



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

OVERVIEW & SCRUTINY COMMITTEE

Date: Monday, 17 October 2022

Democratic Services

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

10:30 AM

72 Market Street
Ely
Cambridgeshire
CB7 4LS

**Peterborough City Council
Council Chamber, Town Hall, Bridge Street, Peterborough,
PE1 1HG**

AGENDA

Open to Public and Press

1 Apologies for Absence

2 Declarations of Interest

At this point Members must declare whether they have a disclosable pecuniary interest, or other interest, in any of the items on the agenda, unless it is already entered in the register of members' interests.

3 Combined Authority Improvement Framework

To provide the Overview & Scrutiny Committee with the opportunity to undertake pre-scrutiny of the Improvement Framework in advance of a report going to the Combined Authority Board on 19 October 2022.

Improvement Framework

5 - 24

- 4 Questions to the Mayor from Members of the Committee**
The Overview & Scrutiny Committee will question the Mayor, in public, as part of its role in holding the Mayor to account.
- 5 Minutes of the Previous Meeting and Action Log**
To approve the minutes of the meeting held on 25th July 2022 and to note the Action Log.
O&S Draft Minutes 250722 **25 - 38**
- 6 Budget Scrutiny**
To receive a presentation providing an update on the budget planning process for the 2023/24 Combined Authority Budget and Medium-Term Financial Plan
O&S MTFP Briefing 17.10.22 **39 - 56**
- 7 Overview & Scrutiny Committee Lead Members' Updates**
To receive updates from the Committee Lead Members
- 8 Combined Authority Forward Plan**
Members allocated to monitor the activities of the Combined Authority to provide a verbal update to the Committee on any areas of interest.
Forward Plan - October 2022 **57 - 106**
- 9 Combined Authority Board Agenda: 19 October 2022**
To consider questions to the Combined Authority Board for its meeting on Wednesday, 19 October 2022
- 10 Overview and Scrutiny Work Programme**
i) To receive work programme recommendations from the Lead Members
ii) To comment on the status of the current Work Programme
Work Programme **107 - 112**
- 11 Date of next meeting:**
Monday, 28th November 2022 at 11.00 a.m.

COVID-19

The legal provision for virtual meetings no longer exists and meetings of the Combined Authority therefore take place physically and are open to the public. Public access to meetings is managed in accordance with current COVID-19 regulations and therefore if you wish to attend a meeting of the Combined Authority, please contact the Committee Clerk who will be able to advise you further.

The Overview & Scrutiny Committee comprises the following members:

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

Councillor Michael Atkins

Councillor Dave Baigent

Councillor Andy Coles

Councillor Doug Dew

Councillor Lorna Dupre

Councillor Mark Goldsack

Cllr Geoff Harvey

Councillor Martin Hassall

Councillor Anne Hay

Councillor Amjad Iqbal

Councillor Alex Miscandlon

Councillor Richard Robertson

Councillor Alan Sharp

Councillor Aidan Van de Weyer

Clerk Name:	Anne Gardiner
Clerk Telephone:	
Clerk Email:	anne.gardiner@cambridgeshirepeterborough-ca.gov.uk



**CAMBRIDGESHIRE
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Agenda Item No: 2

Improvement Framework

To: OVERVIEW & SCRUTINY COMMITTEE

Meeting Date: 19 October 2022

Public report: Yes

Lead Member: Mayor Dr Nik Johnson

From: Gordon Mitchell, Interim Chief Executive Officer

Key decision: No

Forward Plan ref: -

Recommendations: The Overview and Scrutiny is recommended to:

- A Note the presentation on the next steps of the improvement framework and proposed report going to the 19 October CPCA Board meeting**
- B Put questions to the Chief Executive, Mayor and supporting Officers on the presentation and the Improvement Framework report going to 19 October CPCA Board**
- C Welcome/ Endorse/ Comment on the proposal to bring an Improvement Framework Highlight Report to future Committee meetings**
- D Undertake pre-scrutiny of the Improvement Framework report going to the 19 October CPCA Board**
- E Give consideration to what needs to be included regarding the improvement framework in the Committees 2022/23 work programme**

Voting arrangements: A simple majority of all Members present and voting

1. Purpose

- 1.1 The purpose of the agenda item is to provide the Overview & Scrutiny Committee with an opportunity to undertake pre-scrutiny of the Improvement Framework report going to Board on the 19 October 2022.
- 1.2 The agenda item will also provide the Overview & Scrutiny Committee with an opportunity to question the Chief Executive and the Mayor on the Improvement Framework and to consider the role of the Overview & Scrutiny Committee in the improvement journey.

2. Background

- 2.1 The need for the Cambridgeshire and Peterborough Combined Authority (CA) to undergo a self-assessment process followed by improvement planning was outlined in a paper presented to the Board on 27 July 2022 by the interim Chief Executive.
- 2.2 In summary, concerns raised by auditors that the organisation needed to take steps to ensure it had 'sufficient appropriate leadership capacity to be able to deliver its objectives and statutory responsibilities' followed by engagement with DLUHC highlighted a range of concerns that needed to be addressed.
- 2.3 It was identified that a future Improvement Plan needed to be both comprehensive in content and credible in the eyes of external stakeholders and whilst there was a range of evidence already available, a self-assessment needed to take place to gather additional information, demonstrate awareness of issues within the Authority, internally recognise the need for improvement and identify areas of improvement for immediate focus.
- 2.4 The Chief Executives of the constituent local authorities have been engaged in shaping the assessment report, the summary material used in informal discussions and the role and make-up of the Independent Improvement Board. In addition, Chief Executives have aligned themselves to support each strand of improvement work.

3. 17 October – Overview & Scrutiny Committee meeting

- 3.1 The Overview & Scrutiny Committee has an opportunity to undertake pre-scrutiny of the Improvement Framework report going to the Board on 19 October, any comments from the Committee will subsequently be fed back to Board to assist them in their considerations.
- 3.2 Pre-Scrutiny is an important tool in the armoury of the Overview & Scrutiny function. Looking at decisions before they are made provides an important means to influence those decisions, and to improve them. It gives scrutineers an opportunity to challenge assumptions that may have been made as the decision was developed; it also gives them the chance to consider how decision-makers have considered what risks might arise from the implementation of the decision, and how those risks might be mitigated.
- 3.3 Overview & Scrutiny can bring a different perspective to the decision-making process than that provided by Board members or officers, which can help decisions to be more robust. Looking at a decision before it is made can often be seen as a more effective means of scrutiny than looking at a decision after it is made (for example, through the call in process), when the opportunity to influence and change that decision is quite limited. Of course, post-decision scrutiny can help to influence future policy changes in the medium to long-term.

- 3.4 The Improvement Framework report to Board will be published on the 12 October, it will be accessible via this link: [CMIS > Meetings](#)
- 3.5 To assist the Overview & Scrutiny Committee a presentation on the Improvement Framework will be presented at the meeting, a copy of the presentation is attached at **Appendix A**.
- 3.6 The Overview & Scrutiny Committee will have an opportunity to question the Chief Executive and the Mayor (as Chair of the Combined Authority Board) on the Improvement Framework report and presentation.

Significant Implications

4. Financial Implications

- 4.1 At the Combined Authority Board in July £750,000 was agreed to fund improvement and transformation activity relating to the self-assessment.
- 4.2 The proposed Improvement Board arrangements set out in this report identify that any costs associated with the Improvement Board will be met from within the agreed funding.
- 4.3 All costs held against the agreed Improvement Budget will be recorded and reported in line with existing budget reporting.

5. Legal Implications

- 5.1 The Improvement Framework report going to CPCA Board on the 19 October sets out the proposed terms of reference for the Improvement Board. The Monitoring Officer has confirmed the arrangements are in line with good governance arrangements.

6. Public Health implications

- 6.1 No Public Health implications are directly identified within this report at this stage.

7. Environmental and Climate Change Implications

- 7.1 No Environmental and Climate Change implications are identified within this report at this stage.

8. Other Significant Implications

- 8.1 The External Auditor and DLUHC have set out clearly the expected focus for improvement. It is important that the CA can demonstrate its commitment to improve and also the progress it is making on this journey so more formal interventions are not put in place; the unfreezing of future funding is dependent on this.

9. Appendices

- 9.1 Appendix A – Presentation on Improvement Framework

10. Background Papers

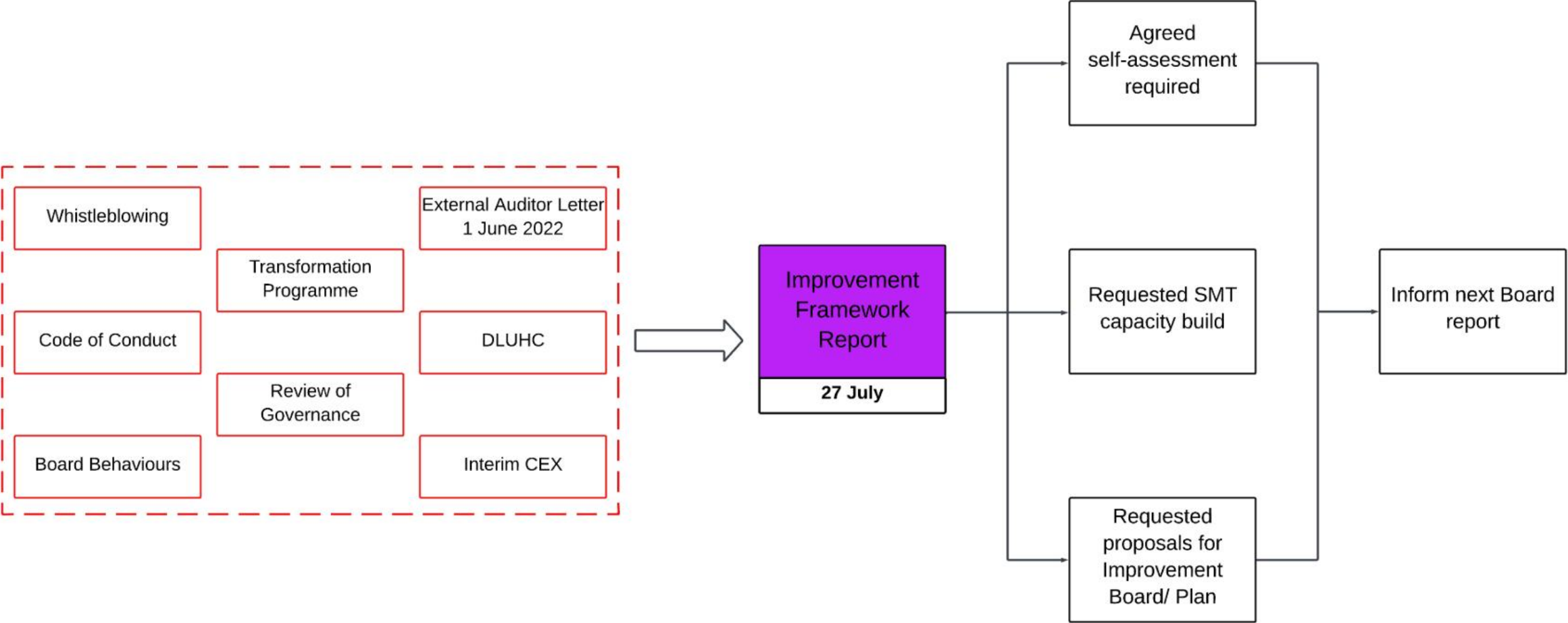
- ☐ July CA Board Report Improvement Assessment
- ☐ Governance review
- ☐ External Auditors letter

