



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

## **CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY**

**Wednesday, 25 July 2018**

**10:30a.m. – 1:00p.m.**

**East Cambridgeshire District Council, Council Chamber,  
The Grange, Nutholt Lane, Ely, CB7 4EE**

### **AGENDA**

**Open to Public and Press**

<b>Number</b>	<b>Agenda Item</b>	<b>Mayor/ Lead Member/ Chief Officer</b>	<b>Papers</b>	<b>Pages</b>
	<b>Part 1 – Governance Items</b>			
1.1	Announcements, Apologies and Declarations of Interests	Mayor	oral	-
1.2	Minutes – 27 June 2018	Mayor	yes	4-16
1.3	Petitions	Mayor	oral	-
1.4	Public Questions	Mayor	oral	-
1.5	Forward Plan	Mayor	yes	To follow
1.6	Review of Constitution – Committee Structure	Mayor	yes	17-34
1.7	Business Board Recommendations of its meeting on 25 June	Deputy Mayor	yes	35-41

	<b>Part 2 – Key Decisions</b>			
2.1	Delivering the Mayoral Transport Strategy	Mayor	yes	42-64
	<b>Part 3 – Non Key Decisions</b>			
3.1	Cambridgeshire and Peterborough Independent Economic Review (CPIER) Progress Update	Deputy Mayor	yes	65-70
3.2	£70m Cambridge City Devolution Housing Programme	Mayor	yes	71-79
3.3	£100m Affordable Housing Programme Update  <i>[Appendices A and B to this report are confidential. If members wish to discuss these appendices, it will be necessary to exclude the press and public]</i>	Mayor	yes	80-89
3.4	Skills Strategy: Work Readiness and Careers Promotion Pilot (referral from the Business Board)	Portfolio Holder for Employment and Skills	yes	90-107
3.5	Devolution of the Adult Education Budget Readiness Conditions and Next Steps to Implementation (referral from the Business Board)	Portfolio Holder for Employment and Skills	yes	108-140
	<b>Part 4 – Date of next meeting</b>			
4.1	Date: Wednesday, 26 September 2018 Kreis Viersen, Shire Hall, Cambridge CB3 0AP	Mayor	oral	-

The Combined Authority currently comprises the following members: Mayor: J Palmer

Councillors: G Bull, S Count, L Herbert, J Holdich, C Roberts, C Seaton and B Smith

Substitute members: Councillors A Bailey, W Fitzgerald, R Fuller, R Hickford, D Oliver, K Price & Aidan Van de Weyer

Observers: J Ablewhite (Police and Crime Commissioner), J Bawden (Clinical Commissioning Group), and Councillor K Reynolds (Chairman - Cambridgeshire and Peterborough Fire Authority)

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 Democratic Services Manager (Michelle Rowe) no later than 12.00 noon three working days before the day of the meeting. 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 Michelle Rowe at the Cambridgeshire County Council's Democratic Services on Cambridge (01223) 699180 or by email at [michelle.rowe@cambridgeshire.gov.uk](mailto:michelle.rowe@cambridgeshire.gov.uk)



**CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY: MINUTES**

**Date:** Wednesday, 27 June 2018

**Time:** 10.30a.m. – 12.47p.m.

**Present:** J Palmer (Mayor)

G Bull – Huntingdonshire District Council, S Count - Cambridgeshire County Council, L Herbert – Cambridge City Council, J Holdich – Peterborough City Council, C Roberts – East Cambridgeshire District Council, C Seaton – Fenland District Council and B Smith – South Cambridgeshire District Council

**Observers:** J Bawden (Clinical Commissioning Group)) and Councillor K Reynolds (Chairman, Cambridgeshire and Peterborough Fire Authority)

**195. ANNOUNCEMENTS, APOLOGIES AND DECLARATIONS OF INTEREST**

Councillor Roberts declared a disclosable interest under the Code of Conduct in Item 3.2: Strategic Community Land Trust (CLT) Programme Development, as a Director of the East Cambridgeshire Trading Company. Councillor Roberts had sought advice from the Monitoring Officer and confirmed that he would be speaking and answering questions but would not vote on this item.

**196. MINUTES – 30 MAY 2018**

The minutes of the meeting on 30 May 2018 were agreed as a correct record and signed by the Mayor.

**197. PETITIONS**

No petitions were received.

**198. PUBLIC QUESTIONS**

The Mayor invited Antony Carpen and Richard Wood to address the Board. *(The questions and the responses are published at the following link: [Cambridgeshire and Peterborough Combined Authority meeting 27/06/2018](#) and attached at **Appendix A**).*

In addition to his written response to Mr Carpen, the Mayor acknowledged the importance of a land value capture mechanism. He highlighted the fact that land value had gone up by three times for the Crossrail Project. He reported that the Combined Authority (CA) was trying to make sure it delivered infrastructure by controlling the price of land. It would use the uplift from houses being built on land to pay off infrastructure costs. He explained that the CA, as a devolved authority, needed to come up with ideas which were suitable for the area, as a national system would not work for all areas.

In introducing his question, Mr Wood thanked the Mayor for agreeing to meet with the Cambridge Area Bus Users' Group later in the year. The Mayor drew attention to his written response, and added that he understood completely the problem. He welcomed the formation of the Cambridge Area Bus Users' Group but reminded Mr Wood that he would need to wait for the Bus Review report to be finalised before considering what action to take. As a supplementary, Mr Wood asked whether consultation would take place directly with the travelling public. The Mayor reported that there would not be a full public consultation. However, the Cambridge Area Bus Users' Group would be consulted.

#### **199. FORWARD PLAN**

The Board noted the Forward Plan of Executive Decisions dated to be published on 27 June 2018.

It was resolved unanimously to:

approve the Forward Plan of Executive Decisions dated to be published on 27 June 2018.

#### **200. APPOINTMENT OF INTERIM DEPUTY CHIEF FINANCE OFFICER AND BUSINESS BOARD CHIEF FINANCE OFFICER**

Councillor Count, Portfolio Holder for Fiscal Strategy, introduced a report asking the Board to appoint Noel O'Neill as interim statutory Deputy Chief Finance Officer for the CA, and also to act as the Chief Finance Officer for the Business Board. He drew attention to the fact that the appointment of a Deputy Chief Finance Officer to act as Chief Finance Officer for the Business Board had been through the Employment Committee. He was satisfied that this appointment would ensure a proper separation of duties between the Chief Finance Officer acting primarily for the CA and the Chief Finance Officer acting primarily for the Business Board. In conclusion, he considered Mr O'Neill a strong candidate for the role.

It was resolved unanimously to:

appoint Noel O'Neill as interim deputy Chief Finance Officer to the Combined Authority, and also to act as the Chief Finance Officer for the Business Board.

#### **201. ST NEOTS MASTERPLAN**

The Mayor invited, Robin Howe, former Leader of Huntingdonshire District Council, to present the report on the St Neots Masterplan. Mr Howe drew attention to the background to the preparation of the St Neots Masterplan for Growth, which was the first to be considered for the ten market towns in the area. It would accelerate and manage the delivery of £185m of extra economic output by 2036 using a range of interventions. He reminded the Board that the St Neots community, in the form of the St Neots Steering Group, had been instrumental in developing the first strategic case to bring forward investment and begin delivery of the Masterplan. He reported that 40% of the growth rate had already been achieved.

He advised the Board that Phase 2 would focus on ambitious programmes in skills and employment, and accelerating the delivery of commercial space in line with the industrial needs set out in the Masterplan. Opportunities relating to the CaMKOx corridor, the Metro, and the A428, would need to be exploited to allow inward investment to flourish. It was also proposed to provide a new foot and cycle bridge in the town centre,

alongside improvements to the riverside area. Urban & Civic planned to accelerate the delivery of incubator space for small businesses on Wintringham Park. A Skills Strategy involving the St Neots Manufacturing Club, Kier Group, and other major stakeholders would help match skills provision in and around the Town to the current and future needs of the key sectors identified in the Masterplan. In conclusion, he reported that £4.1m of CA funding together with partner investment of £1.7m would help generate growth in St Neots.

Councillor Smith highlighted the significant development which had taken place in St Neots. She queried why the resulting Section 106 contributions and the increase in rates had not been translated into improvements in the town centre. She also drew attention to the significant challenges relating to education and skills in particular the ability of people to access further education.

Mr Howe acknowledged that the Georgian town centre did need refreshing. It was proposed to improve the street furniture in order to make it more attractive and easier for people to travel to the centre. It was also proposed to divert traffic and provide more cycle facilities. The two derelict buildings in the centre had been acquired by the CA and District Council in order to be repurposed.

In relation to education and skills, it was noted that engagement had taken place with the Manufacturers' Association and retail to create a vehicle to deliver apprenticeships. This had been supported by the County Council who were strong advocates of this work. Urban and Civic were committed to providing education and skills provision relevant to jobs in the community. Work was also taking place with the iMET Technical and Vocational Centre to establish a joined up approach to deliver new talent to employers and reduce the 20% of the local community who commuted to London.

Councillor Bradley, a member of the Overview and Scrutiny Committee, reported that the Committee was supportive of the St Neots Market Place Masterplan.

It was resolved unanimously to:

- (a) Note the impact the St Neots Masterplan was already having in providing vision and strategic direction for the town
- (b) Note the recognition the St Neots Masterplan received in the Interim Cambridgeshire and Peterborough Independent Economic Review (CPIER)
- (c) Welcome the partnership with Kier Group and the St Neots Manufacturing Club to provide skills provision and career opportunities within St Neots
- (d) Approve the £4.1m package of funding in order to deliver the first phase of the St Neots Masterplan

The Mayor commented on this tremendous piece of work which was key to the investment of a market town which needed due care and attention. He acknowledged the importance of bringing forward ideas from the Masterplan.

## **202. STRATEGIC SPATIAL FRAMEWORK PHASE 2**

Councillor Herbert, Portfolio Holder for Strategic Planning, introduced a report detailing the next stage of the work on the Cambridgeshire and Peterborough (Non-Statutory) Strategic Spatial Framework. He reminded the Board of the background to Phase 1, which had been produced in collaboration with each local authority, and had addressed obstacles to growth such as flood risk, energy and broadband. Phase 2 would consider

the growth ambitions and infrastructure needed beyond that currently addressed in Local Plans extending to 2050. He drew attention to Section 3.5 of the report relating to housing, which would see the Framework seeking to establish the long-term plans for housing growth across the area. In addition work would be commissioned to identify job forecasts and income levels to consider the impact on home ownership and affordable housing. The Board was informed that this would enable housing quantity and the different type of housing needed to be linked with Local Plans. Councillor Herbert stated that a lot more housing particularly social rented housing was needed.

Councillor Holdich proposed an amendment, seconded by Councillor Herbert, which clarified the fact that the Framework was non-statutory, and added the following additional recommendation (c):

*Agree that Phase 2 of the non-statutory Strategic Spatial Framework will be developed and delivered in conjunction with the planning policy forum to support the evidence gathering and analysis of spatial implications of the economic and housing projections, key infrastructure and environmental implications and views on strategic sites.*

In discussion, Councillor Holdich highlighted the need for clarity particularly during a sensitive time when Local Plans were going public. Councillor Herbert raised the need to develop planning policy with officers and Portfolio Holders, as the Local Plans needed to be linked with the infrastructure plan in order to plan ahead to 2030. Councillor Count acknowledged that the addition of “non-statutory” was a good reminder. He commented that the CA had been established to enable authorities to work together. However, it was important to bear in mind the sensitivity of the fact that the Local Plans for each District were at different stages. On being put to the vote, the amendment was carried unanimously.

Councillor Smith welcomed the commitment in the report to partnership working with the Districts. However, she queried the lack of clarity in relation to precipitated new legal challenges. She also queried the timeframe for the deliverability of this ambitious Framework.

The Director Strategy and Planning acknowledged the ambitious timetable but commented that the CA was breaking new ground. In relation to comments on legal checking, he reported that the change in national plan policy would impact on the Framework. However, the CA could move quickly providing an evidence base to the Independent Commission. As a result, a budget had been identified to resource this work.

Councillor Smith highlighted the limitation of resources available to District Councils, as she did not want this ambitious programme undermined by lack of capacity. She therefore proposed a proper review of resources to enable the CA and District Councils to then review timescales. The Director Strategy and Planning confirmed that this would be addressed as part of discussions already taking place with District Councils. He acknowledged that additional funding might be needed.

Councillor Bradley, a member of the Overview and Scrutiny Committee, asked, on behalf of the Committee, what consultation process had been undertaken for the Framework. The Mayor responded that the amendment answered this question.

It was resolved unanimously to:

- (a) Agree the work programme and approach for Phase 2 of the non-statutory Strategic Spatial Framework;

- (b) Agree a budget provision of up to £135,000 for Phase 2;
- (c) Agree that Phase 2 of the non-statutory Strategic Spatial Framework would be developed and delivered in conjunction with the planning policy forum to support the evidence gathering and analysis of spatial implications of the economic and housing projections, key infrastructure and environmental implications and views on strategic sites.

## **203. EAST-WEST (NORTH) CORRIDOR – A47 DUALLING STUDY – STRATEGIC OUTLINE BUSINESS CASE**

The Chief Executive reported that the strategic importance of the A47 to the regional and national economy had long been recognised by the CA and partner organisations. He drew attention to the context to the A47 dualling study in particular the importance of the corridor to Norfolk and the Midlands. The scope of the study had covered the A47 corridor between the A16 Junction and Walton Highway, and included both qualitative and quantitative evidence and growth assumptions in local plans.

He informed the Board that the Strategic Outline Business Case (SOBC) concluded that there was a strong case for dualling the A47, which would improve journey times, enable economic growth across all areas of Cambridgeshire, and contribute to the growth of Cambridgeshire and Peterborough. The SOBC had been produced in line with the Treasury's Green Book five case business model which aligned with the Authority's assurance framework. He drew attention to the transport interventions considered, which included four individual connections. Each section would fit as a package and had been evaluated with some stronger than others. In conclusion, he commented that the recommendations in this report would support economic growth particularly in Fenland and Peterborough and wider growth. The Options Appraisal Report (OAR) and the public consultation would be progressed in tandem.

The Mayor drew the Board's attention to the serious accident on the A47 on 26 June 2018. He reported that the thoughts of the Board were with those who had died or been injured in the accident.

Councillor Bradley, a member of the Overview and Scrutiny Committee, asked, on behalf of the Committee, whether the carbon footprint had been taken into account when considering the East-West (North) Corridor - A47 Dualling Study, and that the Committee hoped that the carbon footprint for the project would be a key point to be considered as part of the business case. In response to this question, the Director Transport and Infrastructure reported that the OAR would consider environmental matters. Whilst the carbon footprint would be considered it might not be explicitly calculated.

Councillor Smith asked what work had taken place to project future freight demand. The Director Transport and Infrastructure reported that modelling had been carried out which gave strong support to a significant increase. Councillor Holdich highlighted the significant number of commercial vehicles using the A47. He stressed that the road could not cope with this volume and was cracking up. He also raised the impact of delays on the tourist trade to the coast.

Councillor Count supported and welcomed the dualling of the A47, for which he had been campaigning for years. It was vital for Fenland and Peterborough, and Norfolk providing a significant East-West route. He drew attention to the SOBC and where the funding would come from. He acknowledged that in order to move ahead the Business Case had been modelled on the way government did business. However, there were many substantial outcomes which were not allowed under the Government model. For



example, the CA might put a higher value on safety. It was therefore important that the Authority had a clear understanding of what it wanted when it sought agreement from government, and that it did not just follow prescriptive government modelling.

Councillor Count reported that better infrastructure would help to address social deprivation in Wisbech. The options around Wisbech needed to be considered carefully by the Authority, as one would help the North Garden Town Project, and another the Town itself. He drew attention to Routes 2.2 and 2.3 of the report, and highlighted the need to avoid wasted work by focusing on the clear front runners. It was also important to run work in parallel. In his view, a dual carriageway to the north of Wisbech, which was supported by the pricing, was the ultimate solution.

The Mayor reported that he had aligned the Authority to the A47 Alliance. It was important that the two cities of Peterborough and Norwich were linked by a dual carriageway. The Authority using the Cambridgeshire and Peterborough Independent Economic Review report would make the case to government. Economic deprivation in parts of the county would not be addressed without improving the route. It was also needed to address transport issues in Wisbech, which would include Wisbech rail.

It was resolved unanimously to:

- (a) Note the findings of the A47 Strategic Outline Business Case, and that a strong case exists for the dualling of the whole section of the route, and the intention to update this for new growth figures stated within this paper.
- (b) Approve the procurement of consultancy support for the planned public consultation and the development of an Outline Business Case.
- (c) Note that further Board approval would be sought prior to supplier appointment, along with the associated budget.
- (d) Note that engagement with the Department for Transport and its partners would now commence to explore alternative delivery arrangements in order to bring forward completion to 2025 to 2027.

#### **204. CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY UNIFIED STAFFING STRUCTURE – COMBINED AUTHORITY AND LOCAL ENTERPRISE PARTNERSHIP**

The Board considered a report detailing the newly unified staffing team, incorporating activity and staff transferred from the Local Enterprise Partnership (LEP) on 1 April 2018. The new structure was designed to support the CA Board, its work programme, and the new Business Board and its activities. The arrangements provided a new operational model to support public and private sector partnerships and were a demonstration of public sector reform delivery. It was important to bear in mind that the structure was not one which allowed the Authority to operate as a Local Authority. Attention was drawn to the five core guiding principles which formed the design for the proposed staffing structure. The Chief Executive explained the proposed structure and teams in detail.

Councillor Herbert requested details of the number of posts to be created in total, the timing for making the appointments, and whether this would be the final make-up of the organisation. The Chief Executive reported that this accounted for 62 posts. However, he could not confirm the final position, as the nature of the CA's business was constantly changing. He reported that during the last three months the Authority had been given additional resources from the Department for Education for Adult Education.

A flexible model would therefore be needed to support such initiatives. It was noted that senior posts, such as Directors, would be appointed to as soon as possible or by the end of July. It was hoped that Assistant Directors would be in post by the end of the calendar year. At the same time, the Authority would consider how all staff in the organisation matched posts; this work would start immediately and would hopefully be concluded in the summer.

Councillor Herbert was concerned about the Authority's reliance on 'Headhunters' and hoped that there would be open advertising for vacancies. The Chief Executive reported that the Authority would use the most appropriate method. It had indicated that it would make posts available in the community or wherever appropriate.

Councillor Roberts was pleased to read that the Authority would be a lean, agile and different organisation. He stressed the importance of doing things differently and faster. It was therefore essential to have a culture and structure which supported this. Councillor Count acknowledged that the structure was fit for purpose today but needed to be flexible for the future. He reminded the Board that the key promise of devolution was further devolution powers and resources. This would need to occur if the Government wanted to prevent stagnation. He highlighted the example of the energy report, which used to be the role of government, and was now being devolved to a more local level.

The Mayor commended the Chief Executive for confirming that the CA was not a council, as there were already seven well run councils in the area. The CA was a delivery body for the people of Cambridgeshire and Peterborough. He reminded the Board that it had an opportunity to do things differently which should not be slowed down by process.

It was resolved unanimously to:

support the Chief Executive's proposed unified structure of the Combined Authority.

## **205. COMBINED AUTHORITY AND BUSINESS BOARD OFFICES**

The Mayor informed the Board that if it wished to discuss the confidential appendix, it would be necessary to exclude the press and public.

The Board received a report setting out the business case, the cost implications and the flexibility of the proposed office arrangements. The bringing together of CA staff and the former Greater Cambridge Greater Peterborough Local Enterprise Partnership into a single organisation had provided the opportunity to rationalise the accommodation into a single, fit for purpose, agile working office space. Following an assessment of the various options available, office space at Alconbury Weald had been found to provide the best value for money. It was also of key strategic importance within the CA area. Attention was drawn to the Business Case and value for money. The lease was for a period of 15 years; however, either party could give one year's notice to terminate.

Councillor Count reminded the Board that the County Council was vacating Shire Hall and relocating to Alconbury. Although, this would not be delivered at the same time the CA was considering its base, he hoped that the County Council would engage with the CA to incorporate space and increase flexibility.

It was resolved unanimously to:

- (a) Agree the location of the Combined Authority offices at the Alconbury Weald Enterprise Campus.

- (b) Approve the 2018/19 budget for occupation of the accommodation of £169,300.
- (c) Approve the 2019/20 and ongoing budget for occupation of the accommodation of £225,300 per annum.
- (d) Agree that any final insubstantial amendments that were required prior to signing the lease could be made by the Legal Counsel, in consultation with the Mayor.
- (e) Agree that any final insubstantial financial amendments that were required could be made by the Section 151 Officer.

## **206. GROWTH PROGRAMME UPDATE (REFERRAL FROM BUSINESS BOARD)**

Councillor Roberts, Chair of Business Board and Deputy Mayor, drew attention to the work being carried out to reinvent the Local Enterprise Partnership (LEP). During this period of transition, an Interim Business Board had been established to provide an innovative model for the voice of business and protect the substantial amount of money, which had flowed through the LEP. As a result, Interim Business Board recommendations would be presented to the CA. He reported that there would be fewer infrastructure projects funded by the Authority and more by business. He invited the Interim Director, Business and Skills to provide an update.

The Board received a report summarising the current position on Growth Deal, some major milestones which were about to be completed, and the major scheme commitments from Growth Deal which had been transferred to the CA after the closure of the LEP and a status position of those projects. Attention was drawn to the background, the Growth Deal financial position, the official launch of the iMET Technical and Vocational Centre at Alconbury, the Bourges Boulevard 2 Project, the Growing Places Fund including the Business Growth Prospectus, and the commitment of further growth funds. Members were reminded that the CA was the Accountable Body for the Growth Deal and Growing Places Fund and, as a result, proposals recommended by the Business Board would need sign-off by the Authority. Attention was drawn to the Growth Deal and Growing Places Risk Profile at Appendix 1 to the report.

Councillor Count queried the limited timeframe for spending the Growth Funds. It was noted that all capital projects had to be completed by 2021. He acknowledged that the Business Growth Prospectus had been delayed for appropriate reasons. However, given the tight timeframe, he stressed the importance of identifying projects with local authorities as soon as possible.

Councillor Holdich asked for an update on the project for The Mill in Peterborough. The Interim Director, Business and Skills reported that officers had been in discussion with and a bid had been submitted for The Mill. It was noted that at no point had full funding been agreed. She welcomed The Mill submitting a bid under the Growth Fund programme. Councillor Holdich reported that he thought funding had already been made available for this programme by the LEP.

Councillor Herbert commented on the timing of the funding even though the process had not yet been decided. He urged the Business Board to work in partnership with local councils to identify potential projects to access this funding. The Interim Director, Business and Skills reported that a prospectus had been produced in June after a considerable amount of work. It was noted that a series of meetings was planned for the next two weeks followed by a series of workshops. A draft prospectus would then be available to the Chair of the Business Board. This prospectus would be sent to all Chief Executives and Councils by the end of July.

Councillor Count drew attention to the fact that the Government had set specific criteria before it would release the 18/19 Growth Deal allocation, which included the CA responding to the (as yet to be published) national Review of Local Enterprise Partnerships (LEPs). He was concerned about the delay and suggested that the Authority write to Government to confirm that it had met all its other requirements, and ask whether it would release the funding. The Mayor reported that this action would be taken. **Action Required.** It was noted that the Review of LEPs was scheduled to be published on 23 July 2018. Councillor Smith queried whether the Growing Places budget of just under £8m was also time limited. The Director Strategy and Planning confirmed that it was not and there was also more flexibility, as it had already been recycled.

It was resolved unanimously to:

- (a) note the programme updates for the Local Growth Fund (Growth Deal) and Growing Places Fund;
- (b) note activity to bring forward business cases for provisional schemes and develop approach for new allocations;
- (c) approve payment to Peterborough City Council of £513,492.63 for Claim 8 under the Bourges Boulevard 2 contract.

## **207. LOCAL ENERGY EAST STRATEGY (REFERRAL FROM BUSINESS BOARD)**

The Head of Sustainability introduced a report detailing the Local Energy Strategy, which had to be endorsed by all three Local Enterprise Partnerships (LEPs) to meet the requirements of the Department for Business, Energy and Industrial Strategy (BEIS). Attention was drawn to the background to the development of the Strategy, which included a focus on three primary energy local priorities and the strategic ambition and potential solutions in response. The Strategy provided an opportunity to address the clear challenges by providing an evidence base to garner support and direct funding. This was the first strategy in the country at a multi-LEP area level. It was noted that the detail would be compiled over the autumn.

Councillor Herbert, Portfolio Holder for Strategic Planning, acknowledged the considerable amount of background information contained in the report including the mapping of regional challenges. He drew attention to particular issues of concern such as a dysfunctional rail network and energy supply. If the latter was not addressed, new developments and the resulting jobs would be put at risk. He was concerned that people had been stopped from adding renewable energy to the network and identified such a restriction in North West Cambridge. He stressed the need for the Government to act quickly otherwise the new developments at the biomedical campus could come to a halt. In welcoming the Strategy, he stressed the importance of bringing to the Government's attention the fact that the energy grid was not working. In his view, the Government needed to address the issue of unaccountable utilities in order to provide a flexible grid to serve the area.

It was resolved unanimously to:

- (a) note and endorse the decision of the Business Board (reported at the meeting). This included:
- (b) endorse the Strategy for the whole LEP area and as the basis for the Local Energy Hub to start considering projects in the Cambridgeshire and Peterborough area.

- (c) agree the Strategy and use of the Combined Authority name and logo within the final version of the Strategy.

## 208. STRATEGIC COMMUNITY LAND TRUST (CLT) PROGRAMME DEVELOPMENT

The Mayor moved an alteration to recommendation (d), as follows (*addition in bold and deletion in strikethrough*):

- (d) Agree ~~that the Board will approve the intention for the Chief Executive, Monitoring Officer and the Chief Finance Officer to develop the following in consultation with the Portfolio Holder Fiscal~~
- a. ~~(based upon the principles in paragraph 3.6)~~ the procedures for agreeing the future draw down of funding within the loan facility

The Director of Housing and Development reported that the CA was committed to work to encourage Community Land Trusts (CLTs) to deliver new housing schemes. The report gave an example in principle to provide the East Cambs Trading Company Ltd (ECTC) with an umbrella agreement through which ECTC could make subsequent applications for individual project specific loans, funded from CA borrowing. This would enable ECTC to be more active in the market. Attention was drawn to the key principles of an umbrella agreement for ECTC which could then be applied on an area wide scale. It was noted that the Authority would need to set up a structure to consider and process loan applications quickly.

Councillor Herbert acknowledged the importance of delivering affordable housing. He was concerned that the Board had only received notification of the alteration to recommendations and additional information at 9.30p.m. the day before the meeting. He would therefore have preferred more time to consider this information. He drew attention to the fact that it was proposed that the Portfolio Holder for Fiscal Strategy and the officer team be delegated to make decisions regarding the use of public money. He raised questions in relation to the loan to ECTC regarding the interest rate and who would cover the risk. He queried whether East Cambridgeshire District Council (ECDC) would be indemnifying the full loan amount.

Councillor Herbert also called for some consistency in the affordable housing programme. He asked for there to be an annual report for CLTs detailing what had been delivered, as required for the £100m Housing Programme. He was concerned that the Board was just being presented with the headline figures rather than the cost per unit and the timescale. He drew attention to the fact that the report considered by the Board previously had reported that the £6.5m loan for Haddenham would come from the £100m Housing Fund. However, there was no mention of this in the report. Whilst he supported CLTs, he was of the view that they would not work in high cost land areas such as Cambridge. He reminded the Board of its core objective to deliver affordable housing.

In response, Councillor Count reported that there had been a need to address a number of issues which were not clear in the report. As a result, the new documentation (attached at **Appendix B**), had provided greater clarity and resulted in the need to alter recommendation (d). He reported that ECDC was not indemnifying the loan. As in the case of the Haddenham loan, the funding would be secured fully against the land. He stressed that all loans would need to have security which was satisfactory to the Board. He confirmed that the recommendations did not authorise a loan of £40m instead they set the direction of travel including arrangements to speed up the process.

Work to develop loan terms would need to be determined, which identified the key principles upon which future CLT loans could be made by the Authority. Key aims would form a document to be presented to the Board which would then decide how much funding officers could sign off. It was expected that every CLT would have a monitoring status. In relation to funding from the Housing Programme, it was important to deliver affordable housing at speed. CLTs reflected one way of delivering such housing, there were of course other ways. Councillor Count explained that the Haddenham loan was subject to delegated authority and was waiting sign off subject to legal Heads of Terms. In conclusion, he reported that papers would come back to the Board to speed up the process, and he encouraged other proposals to come forward.

Councillor Smith reported that she could not support the recommendations and called for a recorded vote. She stated that it was not acceptable to circulate an alteration to recommendations and additional information at 9.30p.m. the day before the meeting. She was of the view that there were too many unknowns which would prevent due diligence. She stressed the need to push an ambitious and different affordable homes programme, which could influence the affordable homes market rather than small projects.

Councillor Herbert reiterated his point regarding who was guaranteeing the loan. He stressed the need for no loan to be made unless the CA was absolutely sure it would not lose money. He reported that the Haddenham loan amounted to £342,000 per each of the fourteen homes. He was concerned that a big economic downturn could put the money at risk. He queried why ECDC was not guaranteeing its own company.

In response, Councillor Count reported that the land at Haddenham had been valued independently and the value amounted to £12m of assets. Councillor Count explained that officers needed to work up procedures for agreeing the future draw down of funding within the loan facility in order to avoid missing opportunities. It was important to bear in mind that this process would recycle the Housing Fund money to deliver more affordable housing in the future. The recommendation to sign off the delegation would require a change to the Authority's constitution.

Councillor Roberts expressed disappointment regarding the misunderstanding in relation to CLTs. He explained that CLTs were ambitious and did deliver something different. The Haddenham Scheme had delivered affordable homes without Government or Authority grant. He urged the Board to consider and understand properly the CLT model. He reported that the interest rate was to be agreed. However, he queried why it was so important given the return on delivery in relation to affordable housing. He was of the view that the CLT would be very successful in areas with high land values, as a result of the cross subsidy model. The cost per unit was not relevant, as this was a loan not a grant. He questioned how much of the other Authority funding for affordable housing had been recycled.

