



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

Wednesday 29 May 2019

10:30am – 1:00pm

Council Chamber, The Grange, Nutholt Lane, Ely CB7 4EE

AGENDA

Open to Public and Press

Number	Agenda Item	Mayor/ Lead Member/ Chief Officer	Key Decision	Pages
	Part 1 – Governance Items			
1.1	Announcements, Apologies and Declarations of Interests	Mayor	Non-key	oral
1.2	Minutes – 27 March 2019	Mayor	Non-key	6-27
1.3	Petitions	Mayor	Non-key	oral
1.4	Public Questions	Mayor	Non-key	oral
1.5	Forward Plan	Mayor	Non-key	<i>To be tabled</i>
1.6	Membership of the Combined Authority <i>Appendix 1 to be tabled</i>	Mayor	Non-key	28-31
1.7	Appointments to Executive Committees, appointment of Chairs and Portfolio Holders <i>Appendix 1 to be tabled</i>	Mayor	Non-key	32-34

Number	Agenda Item	Mayor/ Lead Member/ Chief Officer	Key Decision	Pages
1.8	Appointment of the Overview and Scrutiny Committee <i>Appendix 2 to be tabled</i>	Mayor	Non-key	35-40
1.9	Appointment of the Audit and Governance Committee <i>Appendix 2 to be tabled</i>	Mayor	Non-key	41-47
1.10	Management of the Cambridgeshire and Peterborough Combined Authority	Mayor	Non-Key	48-51
1.11	Calendar of Meetings 2019/20	Mayor	Non-key	52-54
1.12	Members' Allowances Scheme	Mayor	Non-Key	55-72
1.13	Quarterly Performance Reporting	Mayor	Non-Key	73-76
	Part 2 – Finance			
2.1	Budget: Provisional Outturn	Portfolio Holder for Investment and Finance	Non-key	77-86
	Part 3 – Combined Authority Decisions			
3.1	£100m Affordable Housing Programme - Scheme Approvals: May 2019 - Belle Vue, Stanground, Peterborough <i>[Contains exempt appendices. If the Board wishes to discuss these it will be necessary to resolve to exclude the press and public]</i>	Mayor	Key	87-95

Number	Agenda Item	Mayor/ Lead Member/ Chief Officer	Key Decision	Pages
3.2	£70m Cambridge City Council Affordable Housing Programme - 2019/20 Budget	Mayor	Key	96-101
3.3	Local Highways Maintenance Capital Grant Allocation 2019/20	Mayor	Key Mayoral Decision	102-104
3.4	Delegation of Passenger Transport Powers	Mayor	Key	105-110
3.5	Public Consultation on the Draft Local Transport Plan <i>Appendices C-F published as a separate document pack</i>	Mayor	Non-Key	11-232
3.6	Non-Statutory Strategic Spatial Framework Phase 2 – Public Consultation	Portfolio Holder for Spatial Planning	Non-Key	233-269
3.7	Connecting Cambridgeshire	Mayor	Non-Key	270-276

By Recommendation to the Combined Authority Board

	Part 4 – Recommendations from the Business Board			
4.1	For approval as Accountable Body: i. Growth Deal Project Proposals May 2019 (Key Decision) ii. Growth Programme Budget Monitor iii. Annual Delivery Plan	Chair of Business Board Portfolio Holder for Economic Growth	Key & Non-Key	277-280

Number	Agenda Item	Mayor/ Lead Member/ Chief Officer	Key Decision	Pages
4.2	Greater Peterborough Inward Investment Pilot <i>[Contains an exempt appendix. If the Board wishes to discuss these it will be necessary to resolve to exclude the press and public]</i>	Chair of Business Board Portfolio Holder for Economic Growth	Non-Key	281-285
4.3	Growth Company Strategic Outline Business Case <i>[Contains exempt appendices. If the Board wishes to discuss these it will be necessary to resolve to exclude the press and public]</i>	Chair of Business Board Portfolio Holder for Economic Growth	Key	286-291
4.4	Assurance Framework	Mayor	Non-Key	292-339
	Part 5 – Recommendations from the Skills Committee			
5.1	Creation of Cambridgeshire & Peterborough Employment & Skills Board Incorporating Skills Advisory Panel and Adult Education Budget Governance Arrangements	Portfolio Holder for Skills	Key	340-341
5.2	Skills Brokerage Contract and Future of the Careers and Enterprise Company Contract for Cambridgeshire and Peterborough	Portfolio Holder for Skills	Key	342-343
5.3	University of Peterborough – Outcomes of Review and Reflect leading to the progression of an Outline Business Case	Portfolio Holder for Skills	Key	344-346

Number	Agenda Item	Mayor/ Lead Member/ Chief Officer	Key Decision	Pages
5.4	Skills Strategy	Portfolio Holder for Skills Committee	Key	347
	Part 6 – Date of Next Meeting			
6.1	Wednesday 26 June 2019 at 10.30am in the Kreis Viersen Room, Shire Hall, Cambridge CB3 0AP			

The Combined Authority comprises the following members:

Mayor: J Palmer

Councillors: To be confirmed at the Annual General Meeting on 29 May 2019

Substitute members: To be confirmed at the Annual General Meeting on 29 May 2019

Chair of the Business Board: A Khalid

Substitute member: Professor A Neely

Observers: To be confirmed at the Annual General Meeting on 29 May 2019

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

Public speaking on the agenda items above is encouraged. Speakers must register their wish to speak by making a request in writing to the Interim Monitoring Officer (Howard Norris) no later than 12.00 noon three working days before the day of the meeting at howard.norris@cambridgeshirepeterborough-ca.gov.uk. The request must include the name, address and contact details of the person wishing to speak, together with the full text of the question to be asked.

For more information about this meeting, please contact Richenda Greenhill (Democratic Services Officer) at Richenda.Greenhill@cambridgeshire.gov.uk or on 01223 699171.



Agenda Item No: 1.2

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY: MINUTES

Date: Wednesday 27th March 2019

Time: 10.30am – 2.05pm (adjourned between 12.55-1.20pm)

Venue: Kreis Viersen Room, Shire Hall, Castle Street, Cambridge CB3 0AP

Present: J Palmer (Mayor)

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

Professor A Neely – Vice Chair, Business Board

Observers: J Ablewhite (Police and Crime Commissioner), J Bawden (Clinical Commissioning Group) (to 12.30pm) and Councillor D Over (Vice Chairman, Cambridgeshire and Peterborough Fire Authority)

316. ANNOUNCEMENTS, APOLOGIES AND DECLARATIONS OF INTEREST

The Mayor stated that he had three important announcements to make. The Combined Authority had been awarded £227m for the development of 7,000+ houses at the Cambridge North East fringe. This had the potential to deliver around 8,000 homes, including affordable housing, and around 7,000 new jobs. This was a brownfield site in a well-connected area, supported by Cambridge North station and close to centres of employment like Cambridge Science Park. Only Combined Authorities were able to apply for this funding and the success of this bid recognised the significant contribution that the Combined Authority could make to the area. The Mayor expressed his thanks to the team at Cambridge City Council who had worked hard on the business case to support the application.

In its Spring statement, the Government had also announced an investment of £45m in the European Biomaterials Institute in Cambridge. This investment a commitment to ensuring that the United Kingdom remained globally competitive in the life sciences.

The Mayor stated that he had taken an urgent decision earlier in the week in order to accept £90,000 from the Government to spend on homeless veterans. This funding had to be spent by year end so he had exercised his power to accept it. The Mayor expressed his gratitude to Councillor Count, the Leader of Cambridgeshire County

Council, who had arranged through the County for this funding to be spent on various projects across the seven constituent councils within the Combined Authority in accordance with the deadline set by Government.

Apologies were received from A Khalid, Chair of the Business Board (substituted by Professor A Neely).

There were no declarations of interest.

317. MINUTES – 27th February 2019

The minutes of the meeting on 27th February 2019 were agreed as a correct record and signed by the Mayor.

318. PETITIONS

No petitions were received.

319. PUBLIC QUESTIONS

The Mayor invited Councillor Graham Wilson, John Thackray, Councillor Mrs Bridget Flanagan and Mal Schofield to address the Board. *(The questions and responses are published at the following link: [Cambridgeshire and Peterborough Combined Authority Board meeting 27 March 2019](#) and attached at **Appendix A**)*

As a supplementary question, Councillor Wilson asked whether there would be consultation on the specification for work and during the study. The Mayor stated that there was no preferred option at this stage and that any Combined Authority programme would take full account of the views of local partners and organisations.

As a supplementary comment, Mr Schofield noted a lack of regular official data on traffic behaviour and modal shift and commented that congestion reduction was directly linked to significant modal shift. He further commented that he believed that the development of a strategic case for the CAM Metro was dependent on a detailed understanding of 'trip-chaining'. The Mayor acknowledged these comments.

The Mayor thanked the members of the public for attending and for their robust questions.

320. FORWARD PLAN

It was resolved unanimously to note the Forward Plan.

321. DESIGNATION OF STATUTORY OFFICER

The Board noted that it was a statutory requirement to appoint a Scrutiny Officer. The current post holder would shortly be starting a period of maternity leave so a new post holder was required until her return.

Councillor Smith asked whether the appointment would be made on a full-time basis. Ms Sawyer, Interim Joint Chief Executive, confirmed that the post was full-time. The Scrutiny Officer would continue to provide some support to the Audit and Governance Committee, but supporting the Overview and Scrutiny Committee would remain their primary focus.

It was resolved unanimously to:

Designate Emma Powley as Scrutiny Officer for the duration of the maternity leave of the current officer

322. APPOINTMENT OF CHIEF EXECUTIVE AND MONITORING OFFICER

Following the meeting of the Employment Committee on 26 March 2019 a revised report was tabled which recommended that the current arrangement of interim Joint Chief Executives should continue until May 2019. A further report would be submitted then regarding future arrangements for the Chief Executive role.

Councillor Herbert commented that it was disappointing that the Board was not yet in a position to make a permanent appointment. The previous recruitment round had taken seven months and he wanted to move quickly to re-start the process. To that end he proposed an amendment to the tabled report, seconded by Councillor Smith, that:

- c) The Combined Authority start the process now to appoint a Chief Executive.

On being put to the vote, the amendment was lost.

Councillor Count commented that he did want to proceed quickly to appoint a new Chief Executive. However, he felt that it was important that lessons were learned first from the previous recruitment exercise. For that reason, he had abstained from voting on the amendment.

Councillor Bull stated that he had voted against the amendment as he felt a little time should be taken to refine the job description. He would though want to proceed quickly once this was done.

Councillor Smith commented that she had not felt supported during the Employment Committee as no Combined Authority or Human Resources officer had been present. She also asked how the Committee's decision had been recorded. Mr John Hill, Interim Joint Chief Executive, commented that a Democratic Services Officer had been present to open the meeting, but that he had felt it would not be a good use of their time to remain for the duration of the meeting. Lessons had been learned and an officer would remain present throughout the meeting next time. The Committee's decision had been recorded by a member of the Mayor's staff and given immediately to the Interim Joint Chief Executives. Councillor Smith commented that she would follow this up outside of the meeting with the Interim Joint Chief Executives.

It was resolved to:

- a) Extend the existing appointment of the interim Joint Chief Executives, John Hill and Kim Sawyer until the annual meeting in May 2019;
- b) Appoint Mr Howard Norris as the Monitoring Officer until the annual meeting in May 2019.

The Mayor expressed his thanks to both Interim Joint Chief Executives for their exceptional work to date. Under their leadership the organisation was now one of the leanest of all Combined Authorities and he was comfortable that this would remain the case until a substantive appointment could be made.

323. BUDGET MONITOR UPDATE

Councillor Count, Portfolio Holder for Investment and Finance, stated that the report set out spend to the 31 January 2019 against the 2018/19 budget. Work was to continuing to produce an increasingly meaningful document for the Board and public. Within the variances reported some represented genuine underspends whilst others related to projects which would require some budget carry forward. Some of the apparent capital underspends were due to contractors having not yet billed for work carried out and this would be reflected in the year-end figures.

The Mayor stated that the Overview and Scrutiny Committee had given notice of two comments on the report. He invited Councillor Mike Sargeant, Vice Chairman of the Committee, to share these with the Board. Councillor Sargeant commented that the Overview and Scrutiny Committee would like to ask whether future budget monitoring reports could include information relating to spend on housing. The Committee also asked that information contained within the Capital Programme should differentiate between cash flow and capital, for example the loan to East Cambridgeshire District Council.

In response, the Interim Chief Finance Officer stated that the Budget Monitor Report was designed as more of an over-arching report, but that the detailed information which sat behind it was available elsewhere. For example, information on expenditure on the housing programme had been submitted to the Overview and Scrutiny Committee in February. In relation to cash flow and capital spend, the money spent on East Cambridgeshire project was approved in the form of a loan, but would be shown as spend in the final accounts.

Councillor Herbert commented that the loan to East Cambridgeshire District Council and other projects such as the RAF hospital site in Ely involved large sums of money so the Board did need to look at balances and know if it was sitting on significant sums. He asked whether a year-end report would be submitted in May and whether any major changes to the current position were anticipated. The Interim Chief Finance Officer stated that there had been a greater focus on the predicted outturns contained in the March report so they were expected to be fairly close to the final outturn figures. There was a requirement to publish the draft accounts by 31 May 2019 when they would be submitted to the Audit and Governance Committee.

Councillor Smith queried the assertion that contractors were not always invoicing the Authority in a timely manner and asked how quickly the Authority paid invoices once they were received. The Interim Chief Finance Officer stated that most capital works were managed by third parties such as the City or County Council so it was those organisations that were responsible for paying contractors. Invoices received from those Councils would be paid within the specified timeframe as part of the monthly payment run, but some bills were received quite late. Councillor Count clarified that bills were not necessarily submitted late, but that that some contractors might choose not to invoice the Council until several stages of work had been completed.

Councillor Bull commented that the use of commitment accounting would enable spend to be tracked more clearly. The Interim Chief Finance Officer stated that commitment accounting would be implemented from the start of the 2019/20 financial year.

Councillor Herbert asked whether anything more had been heard in relation to the previous Interim Chief Finance Officer Karl Fenlon's departure with one month's salary. Ms Sawyer, Interim Joint Chief Executive, stated that the Mayor had previously stated

that Mr Fenlon had been given one month's notice and a month's salary on his departure. That statement was correct at the time it was made, but Mr Fenlon had since been in touch regarding his contract and further discussions were taking place on this.

It was resolved to:

Note the financial position of the Combined Authority for the year to date

324. HOUSING DEVELOPMENT COMPANY

The report proposed the establishment of a Combined Authority Trading Company (CATC) with a Housing Development Company (DevCo). This was consistent with the Housing Strategy approved by the Board on 26 September 2018 and would enable the Authority to move quickly when project-specific opportunities for housing delivery were identified.

The Mayor noted that the Overview and Scrutiny Committee had given notice of three comments on this report and he invited Councillor Sargeant to share these with the Board. Councillor Sargeant asked whether the Board could reassure the Overview and Scrutiny Committee that the Director of Housing would not be distracted from his commitment to provide 100,000 new homes once seconded to the Development Company. The Committee also asked whether there would be conflict and/or competition with other Councils that had set up and continued to run their own Housing Development Companies. Finally, the Committee had asked what mechanisms would be used for Member scrutiny and engagement of the Development Company.

The Mayor stated that the Director of Housing's role was primarily to deliver housing and DevCo would be a tool in achieving this. He was confident that the postholder was capable of combining both roles. DevCo would not be in competition with existing Local Authority Housing Development Companies in the region, but would work collaboratively alongside them. DevCo would be wholly owned by the Combined Authority so the same scrutiny rules would apply. Scrutiny of DevCo's work by the Board would be achieved through its submission of an annual business plan and reports to the Board for approval. In addition, the Mayor and one Deputy Mayor would sit on the Board of the Combined Authority Trading Company.

Councillor Herbert commented that he was concerned about potential overheads given that it would cost c£600k to set up. Whilst recognising that commercial considerations would exist in relation to some of the information held by the company there was a need to establish appropriate governance and scrutiny arrangements to ensure continued Member oversight. The five year funding from Government was based on the delivery of 2,000 affordable homes, but he felt the focus on this had been lost. The Director of Housing stated that there would be different ways open to a trading company to deliver this goal, for example by working with existing Local Authority trading companies in the area. The Authority did not want to rely solely on grant to providers to deliver the 2,000 affordable homes target. The need for transparency was fully recognised and he would be happy to report both to the Housing and Communities Committee and the Overview and Scrutiny Committee in addition to providing reports to the Board.

Councillor Smith commented that she was glad to see that Board members' comments on governance made during informal discussion of the proposals were reflected in the report. However, she would not be supporting the proposals as she did not see why DevCo would be better placed to deliver the Board's housing aims than joint ventures or using existing experienced providers. In her view it would be a waste of money.

Councillor Count stated that the Board had approved the Housing Strategy and toolkit and that the creation of DevCo was embedded within this. Some constituent councils had their own housing development companies and the benefits of those could be seen, so he was unclear why the Combined Authority should not do the same. DevCo would offer an extra resource to enable the Authority to deliver housing at speed and positively influence the housing market in Cambridgeshire. Councillor Count asked whether the Authority needed a DevCo to be able to enter into a joint venture. The Director of Housing stated that he thought this was the case. It offered a sensible route for managing risk and would allow some starts on site that would not otherwise happen.

Professor Neely commented that the University of Cambridge operated what was effectively a DevCo with six or seven non-executive directors offering a broad spread of skills. He asked what professional commercial skills would be held by those on the CATC and DevCo Boards. Officers stated that both the CATC Board and the DevCo Board would have an Independent Chairman with relevant experience and expertise in addition to the Director of Housing.

Councillor Smith requested that a recorded vote be taken. The voting pattern was:

Mayor James Palmer	Abstain
Councillor G Bull	For
Councillor S Count	For
Councillor L Herbert	Abstain
Councillor J Holdich	For
Professor A Neely	For
Councillor C Roberts	For
Councillor C Seaton	For
Councillor B Smith	Against

It was resolved by a majority to:

- a) Approve the Business Case for establishing a Combined Authority Trading Company (CATC) as detailed in Appendix 1;
- b) Approve the Combined Authority Trading Company Business Plan and as detailed in Appendix 2;
- c) Approve the Housing Development Company (DevCo) business plan as detailed in Appendix 3
- d) Approve the funding strategy for the Housing Development Company (paragraph 6);
- e) Approve the composition of the CATC Board as set out in Appendix 2 (ref: P8 para 4.1.1 and P9 para 4.1.2);

Furthermore, in order to implement a)-c), authorise and approve:

- f) The Chief Executive to enter into a loan agreement with CATC as detailed in paragraph 6;
- g) The Chief Executive and the Corporate Services Director to complete the necessary legal documentation to implement the above.

325. CAM METRO – STRATEGIC OUTLINE BUSINESS CASE

The Mayor stated that Appendix 2 to the report was exempt from publication under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it contained information relating to the financial or business affairs of any particular person (including the authority holding that information). He asked if any member of the Board wished to discuss the exempt appendix. No member expressed the wish to do so.

The Mayor stated that he had received notice that the Overview and Scrutiny Committee had a number of comments on the report and he invited Councillor Sargeant to share these with the Board. Councillor Sargeant commented that the Overview and Scrutiny Committee was concerned that there was no risk assessment of the cases in the Strategic Outline Business Case (SOBC). The Committee asked whether an assurance could be given that there would be alignment of the CAM Metro with other public transport systems. The Overview and Scrutiny would want proper governance be put in place for all aspects of CAM and not just the provision of the tunnels and underground stations as identified in the SOBC. The Committee had raised some concerns around the financial case and felt that it was unfortunate that Committee members had not been able to see the exempt appendix. The Overview and Scrutiny wished to thank the Mayor for his agreement that the gaps and concerns that they had raised regarding the SOBC compared with the questions that they identified with the Centre for Public Scrutiny would be taken into account by the Mayor and officers in drawing up the Outline Business Case. Finally, the Committee noted that engagement would be happening shortly with the Department for Transport in respect of the Strategic Outline Business Case.