Improvement Framework

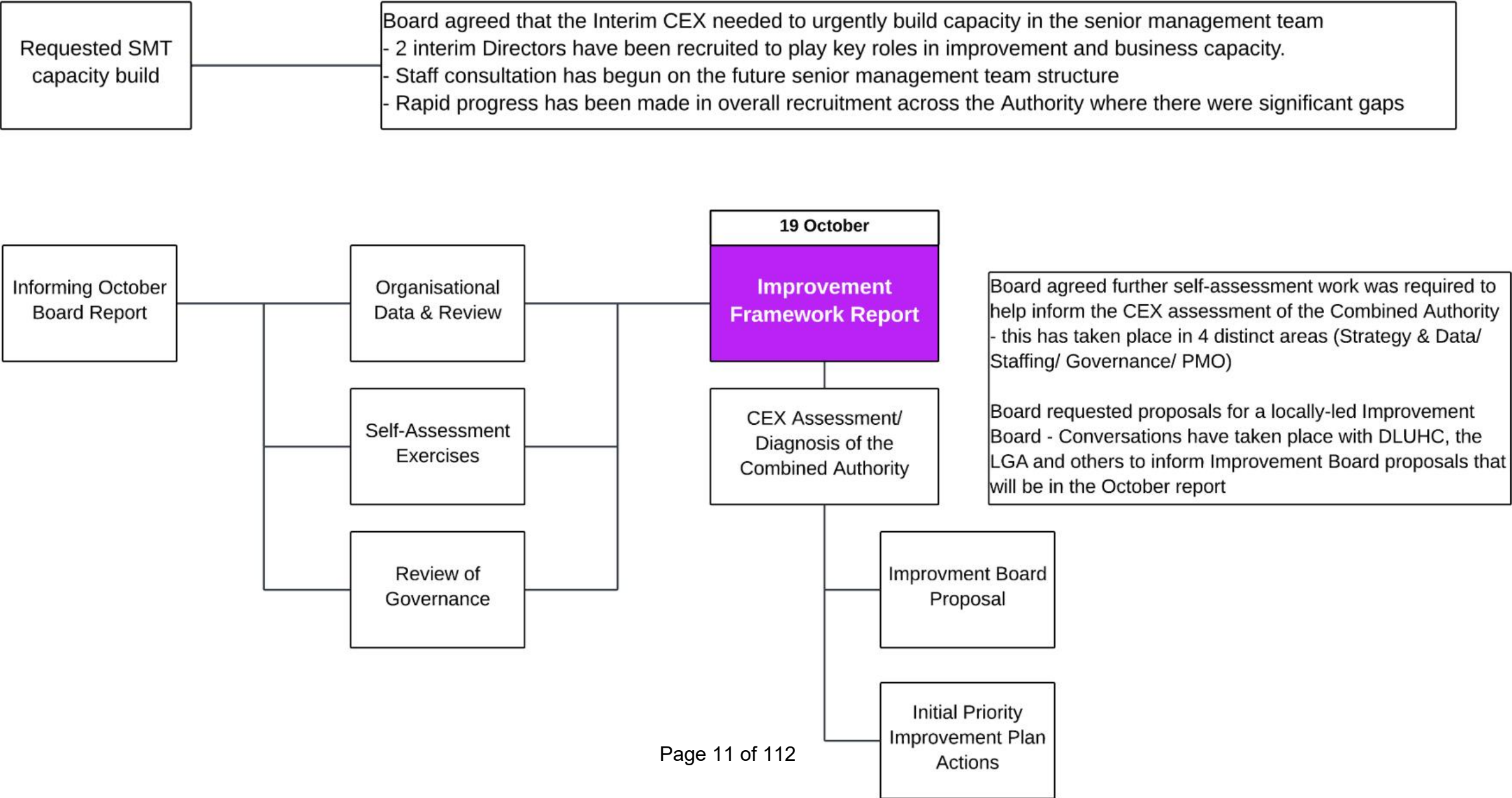
Overview and Scrutiny Committee

17 October 2022

How did we get here?



Informing the October Improvement Report



There are 5 big lessons – perhaps even pre-requisites for success

- The development of an overarching strategy for the region – the place – and organising everything behind it.
- Establishing clarity of purpose – and for an MCA to be clear on where it can add value.
- The Mayor developing the right behaviours and a strong outward facing role.
- CA board members who are individually sufficiently self-aware and skilled to go beyond parochial party politics to establish and practice a culture of pragmatism for the benefit of the region.
- An effective and efficient organisation, which works as part of the local system.

Priority Areas of Focus

The October report identifies 6 key priority areas of focus over the next 3 months, they are:

- Establish clarity on the scale of political ambition and develop an overarching strategy for the remainder of this mayoral term, and to chart the next steps on that journey. This needs to include defining the purpose and role of the CPCA and in particular where the CPCA can add value.
- Implement a comprehensive reset of ways of working and align the policy development and pre-Board processes to support this
- Prioritise work to establish a long-term strategy for transport, an urgent development of a bus strategy and review the role and functioning of the Business Board
- Undertake a strategic review of income projections, including options, to secure sustainability and the possibility of taking a more strategic approach to the application of funds for identified priorities
- Design and implement an organisation for today's performance, and with the agility to act on emerging demands and opportunities
- Map the approach, capacity and arrangements needed to build an effective public relations and influencing delivery operation

Priority Areas of Focus – What might be the return on this commitment?

Outcomes will be identified within the October report under the 6 priority areas with actions required to deliver them. A focus on the 6 priority areas can lead to the following return in the next 3 months:

- Shift to a transitional arrangement of board cycles, adjusted focus, more strategic content
- A draft 'overarching strategy' document
- A draft Medium Term Financial Strategy which reflects the overarching strategy
- A worked-up transport strategy and bus strategy
- Proposals for the next phase of development of the Business Board
- Resolution to the current investigations

And in the operation:

- A senior staffing structure and plan for recruitment
- A period of stability in the workforce
- Improved collaborative processes between CPCA and constituent authority officers

Moving Forward

Moving forward what will others see?.....

- Huge reduction in tension and frustration in board, and in dynamics and focus.
- Members feeling time is spent on worthwhile debate and activity.
- Members and officers believing that the MCA can genuinely expect to secure greater investment and improved reputation.
- Individual Board members spend more of their time on informal discussions finding issues of agreement, speaking up for the needs of the region, and its priorities.
- Recognition that the Mayor has secured greater attention from ministers and influential stakeholders for the region's needs.
- An absence of political point scoring in board noticed by all interested parties.
- That staff in CPCA and the local authorities view board members as role models for good behaviour, collaboration and working towards consensus.
- CPCA staff recruitment and retention improves.
- A **Devo deal 2** looks possible, even likely.
- Staff expect to work in 'virtual teams' on policy development and programme delivery.
- The CPCA operation has matured, supports the Mayor and board with a feel of 'one CPCA'.

Moving Forward

Engagement has taken place with the Chief Executives Group who provided advice on moving forward with the October report and improvement framework.

Key issues raised:

- Poor behaviour at Board meetings has become normalised – such behaviour needs to be called out and dealt with appropriately
- October report is strong but runs the risk of Board Members defaulting into arguing about the past – need to ensure focus is on moving forward
- Important to sharpen how bad things really are whilst also offering a way forward, explain what could change

In order to deliver on commitment for improvement Board will need to:

- Endorse October report and agree a way forward
- Agree Initial Improvement Plan (focus on priority areas for next 3 months) with robust delivery and reporting
- Get Improvement Board in place and supported by Improvement Group (with Exec Team Members identified as ‘owners’ for 6 key areas of focus)

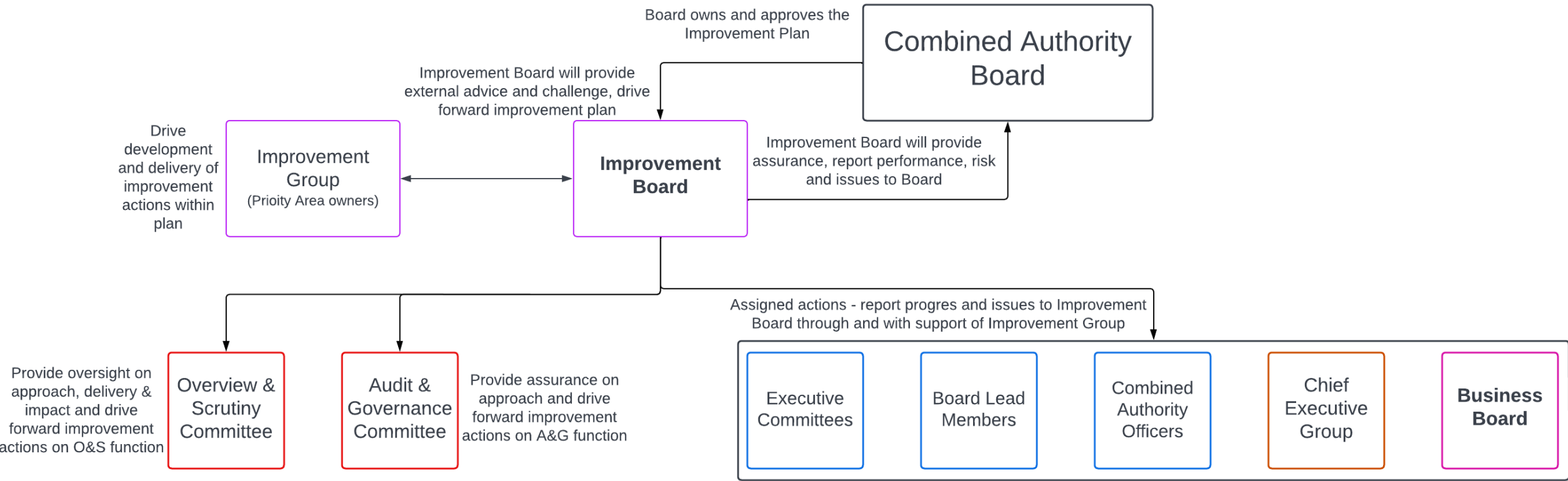
Improvement Board

Purpose:

- ☐ To provide external advice, challenge, and expertise to Cambridgeshire and Peterborough Combined Authority to ensure focus, grip, pace and effective change on key areas identified.
- ☐ To drive forward the delivery of the Combined Authority Improvement Plan agreed by the Combined Authority Board.
- ☐ To provide assurance to the Combined Authority Board and external agencies of the progress on delivering the key outcomes and associated activity set out in the Improvement plan.
- ☐ To identify and share learning and best practice with Members and Officers on all activities included in the Authority's Improvement Plan, including identification of development opportunities for both members and officers

Independent Improvement Board Governance

The 6 priority areas are detailed in a single improvement plan to be owned by the CA Board.



Independent Improvement Board – Terms of Reference and Membership

Terms of Reference

- ☐ Purpose
- ☐ Accountability and reporting to CA Board on progress and for key decisions
- ☐ Working arrangements
- ☐ Board meetings and agenda mgt
- ☐ Relationship with officer improvement group
- ☐ Review

Suggested Board structure:

Membership:

- Independent Chair (confirmed)
- Independent Deputy Chair (confirmed)
- Independent external members (bc)
- Political representatives representing Labour, Conservatives & Lib Dems (confirmed)

Attendees:

- Mayor
- Lib Dem Mbr (confirmed)
- Conservative (tbc)
- Interim Chief Executive
- 2 x CXs from CA region
- Independent external member (LGA rep)

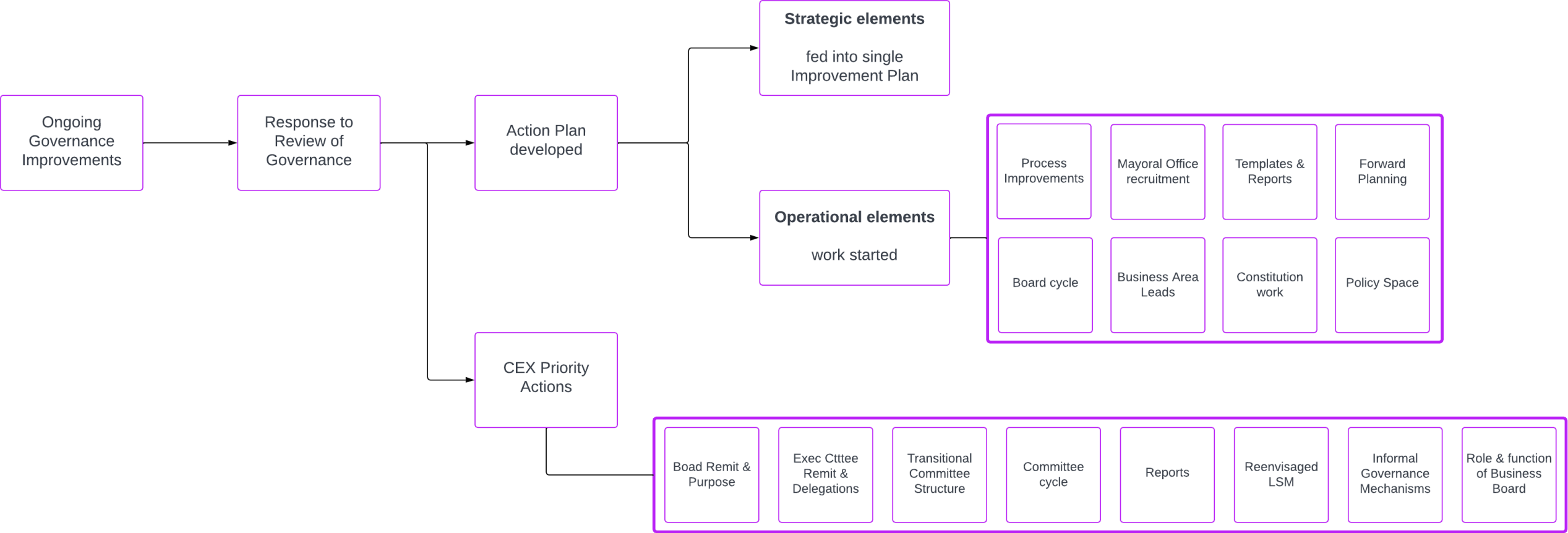
Improvement Group

- ❑ To bring together the six theme leads, the PMO and key representatives from across the CA to:
 - ensure that detailed project and resource plans are developed and agreed
 - that dependencies between projects are understood
 - key risks identified and mitigated,
 - learning is captured and shared, and progress is reported in a consistent and timely way to the Improvement Board
- ❑ The interim Director, Transformation Programme will operate as Sponsor of the Improvement Programme and be accountable for the overall delivery of the Plan and reporting to the Improvement Board of identified actions.
- ❑ Project leads will be accountable for identified activity to be delivered and for supporting dependent activities from across the overarching plan. Highlight reports setting out progress against agreed timelines, any risks or slippage, resourcing issues will be identified and reported to the Improvement Board in line with the agreed meeting schedule.
- ❑ The PMO will support the Improvement Group and ensure consistency in approach and documentation.
- ❑ The PMO will also complete progress (highlight) reports for inclusion in the reporting schedule to the Improvement Board. Key learning will also be captured to aid continuous improvement and learning.

