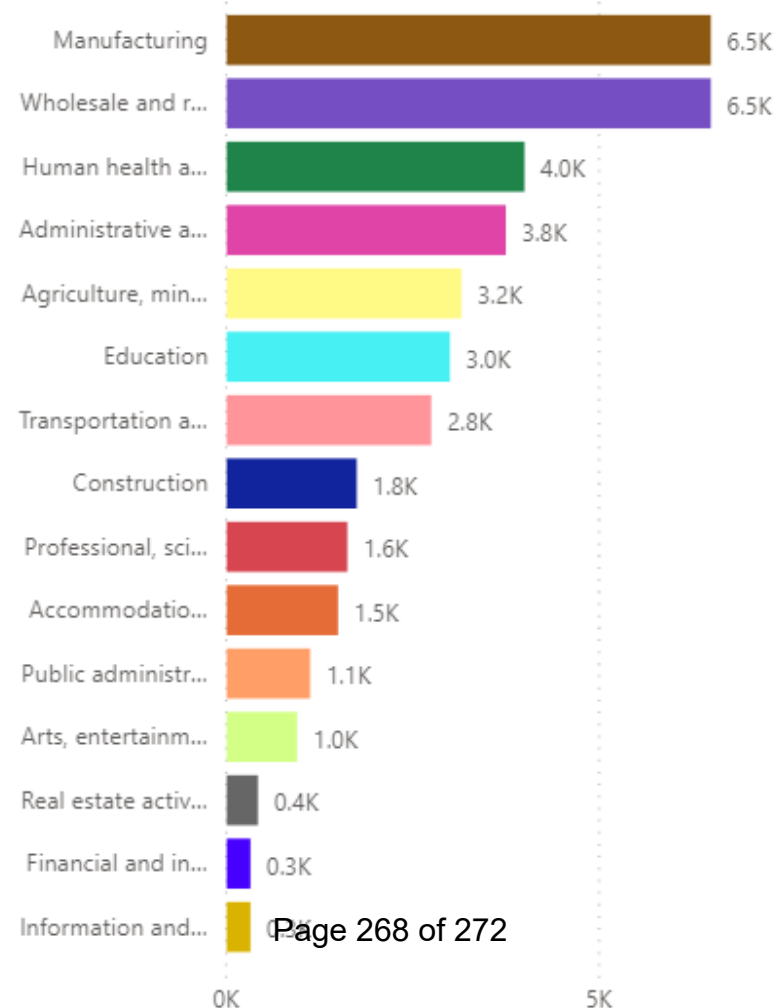


# Fenland

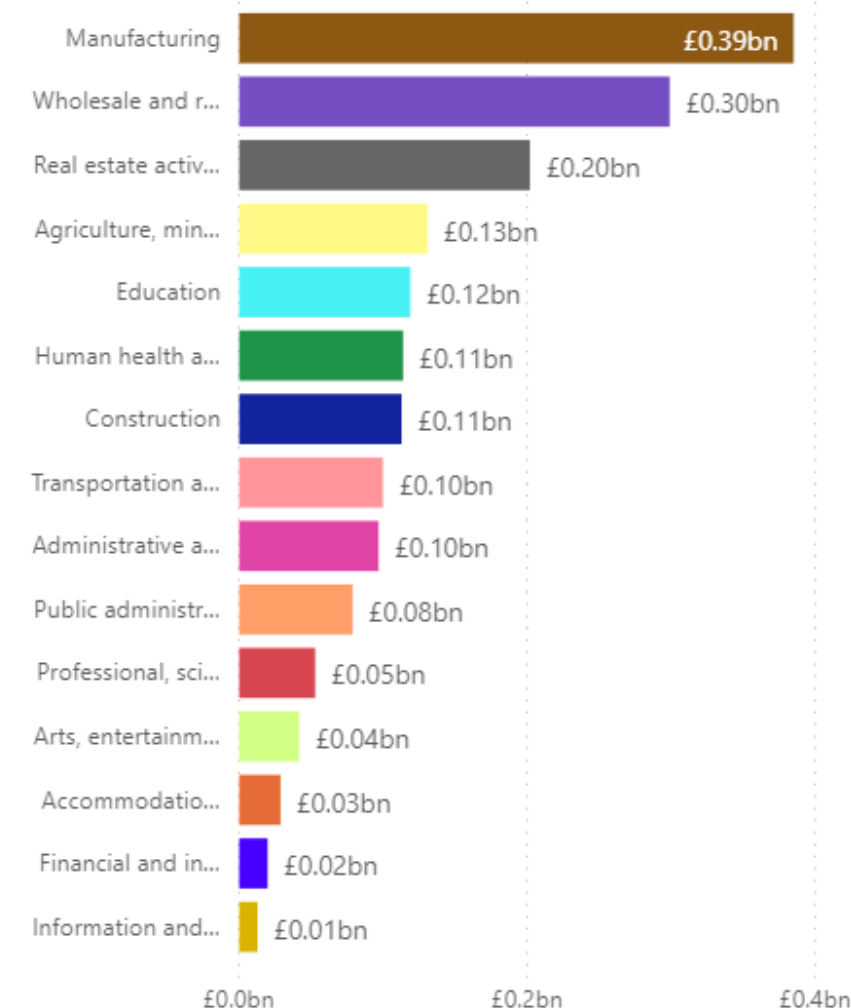
## Business counts by sector (2019)