Councillor Herbert reminded the Board that Councillor Roberts had a significant interest in this report. He was therefore surprised that he had not stepped away from this debate. ECDC had an interest because this proposal enabled Council Tax rates to be lowered. He was still of the view that if the Authority was loaning money at a 1.5% interest rate, these loans needed to be defended. He reported that he was not persuaded of the risk, as it was not clear what this money had been guaranteed against. He drew attention to the number of affordable homes being delivered in Cambridge and Northstowe in particular the 100 Council homes scheduled to be built on the old Mill Road Depot. He recognised the value of CLTs and welcomed information on where in Cambridge they could be actioned.

Councillor Count expressed disappointment regarding how much the report had been misunderstood. Councillor Roberts reminded the Board that the ECTC was not applying for loans at this stage. As the report was about the principles, he felt that he did not need to declare an interest. As the Leader of ECDC, his objective was to deliver affordable housing. ECDC was the sole shareholder of ECTC, and as a small local authority, it was of the view that it was better to work together with the CA, rather than underwrite the CLT programme itself.

As two Members had requested a recorded vote, the Mayor exercised his discretion for it to take place.

It was resolved by a majority to:

- (a) Note the intention to develop a strategic model to deliver Community Land Trust schemes across the Cambridgeshire and Peterborough area, including an assessment of the total loan facility required
- (b) Agree the s151 Officer engage with HM Treasury to establish the position with regards to the existing Borrowing Cap for CPCA in respect of the potential borrowing requirement, and establish any treasury rules, guidelines or requirements for borrowing for this purpose.
- (c) Agree in principle the proposal to develop an umbrella agreement which could provide a loan facility, with up to £40m to potentially be funded through borrowing for ECTC
- (d) Agree the intention for the Chief Executive, Monitoring Officer and the Chief Finance Officer to develop the following in consultation with the Portfolio Holder Fiscal
  - a. the procedures for agreeing the future draw down of funding within the loan facility
  - b. the appropriate level of any delegations to officers and Portfolio Holder, for individual loan and/or total scheme sign off
  - c. the monitoring of the delivery of housing schemes under the loan facility at appropriate stages to maintain oversight of delivery, including reporting to Board and External Audit

*[Voting pattern – Councillors Bull, Count, Holdich and Seaton in favour; Councillor Smith against; Councillors Herbert and Roberts abstained]*

The Mayor, in conclusion, commented that CLTs provided a different and additional way of delivering affordable housing. He reminded the Board that there was a deficit of all types of homes. Preventing CLTs from progressing was therefore doing a disservice to the people of Cambridgeshire and Peterborough. The raison d'être of the Authority was to do things differently and to step out of its comfort zone to do things which had not been done before by working together. He acknowledged that CLTs were not the only way but they were a tangible way. He encouraged Board members to identify sites in their area where CLTs could be delivered at no cost to the tax payer.

## **209. BUDGET UPDATE**

Councillor Count, Portfolio Holder for Fiscal Strategy, presented a report detailing the outturn position against budget for the year to 31 March 2018 and an update of the preparation and audit of the draft Statement of Accounts of the CA for the year to 31

March 2018. The outturn position showed overall expenditure for the year of £40.7m, against a budget of £53.5m, a net underspend of £12.8m. Attention was drawn to the breakdown of underspends for the first year. He reminded the Authority that the budget was complex and that capital projects were in their infancy. An exercise to improve the accuracy level to analyse all 2017/18 variances would therefore be progressed.

Councillor Herbert queried the fiscal transfer to the LEP and requested assurance that there would be no net cost to the CA. Councillor Count reported that it had been unbudgeted for at the start of the year so was shown as a variance. The Section 151 officer reported that this reflected the required payment for the liquidation of the LEP. However, it was important to note that the CA had inherited income streams which more than exceeded other income streams. Councillor Herbert requested the financial figures.

Attention was drawn to Transport and Infrastructure where £11m had been allocated but only £1m spent. Councillor Herbert reported that a number of projects were therefore not proceeding as scheduled. He therefore welcomed the proposal for the accounting practice to identify genuine underspends. Councillor Count reported that the Board would be asked what it wanted to do with genuine underspends in the future. He confirmed that actual underspends would be identified in future rather than underspends caused by a slippage in schemes.

It was resolved unanimously to:

1. Note the outturn position against budget for the year to 31 March 2018.
2. Note progress being made in the preparation and audit of the draft Statement of Accounts for 2017/18.
3. Note that a further report would be brought to the Board to recommend the approval of certain unspent budgets, to be identified in that report, to be carried forward for use in 2018/19.

## **210. DATE OF NEXT MEETING**

The Combined Authority Board will meet next on Wednesday 25 July 2018, East Cambridgeshire District Council, Council Chamber, The Grange, Nutholt Lane, Ely, CB7 4EE

Mayor





<b>CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD</b>	<b>AGENDA ITEM No: 1.6</b>
<b>25 JULY 2018</b>	<b>PUBLIC REPORT</b>

## REVIEW OF CONSTITUTION – COMMITTEE STRUCTURE

### 1.0 PURPOSE

- 1.1. The Combined Authority is a dynamic organisation, which has considerably increased its scope and budget over the past 12 months. It operates within an equally dynamic economic environment. The recent Cambridgeshire and Peterborough Independent Economic interim report highlighted the fast rate of economic and employment growth in the region, and the importance of planning now to ensure that strong growth will be sustainable and more inclusive.
- 1.2. The impact of working to deliver against the rapid pace of growth means that the Combined Authority will have an increasing level of business over the coming 12 months. It needs a responsive governance framework that allows for decision making outside of the monthly Board meeting. This report proposes a framework of decision making which will assist in delivering projects in a fast paced environment.

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>James Palmer, Mayor</b>
<b>Lead Officer:</b>	<b>Kim Sawyer, Legal Counsel and Monitoring Officer</b>
<b>Forward Plan Ref: N/A</b>	<b>Key Decision: No</b>
The Combined Authority Board is recommended to:  (a) Agree the establishment of the following committees from 1 September and the terms of reference of each as set out in Appendix 1. (a) Transport Committee, (b) Skills Committee and	<b>Voting arrangements</b>  (a) to (c) At least two-thirds of all Members  (d) Simple majority of all Members

<p>(c) Housing and Communities Committee.</p> <p>(b) Note and agree the portfolios as set out in Appendix 2.</p> <p>(c) Agree the timetable of meetings for the above committees (Appendix 3).</p> <p>(d) That the Monitoring Officer be authorised to amend the constitution to take account of the Board's decision and to bring a further report to the Board in September to confirm the changes to the constitution and the appointments to the committees.</p>	
--	--

## 2.0 BACKGROUND

- 2.1. Since its establishment in March 2017, and following the election of the Mayor, members of the Board have held portfolio positions grouped according to the functions of the Mayor and the Combined Authority. The Mayor allocates the portfolio responsibilities to each member of the Board with the exception of the local enterprise partnership member, who holds no portfolio.
- 2.2. Portfolio holders do not have any executive powers and their key role is to leader on key work streams. They are supported in their roles by the Chief Executive and a team of Directors who provide technical support to the members' leadership role.
- 2.3. Over the first year of its existence it has become apparent that some portfolio responsibilities are broader than others and demand considerable attention from members who are also leaders within their respective councils. In addition, the Combined Authority has faced a number of changes in its Board membership with a resulting impact on the continuity of the portfolios.
- 2.4. The portfolios have seen an increase in the span of their responsibility in an economic environment which also demands a fast paced response to match the pace of growth. A new system of decision making is therefore being proposed through committees in the three key areas of the Combined Authority functions: transport, housing and skills.
- 2.5. By placing responsibility for three of the largest portfolios into a committee system, it enables the Combined Authority to meet challenges of resilience and volume. The Chair of the Committee will lead the portfolio responsibilities of that Committee and can distribute responsibility for delivering discreet areas of the portfolio amongst the members of the Committee. By creating a division of the portfolio workload across the committee members, the Combined Authority ensures a measure of continuity in the delivery of its key projects. A committee system also allows member oversight of the delivery of its programme of works

against the Combined Authority's Assurance Framework and Monitoring and Evaluation Framework.

- 2.6. The proposed terms of reference of the Transport and Infrastructure Committee, Skills Committee and Housing and Communities Committee are attached. (**Appendix 1**).

### **Operation of Committees**

- 2.7. The development of these committees is based upon the following principles:

- (a) The Board will reserve all decisions which approve the strategic framework, the key projects and the budget framework. This retains the primary role of the Board in creating the overarching framework within which the committees will operate for significant matters;
- (b) Once approved by the Board, the delivery of those strategic approvals, development of processes and procedures and monitoring of projects will be delivered by the committees. The committees will therefore work within the remit of the decisions approved by the Board.
- (c) Reports to Board which approve significant programmes of work will therefore outline the levels of delegation to committees for delivery of those programmes;
- (d) The committees will act within limits agreed by the Board decision or contained within their terms of reference;
- (e) The Monitoring Officer will monitor the reports being taken to Committees to ensure that the committees acts within the bounds of their delegations and refer any decisions to the Board which exceed the delegated powers;
- (f) The Board will retain the right to call in committee decisions.

- 2.8. Therefore, the Board will retain all strategic decision making: key strategies, key policies and plans, agreeing allocations of budget and approving a programme of works, and business cases.

- 2.9. Committees will have delegated decision making powers to deliver the approvals given by the Board. This means that the committees operate only under the specific delegations agreed by the Board. So for example on this agenda, the Board is asked to approve the devolution of the adult education function to the Combined Authority. Once the Board agrees the programme of works and budget necessary to deliver the devolved function, the Skills Committee would assume responsibility for approving the processes and procedures necessary to deliver that programme of works, including the procurement of the providers within the budget agreed by the Board. As the project proceeds the committee will play a role in monitoring the delivery of the devolved adult education budget to enable the Combined Authority to report to Government under the Assurance Framework requirements. This retains the strategic role to the Board and allows it to define the remit within which the committees will make decisions.

## **Voting arrangements**

- 2.10. The voting arrangements for the Board are set out in the constitution within the Cambridgeshire and Peterborough Combined Authority Order 2017. No prescribed voting arrangements are made in the Order for committees. Therefore decisions made by the committees will be by simple majority unless different voting arrangements are set out in the constitution. Voting arrangements are being considered by the Board with a view to a further report to the Board in September to amend the constitution if required.

## **Review process**

- 2.11. In order to ensure that the committees are functioning appropriately in this first year of creation, it is proposed that a 6 month review of the committee process will be brought back to Board in March 2019. This will allow the Board to be satisfied that the new governance structure is performing as expected.

## **Call-in**

- 2.12. It is proposed that the Board would retain the right to call-in decisions of the committees. The Monitoring Officer will be asked to amend the constitution to agree a call in process based upon 3 voting members being able to call a decision in to the Board at any point from the date the committee report is published up to a period 5 clear calendar days following the Board meeting.
- 2.13. Should the Board decide to call-in a decision of the Committee, the decision is either not taken or suspended until the Board has considered the decision. If a key decision is suspended, it is not available to be called in by the Overview and Scrutiny Committee until the Board has considered the call-in.

## **Membership**

- 2.14. Following the Board's approval of the committee structure, terms of reference and the size of the committees, the Mayor would make allocations to the committees. This replicates the process for allocating to portfolio positions. The constitution currently states that the Combined Authority Board will decide which portfolios are necessary and the Mayor will allocate to those. The portfolios are set out in **Appendix 2**.
- 2.15. The number of portfolio holders and committee members could require some members to hold more than one position within the governance structure. In order to reduce the burden on members of the Board, those members may either agree to appoint their substitute members to committee positions or may appoint another member of their constituent council to attend the committee. The Cambridgeshire and Peterborough Combined Authority Order 2017 contains provision which allows members of the constituent councils to be voting members of any committees of the Combined Authority. This process will be subject to the same rules of allocation and approval by the Board.

## **Role of the Chair**

- 2.16. The role of chair and portfolio holder has essentially the same aim – within a given subject area, to lead the development of proposals for decision. Portfolio holders have a strategic role as they lead the development of future policy and budget allocations for approval at Board. They work directly with officers to give guidance in the development of future policy. A chair will also fulfil this same role and has an additional responsibility of chairing a committee to operate within the agreed delegations for matters approved by the Board. The committee may also complement the work of the Board to assist in the development of policy prior to approval at Board (e.g the Transport Committee may refer a draft Local Transport Plan to the Board for approval).
- 2.17. Neither Portfolio holders nor committee chairs have executive decision-making powers as this is not permitted under our Cambridgeshire and Peterborough Combined Authority Order 2017.

### **Timetable of meetings**

- 2.18. It is proposed that the committees meet once every two months in October, late November (due to the Christmas timetable), February and April. It is proposed that the committees meet approximately 3 weeks before Board meetings in the first six months. Once the committees are established and working effectively the Board and committee timetable can be reviewed.

## **3.0 FINANCIAL IMPLICATIONS**

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

## **4.0 LEGAL IMPLICATIONS**

- 4.1. The responsibilities of portfolio holders are set out in Chapter 4 paragraph 3 of the Constitution.
- 4.2. The legal implications are set out in this report.

## **5.0 SIGNIFICANT IMPLICATIONS**

- 5.1. There are no additional implications in this report.

## 6.0 APPENDICES

6.1. Appendix 1 – Terms of Reference of Committees

6.2. Appendix 2 – Portfolio Responsibilities

6.3. Appendix 3 – Revised Timetable

<u>Source Documents</u>	<u>Location</u>
Report and decisions of the Board dated 31 May 2017	<a href="http://cambridgeshirepeterborough-ca.gov.uk/meetings/show/2018-05-30">http://cambridgeshirepeterborough-ca.gov.uk/meetings/show/2018-05-30</a>

## **Appendix 1.1**

### **(Draft) Terms of Reference: Transport and Infrastructure Committee**

#### **Introduction**

The Transport and Infrastructure Committee operates within the terms agreed by the Combined Authority Board.

The Combined Authority Board retains responsibility for agreeing key strategies (Local Transport Plan, Bus Strategy, and other key strategies as it determines). These are known as the 'reserved matters'.

The Combined Authority Board will determine all matters requiring a budget allocation, which may then be delegated to the committee to deliver.

The Combined Authority will determine all business cases, which may be delegated to the committee to deliver.

The Combined Authority Board may request the committee to assist in the development of key strategies to carry out and manage delivery of those key strategies including consultation processes and preparation of draft strategies.

The Combined Authority Board may further decide to refer any individual matters to the committee within its remit.

The Committee will have a key role in monitoring and evaluating the delivery of programmes and projects for the purposes of the Monitoring and Evaluation Framework.

The Committee can initiate proposals for the Combined Authority Board to consider.

#### **Membership**

The Transport Committee shall comprise 5 members:

- (Chair)
- Member for Cambridgeshire County Council (Board member of constituent council member)
- Member for Peterborough City Council (Board member or constituent council member)
- Member from Cambridge City Council or South Cambs District Council
- Member of the Combined Authority Board (representing the wider county geography)

The quorum of the Committee is 4 members

Substitute Members may be appointed by the members of the Board

## **Terms of Reference**

### **Functions**

The Transport Committee may make **recommendations** on the following matters to the Combined Authority Board (reserved matters):

- (1) The Local Transport Plan
- (2) Bus Strategy
- (3) The transport revenue budget, including any transport levy
- (4) The annual programme of strategic transport projects and the associated capital investment budget
- (5) Borrowing powers exercised as the Local Transport Authority
- (6) Creation of the key route network

The Transport Committee shall exercise the Combined Authority's **functions** for the following:

- (1) Assisting in policy development, particularly in the development of the Local Transport Plan and Bus Strategy
- (2) Monitoring the delivery of those programmes and projects to enable delivery of the strategic transport network as approved by the Board
- (3) To monitor the annual programme of transport and infrastructure projects agreed by the Board
- (4) Within the delegation of functions and budget approved by the Board to approve the commissioning of delivery partners, and authorising budget release for transport and infrastructure and delivery projects
- (5) Monitoring the revenue and capital transport budget for the purpose of assisting decisions by Board
- (6) Overseeing the development of the annual transport levy
- (7) Monitoring the delegation of passenger transport functions to delivery partners
- (8) Monitoring the delivery of projects by delivery partners
- (9) Monitoring agreements with the Minister or strategic highways companies for the exercise of functions relating to the strategic network
- (10) Overseeing the development and implementation of policies and programmes relating to
  - (a) Clean Air
  - (b) Energy and Clean Growth
  - (c) Renewable energy
  - (d) Security of energy supply



- (11) Overseeing strategic relationships with utility providers
- (12) Matters initiated by the committee can be referred to the Board

### **Strategic and Budget Framework**

The Committee should ensure schemes contribute and meet the targets in the 2030 Ambitions, the 4 year plan and specific strategies. The committee must act within existing budgets and strategic frameworks. Any decisions must be within the parameters agreed by the board. All decisions of committees shall be referred to the Board for ratification within the first 6 months of establishment.

### **Accountability**

The Committee is accountable to the Combined Authority Board.

### **Lead Director**

**Director of Infrastructure: (vacant)**

### **Transport Director**

## **Appendix 1.2**

### **(Draft) Terms of Reference: Skills Committee**

#### **Introduction**

The Skills Committee operates within the terms agreed by the Combined Authority Board.

The Combined Authority Board retains responsibility for agreeing key strategies (Skills Strategy, and other key strategies as it determines). These are known as the 'reserved matters'.

The Combined Authority Board will determine all matters requiring a budget allocation, which may then be delegated to the committee to deliver.

The Combined Authority will determine all business cases, which may be delegated to the committee to deliver.

The Combined Authority Board may request the committee to assist in the development of key strategies to carry out and manage delivery of those key strategies including consultation processes and preparation of draft strategies.

The Combined Authority Board may further decide to refer any individual matters to the committee within its remit.

The Committee will have a key role in monitoring and evaluating the delivery of programmes and projects for the purposes of the Monitoring and Evaluation Framework.

The Committee can initiate proposals for the Combined Authority Board to approve

#### **Membership**

The Skills Committee shall comprise 4 members

- Chair
- Vice-Chair
- Board member or member of the constituent council
- Member from Cambridge City Council or South Cambs District Council

The quorum of the Committee is 3 members

Substitutes may be appointed

## Terms of Reference

### Functions

The Skills Committee may make **recommendations** on the following matters to the Combined Authority Board (reserved matters):

- (1) Skills Strategy
- (2) The skills budget, innovation fund and the Adult Education Fund

The Skills Committee shall exercise the Combined Authority's **functions** for the following:

- (1) Assisting in policy development, particularly in the development of the Industrial Strategy and the Skills Strategy
- (2) Approving actions within business cases approved by the Board and the release of funds for the University of Peterborough project within the agreed budget
- (3) Approving the commissioning of delivery partners, and authorising budget release for strategic skills projects
- (4) Monitoring the skills budget
- (5) Approving and overseeing the delivery of the Skills Strategy Framework and Action Plan
- (6) Approving the process to deliver the adult education functions and the devolution of the Adult Education Budget
- (7) Approving and overseeing the delivery of the Skills Strategy Framework and Action Plan
- (8) Assisting the development of employer-focused schemes, approve projects and oversee delivery
- (9) Approving projects to be funded from the Innovation fund and the Health and Care Sector Work Academy
- (10) Monitoring the 16 plus Area Review outcomes
- (11) Monitoring the delivery of projects by delivery partners
- (12) Monitoring the delivery of the Apprenticeships and Pathways to Employment Scheme
- (13) Monitoring the establishment of the coordinated Employer-focused Skills System
- (14) Overseeing consultation with key stakeholders
- (15) Coordination with the Department for Education on the Opportunity Area programme
- (16) Overseeing delivery of Centre for Skills (in conjunction with the Business Board)
- (17) Overseeing coordination with DWP and the Work & Health Programme
- (18) Matters initiated by the committee can be referred to the Board

## **Strategic and Budget Framework**

The Committee should ensure schemes contribute and meet the targets in the Vision 2030, the 4 year plan and specific strategies. The committee must act within existing budgets and strategic frameworks. Any decisions must be within the parameters agreed by the board.

## **Accountability**

The Committee is accountable to the Combined Authority Board.

## **Lead Director**

### **Director of Business and Skills**

Harriet Fear (Interim)  
harriet.fear@cambridgeshirepeterborough-ca.gov.uk

### **Assistant Director, Skills**

## **Appendix 1.3**

### **(Draft) Terms of Reference: Housing and Communities Committee**

#### **Introduction**

The Housing and Communities Committee operates within the terms agreed by the Combined Authority Board.

The Combined Authority Board retains responsibility for agreeing key strategies (Housing Strategy, Housing Investment fund, programme of housing projects etc). These are known as the 'reserved matters'.

The Combined Authority Board will determine all matters requiring a budget allocation, which may then be delegated to the committee to deliver.

The Combined Authority will determine all business cases, which may be delegated to the committee to deliver.

The Combined Authority Board may request the committee to assist in the development of key strategies to carry out and manage delivery of those key strategies including consultation processes and preparation of draft strategies.

The Combined Authority Board may further decide to refer any individual matters to the committee within its remit.

The Committee will have a key role in monitoring and evaluating the delivery of programmes and projects for the purposes of the Monitoring and Evaluation Framework.

The Committee can initiate proposals for the Combined Authority Board to consider.

#### **Membership**

The Committee shall comprise 4 members:

- Chair
- Vice-chair
- Board member or member of a constituent council
- Member from Cambridge City Council or South Cambs District Council

The quorum of the Committee is 3 members

Substitute Members may be appointed

## Terms of Reference

### Functions

The Housing and Communities Committee may make **recommendations** on the following matters to the Combined Authority Board (reserved matters):

- (1) Housing Strategy
- (2) The Housing Investment Fund
- (3) The programme of housing projects

The Housing and Communities Committee shall exercise the Combined Authority's **functions** for the following:

- (1) Assisting in policy development, particularly in the development of the Housing Strategy and overseeing its implementation
- (2) Approving housing projects within the Housing Investment Fund (as allocated by the Board) and within approved budget
- (3) Monitoring the commissioning of delivery partners and agreeing the staged release of budget for housing projects as approved by the Board
- (4) Monitoring the Housing Investment Fund for reporting to Board
- (5) Monitoring the delivery of projects by delivery partners for reporting to Board
- (6) Overseeing the development of proposals for strategic investment in housing, such as Land Value Capture and the Community Land Trust Programme
- (7) Overseeing the development of strategies for
  - (a) Culture and Tourism,
  - (b) Open Space and Amenities
  - (c) Consultation
  - (d) Engagement with social action and the voluntary, community and social enterprise sector
- (8) Overseeing the delivery of the Connecting Cambridgeshire Project by Cambridgeshire County Council
- (9) Overseeing Wellbeing and Public Health issues across all Portfolios
- (10) Matters initiated by the committee can be referred to the Board

### Strategic and Budget Framework

The Committee should ensure schemes contribute and meet the targets in the Vision 2030, the 4 year plan and key strategies approved by the Board. The committee must act within existing budgets and strategic frameworks. Any decisions must be within the parameters agreed by the Board.

All decisions of committees shall be referred to the Board for ratification within the first 6 months of establishment.

### **Accountability**

The Committee is accountable to the Combined Authority Board.

### **Lead Director**

#### **Director of Business and Skills**

Harriet Fear (Interim)

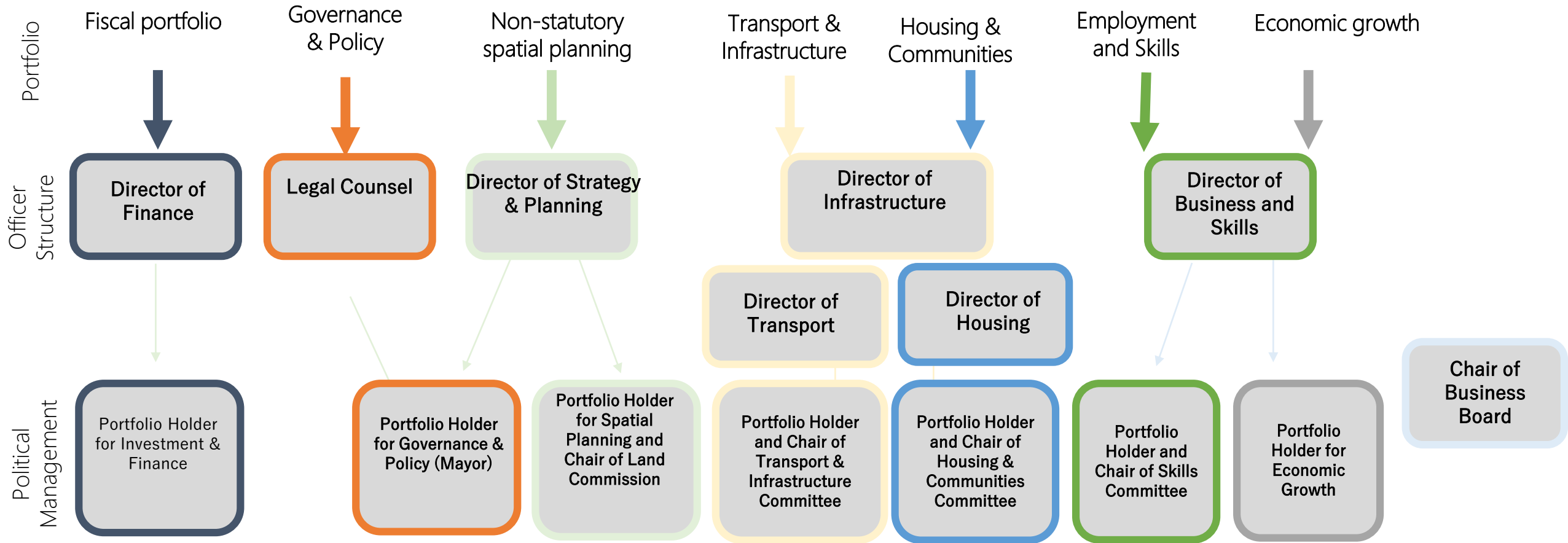
[harriet.fear@cambridgeshirepeterborough-ca.gov.uk](mailto:harriet.fear@cambridgeshirepeterborough-ca.gov.uk)

#### **Housing Director**

Roger Thompson

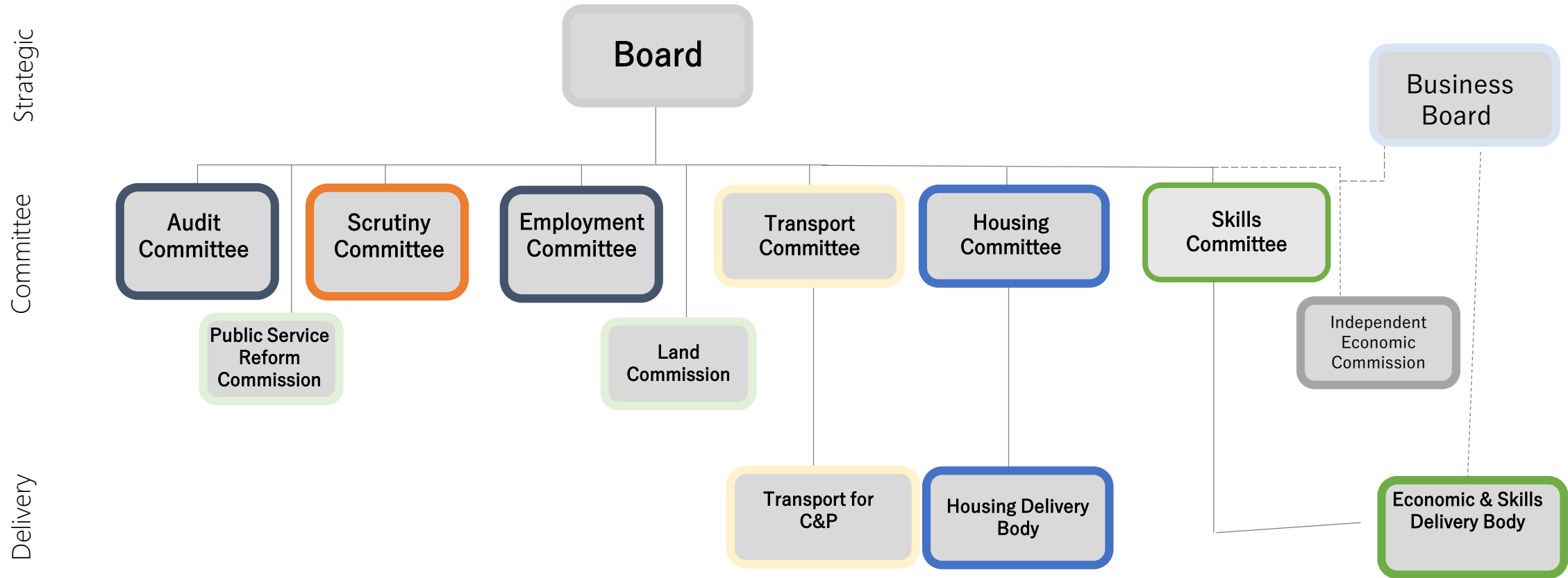
[roger.thompson@cambridgeshirepeterborough-ca.gov.uk](mailto:roger.thompson@cambridgeshirepeterborough-ca.gov.uk)

# Portfolios





# Proposed committee structure



### Appendix 3 - Combined Authority Calendar of Meetings

<b>PUBLIC MEETINGS</b>	<b>TIME</b>	<b>MAY</b>	<b>JUNE</b>	<b>JUL</b>	<b>AUG</b>	<b>SEP</b>	<b>OCT</b>	<b>NOV</b>	<b>DEC</b>	<b>JAN</b>	<b>FEB</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>
Combined Authority Board (Wednesday)	10:30am		27	25		26	31	28	19	30	(b) 13	27	27	24	
Annual Council (Wednesday)	10:30am	30													29
<b>COMMITTEES (PUBLIC)</b>															
Trasnsport Committee	10am						10	23				6		3	
Housing and Communties Committee	12pm						10	23				6		3	
Skills Committee	2pm						10	23				6		3	
Overview & Scrutiny Committee (Monday)	11am	Fri 1st June	25	23		24	29	26	17	28		25	25	(Thurs) 18	(Tues) 28
Audit & Governance Committee (Friday)	10am			20		28		30					29		31 ®
Employment Committee (unscheduled)															
<b>INFORMAL WORKING GROUPS</b>															
Leaders Strategy Meeting (Twice monthly meetings?)	2-4pm														
Informal Cabinet Meetings (Two weeks before Board meeting)	10am-12pm	16	13	11		12	17	14	5	16		13	13	10	15
<b>OTHER BODIES</b>															
Business Board	2:30pm		25	23		24		26		28			25		28
Combined Fire Authority	2pm		21					1				7			
Cambridgeshire Police and Crime Panel (Wednesday)	2pm														
Cambridgeshire Public Service Board	09:30am	18	15	13	17	14	12	16	14						
Greater Cambridgeshire Partnership	16:00pm			5			11		6						
<b>CONFERENCES</b>															
Conservative Party						30 Sept - 3 Oct									
Labour Party Annual Conference						23-26									
Liberal Democrats Autumn Conference						15-19									
Local Government Association Annual Conference				03-May											

#### Bank Holidays 2018 - 2019

28 May 2018 - Spring Bank Holiday  
 27 August 2018 - Summer Bank Holiday  
 25 December 2018 - Christmas Day  
 26 December 2018 -- Boxing Day  
 2019  
 1 January 2019 - New Year's Day  
 19 April 2019 - Good Friday  
 22 April 2019- Easter Monday  
 6 May 2019 - Early May Bank Holiday

#### Summer Term 2018

Opens 16 April  
 May Day Monday 7 May  
 Half Term 28 May to 1 June  
 Ends Friday 24 July  
**Autumn Term 2018**  
 Opens Tuesday 4 September  
 Ends Wednesday 19 December  
 Half Term 22nd - 26th October

#### Spring Term 2019

Opens Thursday 3 January  
 Half Term 18 to 22 February  
 Ends Friday 5th April  
**Summer Term 2019**  
 Opens Tuesday 23 April  
 May Day Monday 6 May  
 Ends Wednesday 24 July

#### Rules

Board meeets monthly on last Wednesday of each month

Overview and Scrutiny Committee to meet Monday before Board - except when the Monday falls on a bank holiday then moved to previous week or to the Tuesday before Board meeting for the AGM

Audit Committee to meet 4 times a years, Must meet by end of July and end September in 2018 to sign off accounts. Informal workshop to be held at end of May to review draft accounts

Board meeets monthly on last Wednesday of each month

Overview and Scrutiny Committee to meet Monday before Board - except when the Monday falls on a bank holiday then moved to previous week or to the Tuesday before Board meeting for the AGM

Audit Committee to meet 4 times a years, Must meet by end of July and end September in 2018 to sign off accounts. Informal workshop to be held at end of May to review draft accounts

#### Consultees

#### First Consultees

MOs of CC  
 M Rowe  
 M Whitely  
 D Thorpe

## **Agenda Item 1.7**

### **Business Board Meeting – 25 June 2018**

The decisions of the Business Board are set out below:

#### **The Combined Authority are asked to ratify all the decisions of the Business Board held on 25 June 2018**

The agenda, reports and minutes of the Business Board are published on the Combined authority website at

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

<b>Date</b>	<b>Reference</b>	<b>Issue</b>	<b>Decision</b>
25/06/18	Minute 15	Apologies and Declarations of Interest	Received apologies from Professor Andy Neely and Councillor Wayne Fitzgerald.
25/06/18	Minute 16	Minutes of Shadow Board Meeting – 30 <sup>th</sup> April 2018	Agreed the minutes of the Board meeting held on 30 <sup>th</sup> April 2018 as a correct record.