The Interim Director of Transport stated that the Strategic Outline Business Case was fully compliant with Department of Transport requirements and in his view demonstrated a compelling case. Councillor Sargeant commented that the Overview and Scrutiny Committee had perhaps expected more of the SOBC, but that Committee members had welcomed the Interim Director of Transport's offer to work with them. They had also welcomed an offer by Ms Sawyer, Interim Joint Chief Executive, to work with the Chair and Vice Chair of the Committee regarding early access to public reports and access to exempt reports.

The Mayor stated that all of the Overview and Scrutiny Committee's comments would be noted and that some points such as risk assessments would be addressed in the development of the Outline Business Case, if this was approved. The Authority was already working with partners such as Network Rail, Highways England and the East West Rail OxCam Group to try to ensure that the CAM would be aligned with the current and future transport network. He would be happy to work with the Overview and Scrutiny Committee regarding governance arrangements. Indicative costings suggested a £4 return for every £1 invested.

Councillor Herbert commented that the findings were impressive and that the economic benefits could be transformational. Cambridge City Council supported the proposals and work being undertaken by the Greater Cambridge Partnership would support the early stages. He did see a role for the Overview and Scrutiny Committee going forward and commented that further thought was needed regarding the funding mechanism and how this would be taken forward. Schemes elsewhere showed that it could take several years to put such a mechanism in place so there was a need to make progress on this. Thought was also needed on the interim measures needed until the project was delivered. The Mayor stated that the only way to deliver the project would be through

partnership working and clear governance arrangements and he welcomed Cambridge City Council's support and the work being done by the Greater Cambridge Partnership on early routes. If approved by the Board, detailed work would begin to engage with Government and potential partners to put in place the mechanisms needed to deliver the scheme with a target delivery date of 2023-29.

Councillor Smith commented that South Cambridgeshire District Council was supportive of the proposals. Their Local Plan was predicated on routes into the City whilst aiming to reduce car usage and improve air quality. However, she did question whether the £1m sought for the next phase of work represented the total cost involved. The Mayor stated that the Board was being asked to commit £1m for the next phase of work, but that private sector partners would also be invited to contribute to demonstrate to Government a collective commitment to the project. There would though be no delay whilst private sector contributions were sought.

Councillor Count welcomed the proposals, commenting that action was required and that all other potential solutions were inferior to those proposed. A failure to act would turn off the tap of economic growth in the area and would not deliver on the Devolution Deal. The proposals offered an inclusive solution which would be of benefit both to the City and beyond, but it would only work as part of a complete package of measures. He remained opposed to any form of congestion charging unless as a last resort and judged that the creation of a great public transport option could achieve the required reduction in private vehicle usage.

Councillor Holdich welcomed the unity within the Board on this project. He paid tribute to the Mayor for the passion and drive with which he had driven the project forward, despite the significant criticism he had faced.

Councillor Roberts welcomed the proposals, but sought reassurance that the joint appointment of a CAM programme director by the Combined Authority and the Greater Cambridge Partnership would be taken forward straight away.

Professor Neely commented that the Business Board wished to add its support to the SOBC which represented an exciting development. He suggested the need for some value engineering at an early stage and encouraged early engagement with the Business Board in order to fully involve the local business community.

The Mayor stated that whilst schemes of this type were undoubtedly expensive the alternative of an extensive road building project would be far more costly. In comparison, the CAM Metro scheme offered significant value for money. To deliver it would take time, effort and collaboration across public and private sector organisations and political groups, but the result would be transformational.

It was resolved unanimously to:

- a) Note that the CAM SOBC has been founded upon CPIER growth scenarios as set out in section 2.6 to 2.9.
- b) Note the strong strategic and economic case made in the SOBC for the CAM and that this case has been made drawing upon only 50% of the total potential economic growth in the CPIER report.
- c) Note the links between the timeline of the CAM outline business case and the Non-Statutory Spatial Plan.

- d) Agree that the funding solution for the CAM will be drawn from blend of sources as set out in section 3.9.
- e) Agree to release £1m of funding from the 2019/20 budget for the procurement and development of the Outline Business Case, the accompanying technical packages (including funding) and programme of stakeholder engagement.
- f) Agree to delegate authority to the Chief Executive, in consultation with the Chair of the Transport and Infrastructure Committee, to enter into the contractual relationships following the procurement of the external consultants required to undertake the Outline Business Case and accompanying technical packages

326. CHANGE TO THE ORDER OF BUSINESS

The Mayor stated that the Clinical Commissioning Group representative needed to leave the meeting at 12.30pm so in order to facilitate their contribution to discussion of the Local Industrial Strategy the order of business would be changed from the published agenda to take this item next.

327. LOCAL INDUSTRIAL STRATEGY

The report contained the inaugural Cambridgeshire and Peterborough Industrial Strategy (LIS). This was the product of a highly collaborative approach which was recognised as an exemplar within the OxCam Arc. The Strategy had been considered by the Business Board earlier in the week and the report and recommendations were commended to the Board for review and approval.

The Clinical Commissioning Group representative commended the LIS and the engagement which had taken place around it. However, she expressed concern that the three year funding formula applied to the NHS was not keeping pace with economic growth in the region. The NHS formula predicted that growth in Cambridgeshire would be less than the national average, but this did not reflect the local experience.

The Police and Crime Commissioner concurred with these observations. Cambridgeshire was one of the top three areas for growth nationally, but in the bottom three for the funding received by essential services to support that growth. If the county received the average of public spend this would equate to an extra £21m which would have a big impact on the services which could be provided. This was an historic position which had existed under various Governments, but he judged that there was a need for the Board to press for funding for public sector services to support the county's growth. The Vice Chair of the Business Board confirmed that there would be further dialogue with Government regarding the LIS and undertook to take back the points which had been made regarding the need to support public services to enable economic growth.

Councillor Herbert commented that as a group of Local Authorities he felt that more work was needed on the cost implications of growth. It was not possible to create successful new communities without the services needed to support them. More broadly, he commended the Director for Business and Skills and his team for his work on the LIS. It was in his view an excellent document which reflected the voice of business and characterised the challenges faced within the county.

Councillor Count commented that he too felt the LIS was an excellent document and it was his understanding was that this view was shared by Government. The Cambridgeshire and Peterborough Independent Economic Review (CPIER) report and

the LIS represented a step change in comparison to the reviews produced previously by the Local Enterprise Partnership (LEP) and clearly set out Cambridgeshire's needs to Government. He welcomed the comments made by the Clinical Commissioning Group representative and the Police and Crime Commissioner and commented that the County Council had engaged in extensive lobbying on a fairer funding formula. The CPIER report had indicated that the use of outdated Office of National Statistics (ONS) figures could cost the county £60m.

The Mayor stated that he supported the comments made by the Clinical Commissioning Group representative and the Police and Crime Commissioner and that he was aware that Councillors Count and Holdich were also very aware of the issue in their capacity as Leaders of upper tier Authorities. He would be happy as Mayor to work alongside Cambridgeshire County Council, Peterborough City Council, the Clinical Commissioning Group, the Police and Crime Commissioner and other key partners and stakeholders in pressing this with Government.

It was resolved to:

- a) Approve the Cambridgeshire and Peterborough Industrial Strategy to the Combined Authority Board for approval
- b) Delegate authority to the Business Board and the Director of Business and Skills, in consultation with the Chair of the Housing and Communities Committee, to take the Industrial Strategy through the remaining stages of national sign-off, and refine.

328. A10 CORRIDOR – STRATEGIC OUTLINE CASE AND NEXT STEPS

The Board received a progress report on the A10 Corridor project and considered the proposed next steps.

The Mayor stated that he had received notice that the Overview and Scrutiny Committee wished to comment on the report and invited Councillor Sargeant to share the Committee's views with the Board. Councillor Sargeant reported that the Overview and Scrutiny Committee was concerned that highly rated junction improvements were not being considered as part of the proposed next steps and felt this was something the Authority needed to drive forward. The Committee also sought clarification of whether consideration of climate change and environmental issues had been given due weight in respect of the proposed improvements to the A10. The Interim Director of Transport stated that the focus of this report was the A10 Dualling project and that it was anticipated that junction improvements would follow on as part of developers' contributions. If that did not happen those junction improvements could subsequently be brought to the Board for consideration. He confirmed that environmental factors would be considered as part of the process.

Councillor Smith commented that the Authority had a statutory obligation to mitigate against environmental impact, but that her view was that it should go further and aim to build in net gains. She strongly supported the proposed dualling of the A10, but felt that it would be remiss of the Combined Authority not to take forward some work on junction improvements, with the funding coming from developers where appropriate and relevant. She felt that the Combined Authority should show strong leadership of the project and, with the agreement of the Mayor, suggested that a report be brought to a future Leaders' strategy session.

Councillor Count commented that any projects should reflect the environmental goals to which the Combined Authority was already committed.

Councillor Herbert commented that there was a need for a fast public transport link and that he could not see how people could be encouraged make less use of their cars if the A10 was dualled with no public transport alternative. The Interim Director of Transport stated that a number of transport interventions would run alongside the proposed dualling of the A10 to provide public transport alternatives, such as the CAM Metro and the relocation of Waterbeach Station. The Authority would be working with the Greater Cambridge Partnership and other partners to create a comprehensive package of transport interventions along the A10 Corridor.

The Mayor asked whether the Strategic Outline Business Case for the A10 Dualling Project would take account of all junctions. The Interim Director of Transport stated that it would involve specific projects around some junctions, but not all.

Councillor Smith proposed an amendment to recommendations (b) and e), seconded by Councillor Holdich, that:

b) Agree to release £500k of funding from the 2019/20 budget for the procurement and development of the Strategic Outline Business Case (SOBC) for the ~~A10 Dualling Project~~ :

- i. the A10 Dualling Project;*
- ii. A10 junction improvement projects.*

e) Approve the commencement of procurement of a professional services consultancy to undertake the work required to progress to SOBC for A10 ~~Dualling~~:

- i. A10 Dualling;*
- ii. A10 junction upgrades.*

On being put the vote, the amendment was carried.

The Mayor stated that the A10 represented a major route into the Fens and Ely, but it was congested and dangerous. The Combined Authority was doing all that it could to encourage and develop alternatives to road use, including through discussions with Network Rail to have more trains stopping at Cambridge North and more and longer trains to Fenland stations. However, the A10 remained an important element of the transport infrastructure in the north of the county and he supported the proposals that it should be dualled.

It was resolved to:

b) Note the results of the A10 Corridor Strategic Outline Case and associated reports.

c) Agree to release £500k of funding from the 2019/20 budget for the procurement and development of the Strategic Outline Business Case (SOBC) for:

- iii. the A10 Dualling Project;
- iv. A10 junction improvement projects.

- d) Note the additional projects related to the A10 Corridor (Modal-shift interventions and junction improvements), and that if necessary business cases for these projects will be brought forward separately.
- e) Approve the approach towards engaging with the Department for Transport on funding streams for the A10;
- f) Approve the commencement of procurement of a professional services consultancy to undertake the work required to progress to SOBC for:
 - iii. A10 Dualling;
 - iv. A10 junction upgrades.
- g) Delegate Authority to the Chief Executive, in consultation with the Chair of the Transport and Infrastructure Committee, to agree and proceed with the appointment of a professional services consultancy following the completion of an appropriate procurement procedure.

(The meeting was adjourned from 12.55-1.20pm)

329. BUS REFORM TASK FORCE – GOVERNANCE AND SUBSIDIES

The Board considered a report which sought approval for the governance arrangements for the Bus Reform Task Force and the work required to design and implement a system for the evaluation and award of bus subsidies.

The Mayor stated that he had received notice that the Overview and Scrutiny Committee had a comment on the report and invited Councillor Sargeant to address the Board. Councillor Sargeant commented that the Overview and Scrutiny Committee was concerned that the recommendations included in the report differed from those agreed at the Board's meeting in January 2019 and asked if this could be clarified. The Interim Director of Transport stated that the recommendation agreed by the Board in January 2019 to develop and deliver a business case assessment in Quarter 1 of 2021 still stood and that the Task Force would prepare a business case. The first stage would be to develop a brief and then commission providers to test this. It was envisaged that the brief would be produced around September/ October 2019 with preparation of a business case by autumn 2020 and a decision in spring 2021.

Councillor Count commented that he was in favour of the recommendations. There were powers available to the Mayor and Combined Authority that were not available to the county council and it provided an opportunity to look again at the systems in place.

Councillor Herbert commented that he supported the proposals. In his view there was a need to be clear about how much money was available. More investment was needed in bus services and, whilst he acknowledged the pressure they faced, he expressed the hope that both the County Council and Peterborough City Council would continue to support this.

Councillor Smith commented that she was supportive of this work. She felt that an element of rescue represented a recurring theme and suggested early engagement with the Bus Users' Association.

Councillor Seaton commented that he supported the proposals. Speaking from the perspective of a rural area with limited arterial roads he expressed the hope that the bus network could be used to connect villages into key transport hubs.

The Mayor stated that many of the reports on the agenda were transport-based and related to short, medium and long-term projects to improve transport across Cambridgeshire. He had met with representatives of Whippet and Stagecoach and believed that the opportunity existed for an enhanced partnership. The Combined Authority would work with partners where possible to deliver improvements in the short-term. In the medium term it would explore franchising opportunities whilst in the long-term the aim would be to link buses into the CAM Metro.

It was resolved unanimously to:

- a) Approve the governance arrangements for the Bus Reform Task Force including proposals for member engagement;
- b) Approve the work required to design and implement a system for the evaluation and award of bus subsidies
- c) Approval to draw-down up to £400k, of the £1m allocated within the 2019/20 budget, to commence the work of the Bus Reform task force including preparing the brief, bus subsidy assessment framework and procuring external consultancy support for the business case.
- d) Delegate authority to the Transport Committee to spend funding within the allocated £1M budget upon recommendation from the Bus Reform Task Group.

330. CAMBRIDGE SOUTH STATION (INTERIM SOLUTION)

The Board considered a report requesting the release of funds identified for the Cambridge South Station (Interim Solution) project in the 2019/20 budget in order to appoint consultants to produce a report detailing the feasibility of implementing an interim solution on an accelerated timescale and the likely capital and revenue costs to do so. This would complement a larger piece of work regarding a permanent solution for Cambridge South Station.

Councillor Herbert commented that he supported efforts to bring the project forward faster, but that pressure also needed to be maintained on Network Rail to deliver the permanent solution by 2025.

The Mayor stated that Government timelines on Cambridge South Station were of concern to him. It was currently dependent on the delivery of East/ West Rail, but at present there were no guarantees about the delivery of this scheme. The Board must consider whether to accept that Cambridge South Station would be delivered in accordance with an uncertain Government timeframe or whether it should act now.

Councillor Smith questioned the potential cost of an interim solution, commenting that she was slightly concerned that the Board might be committing itself to expenditure that might subsequently prove to have been better spent elsewhere. The Mayor commented that this was a valid concern, but the alternative was to discount a possible interim solution and rely instead on the delivery of East/ West Rail.

Councillor Count commented that the Board would only know whether a viable interim solution was possible when the consultants' report was received. Should they find that no viable interim solution existed then the Board would have spent £100k which could have been directed elsewhere. However, if a viable solution was identified this could make a significant difference. Councillor Count commented that he had been intending

to abstain from this vote, but on balance he had decided to vote in favour of the recommendations as he judged the Board needed to send a clear message to Government about the strength of its support for Cambridge South Station.

Professor Neely commented that there was always a danger that an interim solution could become a permanent solution. He suggested that the consultants' brief include the criteria that they consider how the connection to East/ West Rail would be made to ensure that this was factored in.

The Mayor stated that considerable work had already taken place in support of the Cambridge South Station project, including the financial commitments made by the Greater Cambridge Partnership and AstraZeneca alongside the Combined Authority. The sums involved were significant, but in his view they were worth it.

It was resolved unanimously to:

- a) Release the £100k allocated in the 2019/20 budget under the *Cambridge South Station – Interim Concept*.
- b) Delegate authority to the Chief Executive to appoint an external consultant to deliver a Cambridge South Station – Interim Station Study following the conclusion of the procurement process.

331. HUNTINGDON THIRD RIVER CROSSING

The Board considered a report seeking approval for the release of funding for the procurement and development of a Huntingdon Third River Crossing feasibility study. The Mayor expressed his thanks to the three public questioners who had asked questions on this item and who had remained present to hear the debate.

Councillor Bull welcomed the report, commenting that a Third River Crossing had been referenced in the Devolution Deal and that previous under-investment had led to a lack of resilience in the transport links between Huntingdon, Godmanchester and St Ives. Without wishing to pre-judge the findings of the feasibility study if it was approved, his view was that a third river crossing could potentially have a positive impact both within Huntingdonshire itself and beyond into Fenland. He was though mindful of the comments and questions raised earlier in the meeting by local councillors and residents. The Ouse Valley was a special landscape and the environmental impact of any proposals must be given full and careful consideration. However, it should not be assumed that the environmental impact of a third river crossing would necessarily be wholly negative. If approved, the feasibility study would explore this further.

Councillor Seaton commented that, subject to the findings of the feasibility study, a third river crossing could have far-reaching consequences with the potential to open up routes to Chatteris and the Fens. On this basis he fully supported the feasibility study.

The Mayor welcomed Board members' support for the proposed feasibility study.

It was resolved to:

- a) Agree to release £200k of funding from the 2019/20 and carry forward £198k from 2018/19 for the procurement and development of the Huntingdon Third River Crossing feasibility study

- b) Delegate authority to the Chief Executive, in consultation with the Chair of the Transport and Infrastructure Committee, to enter into the contractual relationships following the procurement of the external consultants required to undertake the study

332. A505: STRATEGIC STUDY

The Board received a report seeking authority to commission a multi-modal transport study of the A505 corridor and how this would interact with the proposed CAM Metro route serving the area.

Councillor Smith welcomed the report, commenting that the A505 corridor was ever more critical within South Cambridgeshire. The sooner this could happen the better as it was important to the Board's wider ambitions on growth and jobs. Councillor Count endorsed this view, noting that it was proposed to release a £1m allocation within the 2018/19 capital budget to support this.

The Mayor welcomed the Board's support for the project.

It was resolved to:

- a) Endorse the commissioning of a multi-modal strategic transport study for the A505 corridor;
- b) Release to CCC the £1m allocation within 2018/19 capital budget;
- c) Agree the project inception and instruct officers to commence the procurement by competitive tender of this work;
- d) Following the completion of the procurement, delegate authority for contract award to the Chief Executive Officer, in consultation with the Chair of the Transport and Infrastructure Committee.

333. ADULT EDUCATION BUDGET: DELEGATION OF GRANT PROVISION FOR 2019/20 ACADEMIC YEAR

The Board received a report seeking its agreement to delegate authority to award the Adult Education Budget (AEB) Grant allocation to twelve local colleges and Local Authority Providers in April 2019. This would include a variance of up to 25% on the condition that a new learning aim or approach was demonstrated which was in line with the Combined Authority's Strategic Priorities. Councillor Holdich commented that he was proposing an amendment to the recommendations, seconded by Councillor Roberts, to delegate authority to an officer in consultation with an elected member in accordance with the Board's usual practice.

It was resolved to:

Provide delegated authority to the Director of Business & Skills, in consultation with the Chair of the Skills Committee, to award Grants to the 12 Grant Funded Providers of AEB upon successful completion of Delivery Plans including a variance of up to a 25% on the condition that a new learning aim or approach is demonstrated in line with the Cambridgeshire and Peterborough Combined Authority (CPCA) Strategic Priorities.

334. MONITORING AND EVALUATION FRAMEWORK

The Board considered a report which sought approval of the proposed 2019 Monitoring and Evaluation Framework. Significant sums of money were devolved to the Combined Authority and it was a requirement of Government that a Monitoring and Evaluation Framework be put in place in order to support effective decision-making and measure the impact of investment decisions.