## Employment by sector (2018)



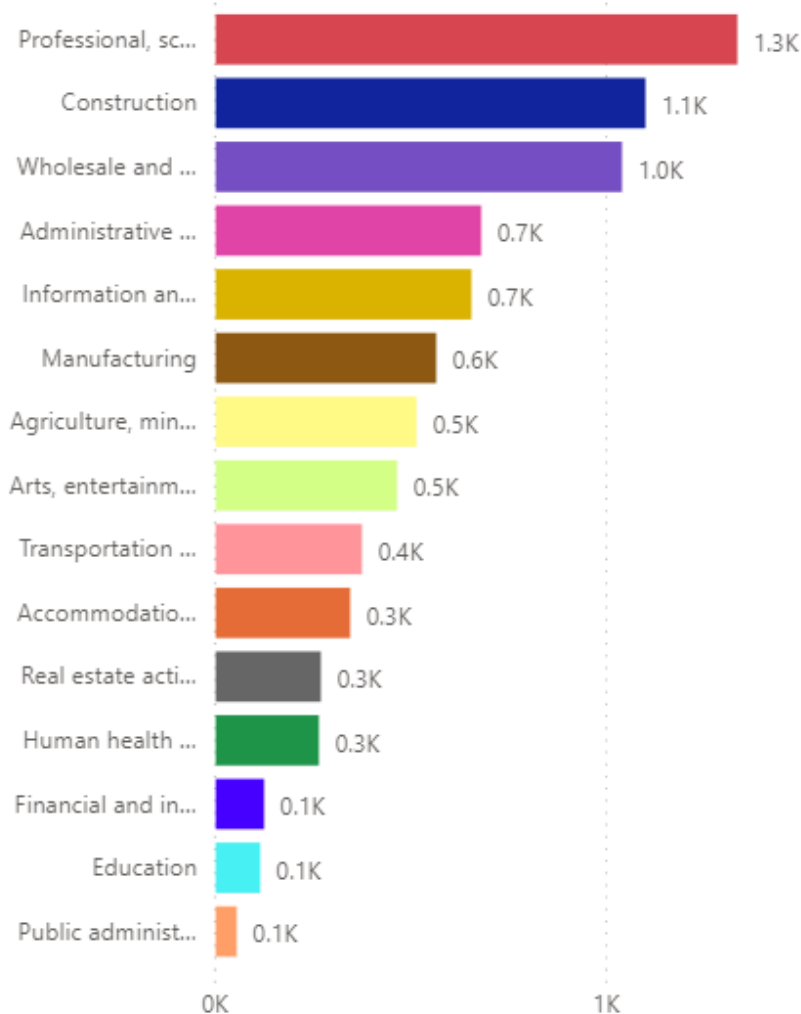
## GVA by sector (2018)