Date	Reference	Issue	Decision
25/06/18	Minute 17	Appointment of Substitute Members	<p>The following nominations for named substitutes were noted:</p> <ul style="list-style-type: none"> <li>• Professor Andy Neely had nominated Professor Phil Allmendinger;</li> <li>• Councillor Wayne Fitzgerald had nominated Councillor David Seaton;</li> <li>• Councillor Charles Roberts nominated Councillor Anna Bailey;</li> </ul> <p>Mayor James Palmer advised that he would inform the Board Secretary of his substitute before the next meeting.</p> <p>Agreed that the Constitution be amended to enable interim members to appoint substitute members.</p> <p>Agreed the appointments of substitute members listed in the table set out in the report and reported orally.</p>

Date	Reference	Issue	Decision
25/06/18	Minute 18	Business Board Membership	<p>Noted the approach being undertaken by the Combined Authority to soft market-test interest in membership of the Business Board, and carry out a further round of soft market-testing.</p> <p>Agree the payment of an interim allowance to the Chair at the same level of remuneration paid to the Chair of the former GCGP LEP Board at a rate of £2,000 per month pro rata.</p> <p>Deferred the decision to request the Monitoring Officer to convene an Independent Remuneration Panel to consider the level of remuneration for private sector board members and the chair until the Business Board was established and the workload known.</p>
25/06/18	Minute 19	Forward Plan	Noted the Forward Plan.

Date	Reference	Issue	Decision
25/06/18	Minute 20	Combined Authority Four Year Plan	<p data-bbox="1070 288 1995 357">Noted the Cambridgeshire and Peterborough Four Year Plan and the draft Medium Term Financial Plan.</p> <p data-bbox="1070 432 1868 501">Agreed to bring a further report on local growth fund and development of budget for BB – prospectus (July).</p> <p data-bbox="1070 576 1957 644">Noted the Governance arrangements to be reviewed to ensure spend decisions are made correctly.</p> <p data-bbox="1070 719 2024 788">Noted the intention to keep the Four Year Plan under review and to refresh it on an annual basis.</p> <p data-bbox="1070 863 2024 963">Noted the intention to present an updated draft of the Medium Term Financial Plan to the Combined Authority Board in September 2018.</p>

Date	Reference	Issue	Decision
25/06/18	Minute 21	Cambridgeshire and Peterborough Independent Economic Review (CPIER) Interim Report	<p>Welcomed the publication of the Interim CPIER as a first stage in the most in depth economic analysis of the area ever undertaken.</p> <p>Agreed to include the key messages that should be conveyed from the Business Board within the Combined Authority response to the Commission.</p> <p>Noted the priorities for engagement between the Business Board and other stakeholders in the development of the Local Industrial Strategy from the point that the final CPIER report has been published with a view that all the priority stakeholders have equal importance.</p>
25/06/18	Minute 22	Local Energy East Strategy	<p>Endorsed the Strategy for the whole LEP area and as the basis for the Local Energy Hub to start considering projects in the Cambridgeshire and Peterborough area.</p> <p>Recommended to the Combined Authority Board the Strategy and use of the Combined Authority name and logo within the final version of the Strategy.</p>

Date	Reference	Issue	Decision
25/06/18	Minute 23	Growth Programme Update	<p>Noted the programme updates for the Local Growth Fund (Growth Deal) and Growing Places Fund.</p> <p>Noted the activity to bring forward business cases for provisional schemes and develop approach for new allocations.</p> <p>Noted the payment to Peterborough City Council of £513,49.63 for Claim 8 under the Bourges Boulevard 2 contract.</p>
25/06/18	Minute 24	Industrial Strategy – key messages	<p>Noted the key messages of the Industrial Strategy and how this links to the vision of the Business Board.</p> <p>Noted the developing vision for the Board, which aligns well to the Industrial Strategy.</p> <p>Noted that a Local Industrial Strategy is in development and will build upon the findings of the Independent Economic Commission.</p> <p>Noted that the interim report of the Independent Economic Commission will be reported to the next meeting of the Business Board to inform the development of the Local Industrial Strategy.</p>



Date	Reference	Issue	Decision
25/06/18	Minute 25	Date of Next Meeting	Noted the date of the next meeting. Monday, 23 July 2018 at 2.30pm, at Fenland District Council.



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

<b>CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD</b>	<b>AGENDA ITEM No: 2.1</b>
<b>25 JULY 2018</b>	<b>PUBLIC REPORT</b>

## **DELIVERING THE MAYORAL TRANSPORT STRATEGY**

### **1.0 PURPOSE**

- 1.1. The Cambridgeshire and Peterborough Combined Authority Order 2017 transferred the local transport planning powers to the Combined Authority and created the Cambridgeshire and Peterborough Combined Authority as the local transport authority for the area.
- 1.2. The Combined Authority at its meeting in May approved the Mayoral Interim Transport Strategy Statement and committed the Combined Authority to undertaking a review of the features and timeframes for all transport corridors to ascertain their alignment with the Mayoral Interim Transport Strategy Statement (MITSS). The review has identified significant opportunities across the transport programme to save money, accelerate delivery and remove interim solutions that divert public money away from delivery of the long-term transport ambitions.
- 1.3 In particular, the review has identified that the projects A1307, A428 Cambridge to Cambourne and A10 and park and ride schemes can be delivered at lower cost by making some elements temporary and accelerating delivery of the Cambridge Autonomous Metro.
- 1.4 This report sets out the findings of that review and asks the Combined Authority Board to approve the actions arising.

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>James Palmer, Mayor</b>
<b>Lead Officer:</b>	<b>Martin Whiteley, Chief Executive</b>
<b>Forward Plan Ref: 2018/028</b>	<b>Key Decision: Yes</b>
<p>The Combined Authority Board is recommended to:</p> <ol style="list-style-type: none"> <li>1. Note the relationship between the CPIER, Non-Statutory Spatial Plan 2, Local Transport Plan and Local Industrial Strategy as captured in section 2.1-2.6;</li> <li>2. Agree to fully support the implementation of the transport ambitions set out in the Mayoral Interim Transport Strategy Statement (MITSS);</li> <li>3. Agree that there are two types of transport project; those projects that can be delivered within existing growth plans (type 1) and those that will enable and require growth beyond current plans (type 2);</li> <li>4. Agree that the projects are categorised as set out in sections 2.12 to 2.13;</li> <li>5. Agree that it should develop the appropriate mechanisms necessary to secure and accelerate the delivery of growth projects;</li> <li>6. Agree the measures and protocols set-out in section 2.15 to ensure all CAM projects are integrated and coordinated;</li> <li>7. Agree to develop proposals with the GCP for the park &amp; ride elements of the projects (A1307, A428, A10) in order to achieve cost savings and enable quicker delivery.</li> <li>8. Note the opportunities that have been identified to accelerate the transport projects;</li> <li>9. Ask officers to assess the potential delivery models to ensure the opportunities to accelerate delivery can be taken and report back to the Board in September.</li> </ol>	<p><b>Voting arrangements</b></p> <p>All members are required to be present for this item.</p> <p>Two thirds of the constituent council members must vote in favour to include Cambridgeshire County Council and Peterborough city Council</p>

## 2 BACKGROUND

### Transport Responsibilities

2.1 The Cambridgeshire and Peterborough Combined Authority was formed on 28<sup>th</sup> March 2017, and from this date certain transport functions transferred to it by operation of law. These functions primarily relate to transport planning, bus services and transport operations as contained within Parts 3 and 4 of the Transport Act 1985, and Part 2 of the Transport Act 2000. They can be summarised as:

- (a) Duty to produce a Local Transport Plan;
- (b) Production of a Bus Strategy;
- (c) Rights to franchise local bus services within its area, subject to the completion of the process set out in the Bus Services Act 2017;
- (d) Powers to enter into quality bus partnerships and enhanced partnerships;
- (e) Responsibility for the provision of bus information and the production of a bus information strategy;
- (f) Role of Travel Concession Authority;
- (g) Financial powers to enable the funding of community transport;
- (h) Powers to support bus services

### Strategic framework

2.2 Work is underway to develop the strategic framework for the Combined Authority that supports the delivery of the 2030 ambition. See figure 1 below

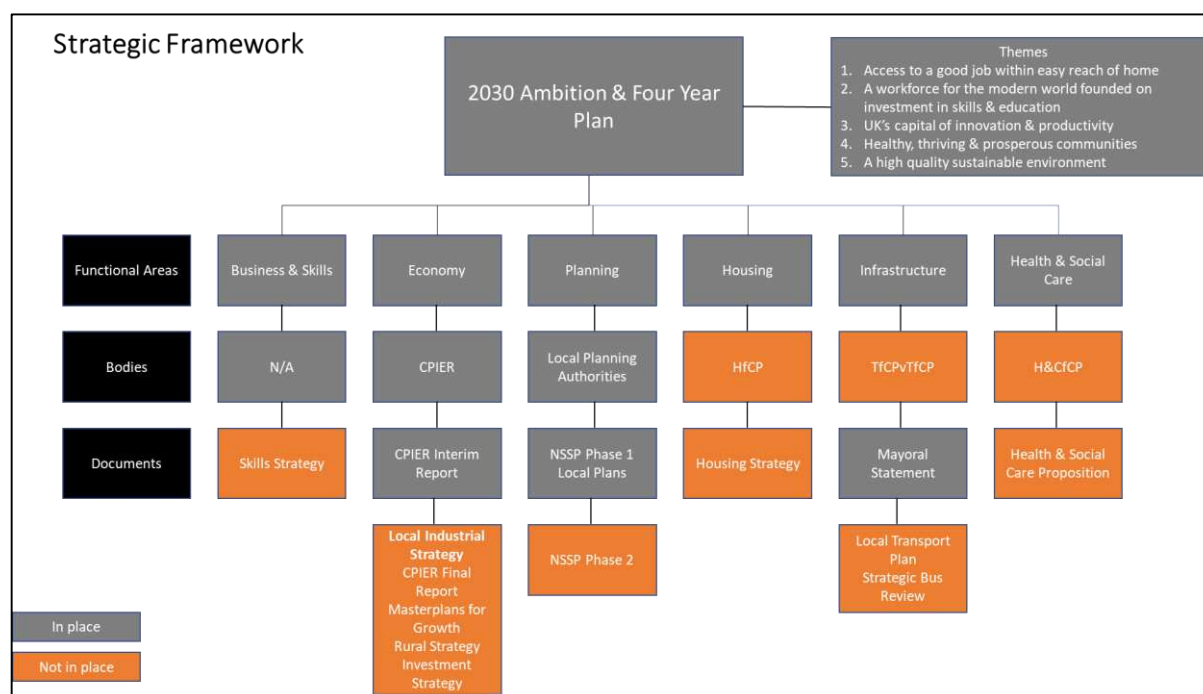


Figure 1 – Strategic framework

2.3 The Strategic Framework comprises the following features:

- Cambridgeshire and Peterborough Independent Economic Review (CPIER) report being delivered in September will identify their view of

the economic opportunity for the Combined Authority region and in particular their view of the amount of additional physical space (housing, employment) and type of infrastructure required to deliver it.

- The Non-Statutory Spatial Plan (NSSP) will then prepare the spatial response to the CPIER report by identifying where in the growth corridors this additional space could be created based upon the proposed transport projects.
- The Local Transport Plan (LTP) will be produced concurrently with the NSSP to explain how the proposed transport is enabling the planned increases in physical space and therefore optimising growth.
- The Local Industrial Strategy will capture the entire story of how the economic opportunity, identified in the CPIER, is being delivered through the NSSP and LTP, to deliver economic impact.

### **Mayoral Interim Transport Strategy Statement**

- 2.4 In May the Combined Authority Board approved the Mayoral Interim Transport Strategy Statement. The purpose of the statement is to guide the development of the new LTP and to provide clear direction to transport projects that are either underway or soon to be developed. By providing this direction the expectation is that all schemes will be consistent with the key features and strategic framework that will emerge from the new LTP. The aim is to improve immediate decision making, accelerate delivery and achieve long term value for money.
- 2.5 The MITSS set out three guiding principles:
- Economic growth and opportunity by connecting our dynamic workforce with a growing number of jobs;
  - Equity to ensure that all areas of the Combined Authority can prosper;
  - Environmental responsiveness by encouraging active and sustainable travel choices.
- 2.6 The primary goals and targets set out in the MITSS are:
- Transforming public transport;
  - Designing integrated walking and cycling solutions;
  - Creating and upgrading our major road network;
  - Expanding transport access;
  - Creating effective travel choice;
  - Ensuring reliability of our network;
  - Improving safety;
  - Creating a network fit for the future.
- 2.7 In order to transform the current transport network and achieve the guiding principles set out above, the Combined Authority will focus its efforts on a number of strategic transport projects, grouped around four corridors/areas.

These are:

Corridor / Area	Transport Schemes
Metro	Cambridge Autonomous Metro
North - South	A10 upgrade, M11 extension, Ely Rail Improvements, Soham Station, Cambridge Rail Capacity Study, Huntingdon Third River Crossing; A141
East – West (North)	A47 Dualling Peterborough to Wisbech, Wisbech Rail, Wisbech Access, Wisbech Garden Town
East - West (South)	Oxford to Cambridge Expressway (A428), Cambridge South Station; A505 corridor, East-West Rail

- 2.8 The Combined Authority is committed to reviewing these and the other transport schemes currently being promoted or developed by other local and regional organisations to assess their alignment with the approach set-out in the MITSS.

### **Review of transport projects**

- 2.9 The review of the projects was led by the Combined Authority with support from Greater Cambridgeshire Partnership (GCP) and Cambridgeshire County Council. It encompassed the Combined Authority priority transport projects shown in section 2.7 and those set out below.

- A10 including the A14 interchange
- A1307
- A428 Cambridge to Cambourne

- 2.10 The review principally focussed on two areas. Firstly, how the projects would enable, or at least not negatively impact on the delivery of the Cambridge Autonomous Metro (CAM). Secondly, where park and ride and buses were proposed to meet short term demand from businesses, how could these be delivered more efficiently to accelerate delivery and achieve long term value for money.

- 2.11 The findings of the review are set out below.

### **General findings**

- 2.12 The review identified that the transport projects can be grouped into two types:
- Type 1 - those projects that can delivered with planned growth
  - Type 2 - those projects that will enable and require growth beyond current plans

2.13 The following points should be noted:

- development of the type 2 projects will therefore be intrinsically linked with the strategic framework developed during the period from July 2018 to March 2019.
- the projects identified as type 2 projects by the review are likely to include the CAM, M11 extension and the A47 dualling.
- it remains the position of the Combined Authority that charging will not be introduced at a time when work to improve the public transport system is ongoing.

#### Specific findings

2.14 The review has concluded the projects support the delivery of the CAM as set out below:

- (a) A10 including the A14 interchange – full support; subject to the changes proposed on park and ride as set out in sections 2.17-2.19
- (b) A1307– full support; subject to the changes proposed on park and ride as set out in sections 2.17-2.19
- (c) M11 Junction 11 park and ride - full support; subject to changes proposed on park and ride as set out in sections 2.17-2.19

2.15 These projects will be delivered as the first phase of the CAM as contained in the MITSS and so will need to be consistent with the principles of the CAM (segregated routes, extendibility and technology neutral). Key to the ability of the CA to deliver the entire CAM system is ensuring that these projects are developed in an integrated and coordinated way. The following measures/ protocols will therefore be put in place for CAM projects:

- i. Establishment of an officer programme board of all partners to ensure programme milestones are integrated and coordinated with the overarching CAM project, that meets at least monthly and is chaired by the Combined Authority'
- ii. That the programme board will review and endorse any key documentation prior to release and/or consideration by either the GCP Board or Combined Authority Board to ensure alignment and coordination across all parts of the CAM project.
- iii. A Memorandum of Understanding is established between the Combined Authority and Greater Cambridge Partnership to create a simple and flexible framework to enable accelerated delivery of existing and future CA and GCP schemes

2.16 The review has also concluded that in order to ensure that the A428 Cambourne to Cambridge project fully supports the delivery of the CAM, the scope of the technical work to define the route of the CAM will be agreed jointly by the CA and GCP by September 18. Thereby ensuring that the project can proceed at pace while also ensuring it fully supports the delivery of the CAM and the critical connections between Bourne, Cambourne and St Neots.

2.17 The park and ride elements of the above projects will be implemented as temporary solutions to reflect the MITSS aspiration to connect the Metro stops with the wider population through innovative transit solutions and not the private car. This includes providing more infrastructure to support greater use of cycle and footpaths, and put in place measures that move away from reliance on private cars for short term and commuter journeys. Given this aspiration, the park and ride sites will be designed and constructed to only be temporary features which will be progressively removed as alternate travel solutions are delivered for different types of customer groups. For example, this could include:

- (a) Only the core of the sites will be tarmacked to meet normal and not peak usage. The remainder of the areas will consist of temporary ground coverings that can be removed easily.
- (b) Construction standards that only give a limited life will be used, for example, reducing the depth of construction of the tarmacked areas.
- (c) The sites will not have any central buildings or waiting facilities (survey shows only 10% of people use buildings).
- (d) Landscaping and other physical works will be kept to a minimum.

2.18 The CA will work with the GCP to develop and implement these proposals; which because the sites and construction are simpler, will be able to be delivered more quickly and cheaply than existing plans. Based upon delivering park and ride schemes of similar scale (1000 spaces) it is considered that savings of up to 35% could be achieved against overall projects costs of around £8m.

2.19 The Combined Authority review has therefore led to savings of around £2.5m on each park and ride project that can be used to advance the delivery of the longer-term transport solution.

### **Accelerating delivery**

2.20 The Combined Authority is determined to use its unique position to alter the conventional approach to the delivery of transport infrastructure. The Combined Authority systematically examined each of the priority projects against the three areas below to identify opportunities for acceleration:

- (a) Process and programme management; efficient gateway decision making, rigorous and transparent systems;
- (b) Funding and approach to risk; up front funding, stage overlap, bulk procurement, bespoke planning strategy, alternative delivery route;
- (c) Affecting the approvals system through targeted government lobbying.



- 2.21 The latest outcomes of this work are contained in **Appendix A** and it will continue to inform how the projects are developed and delivered as we go forward.

### **Delivery models**

- 2.22 Realising the opportunities to accelerate delivery of the transport programme will require appropriately designed and resourced public-sector capacity and capability.
- 2.23 The resource requirement to deliver the transport programme is likely to be significantly greater than what currently exists within all partner organisations. It is therefore proposed that work is undertaken to determine the appropriate delivery model for the programme and proposals are brought back to the CA Board for consideration. Part of these proposals will include how the CA, CCC, PCC and GCP will work together to support the delivery of the transport programme and the roles and responsibilities of each organisation.

## **3 FINANCIAL IMPLICATIONS**

- 3.1 There are no specific financials implications to CPCA arising from this report, although as each project and programme within this strategy is developed the financial implications can then be assessed for each on a case by case basis.
- 3.2 The financial implications set out in sections 2.18 and 2.19 are not within the CPCA control or finances.

## **4 LEGAL IMPLICATIONS**

- 4.1 The Combined Authority assumed the role of the Local Transport Authority by virtue of Article 8 of the Cambridgeshire and Peterborough Combined Authority Order 2017. The Combined Authority must exercise the statutory functions of the local transport authority under Part II Local Transport Act 2000 and Parts 4 & 5 of the Transport Act 1985 so as to achieve effective and efficient transport within the area.
- 4.2 Part II of the Transport Act 2000 introduced new requirements for the preparation of local transport plans, replacing transport policies and programmes. Each local transport authority must (a) develop policies for the promotion and encouragement of safe, integrated, efficient and economic transport to, from and within its area; (b) carry out its functions so as to implement those policies.
- 4.3 For the purpose of adding clarity to the current Local Transport Plan the Mayor and/or the Combined Authority may rely upon its general power of competence to produce a statement regarding the interpretation how it intends to implement its transport plan to achieve the objectives set out in Part II Transport Act 2000.
- 4.4 The general power of competence was granted to the Combined Authority by virtue of Article 11 of the Cambridgeshire and Peterborough Combined

Authority Order 2017 and enables the Combined Authority to rely upon the powers under Chapter 1 Part 1 of the Localism Act 2011. The Mayor's general power of competence exists under Article 12 of the 2017 Order.

## **5 SIGNIFICANT IMPLICATIONS**

5.1 There are no other statutory matters to bring to the Board's attention.

## **6 APPENDICES**

6.1 Appendix A – Accelerating delivery

<b><u>Source Documents</u></b>	<b><u>Location</u></b>
Report and decisions of the Board dated 31 May 2017	<a href="http://cambridgeshirepeterborough-ca.gov.uk/meetings/cambridgeshire-and-peterborough-combined-authority-board-2/">http://cambridgeshirepeterborough-ca.gov.uk/meetings/cambridgeshire-and-peterborough-combined-authority-board-2/</a>

## Appendix A - Accelerating delivery

Combined Authority working with partners have identified opportunities to accelerate delivery of the priority transport projects by deploying the Combined Authority's unique capability in two areas. Firstly, to take a more risk-based approach to project funding and secondly, to use the influence of the Mayor and Combined Authority to challenge central government and its agencies (for example Network Rail) to shorten or remove processes and procedures that build in delay to delivery.

These opportunities will be explored more as the projects progress and specific proposals brought before the CA Board as and when required.

Where these opportunities rely upon the actions and/or performance of government agencies, these risks will be objectively assessed by the CA and measures taken to mitigate these risks as far as possible.

### Metro

#### Baseline

It is estimated that a conventional approach to delivery and funding would see the metro corridors delivered from 2029 to 2041.

Work to date by CA officers and supporting technical advisors have determined that there are opportunities are available to significantly accelerate delivery and these are captured below. It may therefore be possible to deliver the CAM in accordance with the timelines set-out in figure A below.

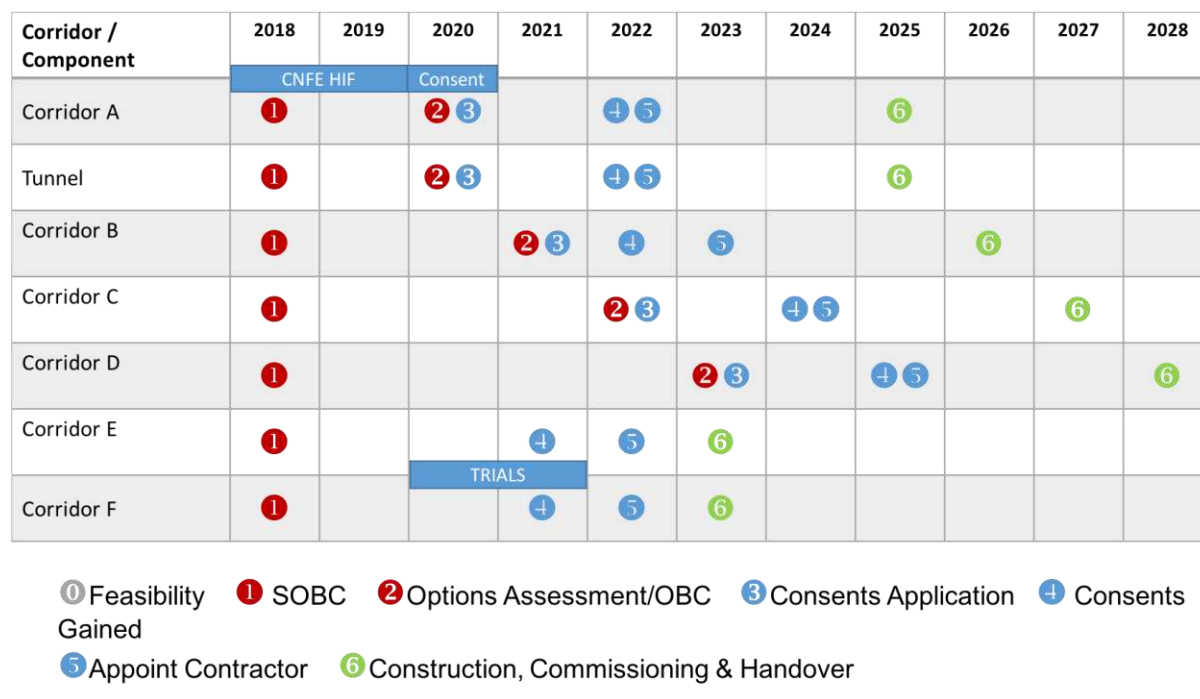


Figure A – Indicative CAM delivery programme

### Opportunities

The following opportunities have been identified by officers to accelerate the programme:

Potential time saving	Description	Risks
>6 months	Early commencement of environmental surveys	<ul style="list-style-type: none"><li>• Survey extents and associated costs increased due to insufficiently defined network extents.</li><li>• Development of the network varies from that assumed for environmental surveys requiring further surveys with the associated additional cost and programme prolongation.</li></ul>
>6 months	Early commencement of transport models	<ul style="list-style-type: none"><li>• Model assumptions and extents do not adequately match need resulting in further model development costs and programme prolongation.</li></ul>

Additional programme gains may also be achieved as follows:

Potential time saving	Description	Risks
> 5 years	Central tunnel section built concurrently with the first corridor Development and delivery of corridors overlapped	<ul style="list-style-type: none"><li>• Market saturation leading to increased project costs.</li><li>• Increased construction procurement and commercial risk as there is less scope to learn from earlier phases</li><li>• Increased resource requirement, including client, which may not be available.</li></ul>

3 months per corridor	Outline Business Case commenced at the same time as the public consultation	<ul style="list-style-type: none"> <li>Limited abortive costs</li> </ul>
6 months per corridor	Accelerated preparation phase for securing consents.	<ul style="list-style-type: none"> <li>Consents not secured resulting in additional cost, programme prolongation and reputational damage</li> </ul>
Included above	Procurement of contractor proceeds in parallel with consents process	<ul style="list-style-type: none"> <li>Abortive costs if consents not secured</li> </ul>
>12 months	Advanced procurement of the tunnel boring machine	<ul style="list-style-type: none"> <li>Abortive costs if consents not secured.</li> <li>Risk transfer and greater commercial risk as TBM is procured by the CA rather than the contractor.</li> </ul>

## A10

### Baseline

Baseline programme contained with the Preliminary Strategic Outline Business Case in January 2018 showed a construction start on site date of 2024.

### Opportunities

The following opportunities have been identified by officers to accelerate the programme:

Potential time saving	Description	Risks
Up to 24 months	Progressing down a Development Consent Order rather than a traditional planning route may have a longer lead-in and preparation time, however would provide more programme certainty once the consents process has commenced.	<p>Resourcing risk during the process - it is imperative to be able to respond quickly to requests from the Inspector. This includes appearances at hearings, the writing of reports, etc.</p> <p>Legal risks around deviation from plans at later stages - as the DOC provides an act of parliament, knowing deviation from the drawings is technically a criminal act.</p> <p>Changes during construction have significant impacts; the project would need to stop work, design the change, assess the change for materiality, submit the change and gain approval over the course of approx. 3 months.</p> <p>Risk if funding sources are unclear: A funding statement is required at the point of Application, so if funding sources are</p>

Additional programme gains may also be achieved as follows:

Potential time saving	Description	Risks
TBC – this work would be preparative to mitigate against future delays	Seek to accelerate land property consent work streams to avoid delay later in the programme.	Abortive cost risk if the project does not progress.
TBC	Procuring additional stages at the one time to avoid having to re-procure. two and a half stages of work within one procurement - so you don't have to go back to tender.	Risk of increased costs due to changes in scope.