An Engagement Plan is being developed to ensure all stakeholders are able to inform improvement activity, share suggestions for improvements and be informed of progress.

Response to review of governance

Work is ongoing to deliver immediate improvements in response to the review of governance.



Improvement – Role of Overview & Scrutiny Committee

A key role for the Committee is to hold the Board to account on the improvement decisions they take and on the delivery of the improvement framework.

DLUHC (8 Sept) and the External Auditor (5 Sept) have been briefed on the improvement framework and October report with both responding positively but wanting to see how Board deals with the report.

DLUHC have also indicated that they want to see delivery against the improvement plan through November and December and examine any barriers that may be preventing progress.

Another key role for the Committee is to hold the Board to account on performance such as performance review of the improvement framework itself to ensure improvement is on track, to assist this it is proposed that:

- ❑ Improvement Highlight report be presented to Committee that sets out high level view on performance, risk and issues. O&S can use this to challenge performance, to hold the Mayor as Chair of the Board to account, and to identify areas that may require more detailed challenge.

The Improvement Highlight Report would be presented to O&S to inform performance scrutiny and drive accountability, the report would also go to Audit & Governance Committee to drive consideration of risk and compliance and drive assurance.

The Committee may want to focus Mayoral Question Time sessions on improvement focused accountability.

Improvement – Role of Overview & Scrutiny Committee

As well as a focus on pre-scrutiny, performance scrutiny and accountability the Overview & Scrutiny Committee may wish to consider including in its work programme certain areas in response to the Review of Governance, these areas link to developing and strengthening the Overview & Scrutiny function which can play a significant role in the future improvement of the Combined Authority.

Review of Governance Recommendations
Identify the potential role scrutiny can play in a strategic context for the Combined Authority – how O&S can play an active role in the development of big plans, policy and the budget, and in the way the CPCA prioritises its work
How to deliver Combined Authority accountability for the region – how can O&S provide proportionate and constructive challenge to the Mayor and wider CPCA, its activities and performance? What support would it need to do this? What information would pre-meeting process would be required?
Establish the Overview & Scrutiny function in a CA context – how best to ensure O&S drives strategic content. What needs to happen for O&S to be seen by all as a vital part of the regional governance landscape
Establish key principles for CPCA Overview & Scrutiny – what are the key regional themes that O&S should champion and focus on and how is this done elsewhere?

There is also an opportunity for O&S to consider other CA approaches to delivering the function such as the way West Yorkshire attempt to drive constituent links or the recent changes at Greater Manchester to how its function operates following a detailed CfGS review.

Recommendations –Overview & Scrutiny Committee

- ❑ The Committee is asked to note the presentation on the next steps of the improvement framework and proposed report going to the 19 October CPCA Board meeting
- ❑ The Committee is asked to put questions to the Chief Executive, Mayor and supporting Officers on the presentation and the Improvement Framework report going to 19 October CPCA Board
- ❑ The Committee is asked to *Welcome/ Endorse/ Comment* on the proposal to bring an Improvement Framework Highlight Report to future Committee meetings
- ❑ The Committee is asked to undertake pre-scrutiny of the Improvement Framework report going to the 19 October CPCA Board
- ❑ The Committee is asked to give consideration to what needs to be included regarding the improvement framework in the Committee's 2022/23 work programme



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY – OVERVIEW AND SCRUTINY COMMITTEE

DRAFT MINUTES

Date: Monday, 25 July 2022

Time: 11:00

Location: Pathfinder House, Huntingdon

Members:

Cllr D Dew	Huntingdonshire District Council
Cllr M Hassall	Huntingdonshire District Council
Cllr L Dupre	East Cambridgeshire District Council
Cllr A Sharp	East Cambridgeshire District Council
Cllr M Atkins	Cambridgeshire County Council
Cllr S Count	Cambridgeshire County Council
Cllr D Baigent	Cambridge City Council
Cllr S Smith	Cambridge City Council
Cllr A Coles	Peterborough City Council
Cllr A Iqbal	Peterborough City Council
Cllr A Miscandlon	Fenland District Council
Cllr A Hay	Fenland District Council
Cllr G Harvey	South Cambridgeshire District Council
Cllr P Fane	South Cambridgeshire District Council

Officers:

Gordon Mitchell	Interim Chief Executive Officer
Jodie Townsend*	Interim Head of Democratic Services
Fliss Miller	Interim Associate Skills Director
Steve Clark*	SRO LGF and Market Insight & Evaluation
Rob Emery*	Business Board S151 & Dept.S73 Combined Authority
Reena Roojam	Lawyer, Combined Authority
Rob Fox	Interim Governance Officer, Combined Authority
Joanna Morley	Interim Governance Officer, Combined Authority

*denotes attendance via Zoom

1. Apologies for absence

- 1.1 Apologies were received from Cllr Goldsack, Cllr Robertson and Cllr Van de Weyer. Cllr Count attended as substitute for Cllr Goldsack, Cllr Smith attended as substitute for Cllr Robertson and Cllr Fane attended as substitute for Cllr Van de Weyer.

2. Declarations of Interest

- 2.1 No declarations of interest were made.

3. Public questions

- 3.1 No public questions had been received

4 Minutes of the Previous Meeting and Action Log

- 4.1 The minutes of the meeting held on the 13 June 2022 were approved as a correct record.
- 4.2 Cllr Hay raised the issue of the outstanding Transport Update item noted in the Action Log and queried the why the bus review had been paused but Overview and Scrutiny had not been informed of this.
- 4.3 Cllr Count queried the delay to the Climate Change item and why it had been moved from September to November, given the current press coverage on the issue, especially pertaining to the Warmer Homes Grant monies that had been handed back and the failure to install electric charging points.
- 4.4 The Chair acknowledged the concerns raised and asked that they be further discussed under the work programming agenda item.

5. Improvement Framework

- 5.1 Gordon Mitchell, Interim Chief Executive introduced the report outlining the recommendations that would be made to the Board at their meeting on Wednesday.
- 5.2 One of the proposals the paper laid out was for the CA to voluntarily undertake, with external assistance, a self-assessment exercise which would translate into the development of a comprehensive Improvement Plan. This was to reassure the Department of Levelling up Housing and Communities (DLUHC) and to avoid their further intervention and the possible appointment of Commissioners.
- 5.3 There was already a line in the Budget to pay for unforeseen issues and the Interim Chief Executive would be requesting approval by the Board that up to £750,000 of this fund be applied to the Improvement work, including the self-assessment exercise. It was highlighted at this point that if DLUHC intervened and appointed Commissioners then the CA would have to pay for them at significant cost.
- 5.4 Members welcomed Mr Mitchell to the CA and fully supported the delegations to him that were recommended in the report to enable him to deliver against the improvement plan.

- 5.5 Cllr Count asked what specific action was being taken in regard to the Mayor's office and the whistleblowing complaint as he felt that the report, in highlighting concerns about the Board behaviour, had taken the focus away from this. The Chief Executive responded that it was not the intention to omit anything in this report in relation to the safeguarding of staff. A series of safeguarding initiatives had been put in place including formal processes that had been changed and the new member officer protocol that was being introduced. Mr Mitchell also referenced his request that authority be delegated to him for a six-month period to cover the recruitment and appointment of staff so that he could immediately build the capacity of the senior management team. This recruitment of experienced officers would better support middle managers and offer an enhanced level of protection for staff.
- 5.6 Cllr Atkins expressed concerns that the use of interims was not ideal for delivering on a long-term strategic vision and that there was no sense of what would happen after 6 months. In response, the Chief Executive felt that the immediate issue was one of 'putting the fire out'. The use of interim staff would help to do this but then would go on to bring in their expertise and experience to create more stable conditions where objectives could be delivered. Prospective permanent candidates, doing their due diligence on the organisation, could then see that the tide had turned. There would be a subtle judgement on the timing of recruitment to permanent positions and this would vary for each one.
- 5.7 The actions laid out in the report, and also events happening in Government, would lead up to a natural review point in mid-September to see whether the CA was on track and whether the decisions being taken were correct.
- 5.8 In response to questions from the Committee about how Members could support the recommendations in the review of Governance and improve the ways of working, the Chief Executive reiterated that there was a role for the Mayor and all Members to help in creating the context in which good governance happened so that it happened in the right way, with the right level of information supplied at the right time, and that there was appropriate challenge. Ensuring good behaviour and respect in the different arenas should not however interfere with robust questioning and proper debate, and having clear processes in place, such as the member Officer Protocol, would help with this.
- 5.9 Jodie Townsend, the Interim Head of Governance, added that the review was about examining what barriers there were to the CA making effective decisions and that how the Board behaved was just one of several contributory factors. The review also looked at whether there were the necessary building blocks in place to allow the CA to operate effectively and the review had concluded that currently these were not in place. From a scrutiny perspective it was difficult to hold the Authority to account if there was a lack of clarity around what the objectives were. The role of O & S would therefore be very significant in scrutinising the decisions made in relation to the improvement journey. There would also be an opportunity for the Committee to have an improvement focus in all of its scrutiny activity so that it was a basis for every topic that was being reviewed.
- 5.10 Mr Townsend also commented that the Committee could look to improve the scrutiny function itself and to assess what was needed to make it easier for the Committee to undertake its role, for example, greater access to information above that already provided. Strengthening the scrutiny function could also involve looking at what the organisation was doing to improve its internal system of controls such as how it reported performance information and how reports were written for the Committee.

- 5.11 In response to a question on whether decision making would become further removed from the public if too much weight was put on the Chief Executive Group recommended in the report, Mr Townsend felt that Chief Executives could play a crucial enabling role in supporting Members to build the consensus that was currently missing.
- 5.12 From his experience of working with other Combined Authorities, Mr Townsend had identified that the CPCA lacked 'policy space' where politicians could come together and have the conversations that they were currently having at Board but which would be better had out of the public eye. Members could then disagree but also find common ground on which to develop policy.
- 5.13 The Chief Executive group could play a significant role in briefing not just the leaders but their wider organisations about what was happening in the CA. The Group could also feed in upwards on the work their individual councils were doing.
- 5.14 To address the issues raised in the letter from the External Auditor and the correspondence from DHULC, Cllr Smith spoke of the need to concentrate on the 3 priorities of Mission, Culture and Governance. He felt that the CA did not appear to have a supported and owned purpose, that changing the culture of an organisation was not a quick fix as it was so pervasive and that the Governance Review provided an excellent framework but needed a further edit to focus on the key elements of change that needed to be put in place.

RESOLVED:

The Committee noted the report and gave their support to the recommendations to the Board outlined in the report.