Councillor Herbert asked about the process for reporting back to Government. The Director of Strategy and Assurance stated that the position would be reviewed at the end of the first five years following the Devolution Deal. It was too soon to know exactly what format this would take, but he confirmed that Board members would be involved.

It was resolved unanimously to:

- a) Agree the 2019 Monitoring & Evaluation Framework for the Combined Authority.
- b) Note the resource implications for effective Monitoring & Evaluation to be delivered alongside the Combined Authority's major projects.

335. GROWTH DEAL PROJECT PROPOSALS MARCH 2019

Professor Neely commented that the Business Board had met on 25 March 2019 at which time the proposals had been considered in full. On the basis of that discussion the Business Board recommended that the proposals from Applicants 2 and 3 be approved now and that it be noted that Applicants 1 and 4 had been asked to bring forward further detail about their proposals to enable a final approval decision.

It was resolved to:

- a) Approve Applicants 2 and 3;
- b) Note that Applicants 1 and 4 had been asked to bring forward further detail to enable a final approval decision.

336. GROWTH PROGRAMME UPDATE

Professor Neely commented that Growth Deal programme performance had been reviewed by the Business Board at its meeting on 25 March 2019. On the basis of this, the Combined Authority Board was recommended to note the position to 28 February 2019 for the Growth Deal and Growing Places Fund and agree to the submission of the Growth Deal monitoring report to Government to the end of Quarter 3 2018/19.

It was resolved unanimously to:

- a) Note the accumulative and in-year programme position to 28 February 2019 for Growth Deal and Growing Places Fund.
- b) Agree the submission of the Growth Deal monitoring report to Government to end Q3 2018/19.

337. ASSURANCE FRAMEWORK

Ms Sawyer, Interim Joint Chief Executive, stated that the Assurance Framework complemented the Monitoring and Evaluation Framework considered earlier in the meeting (minute 334 refers). It reflected the Government's revised National Local Growth Assurance Framework for Mayoral Combined Authorities with a Single Pot and Local Enterprise Partnerships and was designed to ensure openness and transparency in reporting to Government. The report had been submitted to the Business Board meeting on 25 March 2019.

It was resolved unanimously to:

Agree the revised single Assurance Framework which is in line with the Ministry of Housing, Communities & Local Government's revised National Local Growth Assurance Framework for Mayoral Combined Authorities with a Single Pot and Local Enterprise Partnerships.

338. MOTION FROM COUNCILLOR BRIDGET SMITH

Councillor Smith welcomed the confirmation earlier in the meeting of the continued appointment of a full-time Scrutiny Officer to support the work of the Overview and Scrutiny Committee (minute 321 refers). She judged that it was important that this arrangement continued in perpetuity as the Overview and Scrutiny Committee added significant value to the Combined Authority.

In seconding the Motion, Councillor Herbert commented that in his experience Scrutiny Committees significantly improved decision-making. He welcomed the decision to invite the Overview and Scrutiny Committee to undertake work on the CAM Metro project, but felt that the exempt appendix to the report should also have been shared with the Committee. Whilst the Combined Authority did not operate a pre-decision scrutiny model he did see scope to involve the Committee in multi-year projects of this type.

Councillor Count commented that he accepted the well-meaning intent behind the Motion, but there was a need to be careful to ensure that Scrutiny's work added value. At Fenland District Council a pre-decision scrutiny model worked well, but in the early days of the Greater Cambridgeshire Partnership (GCP) there had been significant clashes between the Scrutiny Committee and the Board which had taken a long time to resolve. It was in the knowledge of these experiences that arrangements at the Combined Authority had been produced. Councillor Count noted that the Constitution stated that members of the Overview and Scrutiny Committee were entitled to a copy of any document which contained material relating to any business that had been transacted at a meeting of a decision-making body of the authority or any decision that had been made by an individual Member of the Combined Authority. The use of the past tense made clear that a pre-decision scrutiny role was not envisaged. He was not minded to reconsider this yet as he judged that the organisation was not yet mature enough to sustain a pre-scrutiny model.

Councillor Smith commented that she had submitted the Motion in the full knowledge that it would be rejected by some members of the Board. However, she felt it was an important discussion to have and one which she intended to revisit at appropriate intervals. She did not share Councillor Count's recollection of the relationship between the Scrutiny Committee and the Executive in the early days of the GCP. Rather, she judged that the early challenge provided by Scrutiny had helped shape the GCP into an open and engaged organisation to be proud of. Councillor Smith thanked Councillor Roberts for his offer to second the Motion if she would delete the last sentence which

would allow the Overview and Scrutiny Committee sight of Board reports prior to publication. However, whilst she would not expect the early release of all reports she remained of the view that it should be the case in relation to work which the Committee had been asked to undertake.

On being put to the vote, the Motion was lost.

339. DATE OF NEXT MEETING

The Mayor stated that the meeting on 24 April 2019 had been cancelled so the Board would meet next for its Annual General Meeting on Wednesday 29 May 2019 in the Council Chamber, The Grange, Nutholt Lane, Ely, CB7 4EE

(Mayor)

PUBLIC QUESTIONS

No.	Question from:	Question to:	Question
1.	Councillor Graham Wilson	Mayor James Palmer	<p>I am Graham Wilson, a Godmanchester Town Cllr and the County Cllr for Godmanchester.</p> <p>My question concerns agenda item 4.6 - Huntingdon Third River Crossing.</p> <p>A road to serve the development at Wyton Airfield across the Ouse Valley from the A141 to the A14/A1198 junction was considered during the preparation of the Huntingdon and Godmanchester Market Town Transport Strategy. However it was rejected, primarily due to the environmental damage it would cause. Instead a note was added in the document saying "Wyton Airfield Access - Further measures (to be determined by additional study work) to identify the most sustainable way to provide for the anticipated transport demand from the development of Wyton Airfield, and mitigate impacts on St Ives, Huntingdon and surrounding villages."</p> <p>Please can you confirm that the feasibility study you are proposing will consider a full range of options encompassing the wider strategic transport network, not just alternative routes for a road across the river valley between Godmanchester and Hemingford Abbots, and that comprehensive stakeholder engagement will be undertaken on the specification and during the feasibility study?</p>
	Response from:	Response to:	Response
	Mayor James Palmer	Councillor Graham Wilson	<p>The Combined Authority has recently commissioned several transport studies, some of which directly impact on the study area. It is anticipated that the study on the extension of the M11 to the A47 will report a direct impact on the transport area should investment in that proposal come forwards. In addition, the Combined Authority wishes to commission this study so that all parties are able to have a full understanding of any scheme's wider impacts, and that this are able to inform future planning decisions beyond the 2036 Local Plan in a way that hitherto has not been possible. A stakeholder engagement plan is requested as part of the commission of the study.</p>

	Question from:	Question to:	
2.	Councillor Mrs Flanagan	Mayor James Palmer	Is the Combined Authority aware of the high landscape value of the Great Ouse Valley between Huntingdon and St Ives? And will the scope of the transport study include evaluation of the environmental impact and sustainability of a Third River Crossing in this area?
	Response from:	Response to:	Response
	Mayor James Palmer	Councillor Mrs Flanagan	Yes, the feasibility study will look at environmental concerns. Further environmental impact studies will be needed if the project progresses.
	Question from:	Question to:	
3.	John Thackray	Mayor James Palmer	<p>My name is John Thackray and I represent both the Great Ouse Valley Trust and Godmanchester in Bloom</p> <p>The Great Ouse Valley is a landscape of national importance because of its biodiversity and its exceptional landscape quality. As the towns and villages on either side of the valley become more urbanised the Great Ouse Valley has even greater significance as a place of beauty and tranquillity and for physical and mental health.</p> <p>Cambridgeshire has less “natural” landscape than almost any other English county. The value of this unspoilt environment to the identity of the district is vital. One of the key factors that attracts tourism and encourages hi tech industries to move their workforces to the area is the exceptional quality of life offered. The Great Ouse Valley is a major factor in the economic success of Cambridgeshire. It must continue to provide a unique green counterpoint to the new urbanisation.</p> <p>A road across the Ouse Valley was considered during the preparation of the Huntingdon and Godmanchester Market Town Transport Strategy but was rejected, primarily because of the great concern about the environmental damage that would result.</p>

			Will the Authority agree that the starting point of a feasibility study should be the exceptional value of the Great Ouse Valley landscape to the health and wellbeing of the people and the economic success of the county and will the Authority agree that the need for a third river crossing should not be presumed until the full range of transport options in relation to the new developments are considered and that full stakeholder consultation is carried out at an early stage?
	Response from:	Response to:	Response
	Mayor James Palmer	John Thackray	The need for a third river crossing will not be presumed, and the feasibility study and further studies, if required, will consider a range of options. Environmental constraints will be addressed in early stages. A stakeholder engagement plan is required as part of the commission of the study.
	Question from:	Question to:	Question
4.	Mal Schofield	Mayor James Palmer	<p>Agenda I Item 4.2 Cambridge Autonomous Metro Update</p> <p>"3.4. The strategic case for the CAM is founded upon the following key points:</p> <p>(a) Without a transformational transport intervention, to accelerate the delivery of more housing that is affordable, the Cambridge economy will go into decline from 2031</p> <p>(b) Current and emerging transport policies point to the requirement for high quality transport corridors to provide the required transport capacity and connectivity to support growth</p> <p>(c) The historic, highly constrained nature of the city centre landscape mean that an at-grade solution will not deliver the capacity, connectivity or reliability required to support growth (d) That the CAM supports the concept of the 30-minute city; the Combined Authority's commitment to connecting homes to jobs</p> <p>3.5. In summary, there is not another transport solution that can achieve the connectivity and overcome the constraints."</p>

Cambridge is already the core of a Travel to Work area of 450,000 Jobs compared with Milton Keynes - 250,000 and Peterborough 200,000 close to Bristol (500,000) and bigger than Oxford (370,000). **There is a serious and disturbing lack of modal shift data between census (2011,2021)*** that would help support the critical proposition highlighted above.

Question

Could the Authority please set aside funds to update the 2011 Travel to Work Census to date and support in future all growth forecasts with the relative impact upon modal shift?

Primary Mode of Travel

Year/Area	Car	Bike	Bus/Train	Total
2011 Cambridge*	19,000	18,000	7,000	44,000
2011 S Cambs*	50,000	6,000	6,500	62,500
2011 Total GCP*	69,000	24,000	13,500	106,500
* QS 701 EW				
2012 Cambridgeshire	171,000	27,000	22,000	220,000
2015 Cambridgeshire	184,000	38,000	22,000	244,000

Source 2012/2015 ONS Tables 2017. LI03. ASHE Table 11.

			<p>Cambridge is already the core of a Travel to Work area of 450,000 Jobs compared with Milton Keynes - 250,000 and Peterborough 200,000 close to Bristol (500,000) and bigger than Oxford (370,000). There is a serious and disturbing lack of modal shift data between census (2011,2021)* that would help support the critical proposition highlighted above.</p> <p>Question</p> <p>Could the Authority please set aside funds to update the 2011 Travel to Work Census to date and support in future all growth forecasts with the relative impact upon modal shift?</p> <p>Primary Mode of Travel</p> <table><tr><th>Year/Area</th><th>Car</th><th>Bike</th><th>Bus/Train</th><th>Total</th></tr><tr><td>2011 Cambridge*</td><td>19,000</td><td>18,000</td><td>7,000</td><td>44,000</td></tr><tr><td>2011 S Cambs*</td><td>50,000</td><td>6,000</td><td>6,500</td><td>62,500</td></tr><tr><td>2011 Total GCP*</td><td>69,000</td><td>24,000</td><td>13,500</td><td>106,500</td></tr><tr><td>* QS 701 EW</td><td></td><td></td><td></td><td></td></tr><tr><td>2012 Cambridgeshire</td><td>171,000</td><td>27,000</td><td>22,000</td><td>220,000</td></tr><tr><td>2015 Cambridgeshire</td><td>184,000</td><td>38,000</td><td>22,000</td><td>244,000</td></tr></table> <p>Source 2012/2015 ONS Tables 2017. LI03. ASHE Table 11.</p>	Year/Area	Car	Bike	Bus/Train	Total	2011 Cambridge*	19,000	18,000	7,000	44,000	2011 S Cambs*	50,000	6,000	6,500	62,500	2011 Total GCP*	69,000	24,000	13,500	106,500	* QS 701 EW					2012 Cambridgeshire	171,000	27,000	22,000	220,000	2015 Cambridgeshire	184,000	38,000	22,000	244,000
Year/Area	Car	Bike	Bus/Train	Total																																		
2011 Cambridge*	19,000	18,000	7,000	44,000																																		
2011 S Cambs*	50,000	6,000	6,500	62,500																																		
2011 Total GCP*	69,000	24,000	13,500	106,500																																		
* QS 701 EW																																						
2012 Cambridgeshire	171,000	27,000	22,000	220,000																																		
2015 Cambridgeshire	184,000	38,000	22,000	244,000																																		
	Response From:	Response to:	Response																																			
	Mayor James Palmer	Mal Schofield	The Combined Authority recognises the importance of having up to date information on which to take robust decisions. It will consider this once is has been determined how it would contribute to the development of the business cases across the transport portfolio.																																			



CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD	AGENDA ITEM No: 1.6
29 MAY 2019	PUBLIC REPORT

MEMBERSHIP OF THE COMBINED AUTHORITY

1.0 PURPOSE

1.1. The purpose of this report is to:

- (a) note the Members and substitute Members appointed by the Constituent Councils as set out in Appendix 1 (to be tabled);
- (b) recommend continued co-opted member status to the organisations in the report and note the named representative and substitute representative of those co-opted member organisations.
- (c) delegate authority to both the Audit and Governance Committee and the Overview and Scrutiny Committee to appoint a single co-opted member (and substitute) to each Committee to represent the number of independent members elected across constituent councils.

<u>DECISION REQUIRED</u>	
FROM:	
Lead Member:	James Palmer, Mayor
Lead Officer and Author:	Howard Norris, Interim Monitoring Officer
Forward Plan Ref: N/A	Key Decision: No
<p>The Combined Authority Board is recommended to:</p> <p>(a) note the Members and substitute Members appointed by constituent councils to the</p>	<p><i>Voting arrangements</i></p> <p>(a) No vote required</p>

<p>Combined Authority for the municipal year 2019/2020 (Appendix 1 – to be tabled);</p> <p>(b) appoint the Business Board’s nominations as Member and substitute Member to represent them on the Combined Authority for the municipal year 2019/20 (Appendix 1 – to be tabled).</p> <p>(c) confirm that the following bodies be given co-opted member status for the municipal year 2019/20:</p> <ul style="list-style-type: none"> (i) The Police and Crime Commissioner for Cambridgeshire; (ii) Cambridgeshire and Peterborough Fire Authority; (iii) Cambridgeshire and Peterborough Clinical Commissioning Group. <p>(d) Note the named representative and substitute representative for each organisation as set out in the report.</p> <p>(e) Agree that any late notifications of appointments to the Monitoring Officer shall take immediate effect.</p> <p>(f) delegate authority to both the Audit and Governance Committee and the Overview and Scrutiny Committee the power to appoint a single co-opted member (and substitute) to each Committee to represent the number of independent members elected across constituent councils.</p>	<p>(b) Simple majority of members present and voting</p> <p>(d) Two-thirds majority of members present and voting</p> <p>(d) No vote required</p> <p>(e) Two-thirds majority of members present and voting</p> <p>(f) Two-thirds majority of members present and voting</p>
--	---

2.0 BACKGROUND

Membership

- 2.1. In accordance with the Cambridgeshire and Peterborough Combined Authority Order 2017, each constituent council must appoint one of its elected members and a substitute member to the Combined Authority.
- 2.2. Each council made such appointments at their respective annual Council meetings in May 2019. The Members and substitute Members appointed by the Constituent Councils are set out in Appendix 1 (to be tabled). Due to the European Elections, East Cambs District Council’s annual meeting is after the Combined Authority annual meeting. East Cambs Council shall advise the

Monitoring Officer of their appointment and as an exception to the constitution, the appointment will take immediate effect immediately after the notification.

- 2.3. The Business Board must nominate one of its members and a substitute to the Combined Authority. By virtue of their office, the Chair is the voting representative on the Combined Authority and the Deputy Chair is the substitute representative. The current chair and vice chair are set out in Appendix 1.

Co-opted Members

- 2.4. In accordance with the Combined Authority's Constitution, the Combined Authority agreed that the following bodies be given co-opted member status for the municipal year 2018/19. The Combined Authority are asked to agree that these organisations continue their co-opted member status for the municipal year 2019/20 and for future years until the Board decides otherwise.

Organisation	Named representative	Names Substitute Member
The Police and Crime Commissioner for Cambridgeshire	Jason Ablewhite (Commissioner)	Deputy Police and Crime Commissioner – Councillor Ray Bisby
Cambridgeshire and Peterborough Fire Authority representative	Councillor Kevin Reynolds	Councillor David Over
Clinical Commissioning Group representative.	Jessica Bawden Director of Corporate Affairs	Dr Gary Howsam Clinical Chair

- 2.5. The status of co-opted Members is set out in the constitution. A co-opted member organisation shall be represented at meetings of the Combined Authority Board by a named representative or a named substitute. Those members and their substitute members are required to complete a declaration of interest form.
- 2.6 Discretion has previously been used to provide independent members a seat on both the Audit and Governance Committee and the Overview and Scrutiny Committee. However, if such discretion had been used following the May 2019 elections at Constituent Councils, it would have tipped the balance on both committees in favour of non-conservative members.
- 2.7 Recognising the process operated through the exercise of discretion last year to provide an independent Member with a seat but ensuring the political balance of the Committees are not compromised, the Board are asked to delegate authority to the Audit and Governance Committee and the Overview and Scrutiny Committee allowing them to appoint a single co-opted member to represent the number of independent members across the area at their

discretion. The co-opted member of both Committees will also have a single named substitute.

- 2.8 Co-opted members of the Committees will not be given voting rights and their co-opted member status will be for the municipal year 2019/20.

3 FINANCIAL IMPLICATIONS

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

4 LEGAL IMPLICATIONS

- 4.1 These are dealt with in the report.

5 SIGNIFICANT IMPLICATION

- 5.1 These appointments are made by the constituent councils according to statutory rules. They are not a matter of choice for the Combined Authority, other than the appointment of organisations as co-opted members.

6 APPENDICES

- 6.1 Appendix 1 – Membership of Combined Authority Board (to be tabled)

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



CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD	AGENDA ITEM No: 1.7
29 MAY 2019	PUBLIC REPORT

APPOINTMENTS TO EXECUTIVE COMMITTEES, APPOINTMENT OF CHAIRS AND PORTFOLIO HOLDERS

1.0 PURPOSE

- 1.1. At its meeting on 25 July 2018, the Combined Authority Board agreed to establish three committees. The Constitution was amended accordingly at its meeting on 26 September 2018. This report asks the Board to agree the Mayor's nominations to Portfolio Holder responsibilities and the membership of the committees for 2019/20 or until such time as the revised governance arrangements are agreed.

<u>DECISION REQUIRED</u>	
Lead Member:	James Palmer, Mayor
Lead Officer:	Howard Norris, Interim Monitoring Officer
Forward Plan Ref: N/A	Key Decision: No
<p>The Combined Authority Board is recommended to:</p> <p>(a) Note and agree the Mayor's nominations to Portfolio Holder responsibilities and the membership of the committees including the Chairs of committees for 2019/20 or until such time as the revised governance arrangements are approved, as set out in Appendix 1 (to be tabled).</p>	<p>Voting arrangements</p> <p>(a) Simple majority of all Members.</p>

2.0 BACKGROUND

- 2.1. In July 2018, the Combined Authority Board agreed a new system of decision making through the establishment of three committees. The terms of reference of the Transport and Infrastructure Committee, the Skills Committee and the Housing and Communities Committee were also agreed.
- 2.2. The Combined Authority is currently reviewing its governance arrangements which may have an impact on the functions and membership of the committees. It is expected that a report on the proposed new arrangements will be reported to the next meeting of the Board.
- 2.3. The Mayor has allocated Portfolio Holder responsibilities and membership of committees are set out in Appendix 1. The Board is asked to agree these allocations for 2019/20 or until such time as the revised governance are approved.