## **Soham Station**

### Baseline

Baseline programme based on conventional approach and funding meant a station opening date of March 2022.

### Opportunities

The following opportunities have been identified by officers to accelerate the programme:

Potential time saving	Description	Risks
Up to 2 months	Through upfront and advanced approval by CA board of GRIP 4-8 work	None
Up to 7 months	By continuing design concurrently with planning and the network change approval process.	Would require the Combined Authority to take the risk on potential redesign costs. That Network Rail do not agree to commence design work early and therefore to achieve time saving the Combined Authority would have to use an alternative supplier

Additional programme gains may also be achieved as follows:

Potential time saving	Description	Risks
Up to 1-2 months	Persuading Network Rail to amend their internal approval process prior to the appointment of the GRIP 4-8 team.	That Network Rail do not agree to amend their internal approval process
TBC	By procuring the GRIP 4-8 team with an emphasis on programme acceleration to better the timescales in Network Rails current programme.	None



## Ely Area Rail Improvements

### Baseline

Baseline programme based on conventional approach and funding meant a station opening date of 2024 / 2025.

### Opportunities

The following opportunities have been identified by officers to accelerate the programme:

Potential time saving	Description	Risks
Up to 6 months	Early guarantee of funding for Ely next GRIP stage 4 – can lead to overlap of GRIP3&4 activities, enables early competitive tender and allows this to be done in parallel with progressing powers	Would require the Combined Authority take decisions that commit to larger funding sums.
Up to 2 months	Early guarantee of funding could enable formal consultation to start earlier & more EIA to be done earlier, ready for second round of consultation – this could lead to bringing forward AIP	Would require the Combined Authority take decisions that commit to larger funding sums.

Additional programme gains may also be achieved as follows:

Potential time saving	Description	Risks
Up to 2 months	Starting design off preferred option to limit stand-down at end of GRIP 3	None
tbc months	Underwriting of material costs leading to early procurement of materials (some of which have up to a year lead in time)	Would require the Combined Authority take decisions that commit to larger funding sums.

## A47 Dualling

### Baseline

Baseline programme based on conventional approach and funding meant a phased opening of between 2026 and 2033.

### Opportunities

The following opportunities have been identified by officers to accelerate the programme:

Potential time saving	Description	Risks
Up to 84 to 108 months	Acceleration include: <ul style="list-style-type: none"><li>• Single route approach as opposed 4 sections</li><li>• A single consents application as opposed an application for each section</li><li>• Full route construction with offline simultaneous and online consequential to reduce customer impact and maintain flows.</li></ul>	<ul style="list-style-type: none"><li>• Objectors could block entire route as opposed to a single section</li><li>• Insufficient supply chain resource due to demands from other high profile projects nationally (HS2, Oxford to Cambridge, Lower Thames Crossing)</li></ul>

Additional programme gains may also be achieved as follows:

Potential time saving	Description	Risks
Up to 12 months	<ul style="list-style-type: none"><li>• Advanced desk top activity to include:<ul style="list-style-type: none"><li>• Digital Terrain Modelling</li><li>• Geotechnical and topographical surveys</li><li>• Environmental studies<ul style="list-style-type: none"><li>• Traffic noise</li><li>• Air quality</li><li>• Landscape</li><li>• Heritage</li><li>• Biodiversity</li><li>• Water</li><li>• Land referencing</li><li>• GIS</li></ul></li></ul></li></ul>	<ul style="list-style-type: none"><li>• Potential nugatory work, if conducted early prior to consent approval.</li><li>• Potential early ownership of land or property that is then not required for final scheme (costs involved in short term ownership and resale at reduced market value.</li></ul>

	<ul style="list-style-type: none"> <li>• Trial archaeology digs</li> <li>• A single design and build procurement, secure cost and programme certainty for client and supply chain.</li> <li>• An alliance approach to: <ul style="list-style-type: none"> <li>• Spread risk</li> <li>• Maximise resource availability</li> <li>• Spread discipline activity over wider area</li> </ul> </li> <li>• Land acquisition by agreement</li> </ul>	
--	---	--

## Wisbech Access Strategy

### Baseline

Baseline programme based on conventional approach and funding meant a service opening date of March 2022 (Phase 1) to 2024 (Phase 2).

### Opportunities

The following opportunities have been identified by officers to accelerate the programme:

Potential time saving	Description	Risks
Up to 12 months (Phase 1)	<p>Prelim design stage to accelerate activity in terms of:</p> <ul style="list-style-type: none"> <li>• Design</li> <li>• Land referencing</li> <li>• Planning constraints (exercising regulation 3, permitted development etc.)</li> <li>• Producing a buildability &amp; sequencing programme</li> <li>• Procure an overlapping design and build contractor/s to accelerate the design and build of early interventions whilst progressing planning on the more challenging interventions.</li> <li>• Land acquisition by agreement through early dialogue</li> </ul>	<ul style="list-style-type: none"> <li>• Resistance via traditional supply chain, may require procurement of Tier 2 contractor directly for delivery.</li> <li>• Potential early ownership of land or property that is then not required for final scheme (costs involved in short term ownership and resale at reduced market value).</li> </ul>

Up to 24 months (Phase 2)	<ul style="list-style-type: none"> <li>• Early engagement with key stakeholders and land owners to avoid planning inquiry</li> <li>• Land purchase by agreement</li> </ul>	<ul style="list-style-type: none"> <li>• Potential early ownership of land or property that is then not required for final scheme (costs involved in short term ownership and resale at reduced market value).</li> </ul>
------------------------------	--	---

Additional programme gains may also be achieved as follows:

Potential time saving	Description	Risks
Up to 6 months	<p>Advanced studies:</p> <ul style="list-style-type: none"> <li>• Geotechnical and topographical surveys</li> <li>• Traffic noise</li> <li>• Air quality</li> <li>• Biodiversity</li> <li>• Water</li> <li>• Land referencing</li> <li>• GIS</li> </ul>	<ul style="list-style-type: none"> <li>• Potential nugatory work, if conducted early prior to consent approval.</li> </ul>

## Wisbech Rail

### Baseline

Baseline programme based on conventional approach and funding meant a service opening date of March 2024.

### Opportunities

The following opportunities have been identified by officers to accelerate the programme:

Potential time saving	Description	Risks
Up to 24 months	<ul style="list-style-type: none"><li>Through upfront approval by Combined Authority board of GRIP 4-8 work</li></ul>	<ul style="list-style-type: none"><li>Requires early funding commitment</li></ul>
Up to 36 months	<ul style="list-style-type: none"><li>If an alternative transport solution was identified early</li></ul>	<ul style="list-style-type: none"><li>Solution may not satisfy all parties. Would serve movement of people but unlikely to be freight compliant</li><li>Requires network rail to relinquish route , statutory change process required.</li></ul>

Additional programme gains may also be achieved as follows:

Potential time saving	Description	Risks
Up to 12 months	<ul style="list-style-type: none"><li>If a parkway station solution is identified early, this avoids the current conflict with the crossing of the A47 (SRN)</li></ul>	<ul style="list-style-type: none"><li>May require additional non motorised route builds within Wisbech</li></ul>
Up to 12 months	<ul style="list-style-type: none"><li>Persuading Network Rail to amend their internal approval process prior to the appointment of the GRIP 4-8 team.</li></ul>	<ul style="list-style-type: none"><li>Resistance likely due to current challenges in their own programme</li></ul>
TBC	<ul style="list-style-type: none"><li>By procuring the GRIP 4-8 team with an emphasis on programme acceleration to better the timescales in Network Rails current programme.</li></ul>	<ul style="list-style-type: none"><li>Availability of supply chain resource due to demands elsewhere in the network</li></ul>

## A505 Corridor Study

### Baseline

Baseline programme based on conventional approach and funding meant a route opening date of 2027.

### Opportunities

The following opportunities have been identified by officers to accelerate the programme:

Potential time saving	Description	Risks
Up to 36 months	<p>Dependent on outcomes of feasibility absorption of some activity into other adjacent schemes:</p> <ul style="list-style-type: none"><li>• Non motorised user routes alongside CAM / Autonomous vehicle schemes</li><li>• Accelerate the autonomous vehicle activity between developments and life science campuses</li></ul> <p>A50 Dualling:</p> <p>Advanced desktop studies:</p> <ul style="list-style-type: none"><li>• Digital Terrain Modelling</li><li>• Geotechnical and topographical surveys</li><li>• Environmental studies</li><li>• Traffic noise</li><li>• Air quality</li><li>• Landscape</li><li>• Heritage</li><li>• Biodiversity</li><li>• Water</li><li>• Land referencing</li><li>• GIS</li><li>• Trial archaeology digs</li></ul> <p>Early stakeholder engagement</p> <p>Land purchase by agreement to reduce objectors and mitigate the need for inquiry</p>	<ul style="list-style-type: none"><li>• Impacts could become diluted rather than increased</li><li>• Scope creep on all schemes</li><li>• Nugatory work if consents not achieved</li></ul>

Additional programme gains may also be achieved as follows:

Potential time saving	Description	Risks
Up to 12 months	<ul style="list-style-type: none"> <li>Creating an alliance approach with other authorities, Highways England and significant partners in the life science and developer communities, to identify and agree common approach and early acceptance of the achievable</li> </ul>	<ul style="list-style-type: none"> <li>Conflicting agendas may not be resolvable.</li> </ul>
TBC	<ul style="list-style-type: none"> <li>Alliance approach to procurement to bring on multiple contractors to share risk.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of availability in supply chain due to demands elsewhere.</li> </ul>

## Cambridge South Station

### Baseline

Baseline programme based on conventional approach and funding would deliver a station opening date of March 2027.

### Opportunities

The following opportunities have been identified by officers to accelerate the programme:

Potential time saving	Description	Risks
Up to 3 months	Acceleration of the legal document in preparation for gaining powers	Legal document not sufficient developed to secure consents resulting in programme prolongation and cost increases
Up to 6 months	Begin procurement of Design and Build in advance of consent being granted	Potential abortive costs
Up to 6 months	Begin procurement of parts manufacture and materials contract in advance of consent being granted	Potential abortive costs plus programme prolongation and additional costs if re-work is required

Up to 9 months	Accelerated construction programme	Increased project costs due to less efficient use of resources
----------------	------------------------------------	--

Additional programme gains may also be achieved as follows:

Potential time saving	Description	Risks
Up to 4 years	Delivery of an interim solution with a reduced project scope but including some additional four tracking	<p>Interim solution not accepted by Network Rail resulting in abortive project development cost.</p> <p>Abortive capital costs in modifying interim station and track solution for the permanent situation.</p> <p>No programme float combined with a favourable assumptions increases risk of 2021 date not being achieved.</p>





<b>CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD</b>	<b>AGENDA ITEM No: 3.1</b>
<b>25 JULY 2018</b>	<b>PUBLIC REPORT</b>

## **CAMBRIDGESHIRE AND PETERBOROUGH INDEPENDENT ECONOMIC REVIEW (CPIER) PROGRESS UPDATE**

### **1.0 PURPOSE**

- 1.1. The devolution deal made between Cambridgeshire and Peterborough, and Government, signalled a fundamental shift towards greater local leadership of the future growth that this area will experience, and the ways in which economic potential can be unlocked for the benefit of local communities. Across the Combined Authority and Business Board numerous programmes are underway to achieve this already, and these will be brought together in an overarching Local Industrial Strategy by the beginning of 2019.
- 1.2. The Cambridgeshire and Peterborough Independent Economic Review (CPIER) provides world-class economic analysis and modelling to provide the foundation for our Local Industrial Strategy, the CPIER is the most in-depth economic study ever undertaken of the Cambridgeshire and Peterborough region.
- 1.3. The findings of the Interim CPIER Report were reported to, and welcomed by the Board in May. This report provides an update on activity since May towards the final CPIER report due to be published in September, including a summary of the key points made by the Combined Authority in response to the Interim Report.
- 1.4. The Combined Authority Board will note that the progress update will be considered by the Business Board at its meeting on 23 July and their views and recommendations will be reported orally at the meeting.

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>Deputy Mayor Charles Roberts</b>
<b>Lead Officer:</b>	<b>Harriet Fear, Interim Director for Business and Skills</b>
<b>Forward Plan Ref: Not applicable</b>	<b>Key Decision: No</b>
<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none"> <li>(a) Note recent progress towards the completion of the Review;</li> <li>(b) Note the response made by the Combined Authority to inform the final Review, alongside those responses made directly by constituent partners;</li> <li>(c) Note the views and recommendations of the Business Board (to be reported orally at the meeting);</li> <li>(d) Note the final tranche of funding provided to complete the Review, in preparation for the development of the Local Industrial Strategy.</li> </ul>	<p><b>Voting arrangements</b></p> <p>Simple majority of all Members</p>

## 2.0 BACKGROUND

2.1. The Interim CPIER Report (<http://www.cpier.org.uk/interim-report/>) was published on 8 May as the result of the first phase of activity from the Commission that has been tasked with producing the review. The Interim Report is the result of thorough consideration of specific research undertaken for the review, world-leading economic modelling and analysis, public consultation (including the business community), and direct engagement with the local areas that make up the region.

2.2. Following the publication of the Interim CPIER the Commission announced a further round of engagement and activity to inform its considerations for the final review in September. In particular the Commission sought views from local authorities, businesses and the public on the key “questions for consideration” that were outlined at the conclusion of the Interim Report;

- (a) How can the area achieve its target of doubling GVA in 25 years?

- (b) How can the south of the area ensure its success doesn't come at a cost to local people in the form of unaffordable housing? What practical steps can central and local government take to improve housing supply?
- (c) What are the main infrastructure priorities and why? What needs to come first to maintain economic growth and unlock future growth, from an economic and practical perspective?
- (d) What are the funding streams that can allow for ambitious development?
- (e) Where are the limitations in the electricity supply and broadband provision hampering local growth?
- (f) What will the likely impacts of Brexit be upon the area? How can the area best prepare for any changes this will bring? What local and national policy environment is likely to be conducive to this?
- (g) How much is lack of available premises hindering business growth? Similarly, is access to finance a significant problem?
- (h) Does this three-area characterisation summarise the area well? Which links between the area have not been well captured? What are the most important links to the outside area?
- (i) How can we create the conditions required for the development of sectors which will provide long-term resilience for the local economy? What role should industrial policy play in this?
- (j) How can Cambridge lose its unwanted accolade of being the most unequal city in the UK? How can we tackle inequality and deprivation across the Cambridgeshire and Peterborough area?
- (k) Where can we see poor health outcomes affecting productivity? Which businesses are exemplars at improving health outcomes for employees? How can lower life expectancy outcomes be improved?
- (l) What specialisms should the planned new university at Peterborough focus on?
- (m) Where does the education system most need attention? How conducive is the wider environment (including early years schooling) to helping young people develop necessary skills?

### **Further CPIER consultation and engagement**

- 2.3. The Commission launched a further round of open public consultation on the Interim CPIER Report, inviting views and insights from local authorities, businesses and other stakeholders. To date, over 45 further submissions have been made to the Commission, meaning that in total over 100 responses and engagements have been made directly to the Commission to inform their work. These responses of course sit alongside the specific research that has been commissioned, such as research into the skills system.
- 2.4. During this time the Commission has also undertaken further activity to explore in depth key issues and consideration that emerged from the first phase of work. This has included Dame Kate Barker and John Shropshire OBE from the Commission visiting Wisbech and being hosted by Fenland District Council to see and hear directly the factors that are affecting the future potential of that particular market town, and that part of the county.

- 2.5. At the Combined Authority Board meeting in May 2018 it was agreed by the Board that a response from the Combined Authority should be made to the Commission, sitting alongside the individual responses the Councils have been invited to make directly to the Commission (and which many of our Councils have done so).
- 2.6. Leaders and Chief Executives held a strategy workshop on 9 July to discuss the major implications and impacts for the Combined Authority and submitted a response to the Commission which highlighted the following points:
- (a) The impact that the early analysis from the CPIER is already having in describing the true value of our economy
  - (b) The many risks of Government not understanding the true nature of what is happening locally, from the scale of our economic growth through to the demography of our population
  - (c) The power of the three-economy approach put forward by the Commission, if treated in the right strategic ways
  - (d) The impact we can have on productivity, and the importance of skills and health to this
  - (e) The power of our area as a net contributor to the UK, coupled with the international (and therefore additional) nature of our economy
  - (f) The importance of aligning the delivery of transport, infrastructure and housing around strategic corridors
  - (g) The opportunities for a devolved UK Shared Prosperity Fund (replacing EU funding streams) to deliver market town and rural regeneration
- 2.7. Also following the CA Board meeting in May, the final tranche of funding towards the completion of the CPIER has been subject to Chief Officer and Portfolio Holder scrutiny and has been approved, via Officer Decision Notice. Final tranche funding costs were estimated at the point of the May Board meeting. Officers have since worked to ensure that these were robustly tested and full deliverability, in line with Combined Authority expectations, was met. Assurance has been gained and in order to avoid delay in the publication of the final CPIER, approval has been made under delegated responsibility, and in consultation with the Portfolio Holder. This totals an investment of £371,000 across the Combined Authority and the Business Board. The Board is asked to note this decision.

### **Publication of the Final Cambridgeshire and Peterborough Independent Economic Review**

- 2.8. The CPIER is now nearing the final stages of its completion. It is due to be published in September this year. This deadline is significant because of the

relationship between the CPIER and the Local Industrial Strategy (LIS). Government has called on local areas across the country to bring forward their own LIS propositions and expects to agree the first wave of LIS in early 2019. It is through these new Strategies that further devolution of funding and powers to support economic growth will be determined.

- 2.9. Cambridgeshire and Peterborough is currently recognised by Government as leading the way in terms of approach and momentum in preparation for our LIS, and therefore the imperative is to continue at this pace in order to be amongst the first, if not the first, LIS to be agreed with Government.
- 2.10. To this aim, the Combined Authority is actively working with Government colleagues to prepare for this, and a number of officer sessions and workshops have already been undertaken – with further sessions and further engagement planned to take place.

### **3.0 FINANCIAL IMPLICATIONS**

- 3.1. At the outset of this project in 2017 the Combined Authority and GCGP LEP were separate funding partners, alongside Cambridge Ahead. Given the organisation changes since this point, this report notes the approval of the final total combined investment across the Combined Authority and Business Board towards the production of the CPIER as a single amount of £371,000. This comes alongside a total of £261,558 previously approved by the GCGP LEP and the Combined Authority. Cambridge Ahead have contributed a total of £245,000 towards the project.

### **4.0 LEGAL IMPLICATIONS**

- 4.1. The Combined Authority has authority under section 1 Localism Act 2011 to exercise a general power of competence. The Combined Authority can exercise this power by virtue of the Cambridgeshire and Peterborough Combined Authority Order 2017.
- 4.2. The Legal Team shall be responsible for placing any required contractual arrangements

### **5.0 SIGNIFICANT IMPLICATIONS**

- 5.1. None

## 6.0 APPENDICES

None

<b><u>Source Documents</u></b>	<b><u>Location</u></b>
Combined Authority report and decisions dated 30 May 2018	<a href="http://cambridgeshirepeterborough-ca.gov.uk/meetings/cambridgeshire-and-peterborough-combined-authority-board-11/?date=2018-05-30">http://cambridgeshirepeterborough-ca.gov.uk/meetings/cambridgeshire-and-peterborough-combined-authority-board-11/?date=2018-05-30</a>
The CPIER has its own website which provides further detail; <a href="http://www.cpier.org.uk">www.cpier.org.uk</a>	



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

<b>CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD</b>	<b>AGENDA ITEM No: 3.2</b>
<b>25 JULY 2018</b>	<b>PUBLIC REPORT</b>

## **£70M CAMBRIDGE CITY DEVOLUTION HOUSING PROGRAMME**

### **1.0 PURPOSE**

- 1.1. The Combined Authority successfully secured £70million from the Government as part of the devolution deal to deliver 500 council homes. This report provides an update on the Cambridge City Devolution Housing Programme.

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>Mayor James Palmer</b>
<b>Lead Officer:</b>	<b>Roger Thompson, Director of Housing and Development</b>
<b>Forward Plan Ref: N/A</b>	<b>Key Decision: No</b>
The Combined Authority Board is recommended to:  (a) Note the progress in the past 3 months of the programme.  (b) Note the forward pipeline  (c) Note the need to approve additional 2018/19 budget provision to fund the projected pipeline.	<b>Voting arrangements</b>  Simple majority of all Members

## 2.0 BACKGROUND AND CONTEXT

### Cambridgeshire and Peterborough 2030 Ambition

- 2.1. The Mayor and the Combined Authority are committed to accelerating affordable housing delivery to meet local and UK need and support economic growth. This is reflected in the 2030 Ambition for coordinated interventions and investment tailored to local need across housing, transport and infrastructure, planning and land use and skills.



### Affordable Housing Business Case

- 2.2. As part of the devolution deal the Combined Authority received a £70million grant fund for the delivery (start on site) of 500 council homes between April 2017 and March 2022. The devolution deal provides that the £70million is ring fenced to meet the housing demand in Cambridge City. The City Council is delivering the additional homes. The Combined Authority has overarching accountability under the Assurance Framework for the programme but the primary decision-making and governance of the programme sits within the Cambridge City Executive and its Scrutiny functions as set out in the Strategic Partnership Agreement.
- 2.3. This report provides an update on the past 3 months of the Cambridge City Devolution Housing Programme, an overview of the pipeline of future housing schemes and the anticipated programme expenditure in financial year 2018/19.

## 3.0 CAMBRIDGE CITY DEVOLUTION HOUSING PROGRAMME

- 3.1. The programme has invested effort into identifying schemes and initiating early stage site assembly and planning to develop a pipeline of schemes for delivery. In the first year the programme identified a number of sites to be brought forward for delivery. The next steps are to progress to starts on site and practical completion.



#### **4.0 IS THE PROGRAMME ON TRACK -PROGRESS OVER THE LAST 3 MONTHS**

- 4.1. So far 2 units have been completed. There has been a pick up of activity generally. The programme shows 275 units in approved projects and 240 in the pipeline. We would anticipate that the pipeline will need to continue to grow in order to ensure that the 500 unit total is delivered as we would expect some potential schemes to fall away for various reasons and new schemes will need to be identified to replace them. In order to significantly de-risk the programme, all the approved projects comprising 275 units need to progress to starting on site.
- 4.2. A major activity over the period has been the start on site of a minimum 91 council housing unit scheme as part of a wider new housing development at Mill Road.
- 4.3. Cambridge City Council has recently purchased a significant additional site on Cromwell Road with planning permission for over 240 homes in total including the planned delivery of at least 40% of that number as new council housing units on that mixed tenure site.
- 4.4. Sites at Anstey Way and Nuns Way, Cameron Close are projected to start in the next quarter (Jul - Sept 18) totalling 38 units.
- 4.5. Service delivery arrangements designed to deliver the £70m Programme have been established by the Combined Authority in partnership with Cambridge City Council. The procedures include reporting arrangements and the payment of Housing Investment Fund monies to the City Council based on receipt of satisfactory evidence of progress. Both the delivery arrangements and reporting have been developed in accordance with the Combined Authority's Assurance, Monitoring and Evaluation Frameworks.
- 4.6. The detail of reporting the progress and cost of individual schemes will be reported to the Combined Authority on a quarterly basis.
- 4.7. Payments by the Combined Authority to the City Council will take place on a quarterly basis in line with the reporting process. Payments will be made quarterly in arrears against invoices, upon necessary provision of project information to satisfy the Combined Authority's due diligence, governance and audit.
- 4.8. The backdated payment for the financial year end 2017/18 of £584,176 has now been paid, based on receipt of a claim assured by the s151 Officer at Cambridge City Council that costs and programme are within agreed parameters. Claims for 2018/19 are expected to be received quarterly, requiring approval of additional budget provision in that financial year, which will be fully reviewed and checked against the agreed programme and cost base.

4.9. The report below has been supplied by the team at Cambridge City Council:

## **5.0 Cambridge City Devolution Housing Programme – Delivery Update**

Report to: Cambridgeshire and Peterborough Combined Authority Report  
From: Cambridge City Council  
Date: 22/06/2018

### **Executive Summary**

- 5.1. This report provides an update to the Cambridgeshire and Peterborough Combined Authority on the delivery of the Cambridge City Council Devolution Housing Programme (£70M).
- 5.2. Since last reporting in March 2018:
- (a) Start on site (demolition works) has been achieved at the Mill Road site, a mixed tenure development delivering 91 new social rented homes. (50% affordable)
  - (b) The total number of Start on Sites achieved at the end of June 2018 is 93.
  - (c) The profile of start on sites for 2018/19 has been updated to reflect progress on projects.
  - (d) The forecast start on sites for the year 2018/19 is a further 84 homes across 12 sites
- 5.3. The programme is continuing to develop the medium and longer term pipeline. More sites have been identified and the Council is engaged in preliminary works, negotiations, site assembly etc. to bring forward schemes for delivery over the period to 31 March 2022. Significantly since last reporting the Council has plans to purchase a site which we hope will support around 90 new council homes on a mixed tenure site.
- 5.4. The programme now shows 275 homes on projects approved by the Council and a further 240 in the pipeline.
- 5.5. Sites that are categorised as green or amber are all in the ownership of Cambridge City Council and have member decisions underpinning development. On these sites, work to secure the site has been completed or is well underway. Key updates for the quarter:
- 5.6. **Anstey Way:** demolition works has been completed and resolution to grant planning permission is in place. There has been a slight delay with main works now due to commence on site in August 2018 following discharge of all pre-commencement planning conditions and S106 execution. This scheme is being delivered through the Cambridge Investment Partnership (CIP).

- 5.7. **Mill Road:** This site is in the ownership of the Council, having been used for many years as the depot for operations. All existing Council services were relocated by the end of June. Demolition works have now started and full planning permission is in place.
- 5.8. **Infill projects:** We continue to bring forward the infill projects, some of which will be delivered directly through our Estates team and others through a tender process or via the CIP. The Estates team need a continual flow of projects to maintain the team, and hence the dates of delivery have changed since last reporting. CIP require a volume of schemes at once (many are within close proximity to each other). The programme for their group of small sites has therefore been pushed back to enable all sites to be ready at once. Where land is required from tenancies a process is in place to secure land required for development.
- 5.9. The Akeman Street scheme was approved by the Housing Scrutiny Committee in June 2018.
- 5.10. Sites that are categorised as red involve a series of complex issues of land negotiations, securing vacant possession and addressing other matters prior to development. They are not yet certain for development, and timescales are therefore indicative at this stage. The Council expects to make significant progress on these sites during 2018/19 and progress on timescales for delivery and programme spend will continue to be reported to the Cambridge City Council Executive and Scrutiny and to the Combined Authority Board. The programme also continues to investigate other opportunities for development, which could include the development of land owned by other public bodies.

#### **Financial Modelling – Spend and Predictions**

- 5.11. Since the last monitoring report was submitted the authority has brought forward resource from future years into the first quarter of 2018/19 to allow for a significant land purchase to facilitate the delivery of some of the 500 homes. Some re-allocation of resource between the individual's periods in 2018/19 has taken place to recognise any delay in start on site for the first quarter of the year. The next quarterly report will include a wider review of the programme over the next 5 years as part of our Medium Term Financial Strategy, which will allow alignment of budgets in each year to the latest delivery information available.
- 5.12. The expenditure in the table relates not only to that for the delivery of the 500 new homes, but also for the re-provision of existing housing where this exists on some of the sites. The calculation of the use of devolution grant relates only to contribution for the net gain delivered on each site.

<b>Cambridge City Council Programme - 20th June 2018</b>				
<b>Scheme Name</b>	<b>Net Gain</b>	<b>Indicative SOS</b>	<b>Committee Date/Status</b>	<b>Comments</b>
<b>WITH PLANNING SOS achieved/imminent</b>				
Anstey Way	28	Aug-18	Approved	Pre commencement Planning Conditions discharge underway
Mill Road	91	Jun-18	Approved	Vacant Possession 31.5.18; initial demolition underway. discharge planning conditions
Nuns Way & Cameron Close	10	Sep-18	Approved	Contractor selected STC - contract in progress
Uphall Road	2	Mar-17	Approved	Completed Jan 2018
<b>Indicative Total</b>	<b>131</b>			
<b>Cumulative Indicative Total</b>	<b>131</b>			
<b>SUBMITTED FOR PLANNING / WITH OUTLINE</b>				
Confidential site	98	TBC	Approved	Target Planning permission Autumn 2018
Markham Close (Garages)	5	Mar-19	Approved	Target planning permission - July 2018
Queen's Meadow	2	Mar-19	Approved	Target planning permission - July 2018
Tedder Way	2	Sep-18	Approved	Target planning permission - July 2018
Kingsway Medical Centre	4	Sep-18	Approved	to be delivered by in house estates team
<b>Indicative Total</b>	<b>111</b>			
<b>Cumulative Indicative Total</b>	<b>242</b>			

APPROVED BY COUNCIL NO PLANNING				
Akeman Street	12	May-19	Approved	Programme post HSC TBC
Colville Road Garages	3	Mar-19	Approved	negotiations on existing tenancies for additional land
Gunhild Way	2	Mar-19	Approved	negotiations on existing tenancies for additional land
Kendal Way	2	Mar-19	Approved	negotiations on existing tenancies for additional land
Ventress Close	11	Mar-19	Approved	Decant required (2 tenants).
Wulfstan Way	3	Mar-19	Approved	negotiations on existing tenancies for additional land
<b>Indicative Total</b>	<b>33</b>			
<b>Cumulative Indicative Total</b>	<b>275</b>			
PIPELINE				
Confidential site	37		Report 2018	Report to HSC 2018 working up feasibility options
Confidential site	38		Report 2018	
Confidential site	70		Report 2018	Pre-App feedback following 20.6.18. Further design work, costing underway
Confidential site	21		Report 2018	
Confidential site	4		Report 2018	Mixed residential / commercial scheme
Confidential site	70		Report date TBC	Non-residential re-provision required
<b>Indicative Total</b>	<b>240</b>			
<b>Cumulative Indicative Total</b>	<b>515</b>			
TOTAL				

5.13. **Appendix A** provides cashflow information.