6. Business and Skills Update

- 6.1 Fliss Miller, Interim Associate Director for Skills introduced the report the purpose of which was to update members of the Committee on the strategic direction and performance of existing contracts within Business and Skills at the Combined Authority. Steve Clarke, SRO LGF and Market Insights & Evaluation, was also in attendance to answer members' questions
- 6.2 Ms Miller apologised that the paper was produced in haste and therefore, on review felt that some additional information could have been provided, or the information presented in a different way, that would perhaps have been helpful to Councillors.
- 6.3 Cllr Coles was concerned that the number of jobs created was very low against the forecasts shown and that there was too much focus on the many strategies rather than delivery. In response Ms Miller assured members that the individual strategies were all linked and aligned with the overarching Employment and Skills Strategy, and the Economic Growth Strategy. In addition, the number of jobs shown was perhaps being taken out of context as, for example, the Local Growth Fund was on a 10-year trajectory and the Business Board was in fact ahead of targeted performance in terms of jobs.
- 6.4 All of the data in the report was up to date and correct but Ms Miller agreed that the report could have been presented in a better way with more information behind the data.

- 6.5 It was confirmed that at Q1 of 2021/22 there was a 66% increase on apprenticeship starts compared to the previous year.
- 6.6 In terms of the Levelling Up Fund (LUF) bid an internal competition was run between the Business and Transport teams to select its preferred transport option and the Peterborough Station Quarter had been chosen. The bid totalled £48m and had been submitted.
- 6.7 Work was being done with all the colleges to establish a regional curriculum to get them to work as a system rather than individual entities so that there was not duplication of provision, and resources were used in the most effective way.
- 6.8 A piece of work that had been done on the most deprived postcodes had already been presented to the Board and would be provided for the Committee.
- 6.9 Ms Miller would also provide the Committee with specific information on the types of skills training offered to the unemployed and not looking for work but, as they were the people furthest away from work her understanding was that it would concentrate on such things as confidence building.
- 6.10 An area of specific challenge for matching a school with an Enterprise Advisor was for those schools with high levels of SEND provision but the department continuously ran a campaign to attract more advisors into the network and were working with the Department of Work and Pensions (DWP) and disability confident employers to bring people in.
- 6.11 As a Combined Authority, a number of marketing techniques were used to push information out about top-up funding in the most deprived areas but it was also the responsibility of the individual colleges, who were in receipt of the additional uplift, to target those learners.
- 6.12 For different programmes there were different things that the department could benchmark against eg. statistical neighbours or national trends and these would be brought in as part of the implementation plan for the Employment and Skills Strategy.

RESOLVED:

- a) That the Committee note the Business and Skills Update Report.

ACTIONS:

Ms Miller to provide the Committee with:

1. Information on how the relatively most deprived areas in the sub region were defined.
2. Specific information on the types of skills training offered to the 'unemployed and not looking for work' learners.

7. Budget setting Process

- 7.1 Jodie Townsend, Interim Head of Governance, introduced the report the purpose of which was to set out a proposal for consideration that would allow the Committee more involvement in the budget setting process moving forward.
- 7.2 More involvement in the budget setting would enable the Committee to add more value to the process and hopefully move the organisation into a position where it automatically factored scrutiny into its business planning process with clear roles and responsibilities outlined.
- 7.3 There was now another budgetary responsibility for Scrutiny which was making sure any budget had the ability to deliver the improvement plan.
- 7.4 Members welcomed the report and proposed that the reserve meeting date in August be used, in part, to prepare for the September meeting.
- 7.5 The Chair proposed that the Committee appoint a Lead member for Finance and Budgetary issues. Cllr Sharp had previously volunteered to undertake this role and the Committee unanimously agreed his appointment.
- 7.6 In response to the concerns expressed by Members about the timing and the lack of information in the reports received last year, Mr Townsend responded that the earlier the Committee was involved in the process the better as it would allow time to rectify any 'gaps' in the information. If the Committee still had any concerns about the information received, then these should be reported to the Board. Mr Townsend also stated that he would expect the Committee to receive all the information they required including any line-by-line review, as this could allow the Committee to develop key themes and strategic lines of enquiry.

RESOLVED:

That:

- a) The Committee agree the budget scrutiny process for 2022/23 as set out in paragraph 3.3 of the report.
- b) Cllr Sharp be appointed the Lead Member for Finance and Budgetary issues.
- c) The 26th August reserve meeting date be used, in part, to receive an early report on the budget and in preparation for further discussion on the budget at the Committee's September meeting.

8. Combined Authority Forward Plan

- 8.1 The Chair invited the Lead members to provide any updates.
- 8.2 Cllr Atkins as Lead Member for Climate Change advised the Committee that a number of Climate Change business cases would be heard at the Board meeting on Wednesday and that the LAD2 grant and Sustainable Warmth Programme, would be debated at the Board meeting in August. He suggested that these last two items, as they related to Cllr Count's concerns raised earlier in the meeting under the Action Log agenda item, be considered at the Committee's additional meeting in August, ahead of the Board meeting.

RESOLVED:

The Committee noted the Forward Plan

9. Overview and Scrutiny Work Programme

- 9.1 The Committee had commented earlier on the outstanding actions relating to Transport and Climate Change and agreed that these issues should be added to the agenda and further discussed at the additional meeting in August.
- 9.2 In Cllr Van de Weyer's absence, the Chair asked the Committee to note the Housing scoping document and for the Committee to agree to add this review to the work programme.

RESOLVED:

That:

1. The reserve meeting date of 26 August be confirmed and the following items added to the agenda:
 - Preparatory Budget Report
 - The Improvement Framework
 - Update on Warm Homes and The Local Authority Delivery Scheme (LAD2)
 - Update on the Bus Review, including the 905 Service and the DRT service
2. The scoping document for the review of the Governance of the CPCA's Housing Programme be noted and that it be added to the Work Programme.

10. Combined Authority Board Agenda

- 10.1 No questions were put forward to be asked at the CA Board this month.

11. Date of next meeting

- 11.1 Friday 26 August 2022 at 11am. Venue: Pathfinder House, Huntingdon.

Meeting Closed: 1.18pm



Overview and Scrutiny Committee Action Log

Purpose: The action log records actions recorded in the minutes of Overview and Scrutiny Committee meetings and provides an update on officer responses.

Minutes of the meeting 25 July 2022

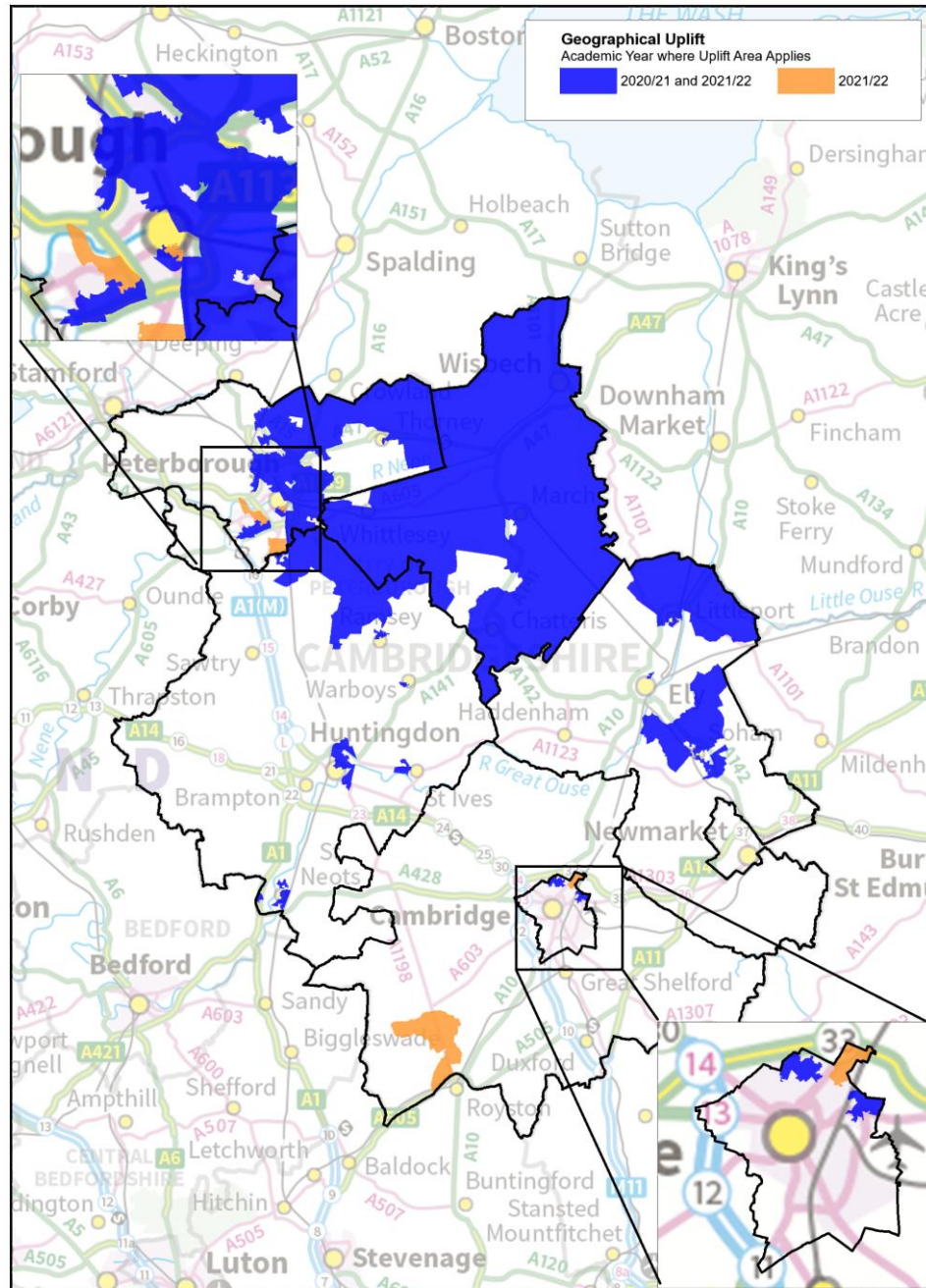
Item	Report title	Lead officer	Action	Response	Status
6	Business and Skills Update	Fliss Miller	<p>That the Committee be provided with:</p> <ol style="list-style-type: none">1. Information on how the relatively most deprived areas in the sub region were defined.2. Specific information on the types of skills training offered to the 'unemployed and not looking for work' learners.	<p>1. The Combined Authority uses the Index of Multiple Deprivation 2019 to identify the relatively most deprived areas in the sub-region. This can be viewed at the below link:</p> <p>https://cambridgeshireinsight.org.uk/deprivation/indices-of-multiple-deprivation/</p> <p>One of the local flexibilities that the Combined Authority has implemented through the devolved Adult Education Budget, is an additional funding premium of 4% for the relatively most deprived areas from the IMD 2019. (Note: This is in addition to the disadvantaged uplift in the national funding formula). We have extended this to include those LSOAs which fall into: Top 30% nationally most relatively deprived nationally and the top 40% most relatively deprived for the <u>adult skills measure</u> nationally. A map is included below to show the areas eligible for the local funding premium. This additional funding is to encourage providers to reach learners from the relatively most deprived areas and provide funding for additional resources to support them.</p> <p>2. There are a wide and diverse range of learning opportunities and courses available for adults who are unemployed and not looking for work. As this category covers a large and diverse</p>	Closed

Item	Report title	Lead officer	Action	Response	Status
				cohort, take-up of opportunities will be based on individual needs and interests. For instance, the cohort could include someone with learning difficulties or disabilities, medical conditions, caring responsibilities, retired or 19–24-year-olds looking to enter into HE rather than employment. Courses are available from pre-entry level to level 3 across our FE colleges, Institutes of Adult Learning and training providers. This could be delivered in-person at a college, a training centre, a community venue or delivered on-line. Learners can search for opportunities using our 'Find A Course' tool: Search for courses Cambridgeshire & Peterborough Growth Works With Skills	

Minutes of the Meeting – 25th October 2021

5	Transport Update	Mayor Johnson/ Oliver Howarth Cllr Hay in her rapporteur role for the Bus Reform Review	Mayor to provide more information on the Bus Review, including the 905 service and the DRT service.	Update on the Bus Review originally scheduled for the meeting on 19.09.22 which was then cancelled. Carried forward to the meeting on 17.10.22	Open
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Cambridgeshire and Peterborough Combined Authority
Geographical Uplift Areas



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UPDATE ON CPCA BUS REVIEW

September 2022

Compiled by Cllr Anne Hay, Rapporteur for the Bus Reform Review
Information provided by Oliver Howarth, Bus Strategy Manager

The bus review has spread into other topics over time as new government policies have appeared, waxed and waned.