3.0 FINANCIAL IMPLICATIONS

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

4.0 LEGAL IMPLICATIONS

- 4.1. The responsibilities of Portfolio Holders are set out in Chapter 4 paragraph 3 of the Constitution. The committees' terms of reference are also set out in the Constitution
- 4.2. The legal implications are set out in this report.

5.0 SIGNIFICANT IMPLICATIONS

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

6.0 APPENDICES

- 6.1. Appendix 1 – Portfolio Holder Responsibilities and membership – allocations (to be tabled)

<u>Source Documents</u>	<u>Location</u>
Report and decisions of the Board dated 25 July 2018	http://cambridgeshirepeterborough-ca.gov.uk/meetings/cambridgeshire-and-peterborough-combined-authority-board-3/
Report and decisions of the Board dated 26 September 2018	http://cambridgeshirepeterborough-ca.gov.uk/meetings/cambridgeshire-and-peterborough-combined-authority-board-4/?date=2018-09-26



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

APPOINTMENT OF THE OVERVIEW AND SCRUTINY COMMITTEE

1.0 PURPOSE

1.1. The purpose of this report is to:

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

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

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

2.0 BACKGROUND

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

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

3.0 FINANCIAL IMPLICATIONS

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

4.0 LEGAL IMPLICATIONS

- 4.1. These are dealt with in the report.

5.0 SIGNIFICANT IMPLICATIONS

- 5.1. N/A

6.0 APPENDICES

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

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

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

Appendix 1

Overview and Scrutiny Committee of 14													
POLITICAL BALANCE ACROSS THE COUNTY as at 4 May 2018													
	Total	Vacancy	Conserv.	Labour	Putting St Neots First	Independ ent	Werrington First	Liberal Party	Liberal Democr ats	Green	UKIP	Total	Entitleme nt
CAMBRIDGESHIRE	2	0	36	7	2	2	0	0	14	0	0	61	1 Conserv. 1 Lib Dem
PETERBOROUGH	2	0	31	14	0	2	3	1	7	1	1	60	1 Conserv ative I Labour
HUNTINGDONSHIRE	2	0	30	4	6	5	0	0	7	0	0	52	1 Conserv ative 1 Independ ent
EAST CAMBS	2	0	35	0	0	1	0	0	3	0	0	39	2 Conserv atives
SOUTH CAMBS	2	0	11	2	0	2	0	0	30	0	0	45	1 Conserv ative, I Lib Dem
CAMBRIDGE CITY	2	0	0	26	0	2	0	0	13	1	0	42	1 Labour 1 Lib Dem
FENLAND	2	0	34	0	0	3	0	0	2	0	0	39	2 Conserv atives
TOTAL		0	177	53	8	17	3	1	76	2	1	338	
POLITICAL BALANCE %													
			52.37	15.68	2.37	5.03	0.89	0.30	22.49	0.59	0.30	100.00	
Seat allocation May 2018			8	2	0	1	0	0	3	0	0	14	
Committee seat allocation	14		7.33	2.20	0.33	0.70	0.12	0.04	3.15	0.08	0.04	14.00	

Overview and Scrutiny Committee of 14

POLITICAL BALANCE ACROSS THE COUNTY as at 3 May 2019

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

Seat allocation May 19

6 2 1 1 0 0 4 0



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

APPOINTMENT OF THE AUDIT AND GOVERNANCE COMMITTEE

1.0 PURPOSE

1.1 The purpose of this report is to:

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

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

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

2.0 BACKGROUND

Membership of the Audit and Governance Committee

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

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

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

Chair and Vice Chair

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

3.0 FINANCIAL IMPLICATIONS

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

4.0 LEGAL IMPLICATIONS

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

5.0 SIGNIFICANT IMPLICATIONS

- 5.1 N/A

6.0 APPENDICES

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

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

Audit and Governance Committee of 7

POLITICAL BALANCE ACROSS THE COUNTY as at 3 May 2019

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

Seat allocation
May 2019

4

1

0

2

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

	Total	Vacancy	Conservative	Labour	Putting St Neots First	Independent	Werrington First	Liberal Party	Liberal Democrats	Green	UKIP	Total	Entitlement 2018	Entitlement 2019
CAMBRIDGESHIRE	1	0	36	7	2	1	0	0	15	0	0	61	1 Lib Dem	LD
PETERBOROUGH	1	0	28	17	0	0	3	1	9	2	0	60	1 Con	Con
HUNTINGDONSHIRE	1	0	30	4	6	5	0	0	7	0	0	52	1 Con	Con
EAST CAMBS	1	0	15	0	0	0	0	0	13	0	0	28	1 Con	Con
SOUTH CAMBS tbc	1	0	11	2	0	2	0	0	30	0	0	45	1 Lib Dem	LD
CAMBRIDGE CITY	1	0	0	26	0	1	0	0	15	0	0	42	1 Labour	Lab
FENLAND	1	0	26	0	0	10	0	0	2	1	0	39	1 Cons	Ind
TOTAL		0	146	56	8	19	3	1	91	3	0	327		
POLITICAL BALANCE %			44.65	17.13	2.45	5.81	0.92	0.31	27.83	0.92	0.0	100		
Seat allocation May 2018			4	1	0	0	0	0	2	0	0	7		
Committee seat allocation	7		3.13	1.20	0.17	0.41	0.06	0.02	1.95	0.06	0.0	7.0		

Seat allocation May 2019

3

1

1

2



CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD	AGENDA ITEM No: 1.10
29 MAY 2019	PUBLIC REPORT

THE MANAGEMENT OF THE CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY.

1.0 PURPOSE

- 1.1 Appointment of joint Chief Executives for the CPCA and appointment of the Section 73 Chief Finance Officer.

<u>DECISION REQUIRED</u>	
Lead Member:	Mayor James Palmer
Lead Officer and Author:	Howard Norris, Interim Monitoring Officer
Forward Plan Ref: N/A	Key Decision: No
The Board are requested to:- (i) approve the appointment of John Hill and Kim Sawyer as Joint Chief Executives of the CPCA with immediate effect. (ii) review these arrangements by 31 May 2021 (iii) appoint Jon Allsop as the Section 73 Chief Finance Officer to the CPCA	<i>Voting arrangements</i> <i>Simple Majority</i>

2.0 BACKGROUND

- 2.1 The Combined Authority on 27 March 2019 (ref: 2.1) agreed to extend the existing appointment of the interim Chief Executives, John Hill and Kim Sawyer, until the annual meeting in May 2019. The decision was made following the recruitment

process for the Chief Executive where the Employment Committee were unable to recommend an appointment to the Board.

3.0 OPTIONS

3.1 Following the decision not to appoint a Chief Executive from the recent recruitment process, the Board will need to consider a number of issues regarding future arrangements for the CPCA, specifically:

- (i) if and when does the Board conduct a new recruitment exercise for a full time permanent Chief Executive;
- (ii) if the Board is minded to instigate a new recruitment process, what would be the arrangements for the interim period up to the possible appointment of a new Chief Executive?
- (iii) the continuation of the current Joint Chief Executives (“status quo”) on a more permanent basis.

3.2 In order to review the key options, the Board will need to consider these key issues, specifically:

- the timetable for any further recruitment exercise and the likelihood of an appointment;
- the need for stability in taking forward the ‘new organisation’ following the ‘root and branch’ restructuring;
- the performance to date of the interim joint Chief Executives.

4.0 CONCLUSIONS/PROPOSALS

4.1 It is recommended that John Hill and Kim Sawyer, the current interim Chief Executives are appointed on a more permanent basis. These arrangements will be reviewed by 31 May 2021 to coincide with the Mayoral elections.

4.2 The board are able to make these arrangements under the ‘Officer Employment Procedure Rules’, which conform to the legal requirements under the Local Government and Housing Act 1989.

4.3 John Hill and Kim Sawyer will be appointed as Joint Chief Executives, which role is designated as the Authority’s head of paid service for the CPCA. John Hill will be seconded from East Cambridgeshire District Council in order to fulfil his duties at the CPCA and subject to review by the CPCA Board by 31 May 2021.

4.4 Kim Sawyer, as the Joint Chief Executive and Joint Head of Paid Service, cannot be designated as the Monitoring Officer. Therefore, there will be a need to review the agreed structure of the Corporate Services directorate, specifically the re-designation of the Lawyer (one of two posts) to the Monitoring Officer and will have supervisory responsibility over other posts as detailed in Appendix 1. Kim Sawyer will retain line management responsibilities of the Monitoring Officer and the CFO.

4.5 The restructuring proposals agreed by Employment Committee on 13 February 2019, the Corporate Services (Finance) structure for staff consultation included the appointment of Jon Allsop to the post of Section 73 Officer. This needs to be confirmed by the Board.

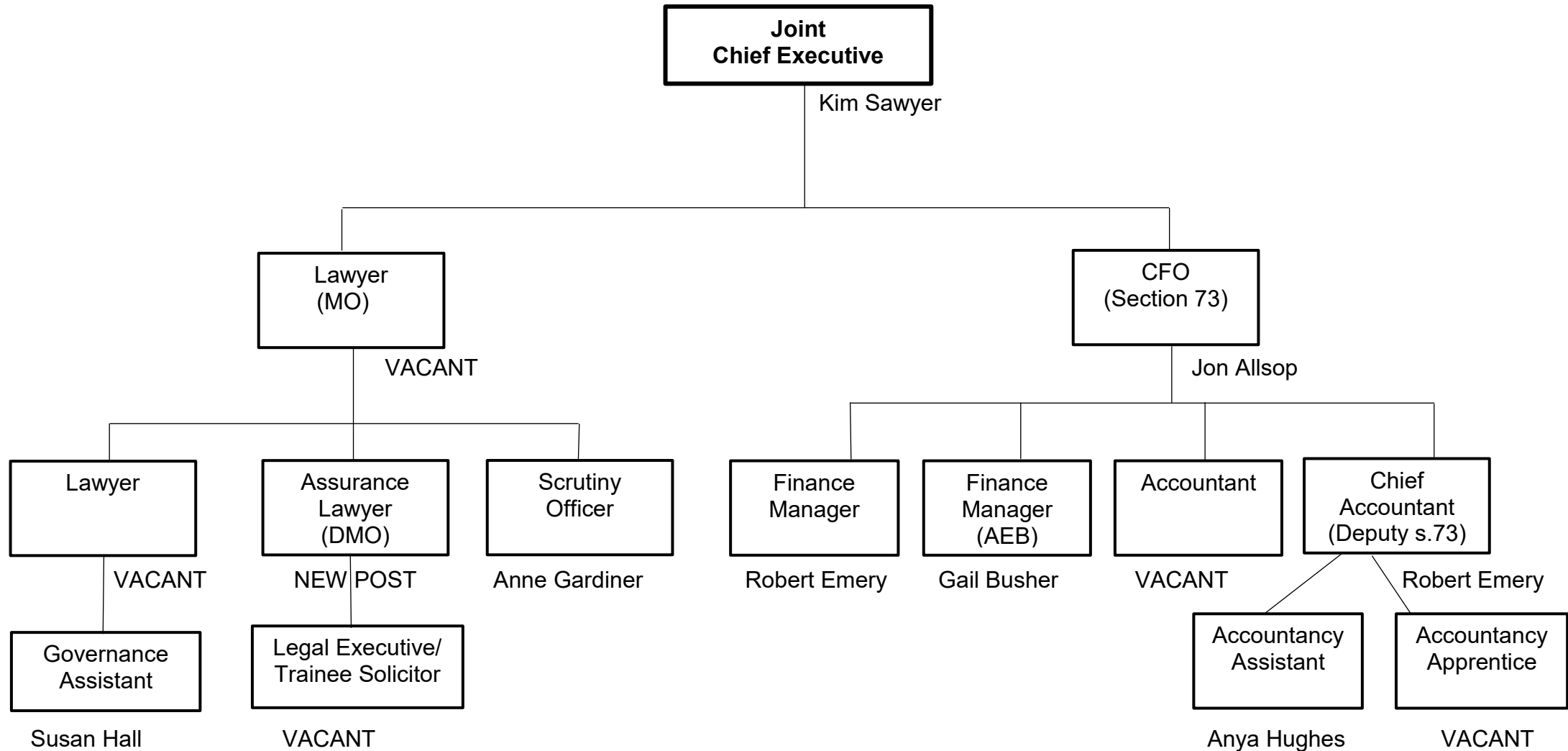
5.0 FINANCIAL IMPLICATIONS

5.1 The appointment of the joint Chief Executives as set out in the recommendations and paragraph 4.0 will generate an estimated annual net savings of £62,000 including oncosts taking into account cover arrangements in the Corporate Services department and payments to East Cambridgeshire District Council to cover the salary payments to the secondee.

<u>Source Documents</u>	<u>Location</u>
Employment Committee 13 February 2019 Agenda Item 3 (Appendix 1 is exempt from publication) Combined Authority Board 27 March 2019 Agenda Item 2.1	The Incubator 1st Floor Alconbury Weald Enterprise Campus Alconbury Weald Huntingdon PE28 4WX

**CAMBRIDGESHIRE AND PETERBOROUGH
COMBINED AUTHORITY**

CORPORATE SERVICES





CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD	AGENDA ITEM No: 1.11
29 MAY 2019	PUBLIC REPORT

CALENDAR OF MEETINGS 2019/2020

1.0 PURPOSE

- 1.1 The Combined Authority agrees the date and time of ordinary meetings of the Board, its Committees and the Business Board for the coming Municipal Year at each annual meeting.
- 1.2 Members are asked to agree the calendar of meetings for the 2019/20 Municipal Year. These dates are subject to the outcome of the review of the Constitution which will be considered by the Board in June 2019.

<u>DECISION REQUIRED</u>	
Lead Member:	James Palmer, Mayor
Lead Officer and Author:	Howard Norris, Interim Monitoring Officer
Forward Plan Ref: N/A	Key Decision: No
The Combined Authority Board is recommended to approve the Calendar of Meetings for 2019 / 2020, subject to the outcome of the review of the Constitution to be reported in June 2019 (Appendix 1).	<i>Voting arrangements</i> Simple majority of the Members

2.0 FINANCIAL IMPLICATIONS

- 2.1 There are no financial implications

3.0 LEGAL IMPLICATION

- 3.1 These are dealt with in the report.

4.0 EQUALITIES IMPLICATION

4.1 N/A

5.0 APPENDICES

5.1 Appendix 1 – Calendar of meetings 2019/20

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

CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY MEETING CARD - 2019/20

MEETING	2019									2020				
	TIME	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Directors Meetings														
Combined Authority Board	10.30 am		26	31		25	30	27	18 *	29	26	25	29	
Annual Combined Authority Board	10.30 am	29												27
Committees														
Transport and Infrastructure	10.00 am		26				2			8			1	
Skills	10.00 am			10			2			8			8	
Housing and Communities	14.00 pm			10			9			8			1	
Overview and Scrutiny	11.00 am	31 (14.00pm)	24	29		23	28	25	16	27	24	23	27	26
Audit and Governance	10.00 am	[31]	14	19		27			13			27		[26]
Employment Committee (unscheduled)														
Business Board	14.30 pm	28		22		23		25		27		23		26
Informal Working Groups														
Informal Cabinet	10.00 am	15	12	17		11	16	13	4	15	12	11	15	13
Leaders Workshops	14.00 pm	7 , 20	3 , 17	8 , 22		2 , 16	7 , 21	4 , 18	2 , 16	6 , 20	3 , 17	2 , 16	6 , 20	5 , 18
Other Bodies														
Fire Authority			20					7			5			
Cambridgeshire Public Service Board	9.30 - 12.00	17	14	12	16	13	11	15	13					
GCP Joint Assembly	14.00 pm		6			12		21						
GCP Executive Board	16.00 pm		27				3		12					
Cambridgeshire CC Full Council	10.30 am	14		23			15		10		11 [14]	17		12
Cambridge City Council Full Council	18.00 pm	23 (11 am)		18			17				20		9	21 (11am)
East Cambridgeshire DC Full Council	18.00 pm	30		18			17			[16]	20		16	21
Fenland DC Full Council	16.00 pm	23		18		19		7	12		20			14
Huntingdonshire DC Full Council	19.00 pm	15		24			16		18		26			
Peterborough CC Full Council	18.30 pm	20												
South Cambridgeshire DC Full Council	14.00 pm	16												
Conferences														
Conservative Party Annual Conference						29 -	2							
Labour Party Annual Conference						22 - 25								
Liberal Democrat Annual Conference						14 - 17								

Board meets Monthly on a Wednesday

Overview and Scrutiny to meet the Monday before the Board

Leaders Workshops - twice monthly Monday meetings

Audit and Governance Committee to meet 4 times a year on a Friday usually the same week as O&S (must meet by end of June and end of September to sign off accounts and have a reserve meeting in May

Business Board last Monday every other month before CA Board

Transport, Housing and Skills Committees 4 times a year on a Wednesday

CPSB Meeting are on Fridays

[] Reserve dates

* To discuss budget only



CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD	AGENDA ITEM No: 1.12
29 MAY 2019	PUBLIC REPORT

MEMBERS' ALLOWANCES SCHEME

1.0 PURPOSE

- 1.1. In November 2018, the Combined Authority Board agreed that an Independent Remuneration Panel be established to review the Members' Allowance Scheme for the Combined Authority in relation to the Mayor's allowance and to consider the payment of a standard allowance for any independent commissions set up by the Combined Authority.

<u>DECISION REQUIRED</u>	
Lead Member:	Not applicable
Lead Officer:	Monitoring Officer
Forward Plan Ref: Not applicable Key Decision: No	
Recommendations The Combined Authority Board is requested to: <ul style="list-style-type: none"> (a) review the Members' Allowances Scheme (Mayor's and other Allowances); (b) Agree the scheme for the Mayoral allowance as set out in Appendix 1 and summarised in para 2.6 (a) to (c) below; (c) Agree the scheme for the allowances/expenses to those appointed to any independent commissions set up by the Combined Authority Commission as set out 	Voting arrangements Simple majority of all members

<p>in Appendix 1 and summarised in para 2.7 (a) to (d) below;</p> <p>(d) Decide what action should be taken on the following recommendations from the panel</p> <p>(i) That the Combined Authority make representations to Central Government for the role of Mayor to be regarded as fixed-term contract employment that is pensionable.</p> <p>(ii) Whilst outside the remit of this Panel, the IRP commented that the Constituent Authorities IRPs be requested to consider the payment of allowances to their Members serving on the Combined Authority, due to the statutory prohibition on the Combined Authority to pay such allowances.</p> <p>(e) consider the payment of allowances/expenses to those appointed to any independent commissions set up by the Combined Authority.</p>	
--	--

2.0 BACKGROUND

MEMBERS' ALLOWANCES SCHEME (MAYOR'S ALLOWANCE)

2.1. The Cambridgeshire and Peterborough Combined Authority Order 2017 enables the Combined Authority to pay an allowance to the Mayor if:

- (a) the Combined Authority has considered a report published by an independent remuneration panel established by one or more of the constituent councils under regulation 20 of the Local Authorities (Members' Allowances) (England) Regulations 2003(a) which contains recommendations for such an allowance; and
- (b) the allowance paid by the Combined Authority does not exceed the amount specified in the recommendation made by the independent remuneration panel.

2.2. The Members' Allowances Scheme was adopted by the Combined Authority Board on 28 June 2017 following a report from the Independent Remuneration Panel dated April 2017. The scheme includes the allowance paid to the Mayor. The Independent Remuneration Panel advised that the scheme should be reviewed no later than 24 months after it was adopted. In November, the Combined Authority Board agreed to the establishment of an independent panel to review the Members' Allowance Scheme.

INDEPENDENT COMMISSIONS

- 2.3. The Combined Authority at its meeting on 26 September 2018 agreed to the establishment of an independent Public Service Reform and Innovation Commission which would support, inform and challenge the development of the Cambridgeshire and Peterborough health and social care proposition. No basic allowance had been agreed for such commissions. The Board therefore agreed that the Independent Remuneration Panel also consider a basic allowance for members of any existing or future commissions.