## 6.0 FINANCIAL IMPLICATIONS

6.1. The Combined Authority Board approved £971,216 budget at its meeting on 28th March 2018 to fund planned 2017/18 programme delivery agreed with Cambridge City Council to delivery 500 units. The claim received for 2017/18 totalled £584,174.62, which has been fully reviewed in line with the agreed monitoring and evaluation processes and settled, leaving £387,039.58 budget provision unclaimed.

- 6.2. The revised delivery programme provided by Cambridge City Council (Appendix A) indicates planned spending in 2018/19 of £19,773,421. In order for quarterly claims to be settled, the Combined Authority Board will need to approve additional budget provision of £19,386,381 for 2018/19 at a future Board meeting. This budget is funded from the total £70m capital funding received by the Combined Authority to fund this programme, of which a total of £38m grant funding will be received by the Combined Authority by the end of 2018/19, so projected total claims up to 31<sup>st</sup> March 2019 are fully funded.
- 6.3. The management and monitoring arrangements associated with this programme were captured in Appendix A of the March 2018 Combined Authority report, setting out the required process for reviewing costs and progress and settling claims in the context of the agreed programme. That claim process has now been established and it is important that the broader governance processes are maintained over the life of this programme to ensure compliance with agreed Monitoring and Evaluation and Assurance Frameworks.

## 7.0 LEGAL IMPLICATIONS

- 7.1. There are no new implications. The obligations within the devolution deal require the Combined Authority to ensure the funds are spent in line with its Assurance, Monitoring and Evaluation Frameworks.
- 7.2. The Assurance Framework, as reflected in the devolution deal, requires the Combined Authority to demonstrate that the funds have been used for the objectives of the devolution deal.

## 8.0 APPENDICES

- 8.1. Appendix A: Financial monitoring report 2018/19 Quarter 1

<u>Source Documents</u>	<u>Location</u>
<i>DCLG Approved Business Case</i> Devolution Deal 2016 Assurance Framework Monitoring and Evaluation Framework	Cambridgeshire and Peterborough Combined Authority, Alconbury Enterprise Campus, Alconbury Weald, Huntingdon PE28 4XA  <a href="http://cambridgeshirepeterborough-ca.gov.uk/">http://cambridgeshirepeterborough-ca.gov.uk/</a>

New Build / Re-Development Scheme Budget	Code	2017/18				2018/19				2019/20	2020/21	2021/22	2022/23	Total
		Actual				Budget				Budget	Budget	Budget	Budget	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
		£'0	£'0	£'0	£'0	£'0	£'0	£'0	£'0	£'0	£'0	£'0	£'0	
New Build / Acquisition / Re-Development Cash Expenditure (Net of Developer's Cross Subsidy / Notional Land Value)														
Garage Sites 2015/16 (4 sites)	300052	13,535	8,930	2,120	9,784	0	849,688	849,688	849,688	0	0	0	0	2,583,433
Garage Sites 2015/16 - Uphall Road	300066	48,243	92,391	163,631	42,302	0	0	0	0	0	0	0	0	346,567
Hills Avenue	300071	0	0	0	35,468	48,714	55,013	55,013	55,013	0	0	0	0	249,220
Queensmeadow	300072	0	0	0	37,611	141,949	134,320	134,320	134,320	0	0	0	0	582,520
Wulfstan Way	300073	0	0	0	37,970	205,075	184,465	184,465	184,465	30,990	0	0	0	827,430
Anstey Way	300058	300,919	1,274	0	380,032	63,677	1,820,379	1,820,379	1,820,379	4,039,170	0	0	0	10,246,210
Akeman Street	300064	0	0	0	35,973	12,177	238,636	715,907	715,907	2,400,080	0	0	0	4,118,680
Ventress Close	300069	175	293,818	0	64,062	381,082	621,961	621,961	621,961	845,250	0	0	0	3,450,270
Kingsway Clinic Conversion	300076	0	0	0	2,000	100,500	102,500	102,500	102,500	0	0	0	0	410,000
Colville Road (Garage Site)	300074	0	0	0	26,906	(0)	267,978	267,978	267,978	35,510	0	0	0	866,350
Mill Road	300077	0	0	0	0	0	0	1,634,150	1,634,150	6,891,440	9,206,260	0	0	19,366,000
Gunhild Way	300078	0	0	0	17,558	114,465	103,343	103,343	103,343	143,670	0	0	0	585,720
Markham Close	300079	0	0	0	19,216	0	0	59,667	157,767	618,540	0	0	0	855,190
Devolution, RTB and Re-development CIP Programme		0	0	0	0	10,800,000	2,575,000	1,683,010	1,683,010	9,444,560	31,586,900	17,239,920	9,815,980	84,828,380
Total New Build/ Re-Development Expenditure		362,872	396,413	165,751	708,882	11,867,639	6,953,282	8,232,381	8,330,480	24,449,210	40,793,160	17,239,920	9,815,980	129,315,970
New Build / Re-Development Scheme Devolution Funding		2017/18				2018/19				2019/20	2020/21	2021/22	2022/23	Total
		Actual				Budget				Budget	Budget	Budget	Budget	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
		£'0	£'0	£'0	£'0	£'0	£'0	£'0	£'0	£'0	£'0	£'0	£'0	£'0
New Build Devolution Grant Funding														
Garage Sites 2015/16 (4 sites)		(9,475)	(6,251)	(1,484)	(6,848)	0	(594,782)	(594,782)	(594,782)	0	0	0	0	(1,808,403)
Garage Sites 2015/16 - Uphall Road		(33,770)	(64,674)	(114,542)	(29,611)	(0)	0	0	0	0	0	0	0	(242,597)
Hills Avenue		0	0	0	(24,828)	(34,100)	(38,509)	(38,509)	(38,509)	0	0	0	0	(174,454)
Queensmeadow		0	0	0	(26,328)	(99,364)	(94,024)	(94,024)	(94,024)	0	0	0	0	(407,764)
Wulfstan Way		0	0	0	(26,579)	(143,553)	(129,126)	(129,126)	(129,126)	(21,693)	0	0	0	(579,201)
Anstey Way		0	0	0	(133,316)	(0)	(637,133)	(637,133)	(637,133)	(1,413,710)	0	0	0	(3,458,424)
Akeman Street		0	0	0	(21,584)	(7,306)	(108,291)	(429,544)	(429,544)	(1,440,048)	0	0	0	(2,436,318)
Ventress Close		0	0	0	(38,910)	(0)	(377,323)	(377,323)	(377,323)	(512,785)	0	0	0	(1,683,664)
Kingsway Clinic Conversion		0	0	0	(1,400)	(70,350)	(71,750)	(71,750)	(71,750)	0	0	0	0	(287,000)
Colville Road (Garage Site)		0	0	0	(18,834)	0	(187,585)	(187,585)	(187,585)	(24,857)	0	0	0	(606,445)
Mill Road		0	0	0	0	0	0	(1,143,905)	(1,143,905)	(4,824,008)	(6,444,382)	0	0	(13,556,200)
Gunhild Way		0	0	0	(12,290)	(80,125)	(72,340)	(72,340)	(72,340)	(100,569)	0	0	0	(410,004)
Markham Close		0	0	0	(13,451)	0	0	(41,767)	(110,437)	(432,978)	0	0	0	(598,633)
Devolution, RTB and Re-development CIP Programme		0	0	0	0	(7,560,000)	0	(881,760)	(881,760)	(5,644,053)	(18,876,276)	(9,907,045)	0	(43,750,893)
Total Devolution Funding		(43,245)	(70,925)	(116,026)	(353,980)	(7,994,798)	(2,310,861)	(4,699,546)	(4,768,216)	(14,414,700)	(25,320,658)	(9,907,045)	0	(70,000,000)



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

<b>CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD</b>	<b>AGENDA ITEM No: 3.3</b>
<b>25 JULY 2018</b>	<b>PUBLIC REPORT</b> This report has confidential appendices A and B which contain information relating to the financial or business affairs of any particular person (including the authority holding that information) under paragraph 3 of Part 1 of Schedule 12A of the Local Government Act as amended

## **£100M AFFORDABLE HOUSING PROGRAMME UPDATE**

### **1.0 PURPOSE**

- 1.1. The Combined Authority successfully secured £100million from the Government as part of the devolution deal to deliver 2,000 affordable homes across Cambridgeshire and Peterborough. This report provides an update on the programme.
- 1.2. This report includes confidential **appendices A and B** because they contain commercially sensitive information. Therefore it contains exempt information under Paragraph 3 of 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 (Para 3 refers to information relating to the financial or business affairs of any particular person (including the authority holding that information)).



<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>Mayor James Palmer</b>
<b>Lead Officer:</b>	<b>Roger Thompson, Director of Housing and Development</b>
<b>Forward Plan Ref: N/A</b>	<b>Key Decision: No</b>
<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none"> <li>(a) Note the progress of the quick wins and housing scheme approvals agreed by the Board in March 2018.</li> <li>(b) Note the forward pipeline of affordable housing schemes, including emerging strategic sites.</li> <li>(c) Agree to receive further progress reports on a quarterly basis.</li> </ul>	<p><b>Voting arrangements</b></p> <p>Simple majority of all Members</p>

## 2.0 BACKGROUND AND CONTEXT

### Cambridgeshire and Peterborough 2030 Ambition

- 2.1. The Mayor and the Combined Authority are committed to accelerating affordable housing delivery to meet local and UK need and support economic growth. This is reflected in the 2030 Ambition for coordinated, interventions and investment tailored to local need across housing, transport and infrastructure, planning and land use and skills.

#### Cambridgeshire & Peterborough 2030 Ambition



CPCA - In Confidence

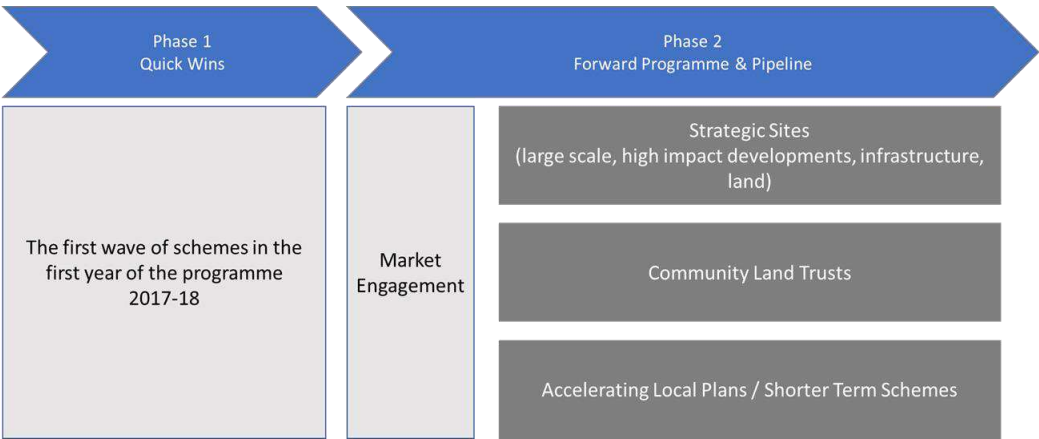
## **Affordable Housing Business Case**

- 2.2. In March 2017 the Combined Authority Board agreed the business case for £100m to enable an additional 2,000 new affordable homes to start on site in the Combined Authority area during the five year period commencing 1 April 2017. The £100m fund will be deployed in the local authority districts and the unitary excepting Cambridge City, which has received a separate ring-fenced grant fund.
- 2.3. The Business Case recognised that in some cases the deployment of Combined Authority funding could accelerate the delivery of new affordable homes.
- 2.4. The Business Case recognised the high levels of growth and exceptional housing market conditions facing Cambridgeshire and Peterborough including predicted job and population growth, housing supply and affordability challenges. The Business Case committed the £100m to delivering schemes which create added value by:
  - (a) Accelerating the delivery of new affordable homes.
  - (b) Enabling new, or stalled schemes to proceed.
  - (c) Achieving otherwise unviable Local Authority affordable housing and planning policy compliant outcomes
  - (d) Creating future development funding capacity.
- 2.5. The Business Case also recognised that in the first instance “New homes will be delivered through the direct grant funding initially, however, this funding is hoped to evolve in part into a fully revolving local fund in the Combined Authority which outlasts the initial five year period”. It is anticipated that the programme will support a mixed portfolio of schemes including strategic sites, sites brought forward by Housing Associations, developers and community land trusts.
- 2.6. This report provides an update on the £100m Affordable Housing Programme:
  - (a) Programme to date
  - (b) Are we on track? - an update on the Phase 1 Quick Win schemes approved in July 2017 and March 2018 schemes.
  - (c) Forward programme and pipeline development.

## **3.0 PROGRAMME TO DATE**

- 3.1. The programme has started with the quick wins schemes and all bar one of the early quick win schemes identified have progressed and started on site. Below provides an overview of the programme. The approach to housing delivery will seek to move beyond locally determined housing schemes and seek to take an overview of deliverable and strategic schemes, potentially taking a more direct

and interventionist role in the delivery process.



#### 4.0 ARE WE ON TRACK? PHASE 1 QUICK WINS AND MARCH 2018 APPROVED SCHEMES UPDATE

- 4.1. The Board has so far approved a total allocation of £9.075m of grant funding for schemes that are in progress, targeted at delivering 273 affordable homes across the Combined Authority area. This represents 13.65% of the 2,000 unit target. Meetings are ongoing with each of the providers to understand key issues including any programme changes forward.
- 4.2. We are one year into the programme and are committed on 13.65% of the 2,000 unit target. We would expect the delivery of the programme to take the shape of an 'S' curve so the first 12 months was always likely to have this profile. With more resources being appointed to the CA housing team, in the next 12 months we expect to see an acceleration in the number of schemes and units coming forward and being approved, in order to start to de-risk the delivery of the programme. Where appropriate, these might include incorporation of a grant recovery mechanism where there is some open market housing incorporated as part of a scheme.
- 4.3. We must also look to expand into bringing forward schemes using other development toolkit models.
- 4.4. Alongside our colleagues in Finance, an appropriate system has now been set up for the provision of information and invoices to enable appropriate checks and approvals for the payment of invoices on individual schemes. The table below shows the current programme of projects as approved by the board, including the provider, authority in which the scheme is located, unit numbers and the current contract and payment status.

COMBINED AUTHORITY AFFORDABLE HOUSING PROGRAMME (CAHP)											
CA - Board approved schemes -Contract and Payment Status											
Scheme Name	Provider	Authority	No of units funded	Funding Approved	Amount	CONTRACT ISSUED	SIGNED CONTRACT RETURNED	ACQ PAYMENT 35%	SOS PAYMENT 35%	PC PAYMENT 30%	Invoices Paid
Soham	PGH	East Cambs	8	26/07/2017	£ 120,000	YES	YES	N/A	£ 60,000	£ 60,000	£ 60,000
Melbourn	CHS	South Cambs	24	26/07/2017	£ 190,000	YES	YES	£ 66,500	£ 66,500	£ 57,000	£ 133,000
Littleport	CHS	East Cambs	16	26/07/2017	£ 475,000	YES	YES	£ 166,250	£ 166,250	£ 142,500	£ 332,500
Burwell	Hastoe	East Cambs	8	26/07/2017	£ 330,000	YES	YES	£ 115,500	£ 115,500	£ 99,000	£ -
Snowley Park	CKH	Fenland	24	26/07/2017	£ 150,000	YES	YES	£ 52,500	£ 52,500	£ 45,000	£ -
Offord D'arcy Phase 1	CKH	Huntingdon	10	26/07/2017	£ 300,000	YES	YES	£ 105,000	£ 105,000	£ 90,000	£ -
John Mansfield School	CKH	Peterborough	10	26/07/2017	£ 150,000	YES	YES	£ 52,500	£ 52,500	£ 45,000	£ -
Willingham	CKH	South Cambs	15	26/07/2017	£ 525,000	YES	YES	£ 183,750	£ 183,750	£ 157,500	£ -
Perkins	CKH	Peterborough	54	26/07/2017	£ 1,700,000	YES	YES	£ 595,000	£ 595,000	£ 510,000	£ -
Papworth	Flagship	South Cambs	9	26/03/2018	£ 114,000	NO		£ 39,900	£ 39,900	£ 34,200	£ -
Northstowe (Mare Fen)	Homes England	South Cambs	tbc	28/03/2018	£ 763,934	NO		£ 267,377	£ 267,377	£ 229,180	£ -
St Marys Road, Ramsey	CKH	Huntingdon	32	28/03/2018	£ 1,760,000	NO		£ 616,000	£ 616,000	£ 528,000	£ -
Offord D'arcy phase 2	CKH	Huntingdon	7	28/03/2018	£ 273,000	YES	YES	£ 95,550	£ 95,550	£ 81,900	£ -
Paston Reserve	Accent Nene	Peterborough	33	28/03/2018	£ 1,320,000	NO		N/A	£ 660,000	£ 660,000	£ -
Midland Road	Medesham Homes	Peterborough	23	30/05/2018	£ 905,000	NO		£ 316,750	£ 316,750	£ 271,500	£ -
273					£ 9,075,934			£ 2,672,577	£ 3,392,577	£ 3,010,780	£ 525,500

Please note the boxes highlighted in grey indicate where money has been paid. The boxes in yellow are where invoices have been received and payments are pending the provision of more information from the provider.

- 4.5. The original business case indicated that an average grant per unit of £25,000 might be anticipated. The current average level of grant is £30,461 per unit. (excluding the Northstowe watercourse works allowance). A grant allowance at £50,000 per unit (£100m/2,000 units) for 273 units would have resulted in £13.65m of grant being committed. There is therefore at this early stage the potential to support the delivery of additional units in excess of the 2,000 planned. These funds could potentially be used to support other potential Combined Authority routes and tools for the delivery of additional housing as maybe identified in the future housing strategy.
- 4.6. Please note that Contracts for Grant have not yet been issued on all bar one of the schemes approved since end March 2018. This is because upon review, the form of the Grant Agreement documentation being previously used was not considered as being fit for purpose. Pinsent Mason have been providing advice and preparing a new draft Grant Agreement document and it is anticipated that the new form of document will be available shortly. Once available, it will be immediately issued to those parties awaiting their grant documentation. We are not aware of any schemes being held back or delayed by this.

4.7. The table below shows the current RAG status by project, for both grant and loan schemes :

GRANT PROJECT DETAILS												
Project Title	Owner	Comment		OCT	NOV	DEC	JAN	FEB	MAR	APRIL	MAY	JUNE
Melbourne	RT	Scheme on track to complete in accordance with programme in November 18	RAG									
Soham	RT	Scheme on track to complete in October 18	RAG									
Littleport	RT	Scheme on track to complete October 18	RAG									
Burwell	RT	Death of landowner and probate delayed SOS, achieved Feb 18, revised completion date tbc	RAG									
Snowley Park	RT	Negotiation on tenure change . 6 instead of 12 additional rented achieved, completion date tbc	RAG									
Offord D'arcy Phase 1	RT	Scheme on track to complete by May 19	RAG									
Willingham	RT	Planning issues delayed, but now started on site, revised completion date tbc	RAG									
John Mansfield School	RT	Start on site achieved Feb 18, completion date tbc	RAG									
Papworth	RT	Build cost inflation has made site unviable. RP discussing a range of options with LPA	RAG									
Perkins	RT	Planning status tbc, SOS tbc following expiry of the JR period	RAG									
Mere Fen, Northstowe	RT	Scheme approved Mar 18; contract to be completed, this is an infrastructure grant only.	RAG									
St Marys Road, Ramsey	RT	Scheme approved Mar 18, Accent now acquiring site, subject to their board approval anticipated early July	RAG									
Offord D'arcy Phase 2	RT	Scheme approved and progressing	RAG									
Paston Reserve	RT	Scheme approved Mar 18; Accent Nene Board did not approve proposal, 3 other RP providers also advised not interested due to adjoining a travellers site, significant fly tipping in the area and the fact that residents would need to share an access road with the travellers site. To progress, agreement will be required to change the access.	RAG									
Midland Road	RT	Scheme for Board approval Mar 18, new format grant agreement document being prepared for issue in early July	RAG									
LOAN PROJECT DETAILS												
Project Title	Owner	Comment		OCT	NOV	DEC	JAN	FEB	MAR	APRIL	MAY	JUNE
Haddenham	RT	Scheme loan approved at Mar 18 board, loan agreement documents under preparation, start on site intended Autumn 18	RAG									

4.8. There are 2 approved schemes currently at immediate risk, showing red on the RAG, being Papworth and Paston Reserve.

4.9. Papworth: 9 unit scheme, viability now in question due to increased costs. There is a review underway, possible that the outcome will be a request from the provider for additional grant in order to proceed.

4.10. Paston Reserve: 33 unit scheme. The original registered provider Accent Nene did not approve the scheme. 3 other registered providers have since looked at and rejected the scheme due to an adjoining site issues. There is significant fly tipping in the area and access to an adjoining site is intended to be shared with the residential development. It seems that to progress, agreement will need to be sought to provide an alternative access route and a neighbouring site 'screened' from the residential scheme in some way.

## 5.0 FORWARD PROGRAMME & PIPELINE DEVELOPMENT

### (a) Market Engagement

5.1. The programme has undertaken previous engagement to:

- (a) Stimulate the market, communicating the aspirations of the Combined Authority and encouraging private sector providers, community land trusts, land owners and housing associations to bring forward affordable housing schemes.
- (b) Identify a series of strategic, high impact sites where Combined Authority intervention and investment will bring forward proposals for large scale developments.
- (c) Enable collaboration with central government and its agencies to optimise investment across funding streams in Cambridgeshire and Peterborough.
- (d) Help shape the Combined Authority Housing Strategy, which will be presented to the Board later in the year.

5.2. **Local Authorities** – meetings have previously been held with each constituent local authority to examine local affordable housing opportunities and the constraints to local housing delivery. The programme also engaged with the Cambridgeshire Regional Housing Board, the Chief Planning Officers Group, the Housing Leads in Cambridgeshire County Council and the Greater Cambridge Partnership to maximise awareness, understanding and invite expressions of interest. These activities will be followed up.

5.3. **Housing Associations** – Housing Associations predominantly provide new housing for rent, while many also run shared ownership schemes to help those who cannot afford to buy a home outright. Some are also moving into delivering some private housing to subsidize the delivery of new housing for rent.

We have a direct dialogue opened with some of the Associations, being Cross Keys, Flagship, Hastoe, Medesham and CHS and in the next few weeks and months hope to get a direct dialogue with many more to explore the potential for accelerated numbers of schemes to be brought forward for consideration.

5.4. **Community Land Trusts (CLTs)** – CLTs balance the needs of individuals to access land and maintain security of tenure with a community's need to maintain affordability, economic diversity and local access to essential services. The Combined Authority has recognised the scope for CLTs as a core component of the Affordable Housing Programme. The Combined Authority is already working with ECTC and the East Cambs CLT in delivering 2 schemes in Soham (grant) and Haddenham (loan) with the ambition to do more. We wish to support further CLT developments across Cambridgeshire and Peterborough where there is an ambition to deliver.

- 5.5. **Landowners and Developers** – There are many potential linkages between Combined Authority transport, infrastructure and housing objectives to be explored with major developers. The Combined Authority has a dialogue opened with developers like Urban and Civic, Larkfleet Homes and Evera Homes. The Combined Authority will continue to pursue discussions with others to develop ways to support, get involved and accelerate the delivery of major schemes and strategic sites.
- 5.6. **Major Employers** - engagement has previously taken place with some of the area's major employers and Cambridge Ahead to ascertain where the Combined Authority might directly support economic growth by helping with affordable housing schemes to support employee recruitment and retention in areas of stretched housing affordability.
- 5.7. **Homes England** – recent dialogue has focused on looking to support the next phase at Northstowe and the potential delivery of 880 affordable units which could start on site in late 2019. The Combined Authority has offered grant support in principle, pending details of the final bids that Homes England expect to receive, when the final level of the anticipated grant request will be known.

#### **(b) Forward Programme and Pipeline**

- 5.8. The £100m Affordable Homes Programme commitment to Government is to achieve at least 2,000 new affordable home starts by the end of March 2022.
- 5.9. The forward programme and pipeline is focused on three core components:
- **Local Plan sites and shorter-term schemes** as identified through the programme of market engagement outlined above and illustrated in the example pipeline of sites in **confidential Appendix A**.
  - **Pipeline Numbers** – We currently have 'potential sight' of schemes that total just over 3,000 affordable residential units. We expect this number to gradually increase over the next 12 months.
  - **Community Land Trusts (CLTs)** – East Cambridgeshire District Council and Palace Green Homes is developing ambitious new proposals for building market and affordable homes. The scheme at Kennett is now submitted for planning and further scheme proposals are expected. We wish to encourage other Councils to set up development delivery vehicles to work under a CLT model alongside local communities interested in bringing forward community-based schemes
  - **Strategic Sites** - the Combined Authority is engaged in early stage dialogue with a range of organisations for the development of a number of strategic sites. Whilst strategic sites have the potential to deliver significant numbers of new homes, not all of the new homes will be deliverable within the £100m Affordable Housing Programme period to March 2022; significant numbers will be in future years, potentially

impacting the investment the Combined Authority may make under the auspices of the programme. A summary of the strategic sites currently under consideration is provided at **confidential Appendix B**; owing to the commercially sensitive nature of early stage negotiations this information is confidential.

It is expected that further strategic site opportunities will be identified during the course of the programme through the use of other development toolbox methodologies.

- 5.10. The Board is asked to note that the nature of new build development means that it is inevitable that numbers will be subject to change as some schemes will fall away, and new proposals come forward.
- 5.11. To accelerate the pace, the flow of proposals into the pipeline and progress of those schemes from pipeline to being constructed will need to both grow in terms of volume and become quicker. The Combined Authority will continue to work with the various housing market stakeholders to develop and accelerate further pipeline schemes to meet the Devolution Deal commitment of at least 2,000 new homes.
- 5.12. The pipeline, along with the delivery of approved schemes will be progressed and continue to be tracked via quarterly progress reports to be brought forward to the Board.

## **6.0 FINANCIAL IMPLICATIONS**

- 6.1. The table in section 4.4 summarises the current budget position based on financial commitments for the projects already approved by board.
- 6.2. The projects approved are generally proceeding satisfactorily in terms of both time and cost (other than those 2 projects highlighted as a red risk). A high proportion of the new homes will have started on site by the end of the financial year and completion of 213 new homes is expected by the end of 2019/20. Assuming this progress is maintained the Authority's intervention will represent an efficient and effective way of progressing housing development by achieving starts on site earlier than would be possible in the absence of financial support.
- 6.3. There is no request for any additional financial approvals in this report.

## **7.0 LEGAL IMPLICATIONS**

- 7.1. The devolution deal of June 2016 set out a target for increasing new homes delivery, jointly agreed with the Department for Communities and Local Government, reflecting the assessments of local housing need.
- 7.2. To achieve this the Combined Authority was given authority under Article 11 of the Cambridgeshire and Peterborough Combined Authority Order 2017 to exercise a general power of competence to deliver the terms of the deal.



- 7.3. The housing target is to be achieved through this programme which is supported by a housing fund. The funding of housing to be let or sold is very likely to constitute incompatible state aid, and therefore be unlawful, unless it is structured to comply with a number of "exceptions" under State Aid law. State aid law does, however, recognise that it is appropriate in a number of circumstances for public funding/resources to be given to what is termed "Services of General Economic Interest" ( SGEI ) (which loosely translates as in the public interest). SGEIs include public support for social and affordable housing. English social and affordable tenures (including low cost home ownership) are all referred to as social housing under state aid law and therefore this funding does not constitute unlawful state aid.

## **8.0 SIGNIFICANT IMPLICATIONS**

- 8.1. There are no specific implications for this report.

## **9.0 APPENDICES**

Exempt Appendix A & B: Current Strategic Sites

<b><u>Source Documents</u></b>	<b><u>Location</u></b>
Quick Wins Report – 2017 July Combined Authority Board	<a href="http://cambridgeshirepeterborough-ca.gov.uk/meetings/show/2017-07-26">http://cambridgeshirepeterborough-ca.gov.uk/meetings/show/2017-07-26</a>
£100m Affordable Housing programme report – 28 <sup>th</sup> March 2018 Combined Authority Board	<a href="http://cambridgeshirepeterborough-ca.gov.uk/meetings/show/2018-03-28">http://cambridgeshirepeterborough-ca.gov.uk/meetings/show/2018-03-28</a>



<b>CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD</b>	<b>AGENDA ITEM No: 3.4</b>
<b>25 JULY 2018</b>	<b>PUBLIC REPORT</b>

## **SKILLS STRATEGY: WORK READINESS AND CAREERS PROMOTION PILOT**

### **1.0 PURPOSE**

- 1.1. This report updates members on progress on the Cambridgeshire and Peterborough Combined Authority Skills Strategy, and outlines an innovative programme designed to prepare school pupils for the workplace, promote vocational and STEM related career pathways. This project forms the first suggested strand of the Skills Strategy which will be coming to the Board for approval in September 2018.
- 1.2. Board Members are asked to consider the proposal, and to approve grant funding in principle for a three-year period, subject to the preparation of an appropriate business case and the passing of value for money tests.
- 1.3. The Combined Authority Board will note that the Initiative was considered by the Business Board at its meeting on 23 July and is asked to ratify the recommendations of the Business Board.