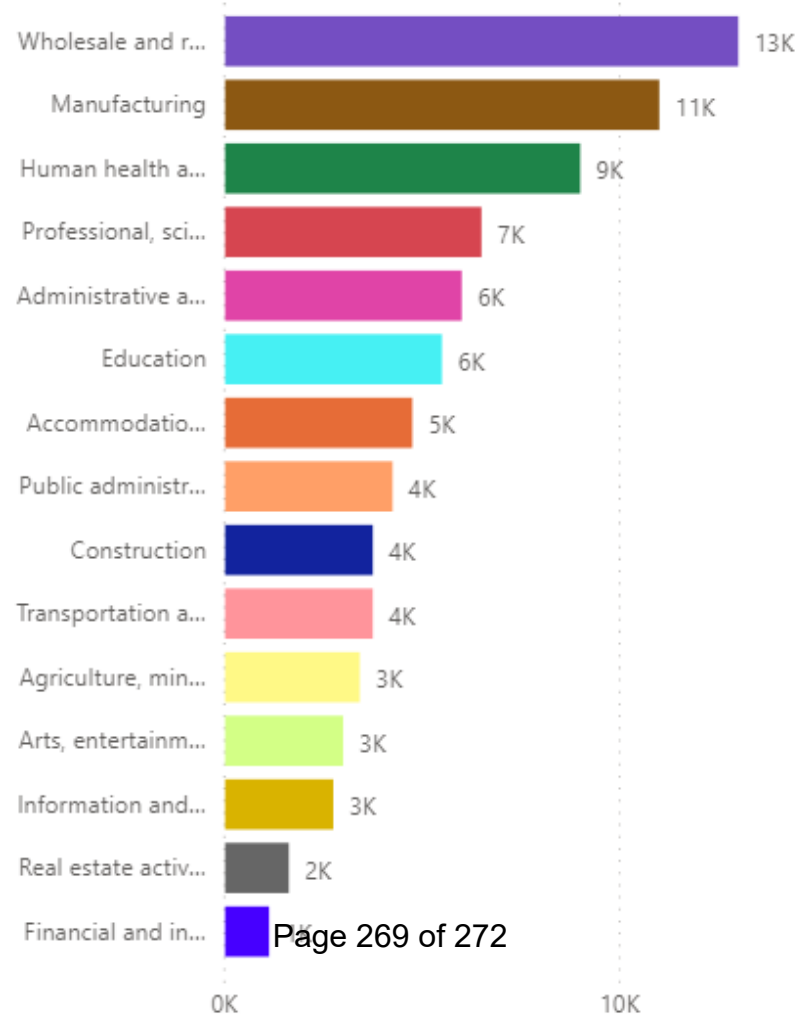


# Huntingdonshire

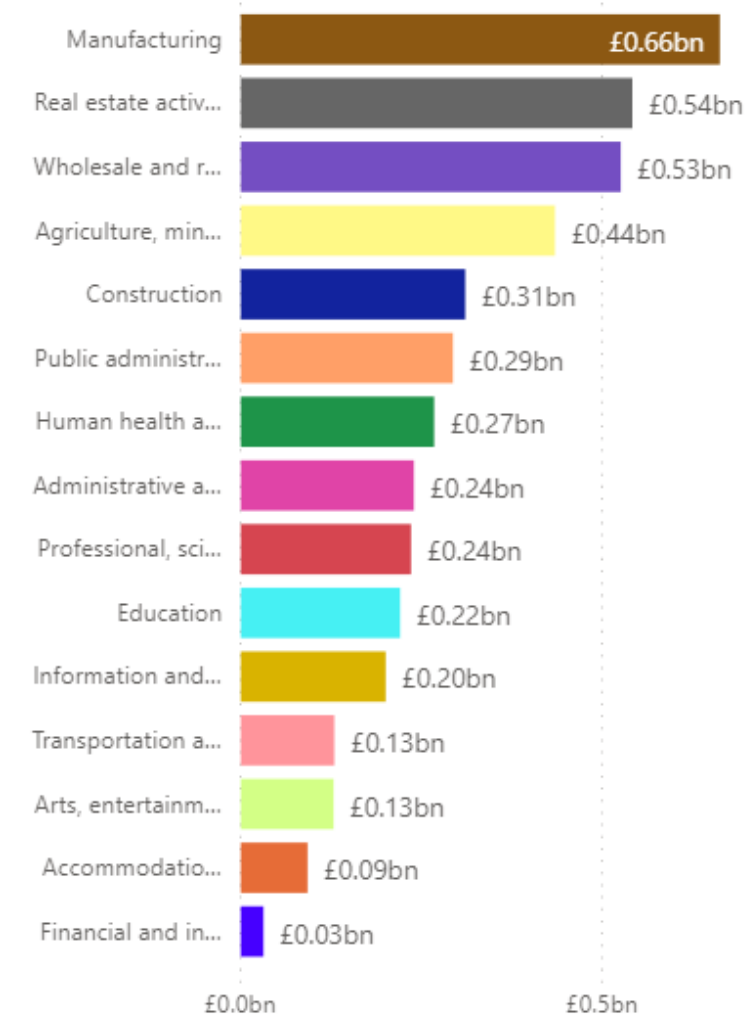
## Business counts by sector (2019)