REPORT OF THE INDEPENDENT REMUNERATION PANEL

- 2.4. The Monitoring Officer contacted the Constituent Councils to source a suitable Panel and found that East Cambridgeshire DC had a constituted Panel. The Monitoring Officer commissioned the Independent Remuneration Panel to undertake the review.
- 2.5. The Panel undertook its review from February to April 2019 and its report and its recommendations are attached (Appendix 1).

Mayor's Allowance.

- 2.6. The panel found that the role and responsibilities of the Mayor have changed dramatically since 2017 as detailed in the report. (The current allowance is £75,000.) It accordingly recommended
- (a) An allowance of £80,000 per annum be payable to the Mayor. The Panel are cognisant of the fact that, in the context of the Cambridgeshire and Peterborough Combined Authority Order 2017, the CA Board cannot exceed this upper limit. The Panel believe that this represents a reasonable balance between the public service element of the role and the allowances paid for other comparable public sector positions.
 - (b) That the indexation factor be set as the Consumer Price Index (CPI).
 - (c) That travel, and other expenses continue to be paid in accordance with the Scheme recommended by the previous IRP and approved by the CA Board, detailed at Appendix 1 to this report.
 - (d) That the Combined Authority make representations to Central Government for the role to be regarded as fixed-term contract employment that is pensionable.
 - (e) Whilst outside the remit of this Panel, the IRP commented that the Constituent Authorities IRPs be requested to consider the payment of allowances to their Members serving on the Combined Authority, due to the statutory prohibition on the Combined Authority to pay such allowances.

Commission Members Allowances

- 2.7. The panel also considered the role and responsibilities of commission members as detailed in the report. It accordingly recommended
- (a) A Co-Optee allowance of £500 per month for ordinary Commission Members and £850 per month for the Commission Chair, to include travelling expenses to Commission meetings.
 - (b) That the allowances be backdated to the commencement date of the Commission.
 - (c) That travel, and other expenses continue to be paid in accordance with the Scheme approved by the CA Board, subject to (a) above.
 - (d) That the indexation factor be set as the Consumer Price Index (CPI).

3.0 FINANCIAL IMPLICATIONS

- 3.1. Further budgetary provision to cover any additional Member allowances will be dependent on the outcome of any recommendation made by the Independent Remuneration Panel.

4.0 LEGAL IMPLICATIONS

- 4.1. There are no legal implications.

5.0 SIGNIFICANT IMPLICATIONS

- 5.1. There are no significant other implications.

6.0 APPENDICES

- 6.1. Appendix 1 – Report of the Independent Remuneration Panel

Source Documents

Combined Authority Board meeting agenda and minutes

- (a) 28 November 2018

<http://cambridgeshirepeterborough-ca.gov.uk/meetings/cambridgeshire-and-peterborough-combined-authority-board-5/?date=2018-11-28>

- (b) 26 September 2018

<http://cambridgeshirepeterborough-ca.gov.uk/meetings/cambridgeshire-and-peterborough-combined-authority-board-4/?date=2018-09-26>

- (c) 28 June 2017

<http://cambridgeshirepeterborough-ca.gov.uk/meetings/show/2017-07-26>

**REPORT BY
CAMBRIDGESHIRE AND
PETERBOROUGH COMBINED
AUTHORITY
INDEPENDENT REMUNERATION PANEL**

An Independent Review of Allowances
April 2019

Introduction

- 1.1 This report presents the recommendations of the Independent Remuneration Panel to the Cambridgeshire and Peterborough Combined Authority Board for consideration and approval.
- 1.2 The Authority is required to make a scheme of allowances in accordance with the Local Authorities (Members' Allowances) (England) Regulation 2003. The process for making and reviewing such a scheme is regulated so that the public can have confidence in the independence, openness and accountability of the process involved. The process requires that the Authority must establish an independent remuneration panel, and before making or amending its scheme of allowances, it must have regard to the recommendations of the Panel.

The Panel

- 2.1 The decision to constitute an Independent Remuneration Panel was taken at the Combined Authority (CA) Board meeting on 28th November 2018 as follows:

The Interim Monitoring Officer stated that the Board was being invited to agree that an Independent Remuneration Panel be requested to review the Members' Allowances Scheme in relation to the Mayor's allowance, and to consider the payment of a standard allowance for any independent commissions set up by the Combined Authority. Following the Business Board meeting on 26 November 2018 the Combined Authority Board was further requested to ratify the Business Board's decisions on that date. These were to:

- a) *note the Interim Business Board agreed the principle of paying allowances to private sector members of the Business Board and that positions were advertised on this basis;*
- b) *agree that an independent remuneration panel should be convened to consider the level of allowances payable to:*
 - i. *the Chair;*
 - ii. *the Vice Chair;*
 - iii. *other private sector board members.*
- c) *agree that the Monitoring Officer be authorised to source a suitable panel to recommend an allowance scheme to the Business Board;*
- d) *agree as an interim measure until a scheme is agreed to:*
 - i. *adopt an expenses scheme for private sector board members to take effect from July 2018;*
 - ii. *confirm the Chair's allowance of £2,000 a month to take effect from the date of the appointment.*

It was resolved to:

- a) review the Members' Allowance Scheme (Mayor's Allowance);*
- b) consider the payment of allowances/expenses to those appointed to any independent commissions set up by the Combined Authority;*
- c) ratify the decisions of the Business Board reported orally at the meeting.*

- 2.2 The CA Monitoring Officer contacted the Constituent Councils to source a suitable Panel and found that East Cambridgeshire DC had a constituted Panel. The Panel comprised the following Lay members:

Richard Tyler (Chair of the Panel) – retired Chartered Accountant from Witchford who undertakes accountancy work for charity organisations locally. Other community work includes Bishop Laney's Charity, President of Rotary Club of Ely, Trustee of Ely Community Unit and Chairman of the Ely Fireworks Committee.

Richard Powell – retired teacher from Kings School, Ely. Resident of Haddenham. Played for, and was Chairman of, Sutton Cricket Club for many years. Sits on the Cambridgeshire Education Admissions Appeals Panel.

Margaret Clark - worked in the legal profession for many years (about 35) before retiring. Littleport resident and since retiring has been working with the Ely Social Car Scheme and Care Network. Library visitor and also sits on the Cambridgeshire Education Admissions Panel.

Stanley Curtis - Originally trained as an electronics engineer. Extensive experience in managing and developing both SMEs in the UK and large companies internationally in China, Malaysia and the USA. Currently owns a small Agri-Tech business based in Littleport. Chair of the Community Centre Trust in Ramsey where he lived before moving to Soham in 2016.

- 2.3 The Panel undertook their review from February to April 2019. They have now completed the review and have recommended that the Authority adopt a new scheme of allowances as set out in this report.

Terms of Reference for the Review

- 3.1 The terms of reference for the review followed the requirements of the Local Authorities (Members' Allowances) (England) Regulations 2003 and, in particular, the Cambridgeshire and Peterborough Combined Authority Order 2017. The Schedule to the latter containing the Constitution, sets out the following in relation to allowances payable in respect of the Combined Authority:

Remuneration

8. (1) *Save as provided for in sub-paragraph (2), no remuneration is to be payable by the Combined Authority to its members.*
- (2) *The Combined Authority may only pay an allowance to the Mayor if—*
- (a) *the Combined Authority has considered a report published by an independent remuneration panel established by one or more of the constituent councils under regulation 20 of the Local Authorities (Members' Allowances) (England) Regulations 2003(3) which contains recommendations for such an allowance; and*
- (b) *the allowance paid by the Combined Authority does not exceed the amount specified in the recommendation made by the independent remuneration panel.*
- 3.2 A previous IRP in 2017 had considered and made recommendations on the level of the Mayor's allowance and expenses which were approved by the CA Board and the current IRP had a copy of this report. At that time, it had been recommended that the scheme should be reviewed no later than 24 months after it was adopted and that a suitable indexation factor also should be considered. Therefore the remit of this IRP in relation to the review of the Mayor's allowance, was to consider whether the level set by the previous Panel was appropriate in the light of experience of the Mayor's role, responsibilities and workload two years on. The Budget, nature and complexity of these had expanded significantly since inception, arising from the transfer of the Local Enterprise Partnership (LEP) to the CA, which had led to the transfer of local growth funding of £27.4M and LEP staffing amounting to £1.2M. Furthermore in November 2018, the CA had secured Transforming Cities Funding from Central Government amounting to £74M over 4 years, then in January 2019 Greater South East Energy Hub funding of £1.3M over 2 years.

- 3.3 The IRP also were required to consider the principle, possible level and basis for the payment of allowances and expenses for the following Co-Optees:

Independent Commissions:

Chair;
Ordinary Commission Members.

Business Board:

Chair;
Vice Chair;
Ordinary Private Sector Board Members.

- 3.4 As the Business Board is independent to the Combined Authority, we were requested to separate our report into two sections: one relating to the allowances for the Mayor and Independent Commissions Members; and one to the allowances for the Private Sector Members (PSMs) of the Business Board.

MAYOR'S ALLOWANCE AND INDEPENDENT COMMISSIONS MEMBERS ALLOWANCES

Methodology/Evidence Considered

- 4.1 The Panel was provided with a comprehensive information pack containing the following for each type of allowances:

Mayor's Allowance

Report from interim Chief Executive and interim Monitoring Officer containing:

- April 2017 IRP Report approved by Board in July 2017
- Plain English Guide to Combined Authority
- Timeline of additional responsibilities acquired by the Combined Authority since its creation in March 2017 and the Mayor since his election in May 2017
- Comparator allowances data for other CA Mayors, LGA 2000 elected Mayors, Police & Crime Commissioners salaries, basic MP salary.

Independent Commissions

Report from Director of Strategy & Assurance containing:

- Terms of Reference for Public Service Reform and Innovation Commission
- Comparator data for other public and private sector Non-Executive Board Members, public and private sector Consultants.

- 4.2 The Panel produced a Questionnaire for the Mayor and separate Questionnaire for the Commission Members. A completed Questionnaire was received from the Mayor; and from 1 Commission Member.

- 4.3 The Panel also interviewed the following people for each type of allowance, selected as a representative cross-section of Members and Officers, to obtain their viewpoints regarding the allowances:

Mayor's Allowance

- Mayor James Palmer
- Deputy Mayor Cllr Charles Roberts
- Kim Sawyer, interim Chief Executive
- Patrick Arran, interim Monitoring Officer

Independent Commissions

- Commission Chair
- Paul Raynes, Director of Strategy & Assurance

All three types of Allowances

- Deputy Mayor Cllr John Holdich
- Councillor Lewis Herbert
- Councillor Bridget Smith

- Chair of Scrutiny Committee, Cllr Lucy Nethsingha

4.4 After meeting on 6 separate occasions, including 3 sessions interviewing Members and Officers, the Panel now have completed their review. In formulating their recommendations, they have taken into consideration all of the information provided to them and gathered by them from the Questionnaires and interviews.

Conclusions and Recommendations

5.1 As a result, the following principles guided the deliberations and recommendations of the IRP:

5.1.1 Mayor's Allowance

- The role and responsibilities of the Mayor have changed dramatically since 2017, with the acquisition of the LEP and other major programmes such as the Transforming Cities and Greater South East Energy Hub from Central Government.
- The Mayor is responsible for a multi-billion pound Budget and delivery of complex major infrastructure projects affecting the whole of the County and beyond.
- Whilst the Mayor is performing a high-profile, high responsibility, full-time role, he is subject to re-election every 4 years and therefore is likely to be limited in the number of terms of office that he serves. The remuneration for the role is defined as an allowance not a salary and is not pensionable. The Panel believe that the role should be regarded as fixed-term contract employment that is pensionable and representations should be made to Central Government to that effect.
- Comparing the role to other public sector positions, such as Police & Crime Commissioners and MPs and the range of responsibilities and projects of this Mayor compared to some of the other City region and Combined Authority Mayors, the Panel believe it is being under-remunerated at the moment, even allowing for a significant public service element in the calculations. Panel Members commented on the fact that the role covered 7 Parliamentary Constituencies and a single MP has a salary of £75,000.
- The Mayor has a high level of public accountability and visibility and is regarded as the responsible and accountable person for the Combined Authority in the eyes of the public.
- The Mayor has a key leadership role within the Combined Authority and externally, negotiating and influencing, persuading potential partners and stakeholders to invest in infrastructure projects promoted by the Combined Authority. He is also a key influencer for Central Government - CA funding is subject to significant scrutiny, audit and review from Central Government and the Mayor has a much higher and more regular level of contact with Central Government Ministers than individual local authorities within the County. The profile of the Mayor is high both locally and nationally, e.g. the

Mayor has been asked to speak in Washington and the Mayor has a key role in the Oxford to Cambridge Arc Scheme, together with the relevant Government Minister and Business representatives.

- The Panel considered whether public perception, public service ethos, and the current financial and economic climate should inform their recommendations. The Panel took the view that these were important factors and the public would rightly expect them to form part of the Panel's considerations. However, they acknowledged that such issues had to be balanced against other factors, including the need to ensure that the recommended allowance is fair when compared to other Combined Authority Mayors, elected Mayors under the Local Government Act 2000 and similar roles such as Police and Crime Commissioners and MPs.
- Very varying views were obtained regarding an appropriate level of Mayoral allowance as a result of our interviews. However, one recurring comment received was that other Members appointed to the Combined Authority Board and Committees by the Constituent Authorities were excluded from receiving an allowance from the Combined Authority under the Cambridgeshire and Peterborough Combined Authority Order 2017 (see paragraph 3.1 above). This meant that they were reliant on their own authority paying them allowances/expenses for this significant new role. This placed additional heavy workload burdens on these Members, in addition to their 'day jobs' for their Constituent Councils. An example given by the majority of interviewees was the large volume of paperwork that they were expected to read and digest (agendas for meetings were often 600 pages or more) and the number and frequency of meetings attended. At present, only one Council (Cambridge City) was paying its Members an additional allowance to reflect these roles, with the rest solely paying travelling expenses.

Recommendations

Accordingly, the Panel Recommend:

- 5.1.2 An allowance of £80,000 per annum be payable to the Mayor. The Panel are cognisant of the fact that, in the context of the Cambridgeshire and Peterborough Combined Authority Order 2017, the CA Board cannot exceed this upper limit. The Panel believe that this represents a reasonable balance between the public service element of the role and the allowances paid for other comparable public sector positions.**
- 5.1.3 That the indexation factor be set as the Consumer Price Index (CPI).**
- 5.1.4 That travel and other expenses continue to be paid in accordance with the Scheme recommended by the previous IRP and approved by the CA Board, detailed at Appendix 1 to this report.**

5.1.5 That the Combined Authority make representations to Central Government for the role to be regarded as fixed-term contract employment that is pensionable.

5.1.6 Whilst outside the remit of this Panel, the IRP commented that the Constituent Authorities IRPs be requested to consider the payment of allowances to their Members serving on the Combined Authority, due to the statutory prohibition on the Combined Authority to pay such allowances.

5.2.1 Commissions Allowances

- The Panel was conscious of the need to recruit senior and experienced experts in management, public service, corporate governance, health, and other sectors/areas relevant to the Commissions to be established. They will be expected to deploy their expertise in providing powerful analysis of the issues, use highly-developed managerial and political judgement in making authoritative and implementable recommendations, and to display strong interpersonal and networking skills in order to build consensus around their conclusions.
- The level of remuneration should be commensurate with the significance of the task, the seniority and expertise of the members of the Commission, and with the complex and demanding contribution they are each expected to make. It should also take into account the opportunity cost of the time the Commissioners – who are in demand from other roles - are giving to this project, and the market rate for individuals with their skills and experience in similar fields.
- On the basis of the evidence provided to us regarding comparative roles, we came to the conclusion that a figure of around £1,000 per day seemed to be a conservative average that could be expected for such roles to reflect the standing, experience and expertise of the people concerned.
- However, we believed that there should be some ‘pro bono’ element for public/community service, and determined that this should be set at 50%.
- On the basis of an average of 1 day per month being spent on the role of ordinary Commissioner and a much greater commitment on the part of the Commission Chair, we believed that an allowance of £500 per month for a Commission Member and £850 per month for the Commission Chair seemed reasonable. We did not advocate the payment of a day rate, because it was unlikely to be compliant with Regulation 9 of the 2003 Members’ Allowances Regulations, and in case there was a public perception that this would encourage ‘meetings for meetings sake’.
- We were conscious of the fact that the Public Service Reform Commission already was established, had commenced its work and had been recruited on the expectation that some form of allowances and expenses would be paid. Therefore, we would recommend that any allowances be backdated to the commencement date of the Commission.

- There is an expenses scheme already in existence for Commissions Members and we believed that this was adequate. However, we would recommend that the allowance paid to Commission Members should be regarded as including travel to Commission meetings and that travel expenses only should be paid for 'approved duties' outside of attendance at Commission meetings.

Recommendations

Accordingly, the Panel Recommend:

- 5.2.2 A Co-Optee allowance of £500 per month for ordinary Commission Members and £850 per month for the Commission Chair, to include travelling expenses to Commission meetings.**
- 5.2.3 That the allowances be backdated to the commencement date of the Commission.**
- 5.2.4 That travel and other expenses continue to be paid in accordance with the Scheme approved by the CA Board, subject to 5.2.2 above.**
- 5.2.5 That the indexation factor be set as the Consumer Price Index (CPI).**

Appendix 1

Scheme of Allowances for the Mayor of Cambridgeshire and Peterborough Combined Authority

1. Mayor's Allowance

- 1.1 An allowance of £80,000 per annum shall be payable to the Mayor. The indexation factor for the allowance will be the Consumer Price Index (CPI).

2. Travel expenses

- 2.1 It is expected that Mayor will utilise public transport where possible, in order to reduce his/her carbon footprint and maximise efficiency.
- 2.2 Public transport fares will be reimbursed at cost on production of a valid ticket or receipt. In the case of travel by rail, standard class fare or actual fare paid (if less) will be reimbursed.
- 2.3 Travel by private vehicles will be reimbursed at the rates set for tax allowance purposes by the Inland Revenue for business travel. Currently these are 45p per mile for the first 10,000 miles and 25p a mile thereafter and an additional 5p per mile where a passenger (such as a member of the Combined Authority) is carried. Parking fees will be reimbursed at cost on production of a valid ticket or receipt.
- 2.4 Taxi fares will only be reimbursed on production of a valid receipt. Travel by taxi should only be undertaken where use of an alternative is not available or if the following conditions are applicable:
- There is a significant saving in official time;
 - The Mayor has to transport heavy luggage or equipment; and/or
 - Where the Mayor is travelling with other officials of the Combined Authority together and it is therefore a cheaper option.
- 2.5 International travel must be booked through the offices of the Combined Authority at the appropriate market rate. Higher rates for international travel will only be booked where it is clearly in the Combined Authority's interest and where formal approval has

been given in advance by the Chief Executive. Any other reasonable and unavoidable costs related to international travel will be reimbursed on production of a receipt.

- 2.6 Travel expenses will be reimbursed for any journey undertaken where the Mayor was undertaking approved duties (see section 5 below). Travel expenses will only be reimbursed if claimed within two months.

3. Subsistence expenses

- 3.1 Subsistence should not be claimed except in exceptional circumstances.
- 3.2 Overnight hotel accommodation must be booked through the offices of the Combined Authority at the appropriate market rate. Higher rates of accommodation will only be booked where it is clearly in the Combined Authority's interest and formal approval has been given in advance by the Chief Executive. Any other reasonable and unavoidable costs related to overnight stays will be reimbursed on production of a receipt.
- 3.3 Where the Mayor is required to be away overnight then the offices of the Combined Authority should, where possible, make advance provision for meals. Where this is not possible, then the maximum rates that can be claimed are shown below. Any claim for subsistence must be supported with receipts for actual expenditure incurred.
- Lunch - £10
 - Evening meal - £15

4. Dependants' carers' expenses

- 4.1 If the Mayor has care responsibilities in respect of dependant children under 16 or dependant adults certified by a doctor or social worker as needing attendance, they will be reimbursed, on production of valid receipts, for actual payments to a registered or professional carer. Where care was not provided by a registered or professional carer but was provided by an individual not formally resident at the Mayor's home, a maximum hourly rate of £6.50 will be payable.
- 4.2 Dependants' carer's expenses will only be reimbursed if incurred where the Mayor was undertaking approved duties (see section 5 below).