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>Cllr John Holdich, Portfolio Holder for Skills and Employment</b>
<b>Lead Officer:</b>	<b>Dr Stephen Rosevear, Interim Director of Skills and Education</b>
<b>Forward Plan Ref: N/A</b>	<b>Key Decision: No</b>
<p>Subject to the recommendations of the Business Board, the Combined Authority Board is invited to:</p> <p>a) Note the proposal for the creation of a work readiness and careers promotion pilot;</p>	<p><b>Voting arrangements</b></p> <p>Simple majority of Members</p>

<ul style="list-style-type: none"> <li>b) Approve in principle the allocation of grant funding to a limit of £350,000 over three years to fund the pilot;</li> <li>c) Authorise the Chief Executive, in consultation with Chief Finance Officer, Director of Skills and the Portfolio Holder Fiscal to request the development of a full business case by the scheme promoters. The draw-down of funds to be dependent on passing appropriate value for money tests;</li> <li>d) Delegate to the Director of Skills to agree and approve a relevant funding agreement and programme reporting and delivery arrangements.</li> </ul>	
---	--

## 2.0 BACKGROUND

- 2.1. The Cambridgeshire and Peterborough Combined Authority (CPCA) devolution deal established the agreement between Government, the seven local authorities and Local Enterprise Partnership to devolve a range of funding, powers and responsibilities. The devolution of skill powers to the Combined Authority frames the impetus for the development of an area wide Skills Strategy.
- 2.2. The Skills Strategy is currently being finalised and will be presented for approval to the CPCA board in September 2018. The Strategy will provide a framework against which expenditure against strategic priorities can be judged, focused on learning that delivers sustained job outcomes, productivity and economic growth. At a practical level, the Skills Strategy will inform best use of the devolved Adult Education Budget from 2018/19. It will also guide potential future expenditure so that businesses have the skills they need to improve productivity and drive economic growth.
- 2.3. One of the earliest findings to emerge from the work is that too often school leavers do not possess some of the practical skills to function in the modern workplace, and that teachers and pupils lack knowledge of vocational career pathways. The proposal seeks to remedy this by introducing a targeted three-year pilot programme in two pilot institutions.

## 3.0 PROPOSAL DETAILS

- 3.1. The project aims to develop an innovative programme for a group of targeted learners aged 13-16 to:
  - (a) develop student confidence and resilience and the personal skills required to flourish in the work place

- (b) identify and support learners who could become Not in Education, Employment or Training (NEET) after 16
  - (c) develop a supported and personalised learning pathway, with progression routes to local training/further study/local employment opportunities
  - (d) optimise learners' progress from their starting points and support them to gain recognised qualifications at 16 and beyond
- 3.2. For all learners aged 13-19 at Hampton Gardens School and Hampton College to:
- (a) Raise the profile of Apprenticeships at all levels
  - (b) To promote STEM careers
  - (c) Develop cutting edge technical education provision, to complement the academic offer at the Trust's schools
  - (d) To build links with local employers, to further develop our work shadowing/ experience offer and establish progression routes to local traineeships / apprenticeships
- 3.3 The cost of the proposal is summarised below; with a full breakdown provided in **Appendix A** alongside a full proposal, dependent on the option selected by the Board.

<b>Period of Proposal</b>	<b>£</b>
Year 1 - 2018/19	109,013
Option Year 2 - 2019/20	98,644
Option Year 3 - 2020/21	176,637
<b>Total</b>	<b>384,294</b>

## 4.0 WIDER CONTEXT

- 4.1. The proposal will address a problem that has been clearly identified through the analysis for the forthcoming Skills Strategy. It will also demonstrate the Combined Authority's commitment to improving educational outcomes and increasing the take-up of apprenticeships. The pilot programme is limited to Peterborough, and will be subject to a full evaluation.
- 4.2. The proposal has a good strategic fit with the emerging skills strategy, but also a strong link with the 2030 Vision. In particular the creation 'workforce for the modern world founded on investment in skills and education' and 'becoming the UK's capital of innovation and productivity'.

## 5.0 FINANCIAL IMPLICATIONS

- 5.1 As a new proposal, this project does not currently appear in the budget approved by the Combined Authority Board or the Draft Medium Term Financial Plan (MTFP) presented to the Combined Authority Board alongside the 4 Year Plan in May 2018.
- 5.2 If the Board were to approve a £350k project budget in principle, funding can be met from Revenue Gainshare (Single Pot). The Draft MTFP demonstrated in

section 4.9 of the May 2018 report that £1.4m, £4.1m and £0.8m of revenue funds remains uncommitted in 2018/19 and the next two financial years, so funding exists to approve this project based on the draft medium term financial plan assumptions. It should be noted that the MTFP will be refreshed at the September Combined Authority Board meeting, which will contain an updated view of funding sources available.

- 5.3 If approved by the Board, progression of the project will need to be subject to delegated approval for approval of a satisfactory Business Case, Funding Agreement and Programme Management arrangements to mitigate risks associated with ensuring proper supplier procurement and value for money issues associated with the project which cannot be determined at this point. Compliance with the Assurance Framework and Monitoring and Evaluation processes is required for all projects funded from the Gain Share / single pot funds.

## **6.0 LEGAL IMPLICATIONS**

- 6.1 The Combined Authority has authority under section 1 Localism Act 2011 to exercise a general power of competence. The Combined Authority can exercise this power by virtue of the Cambridgeshire and Peterborough Combined Authority Order 2017. This power permits the Combined Authority to make grants to providers in order to deliver the terms of the devolution deal signed with Government
- 6.2 The Legal Team shall be responsible for placing any required contractual arrangements, usually through its current partnering arrangements with the Local Authorities

## **7.0 SIGNIFICANT IMPLICATIONS**

- 7.1. None

## **8.0 APPENDICES**

- 8.1. Appendix 1 – Detailed Proposal

<b>Source Documents</b>	<b>Location</b>
None	Not applicable

**Aims:****To develop an innovative programme for a group of targeted learners aged 13-16 to:**

- develop student confidence and resilience and the personal skills required to flourish in the work place
- identify and support learners who could become NEET after 16
- develop a supported and personalised learning pathway, with progression routes to local training/further study/local employment opportunities
- Optimise learners' progress from their starting points and support them to gain recognised qualifications at 16 and beyond

**For all learners aged 13-19 at Hampton Gardens School and Hampton College to:**

- Raise the profile of Apprenticeships at all levels
- To promote STEM careers
- Develop cutting edge technical education provision, to complement the academic offer at the Trust's schools
- To build links with local employers, to further develop our work shadowing/ experience offer and establish progression routes to local traineeships / apprenticeships

**Rationale:**

We believe that to have the maximum impact at Hampton Gardens School and Hampton College, we need to approach this work from two perspectives : the first being what we might do with the whole cohort of young people at the schools and secondly, a detailed look at a very targeted group of young people.

As Hampton Gardens School currently has younger learners, our vision is to pilot and share approaches and provision across Hampton Gardens School and Hampton College.

Our proposed work with the whole school cohort aims to raise awareness of apprenticeships and promote a parity of esteem between technical and academic pathways. Allied to this, will be the promotion of careers in STEM fields, with a particular focus on opportunities in the Greater Peterborough/ Cambridge areas.

Our suggested work with a targeted group of young people aims to offer a very supported programme for learners who we identify as vulnerable to becoming NEET (Not in Education Employment & Training) in later adolescence. It is recognised that certain factors place a young person at higher risk of disengagement from education, such as coming from a disadvantaged background, having a chaotic home-life or having a special educational need or disability. From our experience, the signs of disengagement can become evident early on in a young person's secondary school career and what we are proposing is a timely, structured intervention designed to re-engage the participants with education and motivate them to consider the prospect of future training and entering the work place.

In our view, some of the issues which lead to failure at school (e.g. poor attendance, fear of underachievement, lack of inter-personal skills etc.), become even greater barriers to preventing success in adult life. Therefore, a successful intervention during adolescence could enhance a young person's life chances for many years and massively increases their prospects of being work-place ready in their late teens.

Hampton College introduced the 'Nurture Group' provision to Year 7 students in 2015. This is supported provision for 11 year olds who are not 'secondary ready.' A small group of students (no more than 10) have a dedicated teacher and teaching assistant and their own learning base when they first transfer into Year 7. The Nurture Group provides both intensive 'catch-up' teaching and support with social skills, which allows for a more gradual transition into all mainstream classes at the school. This innovation has proved to be very successful in assisting some vulnerable learners adjust to life in a busy, demanding secondary school environment.

We believe that that a number of aspects of the Nurture Group model could be applied to the establishment of a small group of KS4 learners, providing them with a blend of small group teaching, a personalised programme, which would include coaching, work experience and careers advice, whilst maintaining full access to the accredited examination courses offered at Hampton College/Hampton Gardens School. This would require dedicated staffing and resourcing, as detailed and costed later in this document.

**Time-frame of programme delivery – September 2018- August 2021.**

To implement these changes and secure impact, we have planned our proposals over a three year period. In the first year, we would start work early with identified learners in Year 9, with the aim of embarking on a long term intervention with them. However, in the first year, we also aim to work intensively with a small group of Year 11 students, whose needs are most acute and who are in immediate danger of becoming NEET within 12 months.

In Years 2/3 of the project, the KS4 intervention group will become established and have Year 11 and Year 10 students participating in the programme. We also aim to extend the range of vocational/technical qualifications offered across the two schools at both 14 and 16, to increase the 'in-house' offer of accredited courses. By building meaningful and lasting partnerships with local employers, we plan to create opportunities for a supported transition from school into training for some of the learners in the intervention group and/or from the wider school cohort.

### Proposed 3 Year Action Plan & Costings

Year One – School Year 2018/19			
Strand/ Action	Student/ School participation	Resource needed	Costing
<b>KS4 intervention Group Provision</b> <ul style="list-style-type: none"> <li>- Identify targeted students, invite participation &amp; meet their parents</li> <li>- Establish and resource KS4 intervention teaching base</li> <li>- Appoint full-time <b>Intervention Teacher/Coordinator</b></li> <li>- Appoint dedicated full-time <b>Teaching Assistant</b></li> </ul>	Targeted group of Y11 students (Hampton College)	<ul style="list-style-type: none"> <li>- 10 PC work stations/laptops</li> <li>- GCSE/BTEC resources</li> <li>- Stationery and display resources</li> <li>- ICT package/ online resource subscriptions</li> <li>- additional in year budget for resources</li> <li>- 1 x Teacher, who is the Intervention Group Coordinator</li> <li>- 1 x Teaching Assistant</li> </ul>	£7,500 £1,000 £250 £1,000 £1,000 £49,618 approx. £17,779
<b>KS4 intervention group – early identification</b> <ul style="list-style-type: none"> <li>- From Dec 2018, identify students who could benefit from the provision from Sept 2019</li> <li>- Engage with parents</li> <li>- Year 9 Options to become bespoke planning for this group of students</li> <li>- Start work on KS4 programme during the summer term of Year 9 (utilise time from non-core curriculum and availability of intervention base, as Year 11s take their GCSES)</li> </ul>	Identify and start early intervention work with group of Year 9 students (Hampton College)	(As above)	(Built in to the above)
<b>Create new role of Project Coordinator:</b> To manage work Related Learning (WRL)/technical pathways/ STEM champion/ business links/ lead apprenticeship coordinator across Hampton Gardens School/ Hampton College.	A person to coordinate work in this area across Hampton Gardens and Hampton College for the three year duration of the project  Will work closely with the KS4 intervention co-ordinator	Likely to be an existing member of teaching staff, but they would need: <ul style="list-style-type: none"> <li>- Remuneration in the form of a temporary teaching and learning responsibility</li> <li>- Release time from their teaching to plan and deliver the WRL/STEM/</li> </ul>	TLR2b £5,844



		<p>apprenticeship aspects of the programme</p> <ul style="list-style-type: none"> <li>- Professional development in relation to apprenticeships</li> </ul>	<p>Release time at 20% of teaching timetable (i.e. a day a week) £9,222 approx.</p> <p>CPD budget £1,000 (2 days at £500)</p>
<p><b>Apprenticeship pathways promotion</b></p> <p>Project Co-ordinator to formulate and deliver the 3 year action plan for the promotion of apprenticeship pathways.</p> <p>To include:</p> <ul style="list-style-type: none"> <li>- Agreed targets for recruitment onto apprenticeship pathways at all levels</li> <li>- An event for students/parents/carers to be hosted at Hampton College/ Gardens</li> <li>- Apprenticeships promoted at the 16+ Information Evenings</li> <li>- Apprenticeships fully integrated with the Personal Development curriculum and IAG provision</li> </ul>	<p>All KS4/5 Students at Hampton College/Hampton Gardens</p>	<p>Promotional materials and resources to be provided by organisations such as:</p> <ul style="list-style-type: none"> <li>- Apprenticeships.gov.uk</li> <li>- <a href="http://www.amazingapprenticeships">www.amazingapprenticeships</a></li> <li>- Apprenticeship ambassadors</li> </ul> <p>Additional IAG resources (e.g. careers software) to be purchased as needed.</p> <p>Utilise subsidised or free speakers and former students who are currently on apprenticeship pathways.</p> <p>Basic hospitality at events</p> <p>Some staff release time to make sure all schemes of work up to date etc.</p>	<p>Staffing cost for coordination built in to the above</p> <p>£1,000</p> <p>£1,000</p> <p>£300</p> <p>£1,000</p>
<p><b>Local Employer Engagement</b></p> <ul style="list-style-type: none"> <li>- Build upon links with Hotpoint</li> <li>- Establish links with other employers in the immediate Hampton area (e.g. British Sugar and businesses at Serpentine Green)</li> <li>- Tap into local business networks to extend contacts</li> </ul>	<p>Students on the KS4 intervention programme</p> <p>All students interested in local work shadowing/ progression to local traineeships</p> <p>Liaison work coordinated through the Project Co-ordinator</p>	<p>Establish links in Year 1, with a view to incorporating work placements into the intervention group programme and offered to the wider student cohort from Year 2</p> <p>Main resource needed is time for meetings/ planning</p>	<p>Project Coordinator time cost as included in budget/time allocation for the co-ordinator role</p>

<b>Curriculum development/ planning</b> <ul style="list-style-type: none"> <li>- Plan for the introduction of additional technical/vocational courses from Sept 2019</li> <li>- Courses will be offered at KS4/5 and will run subject to viable uptake. Likely to include a Level 2 Post 16 course</li> <li>- Review of personal skills/ resilience programme for intervention students</li> <li>- Staff professional development</li> </ul>	Heds of Department/ teachers delivering on new programmes	<p>Creating own learning resources, through teacher release time</p> <p>Purchasing recommended course materials: recommended textbooks, reference books, software packages &amp; online subscriptions</p>	<p>£2,000 training costs/ curriculum planning release</p> <p>£8,000 (two courses at £4,000 per course)</p>
<b>STEM learning/ technical careers event</b> <ul style="list-style-type: none"> <li>- Piloted in the first year as an event for Hampton Gardens students, with the intention of rolling it out across the Trust in Year 2 and as a City event in Year 3</li> <li>- Utilising the Hampton Gardens site, including the 'Show Lab'</li> <li>- Contributors from across the region</li> <li>- Arranged by Project Coordinator</li> </ul>	All students in Year 8 at Hampton Gardens	<ul style="list-style-type: none"> <li>- Event administration and resourcing</li> <li>- Hospitality for speakers</li> <li>- Minimal speaker cost (envisage that many contributors will give their time free as STEM ambassadors etc.)</li> <li>- Resources for demonstrations in the Show Lab</li> </ul>	£1,500

Year Two – School Year 2019/20			
Strand/ Action	Student/ School participation	Resource needed	Costing
<b>KS4 intervention group</b> Group of Year 11 students vulnerable to becoming NEET/ who we feel would benefit identified	Targeted group of Year 11 students (Hampton College)	<ul style="list-style-type: none"> <li>- Top up GCSE/BTEC resources</li> <li>- Continued ICT package/ online resource subscriptions</li> <li>- Additional in year budget for resources: 1 x Teacher 1 x Teaching Assistant</li> </ul>	£500 £500 £1,000 £50,996 approx. £18,454 approx.
<b>KS4 intervention group</b> First of the longer term cohorts to start with bespoke provision	Year 10 group intervention group (Hampton College)	(As above)	(As above)
<b>KS4 intervention group</b> Identify and start early intervention work with group of Year 9 students, could be on a Trust basis, as Hampton Gardens will also have Year 9 students in 2019/20	Year 9 group of students identified – could be Hampton Gardens or Hampton College students	(As above)	(As above)
<b>Project Co-ordinator</b> Continues to coordinate: <ul style="list-style-type: none"> <li>- WRL across the Trust</li> <li>- Promote Apprenticeships</li> <li>- Develop employer engagement</li> <li>- Coordinate STEM event</li> </ul>	All Year 9-13 students at Hampton College & Hampton Gardens	Continuation of the employment of the Project Coordinator and providing them with dedicated time to undertake the role	TLR2b £5,903 Release time at 20% of teaching timetable (i.e. a day a week) £9,491 approx. Annual CPD budget £1,000

<p><b>Apprenticeship Pathway promotion</b></p> <ul style="list-style-type: none"> <li>- Produce apprenticeship action plan and agree targets for recruitment onto apprenticeship pathways in 2019-20</li> <li>- Stage an event for students/ parents/carers to be hosted at Hampton College/ Hampton Gardens</li> <li>- Apprenticeships promoted at the 16+ Information Evenings</li> <li>- Apprenticeships fully integrated with the Personal Development curriculum and IAG provision</li> <li>- Become a local hub for apprenticeship promotion. Offer training and support to other schools in Peterborough/Cambridgeshire</li> </ul>	<p>All KS4/5 students at Hampton College/Hampton Gardens</p>	<p>Updated/ additional resources</p> <p>External speakers</p> <p>Basic hospitality at events</p> <p>Release time to ensure schemes of work up to date and to provide support to other schools in the area</p>	<p>£500</p> <p>£1,000</p> <p>£300</p> <p>£1,000</p>
<p><b>Local Employer Engagement</b></p> <ul style="list-style-type: none"> <li>- Build upon links built in year one with a range of local businesses</li> <li>- Incorporate work placement/ work shadowing into the intervention group programme (possible for some other students too)</li> <li>- Establish a compact with local employers, allowing for a supported transition into training/employment for some students</li> </ul>	<p>Students on the KS4 intervention programme</p> <p>All students interested in local work shadowing/ progression to local traineeships</p> <p>Liaison work coordinated through the Project Coordinator</p>	<p>Time for meetings/ liaison/ work place visits</p>	<p>Incorporated into Project Coordinator costs</p>
<p><b>Curriculum Development/ Planning</b></p> <p>Review of intervention group curriculum and personal development programme.</p>	<p>Intervention group teacher</p> <p>Head of Department/ teachers to run new technical programmes</p>	<p>Creating own learning resources, through teacher release time</p>	<p>£2,000 training costs/ curriculum planning release</p> <p>£4,000 (1 new course)</p>

<p>Plan for the introduction of additional technical/vocational courses from Sept 2020:</p> <ul style="list-style-type: none"> <li>- Courses will be at KS4/5 and will run subject to viable uptake. Likely to include further expansion of Level 2 Post 16 provision</li> <li>- Staff professional development</li> </ul>		<p>Purchasing recommended course materials: recommended textbooks, reference books, software packages &amp; online subscriptions</p>	
<p><b>STEM learning/ technical careers event</b></p> <ul style="list-style-type: none"> <li>- Utilising the Hampton Gardens site, including the 'Show Lab';</li> <li>- Contributors from across the region</li> <li>- Arranged by Project Coordinator</li> </ul>	<p>All Year 8 students at Hampton Gardens and Hampton College</p>	<p>Event administration and resourcing</p> <ul style="list-style-type: none"> <li>- Minimal speaker cost (envisage that many contributors will give their time free as STEM ambassadors etc.)</li> <li>- Resources for demonstrations in the Show Lab</li> <li>- Increase in event budget, to allow to double student participation</li> </ul>	<p>£2,000</p>

Year Three – School Year 2020/21			
Strand/ Action	Student/ School participation	Resource needed	Costing
<b>KS4 intervention group</b> In the third year, all students involved in the KS4 group will be part of a long term intervention	Targeted Year 10/ Year 11 group across Hampton College/Hampton Gardens	Top up GCSE/BTEC resources  Continued ICT package/ online resource subscriptions  Additional in-year budget for resources  1 x Teacher 1 x Teaching Assistant	£500  £500  £1,000  X 2 = £145,420 In the final year, we are seeking to put aside the salary costs of these two members of staff for additional year, so that we can honour the offer to the Year 10 students to complete Year 11 (even if the project then ceases)
<b>KS4 intervention group</b> Work with Year 9 students – providing the Trust is confident it can continue to fund the intervention group, once the bid funding has ceased	Targeted Year 9 students at Hampton Gardens/Hampton College	(As above)	(As above)
<b>Project Co-ordinator</b> Continues to coordinate: <ul style="list-style-type: none"> <li>- WRL across the Trust</li> <li>- Promote Apprenticeships</li> <li>- Develop employer engagement</li> <li>- Coordinate STEM event</li> <li>- Establish how work will continue if this post cannot be continued without funding</li> </ul>	All Year 9-13 students at Hampton College & Hampton Gardens	Continuation of the employment of the Project Coordinator and providing them with dedicated time to undertake the role	TLR £5,961  Release time at 20% of teaching timetable (i.e. a day a week) £10,956 approx.  Annual CPD budget £1,000

<p><b>Apprenticeship Pathway promotion</b> Produce apprenticeship action plan and agree targets for recruitment onto apprenticeship pathways in 2020-21:</p> <ul style="list-style-type: none"> <li>- Stage an event for students/ parents/carers to be hosted at Hampton College/Gardens</li> <li>- Apprenticeships promoted at the 16+ Information Evenings</li> <li>- Apprenticeships fully integrated with the Personal Development curriculum and IAG provision</li> <li>- Become an established local hub for apprenticeship promotion. Offer training and support to other schools in Peterborough/Cambridgeshire</li> </ul>	<p>All KS4/5 students at Hampton College/Hampton Gardens</p>	<p>Updated/ additional resources</p> <p>External speakers</p> <p>Basic hospitality at events</p> <p>Release time to ensure schemes of work up to date and to provide support to other schools in the area.</p>	<p>£500</p> <p>£1,000</p> <p>£300</p> <p>£1,000</p>
<p><b>Local Employer Engagement</b></p> <ul style="list-style-type: none"> <li>- Build upon links built in Years 1 &amp; 2 with a range of local businesses and expand the range of employers involved</li> <li>- Embed work placement/ work shadowing into the intervention group programme (possible for some other students too)</li> <li>- Establish a compact with local employers, allowing for a supported transition into training/employment for some students</li> <li>- Establish links and protocols which can continue after the project/ funding has officially finished</li> </ul>	<p>Students on the KS4 intervention programme</p> <p>All students interested in local work shadowing/ progression to local traineeships</p> <p>Liaison work coordinated through the Project Co-ordinator</p>	<p>Time for meetings/ liaison/ work place visits</p>	<p>Incorporated into Project Coordinator costs</p>

<p><b>Curriculum Development/ Planning</b></p> <p>End of project curriculum audit and review Is provision now adequate for all learners?</p> <p>Are technical pathways viable and flourishing?</p> <p>If necessary, plan for:</p> <ul style="list-style-type: none"> <li>- How all needs will be catered for if the Trust cannot continue with the intervention group in its current form</li> <li>- Additional courses, should we feel the vocational/ technical offer needs to be further expanded</li> </ul>	<p>Intervention group teacher</p> <p>Head of Department/ teachers on new technical programmes/ Senior Leaders</p>	<p>Creating own learning resources, through teacher release time</p> <p>Purchasing recommended course materials: recommended textbooks, reference books, software packages &amp; online subscriptions</p>	<p>£2,000 training costs/ curriculum planning release</p> <p>£4,000 (one new course, if needed)</p>
<p><b>STEM learning/ technical careers event</b></p> <ul style="list-style-type: none"> <li>- Utilising the Hampton Gardens site, including the 'Show Lab';</li> <li>- Contributors from across the region</li> <li>- Arranged by Project Coordinator</li> </ul>	<p>All Year 8 students at Hampton Gardens/Hampton College and groups of 20 invited from other local schools</p>	<p>Event administration and resourcing</p> <ul style="list-style-type: none"> <li>- Hospitality for speakers</li> <li>- Minimal speaker cost (envision that many contributors will give their time free as STEM ambassadors etc.)</li> <li>- Resources for demonstrations in the Show Lab</li> <li>- Increase in event budget, to allow to increased student participation from beyond the Trust</li> </ul>	<p>£2,500</p>



**Impact and Evaluation**

The programme would be monitored termly and formally evaluated at the end of each school year. Success criteria and (anonymised) monitoring data would relate to:

- Progress & attainment data of participating students ( benchmarked against school, local and national expectations)
- Post 16 & Post 18 destination data for participating students
- Student conduct data
- Whole cohort Post 16 and Post 18 destination data
- Performance against agreed apprenticeship participation targets
- 'Student Voice' feedback
- Teacher/Programme Coordinator feedback
- Parent/carer feedback
- Workplace partner feedback

**Effective practice dissemination**

In Year 1 we would be in 'set up mode', but anticipate that by September 2019, we would be able to share the practice being refined through these initiatives with a range of stakeholders, including local councillors, local authorities and other schools/ colleges. In Year 2/3, wider dissemination is built into the programme through:

- The Project Coordinator's outreach role
- The aim of creating an apprenticeship 'hub'
- The offer of places at the STEM conference to students at other schools
- The option of teachers from other schools visiting Hampton College/Hampton Gardens and observing the provision in action

**Sustainability**

The Year 1 programme is designed for us to be able to act straight away to benefit vulnerable students, with minimal lead-in time. Year 2 and 3 provision is more sophisticated, as links with employers are established, new technical courses introduced and the personal development aspects of the KS4 intervention programme are refined.

We have built the costs of staffing for the KS4 Intervention Group for a further year into the Year 3 costs. This is because even though the project and agreed funding would cease, we feel we have a moral obligation to support any Year 10 students in the KS4 intervention group through to the end of Year 11.

In reality, the Trust would have to consider which aspects of the project it wished to continue after the life of the project and how it could fund them. However, ways of ensuring sustainability and/or ceasing aspects of the project without a negative impact include:

- Employing an existing member of staff as the Project Coordinator, so that the role is a type of secondment. They would revert to their substantive role after the project ceases
- Increased technical/vocation courses are subject to viable numbers from the outset and so should be cost neutral once up and running. The project helps to 'pump prime' this development
- We would seek sponsorship to maintain the STEM event, if successful

**Moving forward**

We are delighted to be able to share our ideas with you and would be very happy to meet with you to discuss our plans, or provide you with any additional information you require. We are excited at the prospect of establishing some innovative practices across the Hampton Academies Trust and making a real difference to the students participating in all aspects of the suggested programmes. Thank you for the opportunity to submit this bid and we look forward to hearing from you in due course.

## Project Costings

Area of Expense	Year 1	Year 2	Year 3	Comments
<b>KS4 Intervention Group Provision</b>				
10 PC workstations/laptops	£7,500	£0	£0	
GCSE/BTEC Resources	£1,000	£500	£500	
Stationery & display resources	£250	£0	£0	
ICT package/online resource subscriptions	£1,000	£500	£500	
Additional in year budget for resources	£1,000	£1,000	£1,000	
1 Teacher	£49,618	£50,996	£106,236	Year 1 U1a + TLR2a + on-costs Year 2 U1b + TLR2a on-costs & inflation Year 3 - 2 year's salary U2a & U2b TLR2a, on-costs & inflation
1 Teaching Assistant	£17,779	£18,454	£39,184	Level 2 Pt 18 plus on-costs
<b>Create new role of Project Coordinator</b>				
TLR Allowance for Project Coordinator	£5,844	£5,903	£5,961	Year 1 TLR2b + on-costs Year 2 & Year 3 TLR2b + on-costs & inflation
Release time of 20% to lead project	£9,222	£9,491	£10,956	Year 1 U1 + on-costs Year 2 U1b + on-costs & inflation Year 3 U2 + on-costs & inflation
CPD Budget	£1,000	£1,000	£1,000	2 days at £500 per annum
<b>Apprenticeship pathways promotion</b>				
Additional IAG resources	£1,000	£500	£500	
External speakers	£1,000	£1,000	£1,000	
Basic hospitality of events	£300	£300	£300	
Staff release time to support	£1,000	£1,000	£1,000	
<b>Curriculum development/planning</b>				
Training costs and planning release time	£2,000	£2,000	£2,000	
New Courses	£8,000	£4,000	£4,000	Year 1 - 2 additional courses, Year 2 - 1 new course , Year 3 - 1 new course
<b>STEM learning/technical careers event</b>				
Event administration & resources	£1,500	£2,000	£2,500	
<b>Costs</b>	<b>£109,014</b>	<b>£98,643</b>	<b>£176,637</b>	
<b>Total Costs for Plan</b>	<b>£384,294</b>			



<b>CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD</b>	<b>AGENDA ITEM No: 3.5</b>
<b>25 JULY 2018</b>	<b>PUBLIC REPORT</b>

## **DEVOLUTION OF THE ADULT EDUCATION BUDGET READINESS CONDITIONS AND NEXT STEPS TO IMPLEMENTATION**

### **1.0 PURPOSE**

- 1.1. The report updates members on the progress of the devolution of the Adult Education Budget (AEB), and follows the report to the Combined Authority Board on 30th May 2018 approving the transfer of function to the Combined Authority and to the draft Order giving effect to the transfer.
- 1.2. The report updates Members on the next steps to the devolution process for implementation in April 2019 and seeks approval to the draft Cambridgeshire and Peterborough Combined Authority AEB Skills Plan and to the interim Governance arrangements proposed to engage industry into the delivery of AEB. It also includes the functions required to provide resource and capacity to manage the programme post 2019.
- 1.3. The Combined Authority Board will note that this report will be considered by the Business Board at its meeting on 23 July and their recommendations will be reported orally. The Board are asked to ratify the recommendations of the Business Board.