Franchising

We prepared a full Treasury Green Book report on Franchising but the independent auditor concluded that the financial risks of franchising as applied to a Covid type situation created too high a risk for a young LTA like CPCA (as we don't have many assets to balance our books). This caused Franchising to be paused. However, we are considering three options:

- a) to continue franchising with funding from the City Access Strategy in order to make it easier to replace existing bus services with new CSET/C2C services;
- b) to move away entirely from franchising and create a legally-binding Enhanced Partnership (EP) between CPCA, the bus operators and local stakeholders; or
- c) a compromise between the two – an overall EP with some franchised areas.

There are several options under active consideration. A Bus Operators Forum has been set up and has been meeting regularly in preparation for the possibility of setting up an EP.

Covid impact

Our bus services were badly damaged by Covid.

Bus patronage across COPA is still down 24% compared to pre-Covid.

Concessionary passenger journeys are down 42% and there is little sign of any improvement.

Effectively many routes are running at a large loss subsidised by the DfT. Although Government has provided two packages of support funding, the first (CBSSG) ended last year and the second (Bus Recovery Grant or BRG) ends in September 2022 from which point the Treasury expects all bus services to be self-supporting. In reality, only a part of our network will be self-supporting. Probably most Cambridge Citi services, Park & Ride, BusWay and Peterborough Citi services will support themselves, but the other bus routes linking our market towns may be at risk.

ZEBRA (Zero Emission Buses)

On a positive note we are acquiring 30 state of the art all-electric double-deckers with the cost spread between Stagecoach, DfT, CPCA and GCP. These are due to be delivered around Xmas for use on Cambridge Park & Ride services to reduce emissions in the city centre. All will be based at Stagecoach's Cowley Road bus depot; there will also be a top up charger at Babraham Park & Ride site fuelled by the new solar farm being built there.

So far as we can tell from DfT we seem to be ahead of the other Zebra bidders from around the country.

New Peterborough depot

The same ZEBRA scheme could not be rolled out to Peterborough due to the age and inconvenience of Peterborough's only bus depot and our wish to open the bidding for zero emission buses to all operators, not just Stagecoach. A proposal was approved by CPCA Board at their meeting on 27 July 2002 to spend £40k on an investigation into how best to structure ownership, operation and funding. This work will inform the development of future depots as well.

BSIP

As part of Bus Back Better, all Local Transport Authorities were required to write and submit a Bus Service Improvement Plan (BSIP) 10 months ago. We wrote an ambitious plan, involving better services connecting our market towns and widespread use of Demand Responsive Transport (DRT) in rural areas; franchising of services to ensure we could build and fund new services without the incumbent bus operators having a veto; and, building on our successful ZEBRA bid, a large purchase of further zero emission buses to meet the Independent Climate Commission for Cambridgeshire (ICCC) ambitions. We were therefore very surprised to be allocated none of the BSIP funds. In fact, 60% of LTAs received no BSIP funds. Two causes have subsequently been discovered:

- 1) in DfT's view we had insufficient commitment to road charging, active travel and bus priority schemes in our area; and
- 2) the DfT subsequently applied a deprivation index score to each BSIP submitted and given our high overall growth, this meant that the money tended to be allocated in the north of England rather than to us.

We are preparing a new BSIP for submission later in the year.

New bus services

We have tried various experimental services – the diversion of the X5 via Cambridge Science Park was potentially a great success but was stymied by most of the 7000 employees there switching to working from home. An experimental orbital bus in Peterborough has failed to carry significant numbers, demonstrating that such services don't meet significant traffic flows. However, the tinging DRT service in west Huntingdonshire has shown better growth than anticipated and has reached out to a new, younger demographic of transport users – it is currently being retendered.

Latest developments

In the meantime, however, the bus industry is struggling at all levels to deal with:

- Covid-caused reductions in passenger revenues,
- the end of Bus Recovery Grant by DfT and
- the massive increase in fuel costs (about £6m pa across our area).

We consider it probable there will be significant reductions of commercial bus services this coming autumn and if this happens we will struggle to easily replace missing services. We are pressing Stagecoach for details of their intentions.



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Overview and Scrutiny Briefing – 23/24 MTFP

17th October 2022



Agenda

- Update on the budget planning process for the 2023-24 Budget and MTFP
- Review of the current position of the Budget and MTFP
- Significant Emerging Pressures
- Potential Levers: Un-committed projects
- Potential Levers: Funding and efficiency options

Where we are now

The Combined Authority approved the 2022/23 budget and MTFP in January 2022, including a number of new climate-related project proposals.

This was then amended in March with the addition of further transport and skills projects, it was highlighted to the Board at the time that:

“the inclusion of the proposed projects will allocate the vast majority of the Combined Authority’s capital headroom over the next 3 years with balances increasing again in year 4 as projects tail off. Approval therefore will mean that any significant further investment will either need to be funded by new income, supported by borrowing in the short-term, or displace existing commitments”

Where we are now

Senior officers in each area have reviewed their budget lines and provided updates.

Some changes have been incorporated into the revised baseline: profiling updates, unavoidable pressures (contractual) and new project funding and expenditure (e.g. UK SPF).

Larger pressures, which may require policy decisions, have been identified and are highlighted later for consideration.

We recognise that an overarching strategy for the future of the Combined Authority is being developed, through the improvement plan – where emerging impacts are quantifiable these will be included in the developing MTFP.

What happens next

Now: O&S October Briefing

Wider Member and stakeholder engagement during October on draft budget and proposals as steered by Leader's Strategy Session.

11th November – LSM to review updated budget following engagement sessions

Draft Budget and MTFP paper presented to CA Board on 30th November

Statutory consultation from 1st to 31st December

Responses to the consultation are summarised and presented to Mayor & Deputies & LSM ahead of the final budget being approved by CA Board in January.

Post – January: as improvement plan impacts emerge the Budget and MTFP may have to be revisited in-year if exceeds the £750k provision set aside in 2022-23.

Updates to the baseline

To account for the **current inflation** figures, and cost of living impact, we have increased the staffing budget to allow for 5% for 23/24 then 4% each year from 24/25 – this is in-line with feedback received from other Combined Authorities.

Capital contingency – individual approved project budgets are required to include contingency funding, including for inflation, however an allowance has been made corporately to enable some flexibility if there are exceptional pressures beyond what was included when a project was approved.

The revenue allowance for borrowing costs has been removed, this was done as there are currently no projects funded by borrowing in the capital programme and it is anticipated that any future projects which were to rely on borrowing would have to demonstrate their ability to cover their borrowing costs to be considered prudential.

The forecast **income from our Treasury Management** portfolio has been increased to reflect the increasing UK inflation rates and anticipated higher income this will result in.

Predicated on the **assumption that DLUHC funding will be un-paused** reflecting the ongoing work on the improvement plan.

The baseline financial position

	2022/23					2023/24					2024/5					2025/6					2026/27				
Source of Funding	Forecast balance at 1/4/22	In-year income	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End	In-year income	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End	In-year income	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End	In-year income	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End	In-year income	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End	In-year income	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
Revenue Single Pot	(10,951)	(8,930)	9,285	1,695	(8,901)	(7,740)	6,358	2,119	(8,164)	(7,740)	7,707	1,841	(6,356)	(8,000)	8,559	1,517	(4,280)	(7,740)	8,358	1,390	(2,272)				
Earmarked Reserves	(2,466)	(471)	889	-	(2,047)	(260)	696	-	(1,611)	(416)	466	-	(1,561)	-	780	-	(781)	(260)	-	-	(1,041)				
Transport Levy	(748)	(13,230)	13,230	-	(748)	(13,495)	13,495	-	(748)	(13,764)	13,764	-	(748)	(14,040)	14,040	-	(748)	(14,321)	14,321	-	(748)				
Business Board Revenue Funds	(589)	(1,117)	1,154	-	(552)	(1,033)	806	-	(779)	(1,004)	388	-	(1,395)	(986)	388	-	(1,993)	(986)	388	-	(2,591)				
Other Business	(58)	(2,822)	2,057	810	(12)	(2,301)	779	1,522	(12)	(5,605)	739	4,866	(12)	(621)	621	-	(12)	(621)	621	-	(12)				
EU funds	-	(3,838)	3,496	-	(342)	(635)	977	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
Net Zero Hub	(23,197)	-	22,554	-	(643)	-	488	-	(155)	-	-	-	(155)	-	-	-	(155)	-	-	-	(155)				
Adult Education Budget (AEB)	(2,337)	(12,927)	13,304	-	(1,960)	(12,927)	12,927	-	(1,960)	(12,927)	12,927	-	(1,960)	(12,927)	12,927	-	(1,960)	(12,927)	12,927	-	(1,960)				
Other Skills	(4,365)	(6,226)	9,565	-	(1,026)	(1,495)	2,599	-	78	(1,395)	1,472	-	155	-	-	-	155	-	-	-	155				
Other transport	(501)	(1,084)	748	-	(838)	(411)	411	-	(838)	(411)	411	-	(838)	(411)	411	-	(838)	(411)	411	-	(838)				
Total	(45,212)	(50,645)	76,283	2,505	(17,069)	(40,297)	39,535	3,641	(14,189)	(43,262)	37,875	6,707	(12,870)	(36,985)	37,726	1,517	(10,612)	(37,265)	37,026	1,390	(9,462)				

2022/23					2023/24					2024/5					2025/6					2026/27				
Source of Funding	In-year income	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End	In-year income	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End	In-year income	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End	In-year income	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End	In-year income	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End				
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000				
Capital Single Pot	(31,500)	38,473	43,556	(19,141)	(12,000)	13,510	15,538	(2,093)	(12,000)	5,661	7,624	(808)	(12,000)	42	4,390	(8,376)	(12,000)	-	-	(20,376)				
Capital contingency reserve	(1,500)	-	-	(1,500)	-	-	-	(1,500)	-	-	-	(1,500)	-	-	-	(1,500)	-	-	-	(1,500)				
Net Zero Retrofit Grants	95,969	57,300	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
Housing	(37,588)	28,389	-	(9,934)	(6,000)	15,674	-	(260)	(3,705)	3,965	-	-	-	-	-	-	-	-	-	-				
Recycled Growth Funds / Getting Building Fund	(5,438)	11,403	-	(9,623)	(522)	2,630	-	(7,515)	(522)	1,136	-	(6,901)	(184)	99	-	(6,986)	(184)	-	-	(7,170)				
SPF Capital	(270)	-	270	-	(1,520)	-	1,520	-	(3,705)	-	3,705	-	-	-	-	-	-	-	-	-				
DfT Capital Grants	-	6,295	-	-				-				-				-				-				
Highways Capital Grants	(27,695)	27,695	-	-	(27,695)	27,695	-	-	(27,695)	27,695	-	-	(27,695)	27,695	-	-	(27,695)	27,695	-	-				
Total	(6,522)	169,555	43,826	(38,698)	(47,737)	59,509	17,058	(9,868)	(47,626)	38,456	11,329	(7,709)	(39,879)	27,836	4,390	(15,362)	(39,879)	27,695	-	(27,546)				

Key messages

Decreasing revenue balances – from £13.4m in Apr 2022 to £3.3m in Apr 2027

Not a surprise – the devo deal awarded £8m revenue p.a. for 30yrs with no inflation.
If we had the same inflation since 1992, £8m today would be worth £3.5m in 30 years.

Any new revenue projects should be self-funded – i.e. have an associated income source which covers the cost of delivery and support

Lack of sustainable funding is a key issue for MCAs.

Capital balance drops to £2.3m in Apr 2025 then increases after this.

New capital projects would need to be self-funded, or replacements, over the next 3 years

From year 4 onwards there is greater scope as the existing capital programme reduces while capital gainshare funding continues.

Pipeline initiatives and potential pressures

Pipeline initiatives

During the baseline update senior officers have identified a number of smaller initiatives that could be taken forward within the MTFP period.

Given they are relatively small amount and thus within the envelope of the Programme Response Fund these can be considered by the Mayor and Board as they are progressed.

Un-quantified potential pressures

AEB – contracts for 22-23 academic year let, but providers highlighting that costs for delivering courses are rising

Revenue contract pressures – unanticipated increases in revenue service contracts.