5. Approved duties

- 5.1 Travel and dependants' carer's expenses incurred when undertaking duties matching the following descriptions may be claimed for:
- a) Attendance at meetings or events within the Combined Authority area and away from the normal place of work where attendance is required in connection with the role of Mayor, including attendance at meetings of committees, working groups or other bodies of the Authority, as well as formal briefings, training sessions or

attendance at pre-arranged meetings with senior officers to discuss the business of the Combined Authority;

- b) Representing the Combined Authority at meetings or events outside of the Combined Authority area;
- c) In respect of dependants' carer's expenses only, undertaking general duties, including surgeries.

5.2 Travel expenses are not to be paid for journeys between the Mayor's home and ordinary place of work.

5.3 Travel expenses are not to be paid for attendance at political group meetings or other party political events.

6. Renunciation of Allowances and Part Year Entitlements

6.1 The Mayor may elect to forego any part of their entitlement to an allowance under this scheme by providing written notice to the Combined Authority's Monitoring Officer.

6.2 Where the term of office of the Mayor begins or ends otherwise than at the beginning or end of a year, payment of allowances will be pro-rata.

6.3 If an amendment to this Scheme is made which affects payment of an allowance in the year in which the amendment is made, payment of the amended allowance will be pro-rata.



CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD	AGENDA ITEM No: 1.13
DATE OF MEETING 29 MAY 2019	PUBLIC REPORT

QUARTERLY PERFORMANCE REPORTING

1.0 PURPOSE

- 1.1. This report is to provide the next quarterly update on performance reporting, as agreed by the Board last October 2018.

<u>DECISION REQUIRED</u>	
Lead Member:	Mayor James Palmer
Lead Officer:	Paul Raynes, Director of Strategy and Assurance
Forward Plan Ref: N/A	Key Decision: No
The Combined Authority Board is recommended to note the May Delivery Dashboard.	Voting arrangements Simple majority of all Members.

2.0 BACKGROUND

- 2.1. The Cambridgeshire and Peterborough Devolution Deal is all about delivering better economic outcomes for the people of our area and commits us to specific results. The Combined Authority needs to monitor how well it is doing that.

Reporting arrangements

- 2.2. Please see appendix 1, the May delivery dashboard, which includes the following:

- Information on key metrics up to the end of April (if data allows).
- An overall programme report on the top priority projects from our portfolio of live projects, with ratings on a Red/Amber/Green (RAG) scale
- Information on movement across the whole programme, plus a count of all projects with Red rating.

2.3. The project RAG ratings are updated monthly as part of our normal management processes. The May delivery dashboard includes RAG ratings based on the end of April reporting cycle.

2.4. Members will note that there has been a net downward movement on the project portfolio of 4 projects (from green to amber).

3.0 FINANCIAL IMPLICATIONS

3.1. None.

4.0 LEGAL IMPLICATIONS

4.1 It is a condition of the Devolution Deal that we have proportionate performance monitoring arrangements in place.

5.0 SIGNIFICANT IMPLICATIONS

5.1 None not mentioned above.

6.0 APPENDICES

6.1. Appendix 1 – May Delivery Dashboard

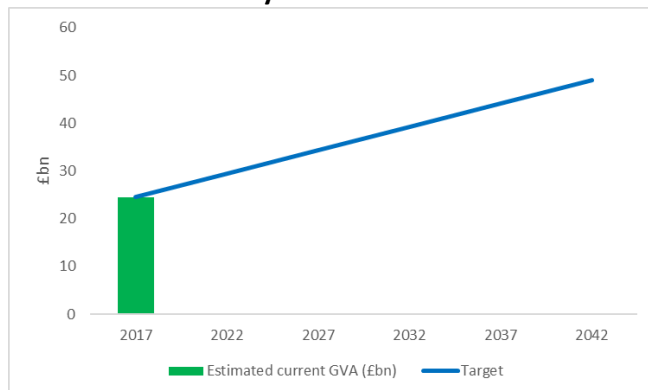
<u>Source Documents</u>	<u>Location</u>
List background papers: Cambridgeshire & Peterborough Devolution Deal	http://cambridgeshirepeterborough-ca.gov.uk/home/devolution/



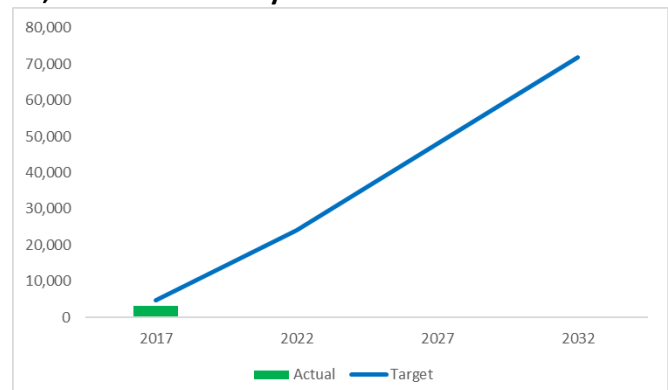
Appendix 1 PERFORMANCE REPORT – MAY BOARD 2019

**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Double GVA over 25 years



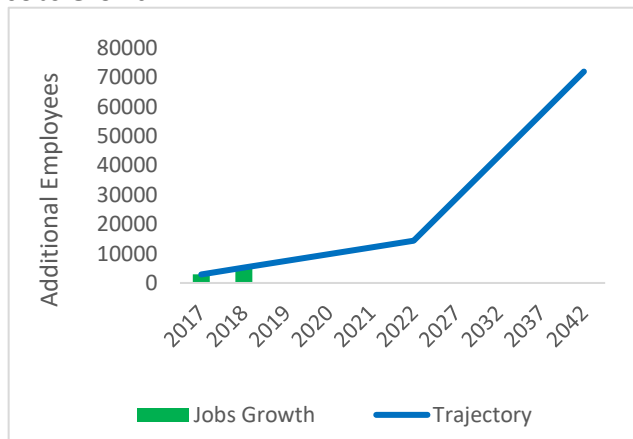
72,000 homes built by 2032



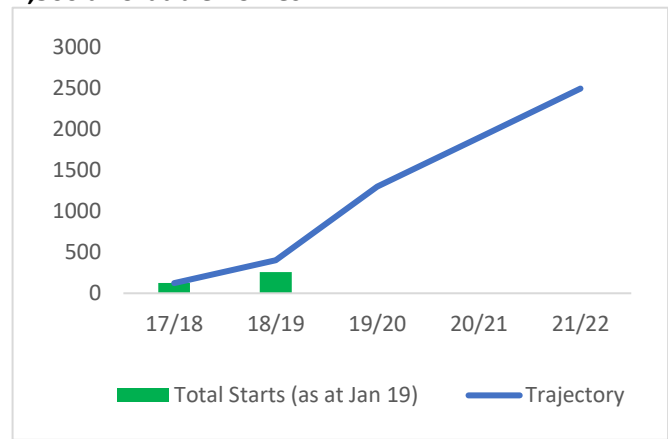
4.1% increase between 2015-2016

3160 new builds completed April 17 – March 18

Jobs Growth



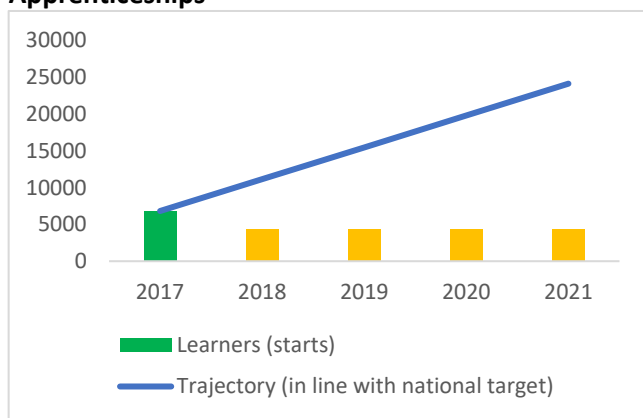
2,500 affordable homes



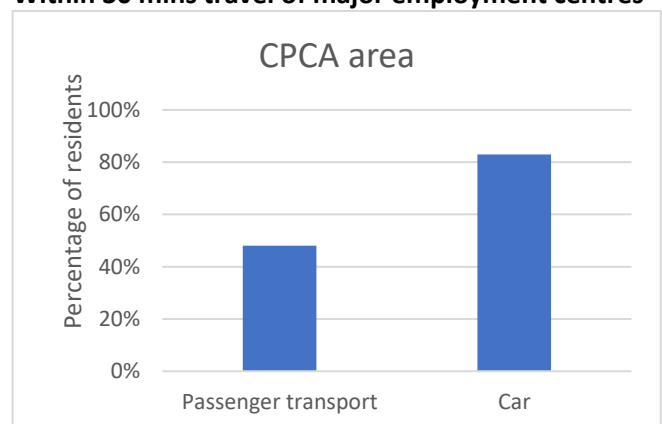
5600 new employees 2016 - 2018

258 total new builds to January 19

Apprenticeships



Within 30 mins travel of major employment centres

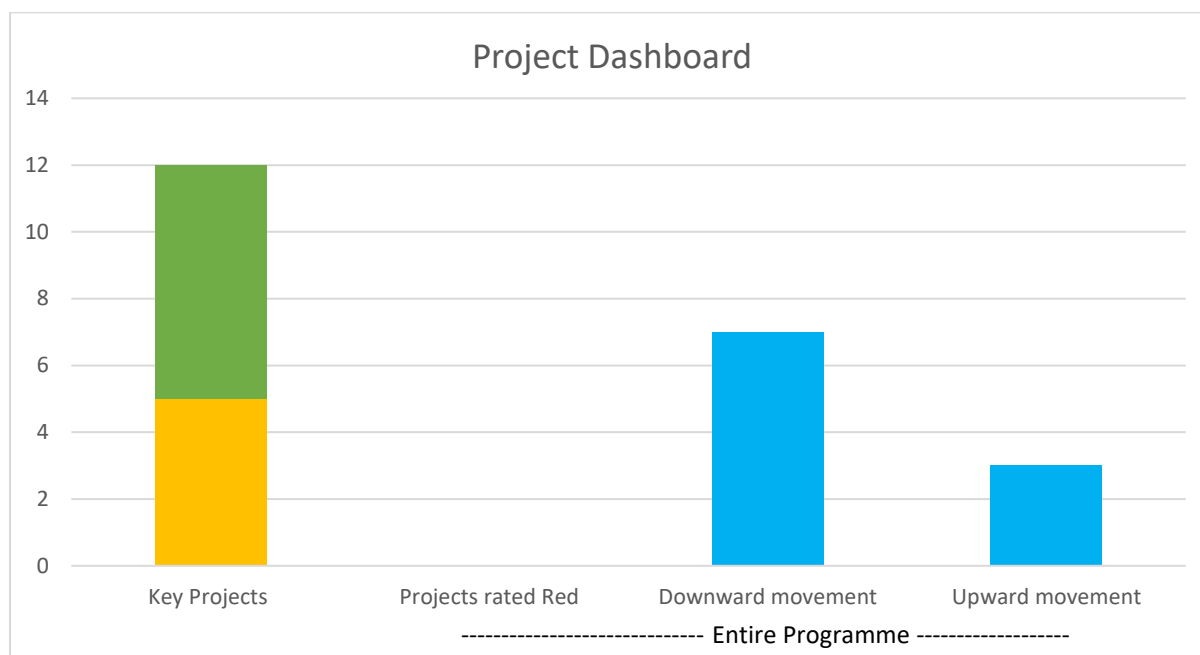


6820 Cumulative apprenticeship starts (academic year 17/18)

83% of residents as at 2016)



Combined Authority Project Profile:



Key projects	
Name of project	RAG status
£100m Affordable Housing	Amber
CAM	Amber
Cambridge South Station (interim)	Amber
Kings Dyke	Amber
Peterborough University	Amber
£70m Affordable Housing	Green
A10	Green
A47 Dualling	Green
Huntingdon Third River Crossing	Green
Regeneration of Market Towns	Green
Soham Station	Green
Wisbech Rail	Green
Alconbury Train Station ¹	N/A

¹ No highlight report currently completed for Alconbury Train Station



CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD	AGENDA ITEM No: 2.1
29 MAY 2019	PUBLIC REPORT

BUDGET PROVISIONAL OUTTURN

1.0 PURPOSE

- 1.1 This report provides a provisional outturn position for the Combined Authority for the year ended 31 March 2019. It is in the format of the management accounts that the Board has received throughout the year. It also seeks authority to carry forward identified underspends and provides an update on the preparation and audit of the draft Statement of Accounts of the Combined Authority for the year 2018/19.

<u>DECISION REQUIRED</u>	
Lead Member:	Councillor Steve Count, Portfolio for Investment and Finance
Lead Officer:	Noel O'Neill, Interim S73 Chief Finance Officer
Forward Plan Ref: Not applicable	Key Decision: No
<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none"> a) Note the provisional outturn position against budget for the year to 31 March 2019. b) Approve the carry forward of £616,400 of budget underspends to increase the 2019/20 budget and deliver the outcomes identified. c) Note progress being made in the preparation and audit of the draft Statement of Accounts for 2018/19. 	<p>Voting arrangements</p> <p>Simple Majority of the Members (or their Substitute Members)</p>

2.0 BACKGROUND

Budget 2018/19 Update

- 2.1. The Board approved the 2018/19 budget at its meeting of 14th February 2018. The budget has developed during the course of the year as the Board has approved requests for funding.
- 2.2. The provisional outturn position reflects the predicted income and expenditure against budget for the year to 31 March 2019. These figures are draft and have not yet been audited.
- 2.3. A summary of the financial position of the Authority, showing 'Revenue' income and expenditure for the year, is set out in the table below. A more detailed breakdown of income and expenditure for the year is shown at **Appendix 1**.

<u>2018/19 Revenue</u>	<u>2018/19 Budget</u> (£'000)	<u>Actuals to 31 March 2019</u> (£'000)	<u>Predicted Outturn (P10 Jan)</u> (£'000)	<u>Para ref:</u>	<u>Variance (Actuals to 31 Mar '19 - Budget)</u> (£'000)
Income					
Grant Income	(11,292.6)	(11,396.2)	(11,321.0)	2.5 (a)	(103.6)
Total Income	(11,292.6)	(11,396.2)	(11,321.0)		(103.6)
Expenditure					
Mayor's Office	349.4	340.1	349.4		(9.2)
Operational Budget:					
Combined Authority Staffing	5,502.1	5,361.3	5,347.0	2.5 (b)	(140.8)
External Support Services	547.0	615.2	547.0		68.2
Corporate Overheads	687.8	664.1	702.8	2.5 (c)	(23.6)
Governance	150.6	145.8	150.7		(4.8)
Election Provision	260.0	260.0	260.0		-
Financing Costs	(700.0)	(782.9)	(750.0)	2.5 (d)	(82.9)
Workstream/Programme Budget:					
Rural Areas, Culture, Parks etc.	10.0	26.1	38.4	2.5 (e)	16.1
Fiscal	45.0	60.0	50.0		15.0
Economic Strategy	868.1	879.3	785.7	2.5 (f)	11.2
Transport & Infrastructure	2,350.1	2,007.0	2,000.2	2.5 (g)	(343.1)
Employment & Skills	1,015.3	967.6	998.3	2.5 (h)	(47.7)
Strategic Planning	309.2	50.6	98.3	2.5 (i)	(258.6)
Public Service Reform	416.0	257.2	316.0	2.5 (j)	(158.8)
Total Expenditure	11,810.5	10,851.5	10,893.8		(959.0)
Total (Income) less Total Expenditure	517.9	(544.7)	(427.2)		(1,062.6)

- 2.4. The end of year position shows a surplus of income over expenditure of £544,700. The predicted outturn reported to Board for period 10 to 31st January was a surplus of £427,200 where many of the explanations were included in the report. Without any intervention, the impact would be to increase revenue balances by £544,700 rather than draw down £517,900 from balances as was in the original plan.
- 2.5. Overall this represents an underspend of £1.062m against the original 2018/19 budget. As the report below identifies some of these underspends relate to projects that have been started but not yet completed or projects that have slipped slightly in time frame. For example, the Huntingdon 3rd River Crossing

project was only approved at the March 2019 Board. Many of these projects require the funding to be carry forward to 2019/20 to enable the work on the projects to be completed. These revenue carry forwards are identified in Appendix 1 and total £616,400.

Work is continuing to finalise these draft figures. A further report will be provided to the Board to confirm the final audited outturn position.

2.6. Variances between the predicted revenue outturn position and the annual budget for the main budget headings are set out below:

- (a) Grant income: The total revenue grants received during the year included two amounts for £90,000 each relating to Veterans support and support for Brexit. The Energy Hub contribution figure is under what was originally budgeted as less is required to be drawn down to cover staffing costs.
- (b) Staffing Costs: The favourable staff cost variance of £140,800 for the year against budget is due to an increase in the number of vacancies in the organisation and the delay in recruitment to permanent positions pending the outcome of the organisational review. This is in line with what was reported in March 2019.
- (c) Corporate Overheads: There has been a slight underspend for the year against accommodation costs. Of this underspend, it is proposed to carry forward £19,500 for the continuing development of a new corporate website.
- (d) Financing Costs: The Combined Authority has incurred no financing costs during the year and it currently hold no debt. The better than expected forecast of income received from investments is due to the improved rate of interest earned on balances during the year and due to the higher than expected balances available for investment. Interest rates have increased from 0.5% to just over 1.1% during the course of the year. The Medium Term Financial Plan (MTFP) has provided greater certainty of future cashflows, which has enabled the Combined Authority to take better informed treasury management investment decisions.
- (e) Rural Areas, Culture, Parks etc: Additional costs in year of £16,100 reflect a more informed profile of the costs of delivering the South East regional energy hub, including the recruitment of staff, and for necessary IT equipment. The impact on the funding draw down from the energy hub grant already received is reflected in the grant income line.
- (f) Economic Strategy:
 - i) The overspend on the development of Market Towns Strategy is due £40,000 of costs of the work on Wisbech Garden Town being charged to revenue rather than against the capital programme. Expenditure has been incurred but it is of a revenue nature.

- ii) The underspend on the international trade programme of £13,200 is due to the initiation of the project being put on hold while the Local Industrial Strategy (LIS) was finalised in order to ensure funding is spent on confirmed strategic objectives.
 - iii) Development of the St Neots masterplan came in £18,900 below the forecast costs. There is no need to seek carry forward approval here because there is an on-going revenue budget to support Market Town initiatives of £200,000 per annum.
- (g) Transport and Infrastructure:
 - i) The Strategic Bus review provided an underspend in year of £29,200 due to positive management of the project.
 - ii) Additional costs for the year include subsidies paid by the Mayor to maintain local bus routes.
 - iii) The Cambridge Autonomous Metro (CAM) Strategic Outline Business Case has cost £127,000 less than the original budget providing a genuine underspend for the Combined Authority. Authority is sought to carry this forward to 2019/20 and increase the CAM budget for 2019/20 to £1.127m.
 - iv) The Huntingdon Strategic River Crossing project was approved at March 2019 Board and is now commenced. The unused funds of £196,000 will need to be carried forward from this year to meet the full costs of the feasibility project in 2019/20.
 - v) The M11 Extension feasibility study project is complete and historic costs incurred of £338,400. in 2018/19. This shows as an overspend against £200,000 budget allocation within the Transport Feasibility studies revenue budget for 2018/19. However, the original budget in 2017/18 was £500,000 but no carry forward was included during year-end in 2017/18.
- (h) Employment and Skills: As with the International Trade Programme, the Life Sciences Sector Investment programme was also put on hold while the Local Industrial Strategy (LIS) was finalised. Unused funding of £63,000 will be carried forward to fund future LIS and Skills Strategy objectives.
- (i) Strategic Planning: A revised timetable for phase 2 of the Strategic Spatial Framework was presented to the Board in February 2019 highlighting the Board's requirement for the Non-Statutory Spatial Framework to reflect the recommendations of the Independent Economic Commission's CPIER review and the Local Transport Plan. Changes to the timetable will result in an expected underspend for the year of £111,500. This funding will be required to continue the work into 2019/20.
- (j) The Land Commission work has secured external funding of £250,000 in the year. However, the Commission has incurred no specific costs in 2018/19 and the bulk of the work will be done in 2019/20. Therefore, approval is sought to carry forward the underspend of £80,000 to meet the costs of that work.