<b><u>DECISION REQUIRED</u></b>	
<b>Lead Member:</b>	<b>Councillor John Holdich, Portfolio Holder for Employment and Skills</b>
<b>Lead Officer:</b>	<b>Stephen Rosevear, Interim Director of Skills</b>
<b>Forward Plan Ref: N/A</b>	<b>Key Decision: No</b>
Subject to the recommendations of the Business Board, the Combined Authority Board is recommended to:	<b>Voting arrangements</b>  Simple majority of all Members

<p>(a) Note the Readiness Conditions for the Adult Education Budget (AEB) submitted to the Department for Education on the 18th May 2018 as set out in Appendix 1 and the next steps for the devolution process;</p> <p>(b) Comment on and approve the Cambridgeshire and Peterborough Combined Authority AEB Skills Plan, including the policies and actions set out in the plan (Appendix 2);</p> <p>(c) Agree that the Business Board take on the role of the Skills Board reporting into the Combined Authority's proposed Skills Committee, and the terms of reference set out in 4.2 of the plan be included in the Business Board's terms of reference;</p> <p>(d) Agree in principle that it is the Cambridgeshire and Peterborough Combined Authority's intention to fund ongoing system costs (including staffing) of AEB devolution from 2019 by allocating up to 4.9% of programme money for this purpose.</p> <p>(e) Note the amount of funding allocation and the mechanisms are yet to be determined until a full costing business case is developed and agreed by the Board at a future meeting.</p>	
--	--

## 2.0 BACKGROUND

- 2.1. Since 2014, devolution deals between government and regions in England have been announced, supporting economic growth, public service reform and improved local accountability. The deals transfer certain powers and funding previously held by central government.
- 2.2. As outlined in the [Adult Education Budget Changing Context and Arrangements for 2016 to 2017](#) and the [Industrial Strategy](#), from the 2019/20 funding year, the Cambridgeshire and Peterborough Combined Authority (CPCA) will, subject to agreement of a number of readiness conditions and once legislation has been approved by both Houses of Parliament, take on more responsibility to deliver quality adult education in the local area, when adult further education funding is devolved.

- 2.3. This means that the Education and Skills Funding Agency (ESFA) will, from the Academic Year 2019 /20, no longer be accountable for the totality of the AEB, which it currently allocates and manages. The Combined Authority will take on the role and they will be responsible for commissioning AEB provision in the area, having the freedom to set local priorities, whilst still being subject to the statutory duties of the Secretary of State. This will allow it to focus on developing a sustainable local provider base, meeting local area need and delivering local economic objectives. For Cambridgeshire & Peterborough this will allow the Combined Authority to engage local industry more actively with the skills system to create a more responsive, dynamic skills offer that adapts and focuses on what local industry requires.
- 2.4. The Department for Education (DfE) and the ESFA are supporting the Combined Authority and will continue to work together to align national and local policy on adult education. A transitional year for the Combined Authority will operate for the 2018/19 academic year to give the time to develop the knowledge of the providers delivering to local residents, as well as testing out processes and systems, before AEB devolution comes fully into service.
- 2.5. The Readiness Conditions and Evidence Checklist (**Appendix 1**) was submitted to the Department for Education (DfE) on 18th May 2018, by the Chief Executive of the Combined Authority. As of July 2018 the Combined Authority does not need to have the policies and processes approved and in place, but will need to have identified through a project plan what needs to be undertaken and the completion timescales. A Project Plan has been produced and the timescale for delivery are challenging and leave little room for contingency time or failure to achieve milestones.
- 2.6. The key tasks to take on delivery of the AEB Programme include;
- (a) The creation of a AEB Specific Skills Plan
  - (b) The agreement and consent of the CPCA and Constituent Councils
  - (c) Audit and governance compliance
  - (d) The development of a commissioning strategy
  - (e) The creation of a procurement strategy
  - (f) An operational plan for engagement with providers
  - (g) A funding rules document for providers
  - (h) Planned processes to make payments to providers
  - (i) A data sharing agreement

#### **Readiness Conditions Self-Assessment Evidence Checklist**

- 2.7. The evidence checklist is attached as Appendix 1, and was submitted to the Department for Education on 18th May 2018. This document has two sections, the first 'Improving Adult Education delivery to our residents' includes a requirement to provide an AEB Skill Plan. This plan is coupled with a letter from the Chief Executive of the CPCA indicating that the Combined Authority will be ready to exercise the statutory functions in 2019.

- 2.8. The second section identifies the evidence required under the titles of Governance, Financial, Procurement, Contracting & Funding Agreements, Payments, AEB policy on Funding Rules, Data Collection and Reporting, and Provider Management. The CPCA does not need to be ready to operate the AEB service by July 2018, but does need to provide evidence to show how they will ensure that the appropriate resources, processes and systems are in place before 2019.

### **AEB Skills Plan and Governance with the LEP Business Board**

- 2.9. A CPCA AEB Skills Plan has been developed and is attached as **Appendix 2**.
- 2.10. The AEB Skills Plan is subordinate to the Combined Authority Skills Strategy which will be reported to the Board in September, and is a focused plan on the key priorities, policies and objectives of the delivery of the AEB programme. The document draws evidence from the Skills Area Review, and the Combined Authority's Skills Blueprint. The plan identifies key functions which require the the Board's endorsement;
- (a) Priorities
  - (b) Governance
  - (c) Commissioning
  - (d) Procurement
  - (e) Data Management
  - (f) Outcomes and Impact

#### **Governance**

- 2.11. The AEB Skills Plan identifies an important and prominent role for the Business Board in the devolution of the Adult Education Budget. It is recommended that to ensure that skills is positioned as a key driver of local industry within the economy, the Business Board takes on the role of the AEB Governing Board within section 4 of the AEB Skills Plan and reports into the Combined Authority's proposed Skills Committee, and that the role outlined in 4.2 of the plan is incorporated within its Terms of Reference of the Business Board. The Business Board when undertaking this role will operate through a newly created AEB Programme Board.
- 2.12. It is further planned to develop a Provider and Customer sub group in advance of providing the AEB service from 2019. These will be sub groups of the Business Board to ensure engagement from all stakeholders.
- 2.13. The Business Board at its meeting on 23 July in its proposed role as the AEB Governing Board, will also be asked to comment on the AEB Skills Plan, and to endorse the approach and policies contained within it in the delivery of the AEB Service. The Combined Authority is asked to approve the plan.

## **Resourcing the AEB Programme 2019 onwards**

- 2.14. The AEB Programme delivery is a resource intensive local process that requires significant capacity to deliver. To that end the Department for Education have provided a grant of £204k within financial year 2018/19 to ensure that the Combined Authority can deliver and enact the powers for AEB Devolution. To date this resource has been match funded by the Combined Authority, and has also been used to buy in the technical and specialist skills sets to ensure a smooth transition for both learners and providers.
- 2.15. To enable future financial sustainability of the AEB team, and to provide the appropriate additional corporate capacity within the financial, legal and procurement teams, an administrative charge of up to 4.9% may be required on the allocation provided in 2019/2020 and ongoing for staffing and related operational costs. The amount of funding allocation and the mechanisms are yet to be determined, but will be subject to a future report to the Combined Authority Board for approval. Any allocation will be reviewed annually with a view to minimising funding through this route.
- 2.16. In delivery of the AEB Programme from 2019 other Mayoral Combined Authorities have taken a small allocation of the devolved budget to enable capacity and resource the appropriate payment, governance and monitoring systems required to ensure compliance with the use of public funds.
- 2.17. The Cambridgeshire and Peterborough area has one of the smallest allocations (£12m) of the combined authorities taking control of the AEB budget, but it is still necessary to provide the same systems and checks that any local authority would have to have regardless of financial size of allocation. Officers are in discussions with other authorities to seek to utilise shared systems to reduce the cost and ensure that the maximum amount of funding is invested in AEB in the local area.
- 2.18. The delivery of the AEB locally will provide an improved qualitative service in Cambridgeshire and Peterborough allowing a better working relationship with AEB providers, an improved opportunity for local industry to shape and influence local skills needs, and an improved opportunity for customers of AEB to secure courses that are needed. The devolution of the AEB locally will allow the opportunity to deliver the skills need identified within the Local Industrial Strategy for our core industry sectors, this will turn strategy into delivery.
- 2.19. The quantitative measures including financial allocations will be measured to ensure that public funds are maximised against local economic need. The AEB team will develop quantitative performance measures for the service and seek approval and endorsement from the LEP Business Board and Combined Authority Board later in 2018. This is likely to include Number of Learners, Individual Learning Aims Delivered, and Progression to Employment amongst other Combined Authority bespoke measurements.



- 2.20. The recommendation for a 4.9% allocation will provide £592k to the Combined Authority to operate a core team of three staff to manage and monitor the AEB service, these are identified as a Partnership Officer, Strategy Officer and Finance and Data Officer. It is envisaged that the necessary software monitoring and financial systems will also be required to enable the core team to appropriately manage the service.

### **3.0 FINANCIAL IMPLICATIONS**

- 3.1. This report confirms that funding is available to the Combined Authority to prepare and administer the delivery of AEB devolution, amounting to £154k Implementation funding in 2018-19 and potential to top-slice funding up to 4.9% in subsequent years. It is anticipated that this funding will be required to provide for ongoing staffing and operational running costs, recognising the need to minimise these as far as possible.
- 3.2. In preparing for devolution of the AEB budget, management of risks plays a key role in ensuring that sustained delivery of devolved responsibilities has no detriment to other finance and service commitments. For AEB funding, it is important that planning and agreements are on the basis that service commitments governed by the legislative framework do not infer or create service commitments in excess of the level of funding devolved. Flexibility to adjust local policies must be maintained to mitigate any subsequent divergence between funding and service demand / delivery.

### **4.0 LEGAL IMPLICATIONS**

- 4.1. **Procurement:** The Combined Authority will need to ensure that it has a flexible procurement policy; and robust procurement processes and procedures that strictly adhere to EU procurement directives;
- 4.2. **Data Collection & Reporting** – the Combined Authority will need to have (i) a data protection policy that is GDPR compliant; (ii) processes and procedures that ensure GDPR compliance, including the training and instruction of employees in matters concerning data protection; and (iii) Data Sharing/Access agreements that are also GDPR compliant.
- 4.3. **Insolvency** - in the event of insolvency of providers, the Combined Authority will be liable to (a) continue to fund (at the same rate detailed in the relevant Funding Agreement/Contract with the insolvent provider) the relevant learners resident in that particular area who are affected by said insolvency and; (b) find a solution to protect such students is identified and delivered
- 4.4. **Commissioning** - the Combined Authority must (a) ensure that appropriate due diligence is conducted in order to establish which providers will deliver AEB-funded provision; and (b) comply with Public Contracts Regulations 2015, where required.

- 4.5. The Combined Authority has authority under section 1 Localism Act 2011 to exercise a general power of competence. The Combined Authority can exercise this power by virtue of the Cambridgeshire and Peterborough Combined Authority Order 2017.
- 4.6. 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 AEB Programme has developed a Risk Register. Further the AEB programme has been included on the Combined Authority's Strategic Risk Register. A full Equal Opportunities Impact Assessment will be completed on the AEB service as part of the project plan during 2018/19.

## **6.0 APPENDICES**

- 6.1. Appendix 1 – AEB Readiness Conditions Self-Assessment Checklist
- 6.2. Appendix 2 – CPCA Draft AEB Skills Plan

<b><u>Source Documents</u></b>	<b><u>Location</u></b>
Combined Authority Board Report 29 <sup>th</sup> November 2018 "Adult Education Budget Devolution; Transitional Arrangements & Resourcing" pages 45-50	<a href="http://cambridgeshirepeterborough-ca.gov.uk/meetings/show/2017-11-29">http://cambridgeshirepeterborough-ca.gov.uk/meetings/show/2017-11-29</a>
Combined Authority Board Report 30 <sup>th</sup> May 2018 "Devolution of Powers to Combined Authority" pages 482 to 486	<a href="http://cambridgeshirepeterborough-ca.gov.uk/meetings/show/2018-05-30">http://cambridgeshirepeterborough-ca.gov.uk/meetings/show/2018-05-30</a>

## Appendix 1 CPCA - Adult Education Budget (AEB) devolution readiness: self-assessment evidence checklist – April 2018

To demonstrate readiness for AEB devolution from the academic year 2019/20, you will need to submit the following to the Department for Education by **18 May 2018**:

1. A letter from your CEO (or equivalent which states:
  - a. how you expect to improve the exercise of statutory functions in your area
  - b. that they are content the area will be ready to deliver the function to your residents from academic year 2019/20
2. Your AEB strategic skills plan (SSP), as described at Section 2, to support statement a.  
Evidence to support statement b. (Our suggestions for evidence you could consider to support this statement are listed in Section 2)

### Section 1 – Improving adult education delivery to your residents

The Secretary of State (SoS) may only make the order to devolve statutory functions to a Mayoral Combined Authority (MCA) if he considers that the making of the order is likely to improve the exercise of those functions in the area or areas to which the order relates.

**AEB strategic skills plans (SSPs)** will be considered as ***your evidence*** to support your CEO's statement and to demonstrate this to SoS. They are an opportunity for you to show how you can improve the delivery of adult education to your residents.

They should show:

- a) how the AEB will be used to achieve your objectives,
- b) how you will support national objectives,
- c) the impact of your decision-making on learners, employers and learning providers,
- d) preparation has been taken to reflect your intentions with regard to commissioning provision and that you are engaging with local stakeholders in doing so,
- e) links to work on Strategic Economic Plans / Local Industrial Strategies.

## Section 2 – Suggested evidence

Your CEO should in their letter state that your area will be ready to delivery adult education functions to your residents from academic year 2019/20.




The evidence **suggested** below is intended to support this statement. We do not expect you to have all processes, communications, documentation, etc. for the 2019/20 finalised by this point. However, the evidence you provide will need to clearly demonstrate how you will arrive at a satisfactory position, if these things are not already in place in time for assuming the functions. You are also welcome to set out what additional requirements you anticipate needing from DfE/ESFA in order to arrive at a satisfactory position in time for devolution.

For each theme below, please:


- give a **brief answer**
- include descriptions of the **products and outputs** that support your answer **and attach with this evidence**, if available
- include hyperlinks (web addresses) for **evidence you have already published**
- state who will give **final approval** for the products and outputs, and the governance processes you will use to get that approval, wherever appropriate

## Governance

Information requirement	Current Position (Y/N)	If yes, evidence to support requirement <i>could</i> include	If no please provide brief explanation	Target date for completion
A clear constitution (or similar document) which details: <ul style="list-style-type: none"> <li>• the governance framework and operating principles including investigations /complaints whistleblowing policy for the combined authority</li> </ul>	Yes	<p>there is a Constitution for the CPCA, which can be found at;  <a href="http://cambridgeshirepeterborough-ca.gov.uk/assets/Uploads/Combined-Authority-Constitution-2018.pdf">http://cambridgeshirepeterborough-ca.gov.uk/assets/Uploads/Combined-Authority-Constitution-2018.pdf</a></p> <p>Additional information on the development of AEB Governance and Assurance arrangements is provided in the Supplementary Evidence Pack: Annex 4 and 5.</p>		Completed


<p>Internal Audit Committee awareness of the AEB devolution project.</p> <p>Is the project on your risk register and has it been audited (or is due to be) and a report made</p>	Yes	<p>The project will be audited during Summer 2018, any recommendations made these will be robustly pursued during the Autumn 2018.</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">   Annex A Internal Audit Plan CPCA.pdf </div> <div style="text-align: center;">   Annex B Audit Governance Mins 260 </div> <div style="text-align: center;">   Annex C Copy of CPCA Risk Register.xl: </div> </div> <p>The risk register for AEB is provided in the Supplementary Evidence Pack: Annex 6.</p>		Summer - Autumn 2018
--	-----	---	--	----------------------

## Financial

Information requirement	Current Position (Y/N)	If yes, evidence to support requirement <i>could</i> include	If no, please provide brief explanation	Target date for completion
Compliance with the Local Audit and Accountability Act 2014 <sup>1</sup>	Yes	<p>The CPCA is compliant. Here is the Audit Letter:</p> <div style="text-align: center;">   Annex D Cambridge and Peterborough Co </div>		
Please provide confirmation that your Internal Audit team are aware of their responsibilities towards this funding stream to verify processes and controls.	Yes	<p>The Audit Committee have already discussed AEB (see Annex B) and it will be on the agenda of their next meeting on 20 July 2018.</p> <p>The data received from Serco shows that 94.6% of payments were made within 30 days of the invoice being Goods Receipted. This</p>		

---

<sup>1</sup> This Act requires you to have in place an external audit arrangement to annually report on whether your accounts and statements present fairly the financial position and whether you have put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources to secure value for money.

		<p>reflects the Combined Authority's policy to pay valid and undisputed invoices within 30 days. (see Annex E)</p> <p> Annex E CPC/</p> <p>A meeting is in the diary with the Government Internal Audit Agency and appropriate arrangements will be in place for 2019/20.</p>		
--	--	--	--	--

## Procurement

Information requirement	Current Position (Y/N)	If yes, evidence to support requirement <i>could</i> include	If no, please provide brief explanation	Target date for completion
What plans, systems and processes you have for procuring AEB provision and how will you ensure compliance with the appropriate legal regulations for procurement.	In development	<p>A draft Commissioning Strategy is being developed based on NAO best practice. This alongside a new Funding Strategy will enable the CPCA to ensure that it is legally compliant when it launches its procurement round in the Autumn.</p> <p>Additional information on the development of the commissioning arrangements is provided in the Supplementary Evidence Pack: Annex 7 and 8.</p>		Summer for use in Autumn 2018

## Contracting and funding agreements

Information requirement	Current Position (Y/N)	If yes, evidence to support requirement <i>could</i> include	If no, please provide	Target date for completion

			<b>brief explanation</b>	
Are contracting arrangements planned which: <ul style="list-style-type: none"> <li>reflect the type of organisation you are contracting with (i.e. not for profit organisation - college/local authority or commercial provider)</li> <li>define the terms and conditions for provision funded through the AEB?</li> <li>allow for varying contracts, if required</li> <li>the standards you expect providers to adhere to.</li> </ul>	In development	Draft financial grant memorandum and contract for services are being developed. These will build on the ones currently used by the ESFA. Additional information on the development of the contracting arrangements is provided in the Supplementary Evidence Pack: Annex 9 and 10.		Final documents will be available Summer 2018


## Payments

<b>Information requirement</b>	<b>Current Position (Y/N)</b>	<b>If yes, evidence to support requirement <i>could</i> include</b>	<b>If no, please provide brief explanation</b>	<b>Target date for completion</b>
Planned processes to make payments against <b><i>your</i></b> AEB policy and funding rules	Yes	Payment processes are provided in Annex 14 of the Supplementary Evidence Pack.  A Review will be taken and CPCA will to ensure that they are tested and work effectively.		Summer 2018 with an agreed system in place by Autumn 2018

## AEB policy: funding rules and learner eligibility. Provider allocations and Funding Formula and Rates

<b>Information requirement</b>	<b>Current Position (Y/N)</b>	<b>If yes, evidence to support requirement <i>could</i> include</b>	<b>If no, please provide brief explanation</b>	<b>Target date for completion</b>


Clear draft documented rules and principles that safeguard public funding. The rules should confirm how funding is earned, learner eligibility, contracting and sub-contracting, evidence requirements, payment and performance management arrangements for AEB funding. The rules should also confirm the commissioning strategy.	In development	<p>A funding strategy document is currently being developed and will be available to support the procurement activity which will be undertaken during the Autumn. The CPCA financial Grant Memorandum and the Contract for Services will ensure that the providers adhere to the relevant conditions contained in the CPCA funding and performance management rules. The rules will not confirm the commissioning strategy, they support its effective delivery.</p> <p>Additional information on the development of the Funding and Performance Management arrangements is provided in the Supplementary Evidence Pack: Annex 11, 12 and 13.</p>		<p>Draft – Summer 2018</p> <p>Final – Autumn 2018</p>
--	----------------	---	--	---

Information requirement	Current Position (Y/N)	If yes, evidence to support requirement <i>could</i> include	If no, please provide brief explanation	Target date for completion
Do you have a data sharing agreement in place with the department?	Yes	<p>Confirmation of returned data sharing agreement.</p> <p> Annex F Final DSA March 2018 (003).pdf</p>		Completed April 2018
Do you have additional requirements for data <b>held</b> / <b>not held</b> by the department to support your operational processes?	In development	Discussion on this continue through the Data Governance Group the CA will look to minimise any additional burdens on providers		Ongoing



If <b>yes</b> , have you balanced the need for this data against the possible impact on providers? <sup>2</sup>		and will be looking to use the ILR as its main source of data.		Ongoing
---	--	--	--	---------

## Provider Management

Information requirement	Current Position (Y/N)	If yes, evidence to support requirement <i>could</i> include	If no, please provide brief explanation	Target date for completion
Provider Management arrangements which plan to assess provider performance including: Financial Health, intervention and minimum standards policy.	On going	<p>DfE as the FE Regulator will be responsible for the National Financial Health and Intervention arrangements. The CPCA procurement strategy will set out the approach to both financial due diligence and performance management. Meetings will be held with DfE/Ofsted, to discuss the approach to minimum standards going forward</p> <p>CPCA is looking to develop a financial risk and resilience tool kit to support the need for a stable post 16 provider base.</p>  <p>Annex G CPCA FRR PID V1.0.pdf</p>		ASAP

<sup>2</sup> We can provide an example of issues you may wish to consider on request.



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

# **CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY DEVOLUTION**

## **AEB Skills Plan 05/2018**

# CAMBRIDGESHIRE AND PETERBOROUGH DEVOLUTION AEB SKILLS PLAN

## Contents

	<b>Page</b>
Introduction	3
Priorities	3
Delivery Provider Base	5
Governance	6
Determining Need	6
• Labour Market Intelligence	
• Data Store	
Learner Demand	7
Commissioning	7
• Beneficiaries	
• Programmes	
• Statutory Entitlements	
• ACL	
Funding levels and methodology	8
• Providers	
• Student Mobility	
• Coverage	
Provider and Management Arrangements	10
• Stakeholder relationship	
• Subcontracting	
• Approach to out of area providers	
Outcomes and impact	
Resource and Implementation Team	12
Risks and Mitigation	13
Annex 1 Services and Providers in Scope	14
Annex 2 Draft Planning and Performance Framework	15
Annex 3 Infrastructure Assessment Framework	16
Annex 4 Risk Register	17
Annex 5 Data Analysis	20

Attachment A Student numbers, levels and provider base

Attachment B Student and financial breakdown for key providers

# CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY (CPCA) DEVOLUTION AEB SKILLS PLAN

## 1. Introduction

1.1 Mayoral Combined Authorities (MCAs) and the Greater London Authority (GLA) will take on responsibility to deliver adult education in their local areas from 2019 when the Department for Education (DfE) Adult Education Budget (AEB) is devolved, subject to meeting a series of agreed readiness conditions.

1.2 These changes were outlined in the Adult Education Budget Changing Context and Arrangements for 2016 to 2017 and the Industrial Strategy. This AEB Skills Plan sets out the principles of how CPCA intends to operate.

1.3 The devolution of skills funding is welcomed as it will support the work already started in the CPCA Blueprint for Employment and Skills. Devolution of skills funding will support CPCA goals of:

- ☐ Preparing Cambridgeshire and Peterborough residents for further study, life and work in a vibrant area, equipping them with the attributes they need to progress - boosting productivity, quality of life and wellbeing.
- ☐ Supporting social integration and cohesion by ensuring those who work or study in Cambridgeshire and Peterborough have local access to broad and engaging learning offers.
- ☐ Reaching those furthest away from the workforce and ensuring they have support to progress into work, education and/or a better quality of life.
- ☐ Improving wellbeing and social integration by providing a programme of stimulating and interesting courses.

## 2. CPCA Priorities

2.1 CPCA's vision as documented in "The Blueprint for Skills" is to improve and grow the local skills base to support a successful globally competitive economy grounded in high-skilled and better-paid jobs, increased productivity, with strong growing sustainable communities. Having devolution and a local skills deal allows CPCA to:

- ☐ Consolidate our funding on local requirements that can support local business.
- ☐ Make better and more targeted use of the various funding streams such as AEB, DWP, Managed Migration and ESF.
- ☐ Work in partnership with our colleges and providers to secure what the locality needs for growth.
- ☐ Use the funding to provide a more efficient and targeted service with real work outcomes.

2.2 Devolution will allow CPCA to have a more ambitious and targeted skills approach. The ILR has allowed a data analysis report (annex 5) to be developed that supports and evidences the need to concentrate the following priorities.

2.3 Our analysis undertaken as part of developing the “CPCA Skills Blueprint” has led us to prioritise: -

#### **Higher skills, better jobs**

- ☐ Targeted incentives to upskill employees.
- ☐ Skills seen as the driver in helping to reduce poverty and promote social inclusion.
- ☐ Encouraging the development of integrated career structures.
- ☐ Pathways to actively support progression.

#### **Skills for the next generation of businesses**

- ☐ An employer-led approach matching skills to meet business needs.
- ☐ Future-proofing the local employer base to ensure that skills keep up with innovation.

#### **Building capacity in key sectors**

- ☐ Creation of a strong, responsive provider base that targets skills gaps.
- ☐ Understanding and targeting skills shortages in key sectors.
- ☐ Using pilot projects and targeted initiatives to grow capacity and stimulate the local labour market.

#### **Real choices for young people**

- Sharing the role of schools, colleges and universities to guide young people's career paths.
- ☐ Ensuring that young people are work-ready and helping to match them with the local labour market.

2.4 CPCA has several productivity and wellbeing issues which will be supported, improved and targeted through our commissioning arrangements and these include:

- ☐ **Digital:** The technology skills shortage.
- ☐ **Basic Skills:** The legacy workforce with **poor basic skills**. One in five adult employees in the area do not have the basic English and maths skills required in the workplace and so productivity is lower than it should be.
- ☐ **Retraining:** Given the uncertainty facing businesses in the light of the EU Referendum result, the CA needs to do more to **upskill its** existing workforce and those trying to find work and ensure they have the language skills, abilities and attitude to work that employers require.
- **Inclusion:** There are **integration and social inclusion** issues in parts of the CA area. It is vital that all people working and living in the area are given the chance to learn English, not just for themselves and to improve productivity, but also for their children's welfare and future educational attainment and social cohesion.

- **Older worker:** The area's working population is expected to continue in employment until they are in their late sixties. The rapidly changing nature of jobs means that many will not be able to continue doing the tasks for which they originally trained. If the area is going to ensure those employees remain productive, there is a need to create the circumstances where **mid-life career change training** is accepted and supported.
- **Mental Health:** As with the rest of England, there are mental health and ageing population issues and research is now demonstrating that involving people in education and skills provides the community engagement they need to help them keep fit and well.

### 3. CPCA Delivery Provider Base

3.1 Cambridgeshire and Peterborough have a set of good quality, vibrant and responsive colleges and community learning services who deliver programmes of learning that lead to work, university, enhanced life chances, improved wellbeing and greater social cohesion.

3.2 To ensure these services and providers are ready to play their part in delivering any future devolved skills plan, the Combined Authority has developed this draft delivery plan. It is intended that the delivery plan will be discussed at a stakeholders' workshop in May and will form the future work programme to ensure delegation in a smooth manner.

3.3 Skills, education and learning in the Combined Authority area are proactive and dynamic. In 2015/16, 201 providers received funding from the Education and Skills Funding Agency (ESFA). 155 of those providers were grant funded and the rest received a time limited contract. The number of providers located in the Combined Authority area was 9, six grant-funded and 3 independent training providers (ITPs) with contracts. Two of the colleges have now merged and therefore there will 5 grant-funded colleges and services.

3.4 The colleges and other providers are presently funded through the ESFA, European Social Fund and fee income, and receive approximately £12m from ESFA for adult learning. This funding is to be delegated to the Combined Authority in 2019/20. The CA already has ownership of the funding that goes to the two LA services, and is able to influence the two main colleges' activity.

3.5 The in-area colleges and providers are of mixed quality, the majority being rated by Ofsted as "Good", but there is one college which requires improvement and is being supported by the FE Commissioner. There are no failing services and there is much exemplar practice.

3.6 DfE has indicated that they will devolve approximately £12m. Annex 1 sets out the colleges and providers in scope of the funding delegation proposals. Using 2015/16 data, there are 201 organisations receiving national funding for the CA's residents. Only 9 of these colleges and other providers are based in the area and would be recognised as local colleges or adult education services. These in-area

providers received 69% of the funding available, with 192 out-of-area providers receiving 31% of the funding. For planning and meeting the readiness criteria, this balance of in-area to out-of-area providers creates several issues which will need to be addressed in the planning for devolution. The other complication is that the in-area colleges provide to residents from other counties and will continue to receive funding for these from the ESFA - for example, Cambridge Regional College will receive over half its adult budget from the ESFA. Again, this will add complexity to the way the providers operate and will give less leverage to the CA to steer provision.

3.7 Attachments A and B set out the existing provision by level and type for 2016/17.

## 4. Governance

4.1 As described in the new Blueprint, a new Skills Board has been set up with a group specifically managing the AEB process.

4.2 The AEB governing board's role is to:

- ☐ set strategic direction, determine priorities and monitor progress.
- ☐ focus on the needs of future learners and employers which have been identified by local partners, including colleges, universities providers and employers.
- ☐ be made of up of employers, those with knowledge and experience of skills and education, and Cambridgeshire and Peterborough officials and representatives.
- ☐ establish systems to ensure the student voice is heard.
- ☐ be underpinned by two groups, one for young people and another for adults.
- ☐ be underpinned by a stakeholder group including all providers.

4.3 To ensure the board is effective and fit for purpose we have set up a project to develop the governance and accountability arrangements.

## 5. Determining Need

### Labour Market Intelligence and Data Store

5.1 CPCA is intending to set up a data store which will:

- ☐ underpin the work of the governing board.
- ☐ bring together national and locally sourced skills gaps data and compare to performance.
- ☐ support the strategy development process by providing good quality local intelligence on skills needs in the area.
- ☐ develop a system where individual colleges and providers can inform the strategy and provide information on local need and performance.
- ☐ collect student and employer views.
- ☐ and, in turn, monitor performance through the ILR.

## 6. Learner Demand

6.1 We are building on the excellent work our colleges do on measuring demand and learner need. We intend to create a learner/ student council that will feed into our planning and undertake, through our LA enterprise function, regular consumer pulse studies. We will also measure demand and waiting lists via provider data and take note of the national learner and employer satisfaction surveys, which will feed into the data store and reports to the governing board.

## 7. Commissioning

7.1 Colleges and providers will need to feel confident that their ideas and assessment of local need have been taken into account and vice versa. To ensure implementation, colleges, adult education services and providers and (where relevant) their local authorities should start to develop plans and strategies now. These plans should then be used to underpin the commissioning arrangements.

7.2 There are various commissioning models that could be adopted under skills devolution. We have chosen to concentrate on who should be the beneficiaries and what type of programme should be commissioned. We have done this through the work of the LEP and the establishment of the Blueprint, together with a review of what our providers already deliver. Attachment A sets out what was delivered in 2016/17. To develop the commissioning process for future years we are setting up task and finish project.