Further staffing cost inflation – allowance has been made for higher levels than historically but could still be insufficient

Capital contract pressures – a £1.5m allowance has been created to provide some flexibility to existing capital contracts if there are exceptional circumstances which go beyond the project's contingency.

Emerging pressures

Supported Bus Services and Franchising

Retendering exercise ongoing, estimated budget £1.7m till end of 2022-23. For 23-24 this is likely to be in excess of £4m

Continuation of Ting - £550k in 2023-24

Pressure on Real-Time Passenger Information energy costs - £220k in 2023-24

Unfunded development work on Franchising - £300k in 2023-24

Anticipated funding gap >£5m

Funding

LEP Core funding (£375k p.a.) and Growth Hub (£246k p.a.) grants – M10 finance leads believe these will decrease but no clear steer from Government at this time.

Other pressures and major changes

The TCF review of the capital programme is occurring alongside the development of the MTFP, and is due to be presented to the CA Board in November. The outcome of this is currently unknown, and the MTFP will be updated to reflect the revised programme approved by the Board.

What are the options?

- **Lobby government** – unlikely to provide solutions in the timeframe needed to make decisions for 2023/24
- **Business Rates supplement** – up to £15m p.a. but requirement to build a prospectus, consult with and, depending on how much is funded by this method, ballot rate-payers means this will not be possible for this budget round.
- **Prudential Borrowing** – Capital funding, so not applicable to revenue funding pressures but if a large-scale strategic priority is identified this is an available avenue.
- **Savings/re-prioritisation of existing budgets and projects** – likely only 1-off savings which would delay the problem rather than providing a long-term solution.
- **Generating efficiencies to help address revenue pressures**
- **Increasing income**

Revenue core funded uncommitted budgets

Revenue	2022/23 £000's	2023/24 £000's	2024/25 £000's	2025/6 £000's	2026/27 £000's	Total
Programme Response Fund	440	1,290	1,290	1,290	1290	5,600
Rewilding Programme		75	75			150
Non-Statutory Spatial Framework (Phase 2)	50	190	50			290
Climate Change	50	50	100	100	100	400
Sawston Station Contribution	16					16
Segregated Cycling Holme to Sawtry	100					100
Development of Key Route Network	150					150
P'boro electric busses business case	110					110
Community Land Trust	50	50				100
	966	1,655	1,515	1,390	1390	6,916

Yellow highlights indicate funds which the October CA Board are being requested to approve

Capital single pot funded uncommitted budgets

Capital	2022/23 £000's	2023/24 £000's	2024/25 £000's	2025/6 £000's	2026/27 £000's	Total	Funding
Market Town Master Plan Implementation	1,802					1,802	CGS
Market Towns and Villages Ph 2 (cap)	1,250	1,250				2,500	CGS
Active Travel Funding (cap)	830	1,500	1,779	850		4,959	CGS
Snailwell Loop	500					500	CGS
Transport Modelling	1,136	585	215	215		2,151	CGS
Waterbeach Depot Solar PV	2,000	700				2,700	CGS
Coldhams Lane roundabout improvements	2,200					2,200	TCF
Fengate Access Studies Phase 1	5,380					5,380	TCF
March Junction Improvements	1,228					1,228	TCF
Regeneration of Fenland Railway Stations	674					674	TCF
A1260 Nene Parkway Junction 32-3	6,365					6,365	TCF
A16 Norwood Dualling	12,420					12,420	TCF
Wisbech Rail	5,688	5,000				10,688	TCF
	41,473	9,035	1,994	1,065	0	53,567	

The TCF programme (highlight in yellow) is currently under review with an update, and potential alternative projects, on the forward plan for the November CA Board

Gainshare Funded STA budgets - mixed

Combined		2022/23	2023/24	2024/25	2025/6	2026/27	Total
		£000's	£000's	£000's	£000's	£000's	
Meanwhile at Core Site	Revenue	10	55	55			120
	Capital		1,000				1,000
Greater Cambridge Chalk Stream Project	Revenue	40	40	40			120
	Capital	100	100	100			300
Growth Works Additional Equity Fund	Revenue	61	156	156	127		500
	Capital		2,850	3,325	3,325		9,500
FE Cold Spots	Revenue	225					225
	Capital		2,400	2,175			4,575
City of Cambridge Culture	Revenue	43	113	75			231
	Capital	183	153	30			366
	Revenue Total	379	364	326	127	0	1,196
	Capital Total	283	6,503	5,630	3,325	0	15,741

The above projects were included in the MTFP per decisions of the January and March 2022 CA Boards, but have not yet brought forward Board approved business cases.

Total figures from project savings

Total potential revenue released from uncommitted projects = £2.5m

While this could fund a sizeable proportion of the transport pressure for 2023/24, these would be one-off savings and the transport pressure is recurrent: the pressure would still need to be addressed in 2024/25

Generating efficiencies to help address revenue pressures

c. 50% of total gainshare funding (£8m p.a.) would need to be cut to meet the identified pressures on passenger transport.

Total supported bus service for 22/23 prior to current retender was £3.4m, with a £4.5m estimated pressure the anticipated cost of services in 23/24 is £7.9m.

In order to reduce this to the current budget of £3.4m, service cuts in the region of 50% would be required.

Following the retender exercise more accurate figures for the anticipated cost of maintaining the current network will be available.

Increasing Income

The Combined Authority issues a transport levy to the area's two Local Highways Authorities (Cambridgeshire County Council and Peterborough City Council) specifically to fund local transport responsibilities such as supported bus services. This is set annually alongside the budget and discussion of the 2023/24 levy will inform the size of a potential funding gap.

Outside the levy, the Combined Authority has a number of financial freedoms which it could consider utilising, these will be examined along with discussions with partners across the wider local government sector to discuss if other bodies could contribute to support the Combined Authority in continuing to deliver bus services to the area's constituents.

Cambridgeshire and Peterborough Combined Authority Forward Plan of Executive Decisions

Published 6 October 2022

The Forward Plan is an indication of future decisions. It is subject to continual review and may be changed in line with any revisions to the priorities and plans of the CPCA. It is re-published on a monthly basis to reflect such changes.

Purpose

The Forward Plan sets out all of the decisions to be taken by the Combined Authority Board, Executive Committees or by way of a Mayoral Decision Notice in the coming months. This makes sure that local residents and organisations know what decisions are due to be taken and when.

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

What is a key decision?

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

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

Non-key decisions and update reports

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

Access to reports

A report will be available to view online one week before a decision is taken. You are entitled to view any documents listed on the Forward Plan after publication, or obtain extracts from any documents listed, subject to any restrictions on disclosure. There is no charge for viewing the documents, although charges may be made for photocopying or postage. Documents listed on this notice can be requested from [Edwina Adefehinti, Deputy Monitoring Officer](#) for the Combined Authority.

The Forward Plan will state if any reports or appendices are likely to be exempt from publication or confidential and may be discussed in private. If you want to make representations that a decision which it is proposed will be taken in private should instead be taken in public please contact [Edwina Adefehinti, Deputy Monitoring Officer](#), at least five working days before the decision is due to be made.

Substantive changes to the previous month's Forward Plan are indicated in bold text for ease of reference. An accessible version of the information contained on the Forward Plan is also available on request from [Democratic Services](#).

Notice of decisions

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

Standing items at Executive Committee meetings

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

Housing and Communities Committee

1. Affordable Housing Programme Loans Update
2. Affordable Housing Programme – Update on Implementation

Skills Committee

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

Transport and Infrastructure Committee

1. Performance and Finance Report

Housing and Communities Committee – 7 October 2022 [rescheduled from 12 September 2022]

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
1.	24 High Street, Wisbech	Housing and Communities Committee	7 October 2022	Key Decision 2022/048	To consider making a grant for six one-bedroom affordable housing units inside a vacant property on Wisbech High Street, within a conservation area, to regenerate the High Street and increase footfall.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Councillor Lewis Herbert Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices.
2.	Devolved funding to support community housing initiatives	Housing and Communities Committee	7 October 2022	Decision	To consider proposals to allocate devolved funding to support community housing schemes and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Councillor Lewis Herbert Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices.
3.	Winding Up Angle Holdings and Angle Developments	Housing and Communities Committee	7 October 2022	Decision	To consider proposals for the winding up of Angle Holdings and Angle Developments	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Councillor Lewis Herbert	It is not anticipated that there will be any documents

	(East) (via H&CC)				(East) and make recommendations to the Combined Authority Board.			Lead Member for Housing	other than the report and relevant appendices.
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Combined Authority Board – 19 October 2022

Governance items

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
4.	Combined Authority Board Membership Update September 2022	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Decision	To note a change in Cambridge City Council's substitute member of the Combined Authority Board and changes to substitute members of the Audit and Governance and	Relevant internal and external stakeholders	Edwina Adefehinti Deputy Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	It is not anticipated that there will be any documents other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					Overview and Scrutiny Committee.				
5.	Annotated Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Edwina Adefehinti Deputy Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	It is not anticipated that there will be any documents other than the report and relevant appendices.
6.	Budget Monitor Update	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Decision	To provide an update on the revenue and capital budgets for the year to date.	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief Finance Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
									to be published.
7.	Independent Remuneration Panel Report	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Decision	To consider the recommendations of the Independent Remuneration Panel in relation to the Mayor's allowance.	Relevant internal and external stakeholders	Edwina Adefehinti Deputy Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	It is not anticipated that there will be any documents other than the report and relevant appendices.
8.	Interim Chief Executive's Diagnosis: Improvement Framework	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Decision	To share with CA Board the Chief Executive's diagnosis assessment of the Cambridge and Peterborough Combined Authority (CA) which the self-assessment exercise, completed	Relevant internal and external stakeholders	Gordon Mitchell Interim Chief Executive	Councillor Edna Murphy Lead Member for Governance	It is not anticipated that there will be any documents other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					<p>following the Board meeting on 27 July 2022, helped inform.</p> <p>To seek approval for the Interim Chief Executive's proposals for an outline Improvement Plan that sets out the key areas of focus and outcomes required arising from the self-assessment exercise.</p> <p>To seek approval for the arrangements and membership for an Improvement Board to provide support and</p>				

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					challenge to ensure identified areas of improvement are delivered and embedded.				
9.	Senior Management Re-structure New item	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Decision	To note the new CPCA structure and gain agreement to recruit to this new structure.	Relevant internal and external stakeholders	Mark Parkinson Interim Director Corporate Services	Councillor Edna Murphy Lead Member for Governance	It is not anticipated that there will be any documents other than the report and relevant appendices.
10.	Appointment of Directors to PropCo 1, PropCo2 and Growth Co - Companies wholly owned by the	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Decision	To approve the appointment of Directors to PropCo 1, PropCo2 and Growth Co - Companies wholly owned by the	Relevant internal and external stakeholders	Edwina Adefehinti Deputy Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	It is not anticipated that there will be any documents other than the report and

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	Combined Authority New item				Combined Authority.				relevant appendices.
11.	Minutes of the Extraordinary meeting on 20 May 2022* *Contains exempt information [see below]	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Decision	To approve the minutes of the meeting.	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Councillor Edna Murphy Lead Member for Governance	It is not anticipated that there will be any documents other than the report and relevant appendices.
12.	Minutes of the meeting on 27 July 2022* *Contains exempt information [see below]	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Decision	To approve the minutes of the meeting.	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Councillor Edna Murphy Lead Member for Governance	It is not anticipated that there will be any documents other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
13.	Minutes of the meeting on 31 August 2022* and Action Log *Contains exempt information [see below]	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Decision	To approve the minutes of the previous meeting and review the action log.	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Councillor Edna Murphy Lead Member for Governance	It is not anticipated that there will be any documents other than the report and relevant appendices.

* These minutes contain information which is exempt from publication under Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed (information relating to an individual; information which is likely to reveal the identity of an individual; information relating to the financial or business affairs of any particular person (including the authority holding that information)). The public interest in maintaining the exemption is deemed to outweigh the public interest in publication.