- (k) Public Service Reform: The Board received a paper in September 2018 detailing a Health and Social Care proposal for Public Sector Reform. Savings have been made by challenging contractors.

2.7. The 'Capital' position of the Combined Authority as at 31 March 2019 is shown at **Appendix 2**.

Many of the capital programmes show little or limited spend to date. A number of these underspends are due to departures from the original assumptions made in the profiling of expenditure forecasts across multi-year projects.

2.8. Direct Control:

Direct Control programmes reflect updated expenditure profiles and work in progress expenditure to date incurred by our delivery partners. It is expected that £3.53m will be carried forward to 2019/20.

2.9. Schemes previously identified and costed:

Spend incurred to date by delivery partners has been reviewed and predicted outturn positions updated accordingly. A major area of spend is the A505 Corridor project. Unspent budget will be carried forward into the 2019/20 Capital Programme.

2.10. Housing investment programme:

The £100m Housing investment programme has been affected by housing grants not being able to be used to deliver new homes for Affordable Rent. A Statutory Instrument has now been passed by parliament which will enable grant to be used for these schemes in future. Unallocated funding will be carried forward into next year and it anticipated that expenditure against the programme should catch up with original expectations.

2.11. East Cambs Housing Loan Provision:

The first drawdown against the approved loan to East Cambs Trading Company Limited to facilitate the development of a Community Land Trust scheme of 54 homes in Haddenham, as set out in the March 2018 Board papers has not yet been required. It is anticipated that the funds will be drawn down at the end of May 2019.

2.12. Cambridge City Housing Programme:

Funding is being provided to Cambridge City Council to deliver a programme of 500 Council homes by 2022. Finance for the programme is made up of £62.8m from Cambridge City, together with £70m from the Combined Authority, with a final drawdown against the Combined Authority funds in 2018/19 of £13.54m.

2.13. National Productivity Investment Fund:

The profiling of required spending has been updated by Peterborough City Council. The underspend at year end will be carried forward for draw down in 2019/20 as the projects are completed.

2.14. Growth Funds: King's Dyke:

Claims for the year indicate that there will be an overspend against the expected budget of £0.62m. This is due to acceleration of the early phase of the scheme and will be met by bringing forward funding from 2019/20. The overall cost of the project is in line with the original Growth Fund bid and funding is available to meet these costs.

2.15. Growth Funds: Ely Area Capacity Enhancements:

National Rail opted to utilise Strategic Freight Network funding, which needed to be used by 31st March 2019, prior to calling on its remaining contributions from the CPCA. CPCA expenditure has been reduced in 2018/19 to £0.83m and the remaining budget of £0.969m will be reprofiled into 2019/20 for future project delivery.

2.16. Growth Funds: Agri-Tech Programme:

The Agri-tech programme has approved projects committing all but £180k of the allocated 2018-19 budget and these projects will call on the funding over the next financial year. The remaining £180k will not be carried forward and be made available for other projects through the forthcoming Growth Funds funding calls.

Draft Statement of Accounts 2018/19

2.17. The draft Statement of Accounts for the year ended 31 March 2019 will be presented to the Audit and Governance Committee on 31 May 2019.

2.18. The draft Statement of Accounts, together with the draft Narrative Report and the draft Annual Governance Statement, will then be signed by the Interim Chief Finance Officer, and published in draft form on the Combined Authority's website together with the notice of the exercise of public rights.

2.19. The notice of the exercise of public rights states that the documents are unaudited, and subject to change, and sets out the rights of members of the public and local government electors in the audit process.

2.20. Ernst & Young LLP will then audit the draft Statement of Accounts and intend present their findings to the Audit and Governance Committee in July 2019.

2.21. The final version of the Statement of Accounts needs to be signed and published on the Combined Authority's website by 31 July 2019.

3.0 FINANCIAL IMPLICATIONS

3.1. This report shows an in-year underspending against the approved revenue budget of £1.062m. The explanation of the budget underspendings are detailed in this report. This gives a surplus of revenue in year of £544,700. However, as explained in the report and identified in Appendix 1, £616,400 of carry forward is required to deliver the slipped projects in 2019/20. Authority is sought to increase the 2019/20 budgets accordingly. The implication is that £71,700 will be drawn from balances rather than the planned £517,900 in the original budget.

- 3.2. The variations on capital spending are explained above. Approval is sought for this year to carry forward the underspends as most schemes are in train and the spending will still need to be incurred to deliver but under a different profile. This will be reflected in the mid-year review.

4.0 LEGAL IMPLICATIONS

- 4.1. The Statement of Accounts will be prepared in accordance with statutory requirements, detailed in the Local Government Act 2010, the Accounts and Audit Regulations 2015 and The Code of Practice on Local Authority Accounting in the United Kingdom 2015/16 (the Code).

5.0 SIGNIFICANT IMPLICATIONS

- 5.1. There are no other significant implications.

6.0 APPENDICES

- 6.1 Appendix 1 - detailed breakdown of draft income and expenditure for the financial year.
- 6.2 Appendix 2 - the 'Capital' position of the Combined Authority for the financial year.

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

Appendix 1: CPCA Revenue 2018/19 (March 2019)

	<u>2018/19</u>	<u>Actuals to</u>	<u>Predicted</u>		<u>Variance</u>
	<u>Budget</u>	<u>31 Mar 2019</u>	<u>Outturn</u>	<u>c/fwd</u>	<u>(Actuals to</u>
	<u>£'000</u>	<u>£'000</u>	<u>(P10 Jan)</u>		<u>31 Mar '19 -</u>
			<u>£'000</u>		<u>Budget)</u>
					<u>£'000</u>
<u>Income</u>					
Gain Share Revenue	(8,000.0)	(8,000.0)	(8,000.0)		0.0
Mayoral Capacity Fund	(1,000.0)	(1,000.0)	(1,000.0)		0.0
MHCLG - LEP core payments	(500.0)	(500.0)	(500.0)		0.0
Energy Hub Contribution (Staff Costs)	(333.8)	(262.1)	(362.2)		71.7
Growth Hub - BEIS	(246.0)	(246.0)	(246.0)		0.0
EZ contribution to LEP activity	(250.0)	(168.2)	(250.0)		81.8
AEB Funding	(162.8)	(161.7)	(162.8)		1.1
CEC Skills Funding (quarterly claims)	(300.0)	(300.0)	(300.0)		0.0
Growth Fund Contribution	(500.0)	(500.0)	(500.0)		0.0
Miscellaneous other income		(258.2)	0.0		(258.2)
Total Income	(11,292.6)	(11,396.2)	(11,321.0)		(103.6)
<u>Expenditure</u>					
<u>Mayor's Office</u>					
Mayor's Allowance	85.0	84.5	85.0		(0.5)
Mayor's Office Expenses	33.5	31.3	33.5		(2.1)
Mayor's Office Accommodation	43.9	43.0	43.9		(0.9)
Mayor's Office Staff	187.0	181.2	187.0		(5.8)
Total Mayoral Costs	349.4	340.1	349.4		(9.2)
<u>Combined Authority Staffing Costs</u>					
Salaries	5,432.1				(142.9)
Chief Executive		292.0	292.0		
Business and Skills		1,632.8	1,633.3		
Transport		886.9	886.9		
Housing		214.0	214.0		
Strategy & Planning		539.0	523.3		
Corporate Services		1,724.4	1,727.5		
Travel	40.0	44.3	50.0		4.3
Conferences, Seminars	20.0	21.3	15.0		1.3
Training	10.0	6.5	5.0		(3.5)
Total Combined Authority Staffing Costs	5,502.1	5,361.3	5,347.0		(140.8)
<u>Externally Commissioned Support Services</u>					
Payments to LAs for services	452.0	511.5	452.0		59.5
Procurement	15.0	13.9	15.0		(1.1)
Finance System	30.0	30.0	30.0		0.0
ICT external support	50.0	59.9	50.0		9.9
Total Externally Commissioned Support Services	547.0	615.2	547.0		68.2
<u>Corporate Overheads</u>					
Accommodation Costs	258.8	254.5	258.8		(4.3)
ICT consumables	20.0	21.2	20.0		1.2
Website Development	39.0	19.5	39.0	c/fwd	(19.5)
Recruitment Costs	200.0	200.4	200.0		0.4
Insurance	25.0	32.5	35.0		7.5
Audit Costs	70.0	73.3	70.0		3.3
Office running costs	20.0	19.9	25.0		(0.1)
Communications	55.0	42.9	55.0		(12.1)
Total Corporate Overheads	687.8	664.1	702.8		(23.6)
<u>Governance Costs</u>					
Committee/Business Board Allowances	47.0	47.0	47.0		0.0
Meeting Costs	10.0	1.5	5.0		(8.5)
Monitoring and Evaluation Framework	83.7	83.7	83.7		0.0
Miscellaneous	10.0	13.5	15.0		3.6
Total Governance Costs	150.6	145.8	150.7		(4.8)
<u>Election Costs</u>					
Election costs	260.0	260.0	260.0		0.0
Total Election Costs	260.0	260.0	260.0		0.0
<u>Financing Costs</u>					
Interest Receivable on Investments	(700.0)	(782.9)	(750.0)		(82.9)
Total Financing Costs	(700.0)	(782.9)	(750.0)		(82.9)
Total Operational Expenditure	6,447.5	6,263.5	6,257.5		(183.9)

	<u>2018/19</u> <u>Budget</u> £'000	<u>Actuals to</u> <u>31 Mar 2019</u> £'000	<u>Predicted</u> <u>Outturn</u> <u>(P10 Jan)</u> £'000	<u>c/fwd</u>	<u>Variance</u> <u>(Actuals to</u> <u>31 Mar '19 -</u> <u>Budget)</u> £'000
<u>Workstream Revenue Budgets</u>					
<u>Rural Areas, Culture, Parks and Open Spaces</u>					
Develop Energy Hub	10.0	26.1	38.4		16.1
Total Rural Areas, Culture, Parks and Open Spaces	10.0	26.1	38.4		16.1
<u>Fiscal</u>					
Investment Fund Strategy	25.0	60.0	50.0		35.0
Treasury Management Strategy	20.0	0.0	0.0		(20.0)
Total Fiscal	45.0	60.0	50.0		15.0
<u>Economic Strategy</u>					
Growth Hub (net of salaries)	75.4	75.5	75.4		0.0
Development of a Market Towns Strategy	250.0	285.1	210.0		35.1
Develop an International Trade Programme	50.0	36.9	27.6		(13.2)
St Neots Masterplan	100.0	81.1	80.0	c/fwd	(18.9)
Independent Economic Commission	392.7	400.9	392.7		8.2
Total Economic Strategy	868.1	879.3	785.7		11.2
<u>Transport and Infrastructure</u>					
Local Transport Plan	400.0	329.6	400.0		(70.4)
Strategic Bus Review	148.6	119.4	118.6		(29.2)
Smart Cities Network	100.0	96.1	100.0		(3.9)
Sustainable Travel	150.0	141.0	150.0		(9.0)
Schemes and Studies	100.0	76.6	100.0		(23.4)
New Bus Subsidies	101.6	101.6	101.6		0.0
Transport Feasibility Studies (Hunts 3rd river crossing)	200.0	3.5	0.0	c/fwd	(196.5)
Transport Feasibility Studies (CAM)	900.0	773.0	780.0	c/fwd	(127.0)
Transport Feasibility Studies (M11)	200.0	338.4	200.0		138.4
Transport Feasibility Studies (C Rail Capacity)	50.0	27.8	50.0		(22.2)
Total Transport and Infrastructure	2,350.1	2,007.0	2,000.2		(343.1)
<u>Employment & Skills</u>					
Peterborough University	400.0	400.9	446.0		0.9
Career Advice and Progression (Hamptons)	54.5	65.6	54.5		11.1
Skills Hub	231.0	234.3	231.0		3.3
Life Sciences Sector Investment	75.0	12.0	12.0	c/fwd	(63.0)
Devolution of Adult Education Budget	254.8	254.8	254.8		(0.0)
Total Employment & Skills	1,015.3	967.6	998.3		(47.7)
<u>Strategic Planning</u>					
Non Statutory Spatial Plan (Phase 2)	135.0	23.5	30.0	c/fwd	(111.5)
Rural Strategy - Town & Parish Council conf	28.3	20.0	28.3		(8.3)
CA2030 Programme	40.0	7.1	40.0		(32.8)
Fenland UNESCO Biosphere & Parks Trust	26.0	0.0	0.0		(26.0)
Cambridgeshire and Peterborough Land Commission	80.0	0.0	0.0	c/fwd	(80.0)
Total Strategic Planning	309.2	50.6	98.3		(258.6)
<u>Public Service Reform</u>					
Independent Commission and Reform Plan	416.0	257.2	316.0		(158.8)
Total Public Sector Reform	416.0	257.2	316.0		(158.8)
Total Workstream Expenditure	5,013.7	4,247.8	4,286.9		(765.9)
Total Expenditure	11,810.5	10,851.5	10,893.8		(959.0)
Total Income less Total Expenditure	517.9	(544.7)	(427.2)		(1,062.6)

Appendix 2: CPCA Capital Programme - 2018/19 (March 2019)

<u>Direct Control</u>	<u>2018/19 Budget</u>	<u>Actuals to 31 March 2019</u>	<u>Predicted Outturn (P10 Jan)</u>	<u>Variance (Actuals to Mar 2019 - Budget)</u>
	£m	£m	£m	£m
Cambridge South Station	0.25	0.25	0.25	0.00
Peterborough University - Business case	0.30	0.00	0.00	(0.30)
Soham Station	2.00	2.21	2.00	0.21
St Neots River Northern Crossing cycle bridge	0.50	0.00	0.01	(0.50)
Wisbech Garden Town	1.00	0.00	1.00	(1.00)
Wisbech Rail	0.75	0.02	0.06	(0.73)
Wisbech Access Study	0.30	0.00	0.00	(0.30)
Digital Connectivity Infrastructure	0.44	0.28	0.44	(0.16)
A10 Upgrade	0.00	0.23	0.24	0.23
A47 Dualling	1.01	0.60	0.80	(0.41)
Office Accommodation Fitout	0.25	0.25	0.25	(0.00)
Total Committed Direct Control Expenditure	6.81	3.83	5.05	(2.97)
<u>Schemes Previously Identified and Costed</u>				
Coldhams Lane roundabout improvements	0.30	0.07	0.10	(0.23)
Eastern Industries Access - Phase 1	0.25	0.12	0.19	(0.13)
March junction improvements	0.39	0.30	0.39	(0.08)
Queen Adelaide Level Crossing	0.13	0.18	0.11	0.05
Regeneration of Fenland Railway Stations	0.30	0.02	0.02	(0.28)
A10 Foxton Level Crossing	0.50	0.00	0.00	(0.50)
A1260 Nene Parkway Junction 15	0.25	0.12	0.09	(0.13)
A1260 Nene Parkway Junction 32-3	0.15	0.03	0.06	(0.12)
A141 Capacity enhancements	0.40	0.13	0.08	(0.27)
A142 Capacity Study	0.15	0.00	0.00	(0.15)
A14 Junctions Improvement feasibility study	0.15	0.00	0.15	(0.15)
A505 Corridor	1.00	0.12	0.12	(0.88)
A605 Oundle Rd Widening - Alwalton-Lynch Wood	0.23	0.21	0.21	(0.01)
Schemes Previously Identified and Costed Total	4.19	1.31	1.52	(2.88)
Cambridge City Housing Programme	15.06	13.55	13.69	(1.51)
East Cambs - Housing Loan Provision	1.67	0.00	0.00	(1.67)
Housing Investment Programme	6.63	0.34	0.30	(6.29)
LTP Schemes with PCC and CCC	24.52	24.52	24.52	(0.00)
National Productivity Investment Fund	4.65	1.60	1.60	(3.05)
Passported/Ringfenced Total	52.52	40.00	40.11	(12.52)
<u>Growth Funds</u>				
King's Dyke Crossing (Growth Fund)	5.49	6.11	6.54	0.62
A428 Cambourne to Cambridge	1.00	0.00	1.00	(1.00)
Ely Rail Improvements	1.80	0.83	1.80	(0.97)
In Collusion	0.12	0.12	0.12	0.00
Wisbech Access Strategy - Delivery Phase	1.00	0.28	0.52	(0.72)
Agri-tech	1.98	0.79	1.98	(1.19)
Opportunity Peterborough - Skills	0.00	0.16	0.16	0.16
Bourges Boulevard Phase 2	1.35	1.35	1.74	0.00
Ely Southern Bypass	3.80	3.81	3.81	0.01
Whittlesea and Manea Railway Stations	0.34	0.32	0.37	(0.03)
Local Energy East	0.04	0.04	0.04	0.00
ERDF	0.00	0.35	0.35	0.35
IMET Phase 3	1.64	1.34	1.34	(0.30)
Lancaster Way Phase 2	0.86	0.00	0.00	(0.86)
University Project Group	0.10	0.16	0.11	0.06
COSMOS	0.03	0.03	0.03	0.00
Growth Funds Total	19.56	15.67	19.91	(3.89)
Total	83.08	60.83	66.59	(22.25)



CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD	AGENDA ITEM No: 3.1
29 MAY 2019	PUBLIC REPORT This report has one appendix (Appendix 2) which is exempt from publication under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed - information relating to the financial or business affairs of any particular person (including the authority holding that information).

£100M AFFORDABLE HOUSING PROGRAMME SCHEME APPROVALS – MAY 2019 – BELLE VUE, STANGROUND, PETERBOROUGH

1.0 PURPOSE

- 1.1. As part of the Devolution Deal, the Combined Authority successfully secured £100 million from Government to deliver 2,000 affordable homes across Cambridgeshire and Peterborough.
- 1.2. This report provides the Board with one scheme for approval of grant funding in the context of the overall investment pipeline for the Combined Authority's £100m programme.
- 1.3. Grant from the CPCA Affordable Housing programme of £735,000 is sought for 21 affordable units at Belle Vue, Stanground in Peterborough, to be delivered by Medesham Homes. A Business Case for this scheme is attached as Appendix 2 (confidential).

<u>DECISION REQUIRED</u>	
Lead Member:	James Palmer, Mayor

Lead Officer:	Roger Thompson, Director of Housing and Development
Forward Plan Ref: 2019/023	Key Decision: Yes
<p>The Combined Authority Board is recommended to:</p> <p>(a) commit grant funding of £735,000 from the £100m Affordable Housing programme to support conversion of 21 new homes from Open Market sale to Affordable Rent at Belle Vue, Stanground, Peterborough.</p>	<p>Voting arrangements:</p> <p>Simple majority of all Members</p>

2.0 BACKGROUND

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

Combined Authority Housing Programme

- 2.2. In 2017, the Combined Authority successfully negotiated £170 million from Government for delivery of an ambitious housing programme providing 2,500 new affordable homes by March 2022.
- 2.3. Within this programme, the City Council is leading on the delivery of 500 new council homes for Cambridge using £70 million, and the remaining £100 million is to be used within the wider Combined Authority area to deliver an additional 2,000 homes.
- 2.4. The Housing and Development Team at the Combined Authority is working with officers in all member authorities (via the Cambridgeshire and Peterborough Housing Board) to identify new schemes to come forward for support from the Affordable Housing Programme. The Team is also building relationships with landowners, developers and housing providers to seek opportunities to influence, enable and accelerate delivery of new affordable housing across the authority's area.
- 2.5. The Devolution Deal's Housing Business Case recognised that in the first instance *"new homes will be delivered through direct grant funding initially, however, this funding is expected to enable a fully revolving local fund in the Combined Authority which outlasts the initial five year period"*.