## 8. Beneficiaries:

8.1 In reviewing who should be the beneficiaries of public funds, we have considered local need, the national priorities that are listed in the 2017 Industrial Strategy, government policy statements such as New Challenges and New Chances, ESFA funding requirements and the national entitlements for free English and maths, and free level 2 for 19-24's. Through this analysis, CPCA has prioritised those who:

- ☐ are furthest away from work or a sustainable job.
- ☐ are in low paid employment and/or are low qualified.
- ☐ have a government entitlement to basic skills and/or up to level 2 for 19-24.
- ☐ who need training in digital skills.
- ☐ are socially isolated (or at risk of social isolation).
- ☐ live in an area of poor social cohesion.
- ☐ have a health or wellbeing issue.
- ☐ require LLDD support.
- ☐ are older learners requiring some form of interaction with society.
- ☐ are under-achieving or under-represented.
- ☐ who need to retrain.

## 9. Programmes

9.1 Having reviewed need and national priorities, CPCA intends to commission the following programmes that will support the identified beneficiaries above:



- ☐ Vocational programmes that lead to progression
- ☐ Enterprise
- ☐ Basic English and maths skills
- ESOL - target and subset for learners' needs
- ☐ First rung - supporting students into work or further study
- ☐ IT and digital
- ☐ Health and wellbeing
- ☐ Enrichment programmes that will improve wellbeing, or lead to a job change (provide infrastructure and income generation)

9.2 Devolution and local plans will allow us to establish clear progression routes for students. We expect all providers to have clear progression routes for each programme and demonstrate that they underpin the Blueprint priorities.

### **Statutory Entitlements**

9.3 As stated above, when determining priorities we also considered the national priorities. The national entitlements fit well with our own priorities and we would not wish to change these entitlements but, we would in time want to review the funding levels going into basic English, maths and ESOL. We will wait for any information coming out of the national funding reviews before making any changes. We are also keen to pursue ways to support travel and childcare and wish to make use of the adult FE loans budget.

### **Adult and Community Learning (ACL)**

9.4 ACL is seen by CPCA as an important part of the adult skills landscape and this is currently delivered through the existing AEB. The two CPCA led services already focus on local priorities and provide regulated and non-regulated provision, plus personal and social development and family learning. These CPCA services use their ACL funding to provide programmes to develop interpersonal skills appropriate to both work and social situations, alongside training in digital skills, basic literacy, numeracy and ESOL. They target the hardest to reach adults to help them to reengage with learning. The two services have already started to work together sharing back office, planning systems and policies.

## **10. Funding Levels and Allocation Approach**

10.1 CPCA has considered several funding models and we have concluded that in the first year we will fund existing in-area local colleges and providers via a block grant with an underpinning plan that meets our targeted beneficiaries and programmes.

### **Funding Levels Summary**

- CPCA Funding 2016/17 - Residents only total - £12,099,000
- Colleges and LA providers educate and train both residents and non-residents.

- Total funding for colleges and LA services that are based in CPCA is £11.5m but spend £3.3m on non-residents.
- The colleges of Cambridge/Huntingdon and Peterborough have a total budget of £60+ million, but the majority of this funding comes from ESFA for 16-19 programmes.

### Funded Providers

10.2 Total number of providers is 201 and most (158) were grant funded (colleges and subcontractors of colleges, Special Designated Institutions and LA services) 43 have a contract for services.

10.3 As two colleges have now merged, only 8 of these providers are located in the CPCA area.

10.4 These are:

- ☐ **3 GFE Colleges**
  - Cambridge Regional College
  - Huntingdon Regional College
  - Note: Huntingdon and Cambridge have now merged**
  - Peterborough Regional College
- ☐ **1 Sixth form College**
  - Hills Road Sixth Form College
- ☐ **2 Local Authority Adult Community Services**
  - Peterborough City Council
  - Cambridgeshire County Council
- ☐ **3 Independent Providers**
  - West Anglia Training Association Limited
  - BRS Education Limited
  - The College of Animal Welfare

### Student Mobility

- 90%+ of the two LA Services' students are residents.
- ☐ Only 45% of the students in Cambridge Regional College are residents.

### Funding Coverage

- ☐ Funding does not cover 16-19, T levels, Apprenticeships, Traineeships.
- ☐ Funding must cover statutory entitlements.

10.5 In 2015/16 the delegated funding would have been £12,099,000

- ☐ 68% classed as other AEB and 51% of available AEB funding went on statutory entitlements.
- ☐ 26% went on Community Learning, which already is in the control of the two local authorities.
- ☐ 4% went on learner support, which would need to continue.
- ☐ 2% on earning adjusted statement learning support.

10.6 Early analysis shows this leaves **around £4 million** which could be used for different provision. However, that funding is being used by the colleges to deliver

their existing plans and any change of emphasis could destabilise the 16-19 provision. Therefore, there needs to be a careful analysis and impact assessment before making any change.

10.7 We intend to maximise the funding that goes to learners. In year one of devolution of the AEB, the CPCA intends to use a similar grant allocation methodology to ESFA to ensure smooth transition and we will adopt the present ESFA funding guidance. However, in future years, we will explore with our colleges and providers whether the allocations approach should take into account other factors, such as outcomes.

10.8 This is to encourage providers to tailor their skills provision to suit the career paths of residents in CPCA and current employment opportunities in the area.

10.9 In the future we may consider a new model based on the following elements when allocating funding:

- Demographic data of learners - age, gender, ethnicity etc.
- Learning undertaken - number of starts and achievements.
- Social outcomes - may include wellbeing, mental health outcomes and measures of social isolation.
- Primary destination outcomes on completing learning - into employment or further learning, increased wages etc.

10.10 We are setting up a funding system project that will take forward the work on considering a new model. We are aware that for one of our major colleges their student base is much wider than the CPCA and therefore the impact of any new system will inevitably lead to duplication which must be minimised and considered as part of the work.

## **Out-of-Area Providers**

10.10 We are undertaking a detailed analysis of all out-of-area ESFA contract funded providers and may wish to re-procure for year one. We will use Annex 3 to determine the right provider base for CPCA.

## **11. Provider and Management Arrangements**

11.1 We have good relationships with our colleges and LA providers and intend to keep that dialogue going by having formal routes into the AEB governing board and annual joint planning events where we can collectively develop and agree the plan. We have yet to determine what we will do with the out-of-area providers and, in the short term, will communicate with them through written documentation and if we intend to re-procure we will use an administrative monitoring model. We are also very aware that the local landscape has just been reconfigured through area reviews and are keen to ensure that we impact assess any changes (Annex 3). As we do not want to destabilise our existing local provider base, we are considering setting up a resilience project for our three colleges. We are alert to the fact that the CPCA

proportion of their funding is very much in the minority and therefore CPCA has little traction or solutions linked to their overall funding.

11.2 We are pleased with what our colleges and LA providers presently do and feel there is no reason to change their priorities at this time. We have a constructive relationship and they are aware of the CA's priorities - so the impact on them should be minimal. However, we are interested to see the outcome of the London Mayor's request to terminate all external contracts before August 2018, which could allow us some room to procure.

11.3 CPCA intends to work on a trusted partner model with colleges and providers, producing a plan which:

- ☐ meets the Cambridgeshire and Peterborough priorities as listed in the skills strategy.
- ☐ meets national entitlements and identified local priorities.
- ☐ ensures responsiveness to learner need.
- ☐ ensures responsiveness to employer need.
- ☐ ensures progression.
- ☐ aligns with other local services.

11.4 Annex 2 sets out how that cycle of planning and monitoring might work.

### **Grant and Contract Monitoring**

11.5 For our in-area colleges and providers, we will have termly meetings to go through how their plan is working out. We will review this in December and if there is any likelihood of underperformance we will consider moving funding in year.

11.6 We are analysing the data and the cost of continuing to fund 190+ plus external providers. We feel less confident about the 190 out-of-area providers and would like more information from the ESFA on course type and student support needs etc. before finalising our decision.

### **Collection of data**

11.7 The existing system monitors activity through the completion of an Individualised Learner Record (ILR), managed centrally but compiled locally. This record allows colleges and providers to be in control of the data and able to use the information gathered to run their institutions while at the same time giving government enough data to benchmark performance. Recently this process has been supplemented by experimental matched data with HMRC and DWP, which can be used to measure earnings and employment. This is an efficient way to collect data.

11.8 CPCA intends to continue using the ILR and will use the exiting monitoring systems and will supplement this with an agreed self-assessment system with colleges and providers underpinned by national benchmark evidence through the ILR and LEO.

## Subcontracting

11.9 Subcontracting has an important role to play in the AEB as it allows smaller providers to access funding and to benefit from economies of scale. CPCA recognises the importance of supporting smaller, voluntary and community sector and niche providers to enter and remain in the provider market.

11.10 CPCA wants to ensure subcontracting in the provider market brings value and is strategic. In line with this, we are considering asking colleges and providers to outline plans for subcontracting arrangements at the beginning of the year with a clear rationale for why it would add value, with approval required for any in-year changes.

11.11 The CPCA wants to ensure that subcontractors are subject to fair and transparent practices. We will be looking to adopt the agreed sector (AELP, HOLEX and COLAB) guidance on subcontracting and would expect to see management fees less than 20% of the contract value, with clear information on what is being done for that fee.

## 12. Outcomes and Impact

12.1 CPCA has determined a set of outcomes data which will support economic growth social inclusion and cohesion, a culture of lifelong learning and efficient use of public funds. This should allow Ofsted to do the necessary benchmarking for inspections, give Cambridgeshire and Peterborough the ability to determine whether the strategy is being effectively implemented and support the contract/grant process by ensuring funding only goes to good or outstanding providers.

### The following outcomes data will be collected:

1. Expected outcomes should include the existing student related success measures such as successfully completing a programme, qualifications gained, progression into work and/or further study and student satisfaction.
2. These outcomes should be supplemented through the matched data programme with longitudinal data on time in employment, unemployment, employment promotion and earnings. The latter can be the basis for net employment and earnings impact assessments and lifetime earnings assessments.
3. Through regular surveys, review learners' attitudes to their own wellbeing, health and happiness.
4. The present system allows for benchmarking against age, gender, disability and ethnicity by postcode and deprivation and this should continue in the future.

## 13. Resources

13.1 CPCA has created a small dedicated team and is exploring using the major college's MIS facility to provide underpinning reports etc. from ILR data. The team have set up four underpinning projects on Governance, Commissioning, Funding Systems and are considering a project on Provider Resilience.

## **14. Risks**

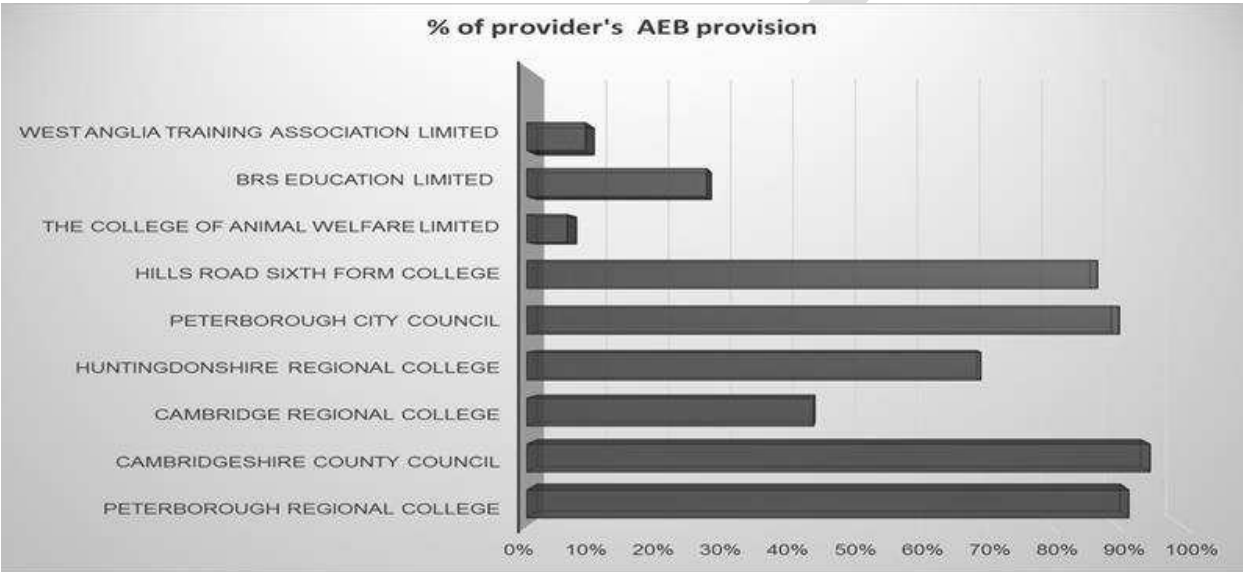
14.1 Annex 4 sets out the key risks on how we intended to mitigate those risks.

DRAFT

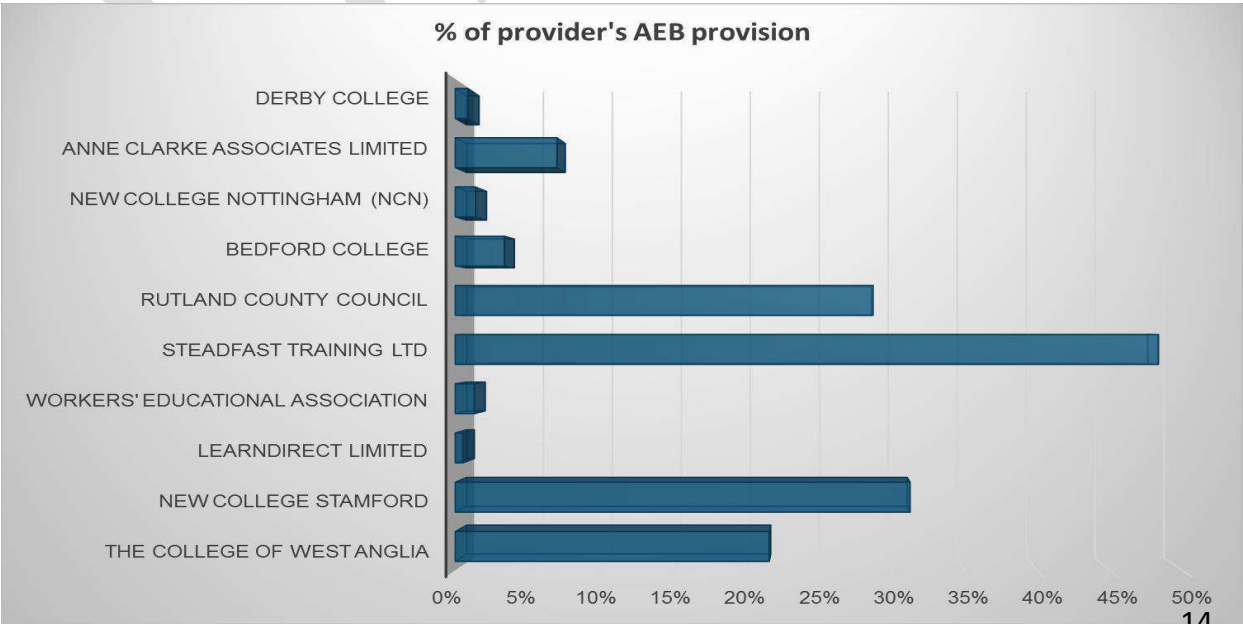
## Devolution Providers in Scope

In 2015/16, 201 providers received funding from the Education and Skills Funding Agency. 155 of those providers were grant funded and the rest received a time limited contract. The number of providers located in the CA were 9, six grant funded and 3 Independent training providers (ITPs) with contracts.

**Chart 1:** This chart details the 9 providers based in the CA and shows the percentage of the devolved budget they presently receive. Note that this funding only covers the CA residents and not the total funding from ESFA.

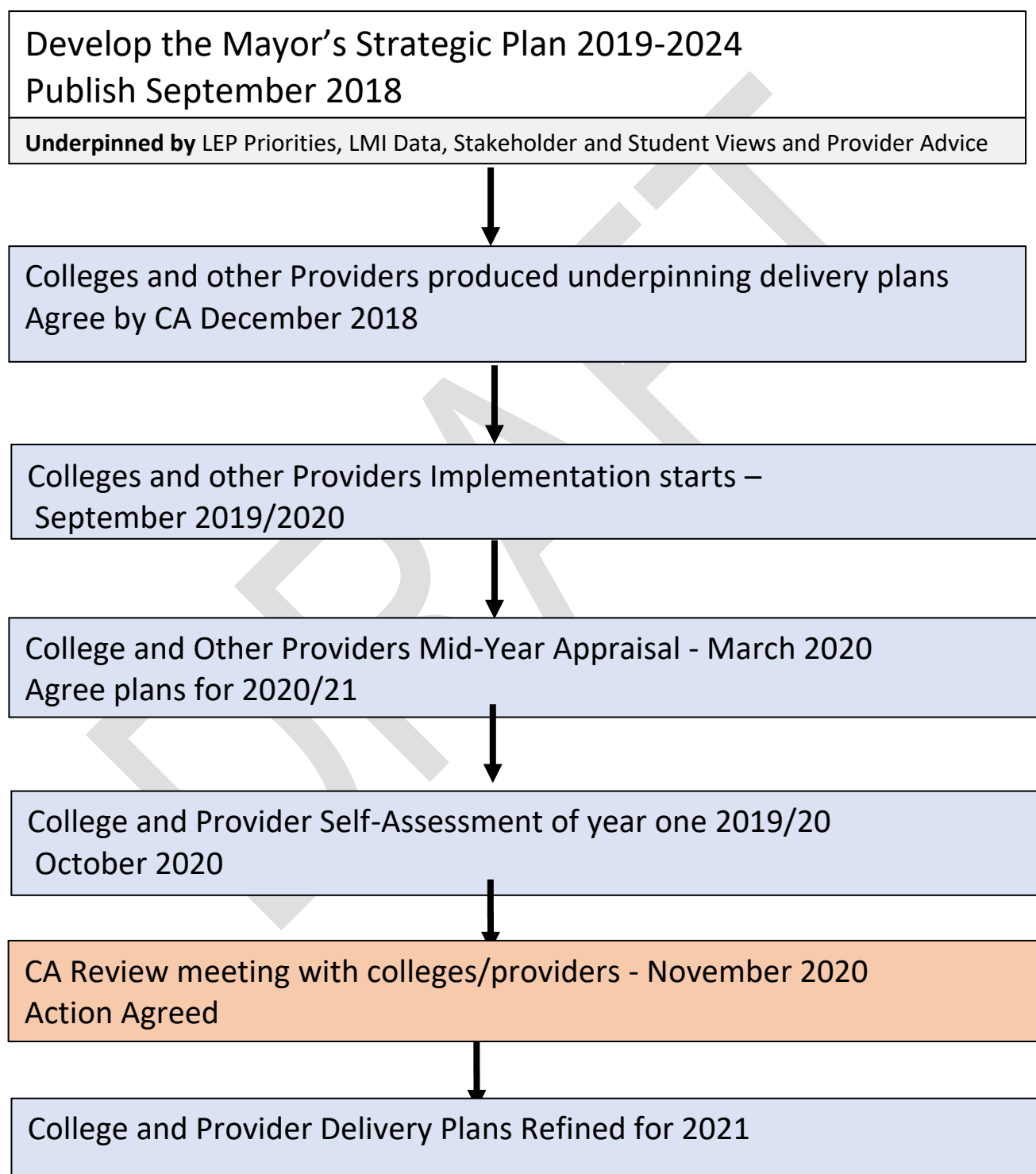


**Chart 2:** In total there are 192 providers who educate/train adults whose postcodes are in Cambridgeshire or Peterborough, collectively they account for approximately 20% of all funding. This chart shows the top 10 out-of-area providers. Steadfast Training Ltd is the largest with 45% of the funding.



## Annex 2

## Draft Planning and Performance Framework for Cambridgeshire and Peterborough CA - 2019/20





PROVIDER INFRASTRUCTURE		Annex 3		
Draft criteria for evaluating any emerging recommendations on infrastructure	1. Strategy and policy	2. Commissioning curriculum offer	3. Infrastructure	4. Outcomes and impacts
<b>Increases local responsiveness:</b> <ul style="list-style-type: none"> <li>Meets Cambridgeshire and Peterborough priorities</li> <li>Meets local priorities</li> <li>Ensures responsiveness to learner need</li> <li>Ensures responsiveness to employer need</li> <li>Aligns with other local services</li> </ul>				
<b>Extends reach:</b> <ul style="list-style-type: none"> <li>Maintains and extends geographical reach</li> <li>Maintains and extends access for different client groups</li> </ul>				
<b>Improves educational effectiveness:</b> <ul style="list-style-type: none"> <li>Improves quality of delivery</li> <li>Supports progression pathways</li> <li>Improves employability outcomes</li> <li>Increases social cohesion and integration</li> <li>Improves personal wellbeing</li> </ul>				
<b>Increases cost effectiveness:</b> <ul style="list-style-type: none"> <li>Reduces overhead costs</li> <li>Minimises duplication of provision</li> <li>Facilitates fee collection</li> <li>Minimises bureaucracy</li> </ul>				
<b>Ensures appropriate accountability:</b> <ul style="list-style-type: none"> <li>Provides local accountable governance</li> <li>Provides assurance to Cambridgeshire and Peterborough Combined Authority</li> </ul>				
<b>Maximises deliverability:</b> <ul style="list-style-type: none"> <li>Likely to achieve political buy-in</li> <li>Straightforward to implement</li> </ul>				

## Annex 4

## Risk Register

## DRAFT - Cambridgeshire &amp; Peterborough Combined Authority AEB Risk Register

May-18														
REF	RISK	CONSEQUENCE	RISK OWNER (LEAD)	INHERENT RISK			Current Mitigating Controls/Actions	RESIDUAL RISK			Agreed Action	Responsible Officer	Target Date	COMMENTS
				IMPACT	LIKELIHOOD	SCORE		IMPACT	LIKELIHOOD	SCORE				
GA01	DfE do not make sufficient information available on the Readiness Conditions to enable them to be jointly agreed and the relevant Orders laid in Parliament for the funds to be transferred in 2018/19 so the Governance and Accountability arrangements cannot be drafted	Governance and Accountability arrangements cannot be drafted. Orders cannot be agreed.					These can be mitigated by ensuring that we continually push DfE/ESFA colleagues on the timelines to enable CPCA to meet and escalate at the appropriate time							
GA02	DfE and its agencies take too long to communicate the direction of travel and meeting the readiness conditions is not achievable and Government delay/cancel transfer of funds	Government delay/cancel transfer of funds					Ensure that we continually push DfE/ESFA colleagues on the timelines to enable Cambridgeshire and Peterborough CA to meet and escalate at the appropriate time							
GA03	FE and Sixth form colleges and ITP choose not to engage constructively	* Risk of provision availability, supply not matching demand, contracts not agreed in time for term start * Risk of under delivery of funds * Skills needs not met					Ensure that we take key stakeholders on the journey and that they "buy in" to the opportunities as well as the challenges devolution offers							
GA04	Insufficient skilled resource is available to implement the new Governance arrangements and the Accountability Framework and CPCA	*May result in systems and processes not developed in time, *Risk of funding gaps for provider network and lack of progression continuity for learners *Potentially continue to use existing funding model with no changes or impact.					Update the capability and capacity of the staff with in CPCA Develop a range of new innovative "offers" which will be available 2019/20 but carry low/no risk							
GA05	CPCA put in place a Governance and Accountability system that is too onerous and costly to administer	Reduces added value from the overall devolution deal, not sufficient funds to deliver over med/ long term					Be mindful from day one that we are looking for a "fit for purpose" Governance and accountability framework							
SH01	CPCA Leaders and Officials; Government inc DfE; Education and Skills Funding Agency; Current and future providers including Colleges; Independent Training Providers and Local Authorities; Residents, Employers and Businesses and Sixth Form Colleges						No comments stated							
FRR01	CPCA Finance teams and key users do not understand the purpose or build of the model or when it should be implemented in the contracting cycle or refreshed	Deadlines not met in contracting or payment cycle, internal communications suffer.					An introductory slide deck and training session capable of being cascaded within teams and to new members of staff and relevant colleagues							
FRR02	ESFA refuse to engage appropriately and are unwilling/unable to provide access to college financial information (not publicly available)	- Impedes financial planning, - Impaired provision mapping, - Risking of poor assumptions in allocations					Engage early with the ESFA. This information has been requested through Quarterly ESFA Intervention KITs and the Data Governance Group established by ESFA							
FRR03	Lack of quality financial information						Use published audited financial statements							
FRR04	Accuracy and interpretation of data is not sound or robust in its methodology or analysis	- Risking of poor assumptions in allocations / payments					Quality assurance processes and management oversight within new CA teams. Use of Generally Accepted Accounting Principles (GAAP) and refer where appropriate to the ESFA College Financial Planning Handbook							
FRR05	Lack of confidence in the model as it has been developed without the direct input of DfE or ESFA and College Staff	Criticism of systems and processes at the CA - reputational risk					Offer an opportunity for stakeholders to review the model once the initial first set of data has been included and to input data as the model develops (formally request ESFA to review the model)							
FRR06	Lack of confidence in the model as it has been developed without the direct input of finance colleagues within CPCA						Offer an opportunity for CPCA Finance staff to review the model once the initial first set of data has been included and to input data as the model develops							

FRR07	Lack of confidence in the model as it has been developed without the direct input of FE College Staff					Look to sense check the findings with the College FDs enabling CPCA to start a strategic dialogue with Colleges about their financial position							
SH01													
FS01	Communication breakdown between stakeholders	Lack of understanding of systems and processes, timescales and deadlines.				Develop a communications strategy for both internal/external stakeholders							
FS02	Business planning cycles do not align with ESFA business cycle	Potential delays in contracting, resources not available at the right time Confused College/provider base				Undertake an early mapping exercise to see where the pinch point might be							
FS03	The allocations information from the ESFA to inform 18/19 commissioning is delayed	Delays in Contracting. Lack of provision available when needed 18/19 commissioning is delayed LMI analysis and contracting gaps in information.				Ensure that we have a backup plan which is - current allocation continue for an additional year into 2019/20							
FS04	DfE and its agencies delay key underpinning documentation to enable key LMI and analysis to be available to support contracting					Ensure that we continually push DfE/ESFA colleagues to provide the basic data and their legal advice required to achieve a good understanding of the current provider and offer and contracting arrangements to be achieved Start to develop capability and capacity now							
FS05	Insufficient skilled resource is available to develop the funding system												
FS06	Insufficient clarity on the distinct roles in e.g. commissioner versus procurement body and resultant funding systems					Articulate the roles and responsibilities within the funding system to CA colleagues and stakeholders							
FS07	Insufficient information available on the current offer in relation to actual cost of provision versus cost paid by Government	*Risk paying wrong rates for courses *Wasting public money *Underpaying providers who choose an alternative funding source for provision / resources to focus on *Difficult to commission a new skills offer that is different and adds value				Engage with providers (over time) to understand the current costs of delivery of key provision e.g. English and maths							
FS08	Colleges, Local Authorities and independent Providers are not willing to engage effectively to develop new innovative approaches to funding AEB provision due to a fear of it reducing future allocations					Engage effectively so they see it as an opportunity not a threat							
FS09	The approach to intervention and insolvency do not work effectively and the provider base it put at risk through no fault of the CPCA	Provider base is put at risk through no fault of the Cambridgeshire and Peterborough CA				Agree an MOU with the DfE clearly setting out roles and responsibilities							
FS10	The approach to performance management is seen as administratively burdensome	Perceived lack of resources, providers not engaging with process				Look to use as much of the national data system and approaches to performance management as possible where appropriate to local systems and capability							
SH01	CPCA Leaders and Officials; Government ino DfE; Current and future providers including Independent Training Providers and Local Authorities; Individuals; Employers and Businesses; FE and Sixth Form Colleges; Accounting Officer; CPCA finance, procurement, audit, governance and assurance and legal colleagues					No comments stated							
CS01	The allocations information from the ESFA to inform 17/18 and 18/19 commissioning is delayed					Ensure that we have a backup plan which is - current allocations continue for an additional year in 2019/20							
CS02	DfE do not make sufficient information available on the Readiness Conditions to enable them to be jointly agreed and the relevant Orders laid in Parliament for the funds to be transferred in 2018/19 so the Commissioning Strategy is delayed					These can be mitigated by ensuring that we continually push DfE/ESFA colleagues on the timelines to enable CPCA to meet and escalate at the appropriate time)							

CS03	DfE and its agencies take too long to communicate the direction of travel and meeting the readiness conditions is not achievable and Government delay/cancel transfer of funds						Ensure that we continually push DfE/ESFA colleagues on the timelines to enable CPCA to meet and escalate at the appropriate time							
CS04	FE and Sixth form colleges and ITP choose not to engage constructively						Ensure that we take key stakeholders on the journey and that they "buy in" to the opportunities as well as the challenges devolution offers							
CS05	Insufficient data is available for us to evidence the current skills offer and so we cannot commission a new skill offer						Press for agreement of the Data Sharing Agreement							
CS06	Insufficient skilled resource is available to implement the Commissioning Strategy and CPCA are seen to continue with the old system which is not working, and face challenges on why the money should not have remained with DfE						Develop a range of new innovative "offers" which will be available 2019/20 but carry low/no risk							
CS07	CPCA put in place an accountability system that is too onerous and costly to administer						Be mindful from day one that we are looking for a "fit for purpose" accountability framework							
CS08	CPCA do not see this Commissioning Strategy as part of their wider review of the skills landscape and so do not see the step change needed in provision or the provider base						Use "A Blueprint for Employment and Skills"							
CS09	There is no risk appetite in CPCA to "try something different" and they continue to want to procure skills based on the current approach which clearly does not give CPCA residents the skills they need to enter and progress in work						Develop a few high impact minimal risk 'differentiated skills offers' for trial running in 2019/20							
SH01	CPCA Leaders and Officials; Government in DfE; Current and future providers including Independent Training Providers and Local Authorities; Individuals; Employers and Businesses; FE and Sixth Form Colleges; Accounting Officer; CPCA finance, procurement, audit, governance and assurance and legal colleagues						Develop a communications strategy for both internal/external stakeholders							