Mayoral Decision

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
14.	Adult Education Budget Contract Awards for 2022-23	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Decision	To report the award by way of Mayoral Key Decision 2022/013 of the Adult Education Budget Contract Awards for 2022-23 and delegated authority to enter into contracts.	Relevant internal and external stakeholders	Fliss Miller Interim Associate Skills Director	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

Combined Authority Board Decisions

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
15.	Emerging Bus Strategy	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Decision	To consider the emerging Bus Strategy.	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
16.	Kings Dyke: Request to draw down Subject to Approval Funding	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Key Decision 2022/025	To receive an update on the progress of the Kings Dyke project and consider recommendations to approve the drawdown of subject to approval funding.	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
17.	Active Travel Grant Funding	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Key Decision 2022/040	To note the Active Travel Grant Funding award by government and consider a recommendation to approve the drawdown of the funding.	Relevant internal and external stakeholders	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
18.	Capability and Ambition Fund New Item	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Key Decision 2022/060 [General Exception]	To provide an update on the Active Travel England's Capability and Ambition Funding bid and subject to approval of the bid to draw down the funds and enter into grant funding agreements	Relevant internal and external stakeholders	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
19.	E-Scooter Trial Next Steps Moved from November	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Decision	To consider an update on the e-scooter trial in Cambridge and approve next steps.	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
20.	March Area Transport Scheme: Drawdown on funds for Active Travel	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Key Decision 2022/046	To receive an update on the Full Business Case and consider recommendations to approve drawdown on funds for active travel (walking and cycling).	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
21.	Fengate Phase 1	Cambridgeshire and Peterborough	19 October 2022	Key Decision 2022/045	To consider recommendations to approve advance funding	Relevant internal and external stakeholders	Steve Cox Associate Director and	Mayor Dr Nik Johnson	It is not anticipated that there will be any

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
		Combined Authority Board			on active travel aspects through the drawdown on funds.		Tim Bellamy Interim Head of Transport		documents other than the report and relevant appendices.
22.	Peterborough Junction 3	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Key Decision 2022/044	To consider recommendations to approve advance funding on active travel aspects through the drawdown of funds.	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
23.	Climate Commission	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Key Decision 2022/033	To approve the Business Case for revenue support to the Independent Commission on Climate and approve £50k per	Relevant internal and external stakeholders	Gordon Mitchell Interim Chief Executive	Councillor Bridget Smith Lead Member for the Environment	It is not anticipated that there will be any documents other than the report and

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					annum from Climate Commission subject to approval line in the medium-term financial plan (MTFP).			and Climate Change	relevant appendices to be published.
24.	Market Towns Programme Financial Update September 2022	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Key Decision 2022/043	To approve updated expenditure profiles for projects under the existing CPCA Market Towns Programme.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
25.	Greater South East Net Zero Hub	Cambridgeshire and Peterborough	19 October 2022	Key Decision 2022/053	To agree the acceptance of the BEIS Net Zero Hub MoU 2022 to	Relevant internal and external stakeholders	Mark Parkinson	Councillor Bridget Smith	It is not anticipated that there will be any

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	New item	Combined Authority Board		[General Exception]	2025 and the delivery of new projects and pilots; delegate authority to the Chief Executive, in consultation with the Chief Finance Officer and Monitoring Officer, to update the Net Zero Hub Board Terms of Reference and Accountable Body Agreement; and delegate authority to the Net Zero Hub Board for the use of the grants where the decisions do not impact the Combined		Interim Director Corporate Services	Lead Member for the Environment and Climate Change	documents other than the report and relevant appendices to be published.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					Authority staffing arrangements.				

Recommendations from Skills Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	<p>Adult Education Budget Contract Awards for 2022-23</p> <p>MDN on 20.09.22</p>	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Key Decision 2022/013	To approve Adult Education Budget Contract Awards for 2022-23 and delegate authority to enter into contracts.	Relevant internal and external stakeholders	Fliss Miller Interim Associate Skills Director	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	<p>Multiply adult numeracy programme: Grant and Contract Awards</p> <p>Removed</p> <p>[Decision taken under special urgency arrangements 31.08.22 KD2022/052]</p>	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Key Decision 2022/042	To approve the Multiply grant funding allocations to Further Education providers and the programme management approach.	Relevant internal and external stakeholders	Fliss Miller Interim Associate Skills Director	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
26.	Addressing Further Education 'Cold-Spots' in East Cambridgeshire and St Neots	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Key Decision 2022/047	To approve a new budget-line for 'Addressing Further Education Coldspots Projects - East Cambs and St Neots' and the	Relevant internal and external stakeholders	Fliss Miller Interim Associate Skills Director	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					allocation of £4.8m from Gainshare over three years and approve draw-down of £225,000 to procure consultants to develop the Business Cases.				appendices to be published

Recommendations from the Housing and Communities Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
27.	Winding Up Angle Holdings and Angle Developments (East) (via H&CC)	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Decision	To consider proposals for the winding up of Angle Holdings and Angle Developments (East).	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Councillor Lewis Herbert Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices.
28.	Devolved funding to support community housing initiatives	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Decision	To consider proposals to allocate devolved funding to support community housing schemes.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Councillor Lewis Herbert Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices.

Recommendations from the Business Board

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
29.	Recycled Local Growth Fund (LGF) Project Proposals – Category 2 Call: Produce Hub	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Key Decision 2022/022	To approve LGF Recycled Funding Proposals received under the Category 2 funding call: Produce Hub. and a project change request relating to the Medtech Mega Factory project.	Relevant internal and external stakeholders including Skills Committee	Steve Clarke Senior Responsible Officer Local Growth Fund and Market Insight and Evaluation	Alex Plant Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
30.	Enterprise Zones - Cambourne Business Park Boundary Change & Programme Update	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Decision	To approve proposed changes to the boundary of Cambourne Business Park Enterprise Zone site, and to update members on the Enterprise Zones Programme evaluation review.	Relevant internal and external stakeholders including Skills Committee	Steve Clarke Senior Responsible Officer Local Growth Fund and Market Insight and Evaluation	Alex Plant Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

Skills Committee 7 November 2022

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
31.	University of Peterborough, Delivery Update and Future CPCA Role	Skills Committee	7 November 2022	Decision	To note the progress of the development of the University of Peterborough, its initial and potential performance against the original business plan objectives and to consider the future role of the CPCA in the further evolution and development of the University and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders, including the Business Board	Fliss Miller Interim Associate Skills Director	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
	University of Peterborough	Skills Committee	7 November 2022	Decision	To consider the Programme	Relevant internal and	Fliss Miller Interim Associate	Councillor Lucy Nethsingha	It is not anticipated that there

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	Programme Business Case				Business Case for the University of Peterborough and make recommendations to the Combined Authority Board.	external stakeholders	Skills Director	Lead Member for Skills	will be any documents other than the report and relevant appendices to be published
32.	Careers Hub Operational Plan New item	Skills Committee	7 November 2022	Decision	To provide an update on the operational plan and progress of the Careers Hub, allowing committee members the opportunity to inform future activity.	Relevant internal and external stakeholders	Fliss Miller Interim Associate Skills Director	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
33.	Working together with the Third Sector New item	Skills Committee	7 November 2022	Decision	To seek approval for the piloting of a different procurement route for local third sector	Relevant internal and external stakeholders	Fliss Miller Interim Associate Skills Director	Councillor Lucy Nethsingha	It is not anticipated that there will be any documents

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					providers for Adult Education Budget and Multiply and promoting volunteering.			Lead Member for Skills	other than the report and relevant appendices to be published
34.	Review of the Adult Education Budget Innovation Fund and Proposals for 2022-23 New item	Skills Committee	7 November 2022	Decision	To consider the impact and lessons learnt from projects funded from the Adult Education Budget Innovation Fund for 2020/21 and 2021/22 and to approve proposals for spend in 2022-23 academic year.	Relevant internal and external stakeholders	Fliss Miller Interim Associate Skills Director	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
35.	Health and Care Sector Work Academy – Performance Review	Skills Committee	7 November 2022	Decision	To monitor performance of DWP Pilot programme: The	Relevant internal and external stakeholders	Fliss Miller Interim Associate Skills Director	Councillor Lucy Nethsingha	It is not anticipated that there will be any documents

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	New item				Health and Care Sector Work Academy.			Lead Member for Skills	other than the report and relevant appendices to be published
36.	Growth Works Performance Review New item	Skills Committee	7 November 2022	Decision	To monitor performance of the Growth Works contract.	Relevant internal and external stakeholders	Fliss Miller Interim Associate Skills Director	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

Housing and Communities Committee 14 November 2022

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
37.	Digital Connectivity Programme reprofiling New item	Housing and Communities Committee	14 November 2022	Decision	To seek approval to reprofile the Digital Connectivity Programme budget.	Relevant internal and external stakeholders	TBC	Councillor Lewis Herbert Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

Transport and Infrastructure Committee 16 November 2022

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
38.	A47 Dualling Update November 2022	Transport and Infrastructure Committee	16 November 2022	Decision	To provide an update on the outcome of the	Relevant internal and external	Steve Cox Associate Director	Mayor Dr Nik Johnson	It is not anticipated that there

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	New item				National Highways Review.	stakeholders including the Audit and Governance Committee	Tim Bellamy Interim Head of Transport		will be any documents other than the report and relevant appendices.
39.	Draft Bus Strategy New item	Transport and Infrastructure Committee	16 November 2022	Decision	To consider the draft Bus Strategy, revised Bus Service Improvement Plan and position on franchising and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders including the Audit and Governance Committee	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
40.	Local Transport and Connectivity Plan Update New item	Transport and Infrastructure Committee	16 November 2022	Decision	To provide an update on the Local Transport and Connectivity Plan and associated workstreams.	Relevant internal and external stakeholders including the Audit and Governance Committee	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
41.	Transforming Cities Fund Deferred from September	Transport and Infrastructure Committee	16 November 2022	Decision	To provide an update on the Transforming Cities Fund (TCF), the process for future TCF decisions, and plans to review transport programme management processes.	Relevant internal and external stakeholders	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
42.	Wisbech Rail Next Steps Deferred from September	Transport and Infrastructure Committee	16 November 2022	Decision	To consider an update on the progress on Wisbech Rail and a funding request for next steps and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
	E-Scooter Trial Next Steps	Transport and Infrastructure Committee	16 November 2022	Decision	To consider an update on the e-scooter trial in Cambridge and	Relevant internal and external stakeholders	Steve Cox Associate Director	Mayor Dr Nik Johnson	It is not anticipated that there will be any

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	Deferred from September				make recommendations to the Combined Authority Board on next steps.		Tim Bellamy Interim Head of Transport		documents other than the report and relevant appendices.
43.	Snailwell Loop (Newmarket Curve) Deferred from September	Transport and Infrastructure Committee	16 November 2022	Decision	To consider proposals for the release of funds to develop a business case for options to re-open Snailwell Loop (Newmarket Curve)	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
44.	A16 Norwood Improvements Outline Business Case	Transport and Infrastructure Committee	16 November 2022	Decision	To receive an update on the outcome of the Outline Business Case and proposed next steps and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders including the Audit and Governance Committee	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

Combined Authority Board 30 November 2022

Governance items

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
45.	Minutes of the meeting on 19 October 2022 and Action Log	Cambridgeshire and Peterborough Combined Authority Board	30 November 2022	Decision	To approve the minutes of the previous meeting and review the action log.	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Councillor Edna Murphy Lead Member for Governance	It is not anticipated that there will be any documents other than the report and relevant appendices.
46.	Annotated Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	30 November 2022	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Edwina Adefehinti Deputy Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	It is not anticipated that there will be any documents other than the report and relevant appendices.
47.	Budget Monitor Update	Cambridgeshire and Peterborough	30 November 2022	Decision	To provide an update on the revenue and	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief	Mayor Dr Nik Johnson	It is not anticipated that there will be any

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
		Combined Authority Board			capital budgets for the year to date.		Finance Officer		documents other than the report and relevant appendices to be published.
48.	Approval of Procurement Policy	Cambridgeshire and Peterborough Combined Authority Board	30 November 2022	Decision	To approve the Combined Authority's procurement policy	Relevant internal and external stakeholders including the Audit and Governance Committee	Edwina Adefehinti Deputy Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	It is not anticipated that there will be any documents other than the report and relevant appendices.