## Employment by sector (2018)

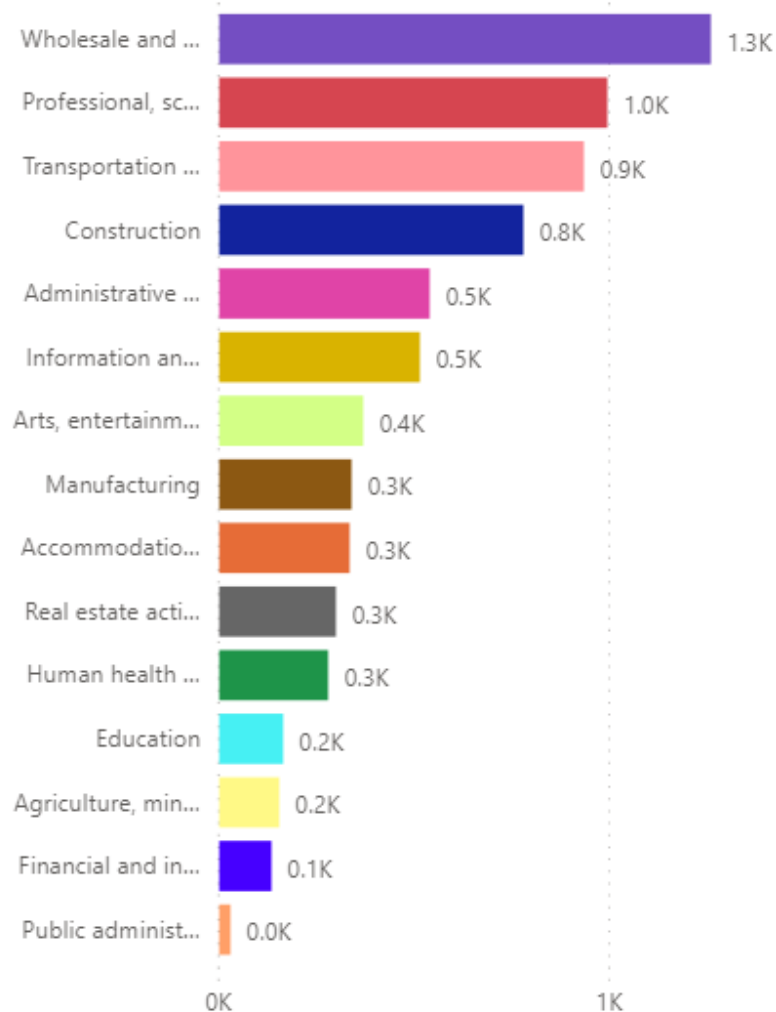


## GVA by sector (2018)

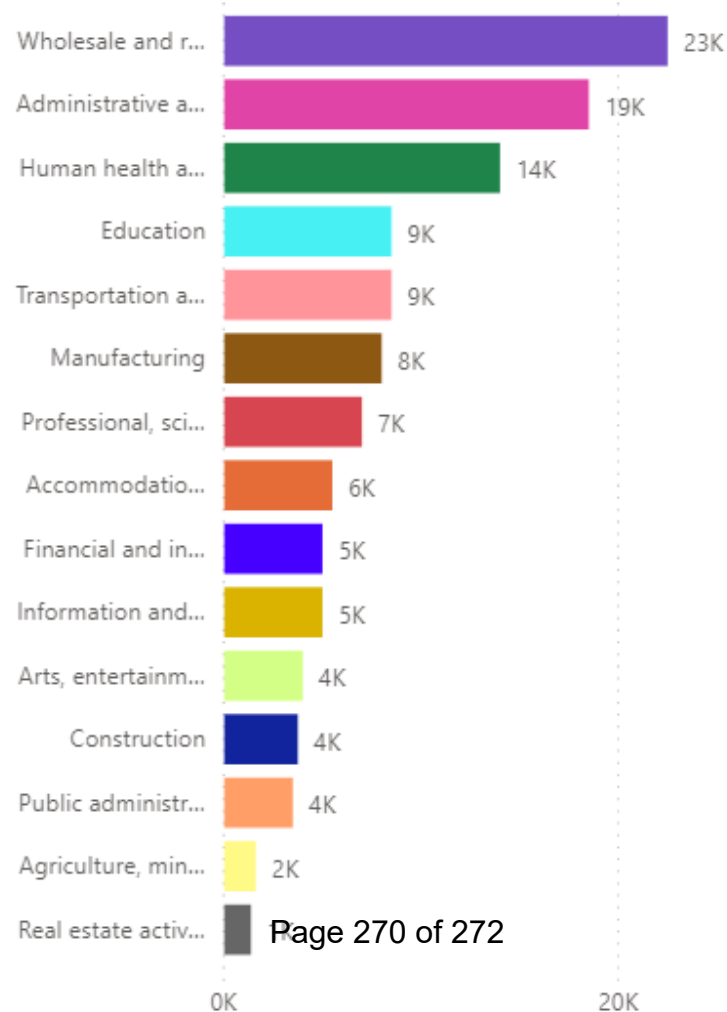


# Peterborough

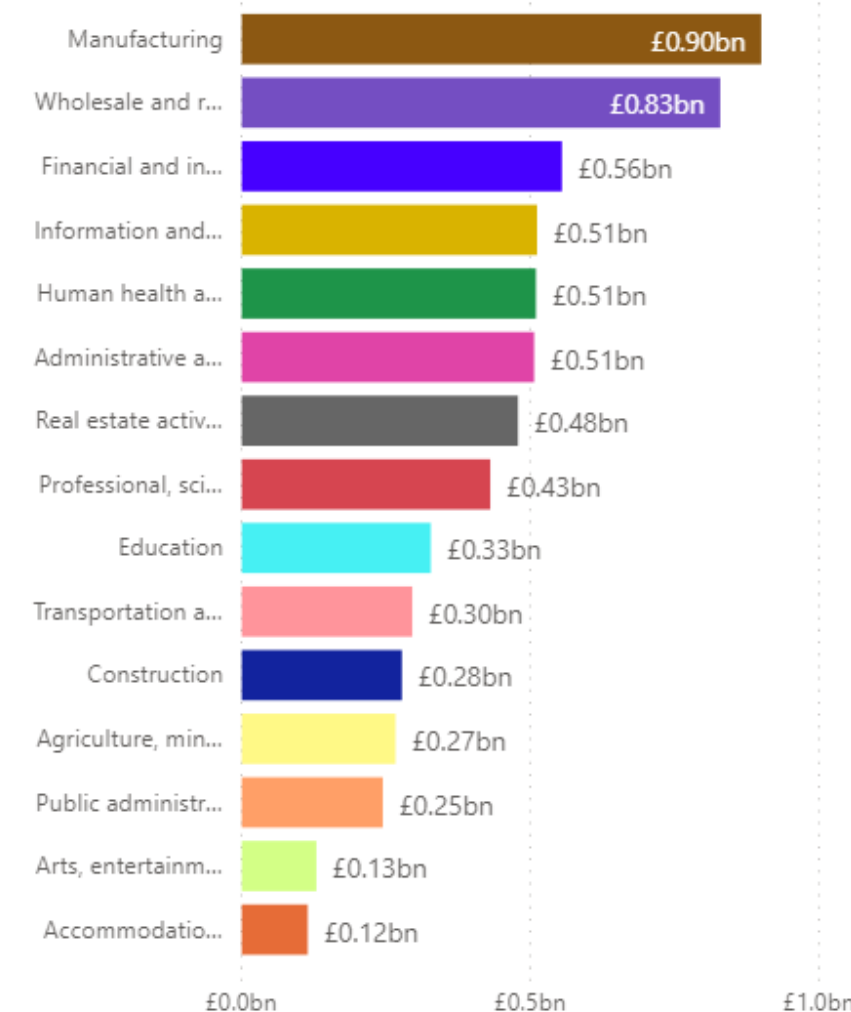
## Business counts by sector (2019)