Combined Authority Decisions

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
49.	Combined Authority Gainshare - Equity Fund	Cambridgeshire and Peterborough Combined Authority Board	30 November 2022	Decision	To approve the Strategic Outline Business Case for the Growth Works Equity Fund project and outline next steps.	Relevant internal and external stakeholders	Steve Clarke Senior Responsible Officer Local Growth Fund and Market Insight and Evaluation	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
50.	Market Towns Programme: Supporting Community-Owned Businesses and Social Enterprises in Rural Hinterlands – Full Business Case	Cambridgeshire and Peterborough Combined Authority Board	30 November 2022	Key Decision 2022/050	To approve the full business case for the proposed 'Market Towns Programme – Supporting Community-Owned Businesses & Social Enterprises in Rural Hinterlands' programme.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
51.	Growth Co Business Plan 2022/23	Cambridgeshire and Peterborough Combined Authority Board	30 November 2022	Decision	To approve the Cambridgeshire Peterborough Business Growth Company Limited (Growth Co) Business Plan 2022/23.	Relevant internal and external stakeholders	Steve Clarke Senior Responsible Officer Local Growth Fund and Market Insight and Evaluation	Alex Plant Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
52.	Climate and Strategy Business Cases November 2022 New item	Cambridgeshire and Peterborough Combined Authority Board	30 November 2022	Key Decision 2022/055	To seek approval for climate and strategy Business Cases and funding from the Subject to Approval line in the Medium Term Financial Plan.	Relevant internal and external stakeholders	Chris Bolton Head of Programme Management Office	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

Recommendations of the Transport and Infrastructure Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
53.	Bus Strategy New item	Cambridgeshire and Peterborough Combined Authority Board	30 November 2022	Key Decision 2022/058	To update the Board on work around bus franchising and seek approval for the Bus Strategy and revised Bus Service Improvement Plan.	Relevant internal and external stakeholders	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
54.	A16 Norwood Improvements Outline Business Case	Cambridgeshire and Peterborough Combined Authority Board	30 November 2022	Key Decision 2022/042	To receive an update on the outcome of the Outline Business Case and approve next steps.	Relevant internal and external stakeholders including the Audit and Governance Committee	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
55.	Transforming Cities Fund Deferred from September	Cambridgeshire and Peterborough Combined Authority Board	30 November 2022	Key Decision 2022/035	To consider and approve the recommended capital swaps to ensure the Transforming Cities Fund is spent in a timely manner.	Relevant internal and external stakeholders	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
56.	Wisbech Rail Next Steps Deferred from September	Cambridgeshire and Peterborough Combined Authority Board	30 November 2022	Key Decision 2022/014	To provide an update on the progress of Wisbech Rail and seek funding approval for next steps.	Relevant internal and external stakeholders	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
	E-Scooter Trial Next Steps Deferred from September	Cambridgeshire and Peterborough Combined Authority Board	30 November 2022	Decision	To consider an update on the e-scooter trial in Cambridge and	Relevant internal and external stakeholders	Steve Cox Associate Director and	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					approve next steps.		Tim Bellamy Interim Head of Transport		other than the report and relevant appendices.

Recommendations from the Skills Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
57.	University of Peterborough, Delivery Update and Future CPCA Role	Cambridgeshire and Peterborough Combined Authority Board	30 November 2022	Key Decision 2022/029	To note the progress of the development of the University of Peterborough, its initial and potential performance against the	Relevant internal and external stakeholders, including the Business Board	Roger Thompson Director of Housing and Development	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					original business plan objectives and to consider the future role of the CPCA in the further evolution and development of the University.				to be published.
	University of Peterborough — Programme Business Case	Cambridgeshire and Peterborough Combined Authority Board	30 November 2022	Decision	To approve the Programme Business Case for the University for Peterborough.	Relevant internal and external stakeholders	Fliss Miller Interim Associate Skills Director	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Recommendations from the Business Board

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
58.	Profile of Investments	Cambridgeshire and Peterborough Combined Authority Board	30 November 2022	Decision	To note the profile of investments made by the Business Board.	Relevant internal and external stakeholders including Skills Committee	Steve Clarke Senior Responsible Officer Local Growth Fund and Market Insight and Evaluation	Alex Plant Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
59.	Growth Works Management Review November 2022	Cambridgeshire and Peterborough Combined Authority Board	30 November 2022	Decision	To monitor and review programme delivery and performance.	Relevant internal and external stakeholders including Skills Committee	Steve Clarke Senior Responsible Officer Local Growth Fund and Market Insight and Evaluation	Alex Plant Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

Skills Committee – 9 January 2023

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
60.	ARU Peterborough Phase 3 Full Business Case	Skills Committee	9 January 2023	Decision	To consider proposals for the full business case relating to Phase 3, The Living Lab, of ARU Peterborough and make recommendations to the Business Board and Combined Authority Board.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

Transport and Infrastructure Committee 18 January 2023

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
61.	Draft Local Transport and Connectivity Plan (LTCP) New item	Transport and Infrastructure Committee	18 January 2023	Decision	To update the committee on the progress of the LTCP and seek feedback ahead of the final document being submitted for the March round of meetings.	Relevant internal and external stakeholders	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
62.	Alternative Fuelled Vehicle Strategy New item	Transport and Infrastructure Committee	18 January 2023	Decision	To consider the draft Alternative Fuelled Vehicle Strategy and make recommendations to the Combined Authority Board (following a round of public consultation).	Relevant internal and external stakeholders	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

Combined Authority Board – 25 January 2023

Governance items

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
63.	Minutes of the meeting on 30 November 2022 and Action Log	Cambridgeshire and Peterborough Combined Authority Board	25 January 2023	Decision	To approve the minutes of the previous meeting and review the action log.	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Councillor Edna Murphy Lead Member for Governance	It is not anticipated that there will be any documents other than the report and relevant appendices.
64.	Annotated Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	25 January 2023	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Edwina Adefehinti Deputy Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	It is not anticipated that there will be any documents other than the report and relevant appendices.

Recommendations from the Transport and Infrastructure Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
65.	Alternative Fuelled Vehicle Strategy New item	Cambridgeshire and Peterborough Combined Authority Board	25 January 2023	Key Decision 2022/057	To approve the Alternative Fuelled Vehicle Strategy.	Relevant internal and external stakeholders	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

Recommendations from the Business Board

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
66.	LEP Integration Plan	Cambridgeshire and Peterborough Combined Authority Board	25 January 2023	Decision	To consider the outcomes of the LEP Review and the Combined Authority's LEP Integration Plan as required for submission to Government.	Relevant internal and external stakeholders	Steve Clarke Senior Responsible Officer Local Growth Fund and Market Insight and Evaluation	Alex Plant Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
67.	ARU Peterborough Phase 3 Full Business Case	Cambridgeshire and Peterborough Combined Authority Board	25 January 2023	Key Decision 2022/051	To consider and approve the full business case relating to Phase 3, The Living Lab, of ARU Peterborough.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

Transport and Infrastructure Committee 15 March 2023

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
68.	Local Transport and Connectivity Plan New item	Transport and Infrastructure Committee	15 March 2023	Decision	To consider the final draft of the Local Transport and Connectivity Plan and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

Combined Authority Board - 22 March 2023

Governance items

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
69.	Minutes of the meeting on 25 January 2023 and Action Log	Cambridgeshire and Peterborough Combined Authority Board	22 March 2023	Decision	To approve the minutes of the previous meeting and review the action log.	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Councillor Edna Murphy Lead Member for Governance	It is not anticipated that there will be any documents other than the report and relevant appendices.
70.	Annotated Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	22 March 2023	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Edwina Adefehinti Deputy Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	It is not anticipated that there will be any documents other than the report and relevant appendices.
71.	Budget Monitor Update	Cambridgeshire and Peterborough Combined Authority Board	22 March 2023	Decision	To provide an update on the revenue and capital budgets	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief Finance Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					for the year to date.				other than the report and relevant appendices to be published.

Recommendations from the Transport and Infrastructure Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
72.	Local Transport and Connectivity Plan New item	Cambridgeshire and Peterborough Combined Authority Board	22 March 2023	Key Decision 2022/056	To approve the Local Transport and Connectivity Plan.	Relevant internal and external stakeholders	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
									to be published.

FP/10/22

Comments or queries about the Cambridgeshire and Peterborough Combined Authority Forward Plan

Please send any comments or queries about the Forward Plan to [Edwina Adefehinti, Deputy Monitoring Officer](#) :

We need to know:

1. Your comment or query.
2. How we can contact you with a response (please include your name, a telephone number and your email address).
3. Who you would like to respond to your query. If you aren't sure just leave this blank and we will find the person best able to reply.



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 7

Report title: Overview and Scrutiny Work Programme

To: Overview and Scrutiny Committee

Meeting Date: 17 October 2022

Public report: Yes

From: Anne Gardiner
Scrutiny Officer

Recommendations: The Overview and Scrutiny Committee is recommended to:

- a. discuss and agree items for the work programme and their prioritisation, and to comment as appropriate on what resources may be required.

1. Purpose

- 1.1 To request that the Committee discuss and make suggestions on the suggested work programme at Appendix 1.

2. Background

- 2.1 In accordance with the Constitution, the Overview & Scrutiny Committee is responsible for setting its own work programme.
- 2.2 In considering items for their work programme the Committee are requested to take into account the guidance published by the Centre for Governance and Scrutiny (CfGS) 'Overview and scrutiny in combined authorities: a plain English guide' (Second Edition) which states:

“That where the Committee takes a rigorous approach to prioritising its work, and only placing items on the work programme where they will clearly add value, and where they relate to scrutiny’s role, the work programme will reflect that exercise.”
- 2.3 That guidance continues with a section on approaches to shortlisting topics which states

when shortlisting topics these “should reflect scrutiny’s overall role in the authority. This will require the development of bespoke, local solutions, however when considering whether an item should be included in the work programme”. The kind of questions a scrutiny committee should consider, therefore, might include:

- Do we understand the benefits scrutiny would bring to this issue?
- How could we best carry out work on this subject?
- What would be the best outcome of this work?
- How would this work engage with the activity of the executive and other decision-makers, including partners?

2.4 Given the guidance in paragraphs 2.5 and 2.6 it is clear that the Committee should plan and manage their activities more effectively in order to ensure that there is ongoing development of the overview and scrutiny function. A key tenet of making improvements is to focus upon topic selection and produce more robust work programmes to underpin improved ways of working taking a realistic account of the resources available. Ultimately, Overview and Scrutiny Members will want to be in the position of exerting a proactive and positive influence upon what the Combined Authority does in practice.

2.5 While an agreed work programme will assist in managing committee activity, it should be recognised that unforeseen matters will arise from time to time that will affect Members’ ability to achieve the goals within an overall work programme.

3. Financial Implications

3.1 No financial implications

4. Legal Implications

4.1 No legal implications.

5. Appendices

5.1 Appendix 1 – Overview and Scrutiny Committee Draft Work Programme

Overview and Scrutiny Work Programme 2022/2023

Meeting Date & Venue	Item	Comments
25th July 2022 Venue: Huntingdonshire DC		
	Minutes	
	Public Questions	
	CPCA Governance Update	
	Business & Skills Update	Fliss Miller/Alan Downton
	Budget Scrutiny Proposal	Jodie Townsend
	Housing Review – Scoping Document	Cllr Van de Weyer
	Work Programme	
Meeting Date	Item	Comments
Reserve Date 26th August 2022 Cancelled – Briefing Session on the Budget held instead	Minutes	
	Public Questions	
	CPCA Governance Update	
	Budget Scrutiny	

Overview and Scrutiny Work Programme 2022/2023

	Update – Warm Homes Scheme / LAD2	
	Update – Bus Review (inc. 905 service and DRT)	
	Work Programme Scoping Document - Housing	
Meeting Date	Item	Comments
19th September 2022 Venue: Huntingdonshire DC	Minutes	
	Public Questions	
	CPCA Governance Update	
	Budget Scrutiny	
	Mayor's Question Time Topics	
	Work Programme	
Meeting Date	Item	Comments
17th October 2022 (RESERVE)	Minutes / Action Log	Update – Bus Review (inc. 905 service and DRT)
	Improvement Plan	
	Mayor's Question Time	
	Budget Scrutiny	
	Work Programme	

Overview and Scrutiny Work Programme 2022/2023

Meeting Date	Item	Comments
28th November 2022 Venue: Huntingdonshire DC	Minutes	
	Public Questions	
	Improvement Plan	
	Budget	
	LTCP	
	Climate Change	Review of delivery of the Action Plan
	Work Programme	
Meeting Date	Item	Comments
23rd January 2023 Venue: Huntingdonshire DC	Minutes	
	Public Questions	
	Improvement Plan	
	Budget	
	Work Programme	
Meeting Date	Item	Comments
20th February 2023 (RESERVE)		

Overview and Scrutiny Work Programme 2022/2023

Meeting Date	Item	Comments
20th March 2023 Venue: Huntingdonshire DC	Minutes	
	Public Questions	
	Work Programme	
Meeting Date	Item	Comments
24th April 2023 (RESERVE)		
Meeting Date	Item	Comments
12th June 2023 Venue: Huntingdonshire DC	Minutes	
	Public Questions	
	Work Programme	