## Employment by sector (2018)

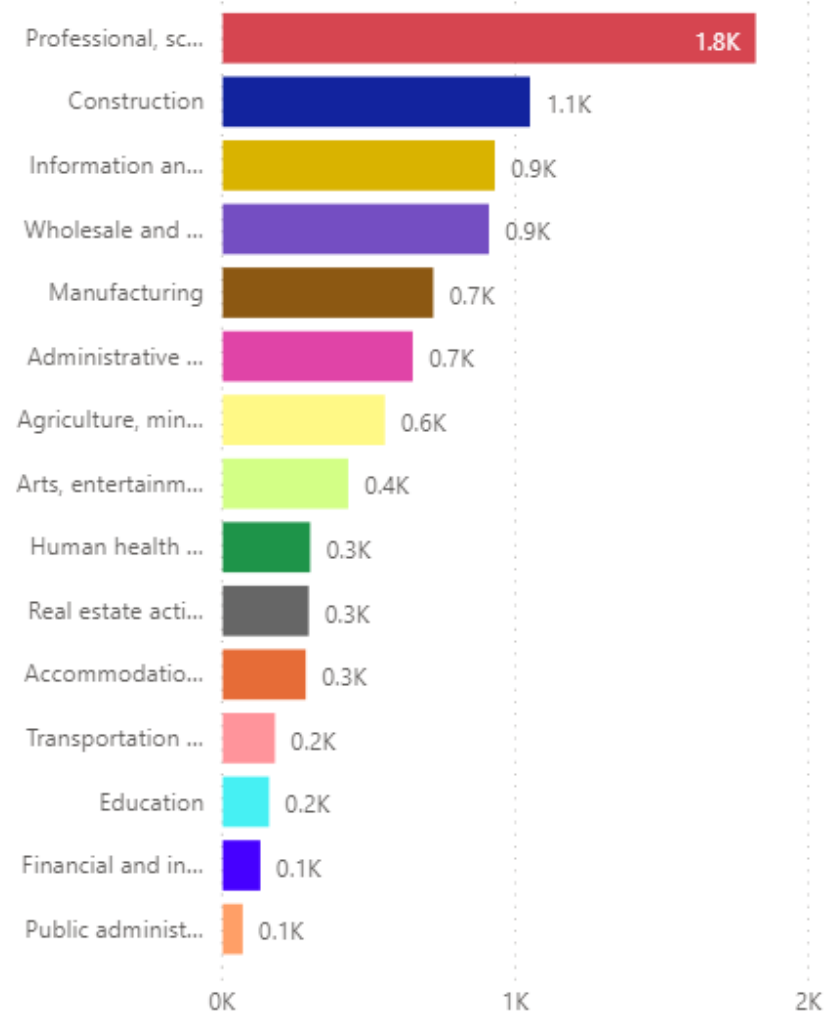


## GVA by sector (2018)

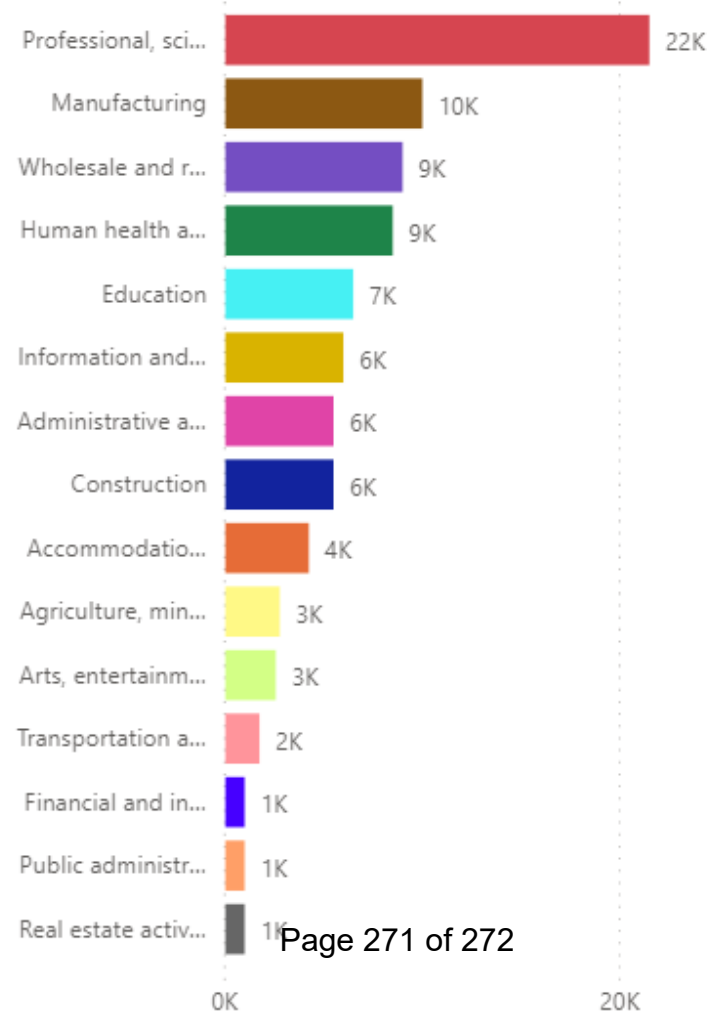


# South Cambridgeshire

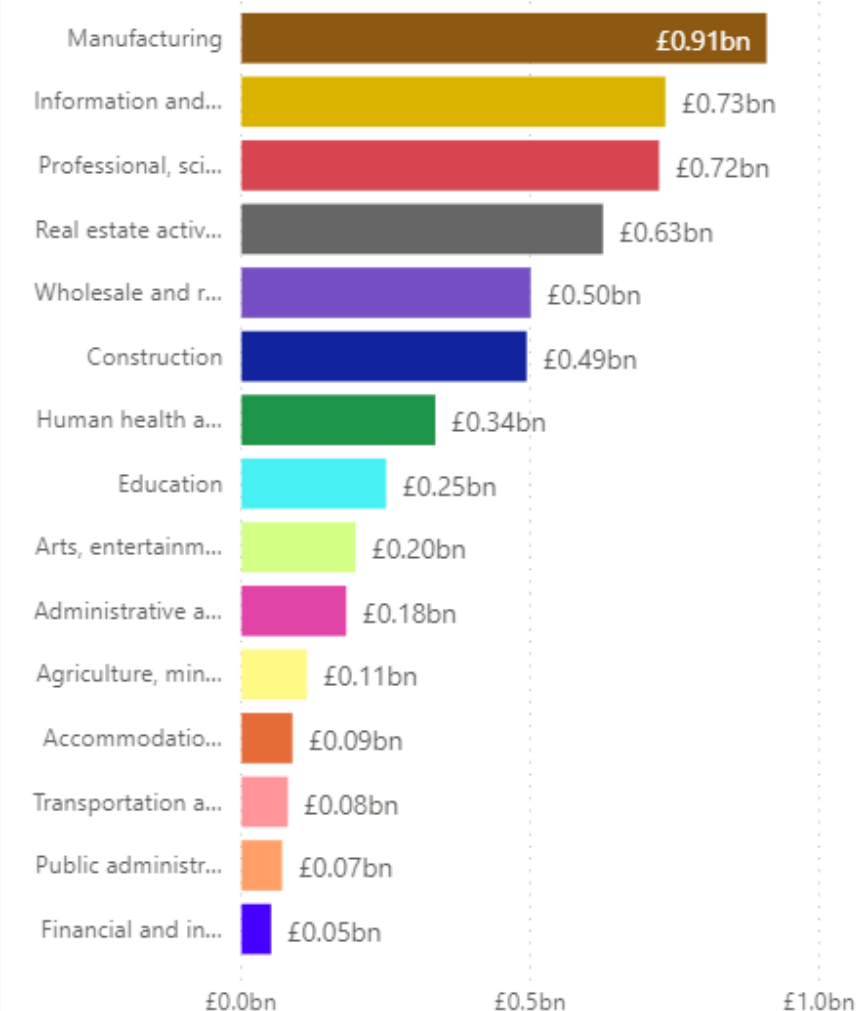
## Business counts by sector (2019)



## Employment by sector (2018)



## GVA by sector (2018)



## Metro — Dynamics

---

### **LONDON**

3 Waterhouse Square  
138 Holborn  
EC1N 2SW

(+44) 0203 865 3082

### **MANCHESTER**

Elliot House  
151 Deansgate  
M3 3WD

(+44) 0161 393 4364