- 2.6. To have a flexible approach to ways in which housing delivery could be achieved and accelerated, the Combined Authority board approved a flexible multi-toolkit

A flexible multi-toolkit approach



- 2.7. It is anticipated that the programme will support a mixed portfolio of schemes including strategic sites and projects brought forward by housing associations, developers and Community Land Trusts. It includes the use of grant as a tool to help unlock sites and deliver additional affordable housing.
- 2.8. The Affordable Housing Programme currently has 13 schemes with allocated funding, of which eight are in contract and two schemes have completed, with two more schemes due to complete in Summer 2019. 122 housing units have started on site to date and 13 homes delivered. In total 756 units have been approved by the Board and we are chasing those schemes and providers to deal with pre-construction issues as quickly as possible, to commence starts on site. Full performance updates relating to the programme are presented to the Housing and New Communities Committee on a quarterly basis with the most recent provided in April 2019. Both the £100m & £70m programmes (within the overall £170m programme) are on track to achieve their targets by March 2022.
- 2.9. The programme pipeline has further schemes at various stages of development and due diligence and will be brought to board when ready. The Housing and Development Team is in dialogue with developers and housing providers regarding delivery of new affordable homes in all parts of Cambridgeshire and Peterborough.
- 2.10. Total grant investment approved for 'live' Affordable Housing schemes to date is just over £6 million, with a further £30.9 million approved as loan funding. A total of £37 million has therefore been allocated to schemes to date.

3.0 PROPOSED SCHEME FOR APPROVAL

BELLE VUE, PETERBOROUGH - MEDESHAM HOMES

- 3.1. Medesham Homes has applied to the Combined Authority for £735,000 grant to deliver 21 new affordable homes as part of a development of 30 affordable homes. Phase 1 has already started on site to deliver 9 units which represents the scheme's S106 requirement agreed with the City Council. The CA Affordable Housing grant will therefore be used to convert the units that were originally intended to be market units, to Affordable Rent. A business case and supporting information are attached as a confidential appendix to this paper.
- 3.2. Full planning consent was granted in September 2017, originally for a scheme of up to 35 units. Medesham submitted and received consent for a revised 30 unit scheme.
- 3.3. The development site is located in Stanground, to the south east of Peterborough City close to Fletton Parkway with good links into Peterborough and with A1(M).

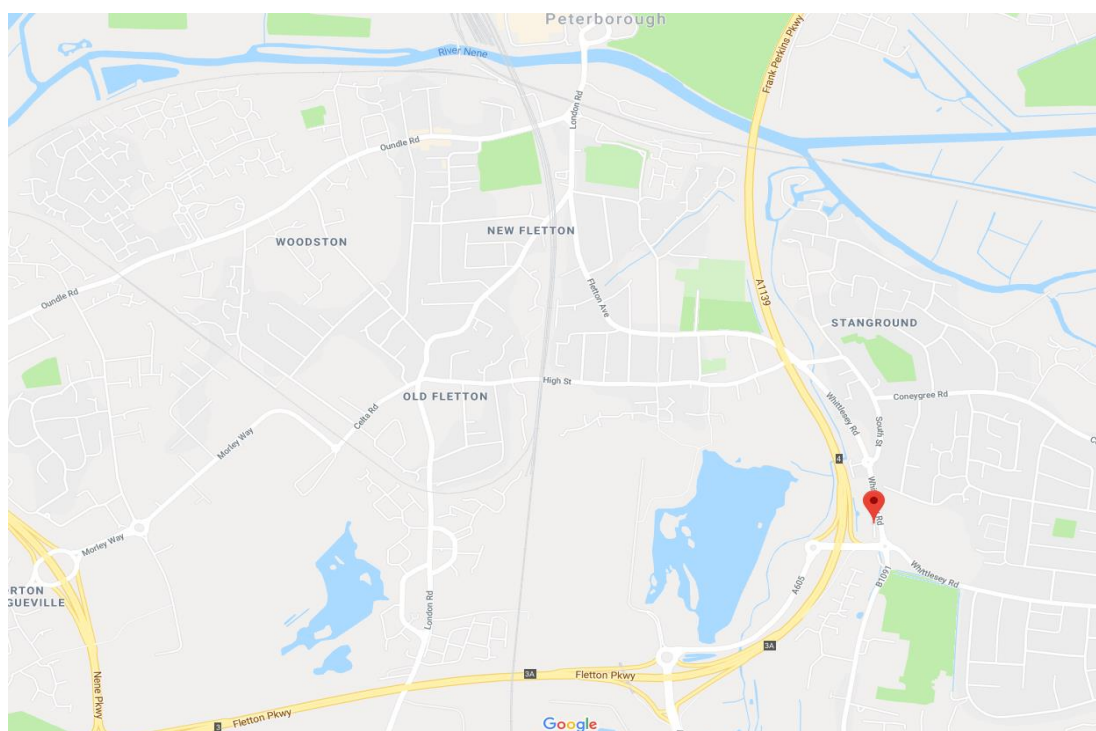


Figure 1. Site location (Google Maps)

- 3.4. The site has been acquired from Countryside Properties Ltd and is in the full control of Medesham Homes LLP.
- 3.5. Belle Vue was used for former stables and as such is a brownfield site but with no known contamination or infrastructure issues arising. Image 1 below shows access to the site from Whittlesey Road with the first phase of S106 affordable housing having started on site. Image 2 shows the extent of the site with groundworks and utilities infrastructure having commenced.



Image 1 – Former Stables site, Whittlesey Road Stanground



Image 2 – Extent of Stables site, Whittlesey Road Stanground

Figure 2. Accommodation – Belle Vue, Peterborough

- 3.6. The accommodation comprises 8 3-bed homes, 16 2-bed homes and 6 1-bed homes. The site layout is proposed as Figure 3 below – this is also attached as Appendix 1.



Figure 3. Block plan

- 3.7. Subject to a tender exercise, Medesham propose starting on site immediately (as seen from the photos ground works are already underway) with first units anticipated as being available for letting in December 2019. A more detailed programme will be provided to the Combined Authority once the main build contract has been agreed and prior to contract for CA housing grant.
- 3.8. The new affordable homes will be managed by Cross Keys Homes, on a leasehold basis with Medesham.

About Medesham Homes

- 3.9. Medesham is a Joint Venture between Peterborough City Council and Cross Keys Homes Ltd. The scheme is part-funded by sale proceeds from Preserved Right to Buy transactions received by the Council from CKH under the terms of the Large-Scale Voluntary Stock transfer agreement entered into in 2004.
- 3.10. The Housing and Strategic Planning Manager for Peterborough City has commented that this scheme of 30 homes will provide a valuable contribution towards meeting the pressing need for affordable rented homes in Peterborough. There are high numbers of households in temporary accommodation awaiting rehousing, as well as other households with an identified housing need seeking assistance through the housing register.

Additionality / Case for Combined Authority funding

- 3.11. The site is currently consented for open market housing. The S106 requirement on the new scheme is 9 affordable homes, being 6 Affordable Rent and 3 Shared

Ownership. The CA grant would enable conversion of 21 market units to Affordable Rent, helping Medesham to deliver a 100% affordable scheme.

Proposed Conditions of Grant Approval

3.12. It is proposed that the grant of £735,000 at Belle Vue, Peterborough be approved subject to the following conditions;

(a) Pre-contract

3.12.a.1. Confirmation of development programme, with a back-stop start on site of main contract no later than 31st March 2020.

(b) Post contract but pre draw-down of grant –

3.12.b.1. achievement of full planning / reserved matters and S106

3.12.b.2. evidence of site ownership

3.12.b.3. evidence of start on site.

4.0 FINANCIAL IMPLICATIONS

4.1. This application is supported by a scheme Business Case and its supporting documentation, attached as confidential Appendix 2 to this paper.

4.2. Supporting this application will approve £735,000 grant from the Affordable Housing Programme. The impact on this funding on the programme is set out below:

	Grant allocation /£m	Total number of units funded	Average grant per unit /£k
Traditional housing grant only	5.24	182	28.8
Scheme Proposed	0.73	21	35
Sub-total traditional housing grant	5.97	203	29
Infrastructure grant (Northstowe)	0.76	540	1.4
Loans x 2	0	34	0
Sub-total infrastructure grant and loans	0.76	574	1.3
Totals all schemes	6.7	777	8.6*

*The programme average grant rate is reduced by one infrastructure grant and two loan schemes which are delivering affordable housing with zero grant. The average grant rate for traditional affordable grant schemes only is currently at £29k per unit.

5.0 LEGAL IMPLICATIONS

- 5.1. The Combined Authority has authority under section 1 Localism Act 2011 to exercise a general power of competence. The Combined Authority can exercise this power by virtue of the Cambridgeshire and Peterborough Combined Authority Order 2017. This power permits the Combined Authority to make grants to providers in order to deliver the terms of the devolution deal signed with Government.

6.0 SIGNIFICANT IMPLICATIONS

- 6.1. There are no significant implications to consider in this paper.

7.0 APPENDICES

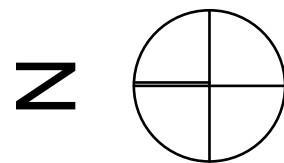
- 7.1. This paper is supported by the following appendices which. Appendix 2 is exempt from publication as it contains information relating to the financial or business affairs of any particular person (including the authority holding that information) under paragraph 3 of Part 1 of Schedule 12A of the Local Government Act.

- (a) Appendix 1 – Site Layout
- (b) Appendix 2 – CONFIDENTIAL Business Case including supporting evidence.

<u>Source Documents</u>	<u>Location</u>
£100m Affordable Housing Programme Update April 2019	http://cambridgeshirepeterborough-ca.gov.uk/meetings/housing-and-communities-committee-3/?date=2019-04-03

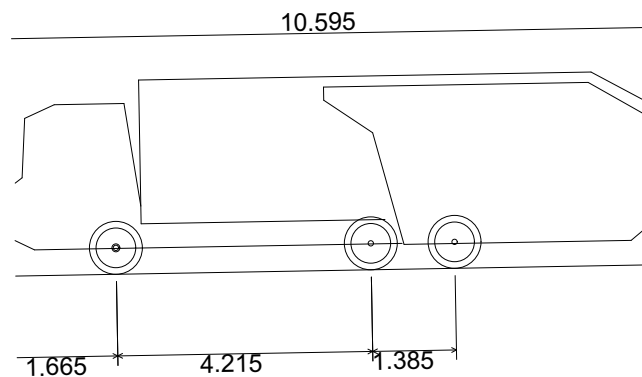


NOTE
Drawing subject to surveys and comment from relevant authorities and building control



ACCOMMODATION SCHEDULE									
Belle Vue, Peterborough					Date: 14 March 2018				
HOUSE TYPE	Beds	NUMBER	SQM	SQM Total	SQFT	SQFT total	%	sub %	plot nos
H68.2b4p	2	9	68.32	614.88	735.40	6618.5683	30.0%		06.07.08.10.11.12.22.23.24
H75.2b4p.SE	2	2	75.62	161.24	813.97	1627.9474	6.7%	36.7%	05.13
2b4p M4(2)	2	1	70	70	753.48	753.48	3.3%		9
H62.3b5p	3	8	82.81	662.48	891.37	7130.9347	26.7%	26.7%	01.02.03.04.14.15.16.17
Total		20		1498.6		16130.93	66.7%		
Affordable:									
Flats GF 1b2p. M4(2)	1	2	45.7	91.4	491.9148	983.8296	6.7%		25.26
Flats 1b2p	1	4	45.7	182.8	491.9148	1967.6592	13.3%		27.28.29.30
2b4p M4(2)	2	4	70	280	753.48	3013.92	13.3%		18.19.20.21
Total		10		554.2		5965.4088	33.3%		
TOTALS:		30		2052.8		22096.339	100.0%		

- Non-standard
- ★ Denotes policy affordable allocation



Phoenix 2-23W (with Elite 2 6x4 chassis)
Overall Length
Overall Width
Overall Body Height
Min Body Ground Clearance
Track Width
Lock to lock time
Kerb to Kerb Turning Radius

10.595m
2.530m
3.205m
0.410m
2.500m
4.00s
9.250m

Revision:	Date:
A Plot 24 car port shown	YS 21.12.17
B Schedule amended	YS 21.12.17
C Layout updated as per client discussions	YS 19.03.18
D Private drive amended	YS 19.03.18
E Road layout amended, vis splay note added, note added to green hatch. Bin collection point for plots 20-23 relocated	SA 23.03.18
F Bin and cycle storage to flats relocated and tracking shown	YS 23.03.18
G Existing path shown as removed and extent of proposed path increased	YS 28.03.18
H Plot & parking numbers amended	GW 06.04.18
J Parking to plot 9 and 10 amended	YS 22.05.18
K Turning head moved and plots 6-8 moved south 600mm	CW 29.05.18
L Service strip to Western boundary reduced to 1m	YS 30.05.18



Architects · Project Managers · Quantity Surveyors
Waterloo House, 71 Princess Road West
Leicester, LE1 6TR
Tel: 0116 204 5800, Fax: 0116 204 5801
email: design@rg-p.co.uk, www.rg-p.co.uk

Project: A development at Belle Vue, Peterborough

Client: Westleigh Partnerships Ltd

Sheet title: Technical Site Layout

Ref: 40982 023L

Scale: 1:500 @ A2

Date: 19/12/2017

Drawn: MS Checked: RW

All dimensions to be checked on site. This drawing is the copyright of the Architect, and not to be reproduced without their permission. Ordnance Survey map information reproduced with permission of HMSO Crown Copyright reserved.
rg+p Ltd. Trading as rg+p.



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD	AGENDA ITEM No: 3.2
29 MAY 2019	PUBLIC REPORT

£70 MILLION CAMBRIDGE CITY COUNCIL AFFORDABLE HOUSING PROGRAMME - 2019/20 BUDGET

1.0 PURPOSE

- 1.1. As part of the Devolution Deal, the Combined Authority secured £170 million from Government to deliver an affordable housing programme. Of this, £70 million is ring fenced to deliver 500 new affordable homes within Cambridge City, with the remaining £100 million available to deliver 2,000 new affordable homes across the rest of Cambridgeshire and Peterborough by 31 March 2022.
- 1.2. This report seeks approval from the Combined Authority Board for carry forward of underspend from 2018/19 budget into the new financial year, plus approval of the 2019/20 budget figure for the £70 million Cambridge City programme.
- 1.3. In accordance with a Strategic Partnership Agreement between both parties signed in 2017, Cambridge City Council draws down capital from the £70 million programme from the Combined Authority on a quarterly basis. Funding is drawn against expenditure incurred in the previous financial quarter, and a revised forecast provided for forthcoming quarters.
- 1.4. Performance updates for both the £70 million programme and the Combined Authority's £100 million programme are reported to the Combined Authority's Housing and Communities Committee. The most recent report was provided in April 2019 and the next is due in July 2019.

<u>DECISION REQUIRED</u>	
Lead Member:	Mayor James Palmer
Lead Officer:	Roger Thompson, Director of Housing and Development
Forward Plan Ref: 2019/006	Key Decision: Yes
<p>The Combined Authority Board is recommended to:</p> <p>(a) note the revised expenditure profile in respect of the £70 million Affordable Housing Programme led by Cambridge City Council, as part of the £170 million Affordable Housing Programme</p> <p>(b) approve a carry forward of £1,505,274 from the approved 2018/19 budget into the 2019/20 financial year</p> <p>(c) approve 2019/20 budget provision of £19,102,771, giving a total budget of £20,608,045 once the carry forward from 2019/20 is included to enable the programme to continue.</p>	<p>Voting arrangements</p> <p>Simple majority of all Members</p>

2.0 BACKGROUND AND CONTEXT

- 2.1. The Mayor and the Combined Authority are committed to accelerating affordable housing delivery to meet local and UK need and support economic growth. This is reflected in the 2030 Ambition for coordinated interventions and investment tailored to local need across housing, transport and infrastructure, planning and land use and skills.
- 2.2. As part of the Devolution Deal the Combined Authority received an allocation of £70 million for the delivery (start on site) of 500 new council rented homes in Cambridge between 1 April 2017 and 31 March 2022 which is being led by Cambridge City Council. The Combined Authority has overarching accountability under the Assurance Framework for the programme, but the primary decision-making and governance of the programme sits within the Council's Executive and its scrutiny functions as set out in the Strategic Partnership Agreement.

- 2.3. A report was presented to the Combined Authority Board on 26 September 2018 to agree the budget for 2018/19 for the £70 million programme.
- 2.4. This paper provides details of baseline and current forecast programme expenditure and specifically requests budget approval for the financial year 2019/20 to enable payments to be made to Cambridge City Council in accordance with agreed claiming and monitoring processes.
- 2.5. Updates on programme performance like Starts on Site, Completions and pipeline are reported to the Combined Authority's Housing and Communities Committee on a regular basis with the most recent report provided in April 2019 and the next due in July 2019.

3.0 CAMBRIDGE CITY DEVOLUTION HOUSING PROGRAMME – FINANCIAL PROFILE

- 3.1. Cambridge City Council is currently predicting a total spend of £133.8 million on their new build programme, comprising £70 million devolution grant via the Combined Authority plus just under £64 million City Council resources.
- 3.2. The Combined Authority Board approved £15,057,000 budget at its meeting on 26 September 2018 to fund planned 2018/19 programme delivery agreed with Cambridge City Council. This sum included £387,041 carried forward from 2017/18.
- 3.3. In 2018/19 Cambridge City Council has spent and claimed £13,551,726 against the programme budget, leaving £1,505,274 to be carried forward into financial year 2019/20. Table 1 below shows the programme's budget profile agreed in September 2018 compared to the latest revised profile.

Table 1) City Council Devolution Affordable Housing Programme Budget Profile 2017-22

	2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	Totals
Revised Profile Sept 2018 (Budget)	584,175	15,057,000	21,907,000	27,781,000	4,670,825	70,000,000
Revised Profile April 2019 (Outturn & new Baseline)	584,175	13,551,726	20,608,045	26,914,823	8,341,231	70,000,000
Variance +/-	0	-1,505,274	-1,298,955	-866,177	3,670,406	0

- 3.4. The Board is recommended to approve carry forward of £1,505,274 into the new financial year and approve a new budget sum of £19,102,771 for 2019/20, so the total forecast budget for 2019/20 is £20,608,045. It should note that all figures are subject to the City Council's audit procedures.

- 3.5. A full profile listing all approved schemes within the City Council's programme is attached to this paper as Appendix 1.
- 3.6. Cambridge City Council has made five claims to the Combined Authority under this programme totalling £14,135,901 expenditure to date.
- 3.7. A substantial proportion (over £8 million) of the City Council's 18/19 expenditure related to the purchase of the former Rigeon's site at Cromwell Road. The site has planning permission for over 240 homes in total including the planned delivery of at least 40% of that number as new council housing units. Just over £3 million of the devolution grant has been spent in development and infrastructure of Mill Road, a former City Council depot which will provide a mixed tenure scheme delivering 91 new Council rented homes. The scheme is being delivered through the Cambridge Investment Partnership (CIP). An application was submitted in January 2019 to incorporate Mill Road Phase 2 (see below) into a combined scheme net gain of 116 new homes.
- 3.8. The City Council's programme has 536 homes identified and approved to start on site by 31 March 2022. The council has identified a further potential 277 homes on a range of sites and will bring them forward for inclusion in the programme if suitable for development in due course. The risk that the Cambridge City programme will not reach 500 or more starts by March 2022 is low.

4.0 FINANCIAL IMPLICATIONS

- 4.1. There are no new financial implications for the Combined Authority.
- 4.2. This programme is funded by a specific £70 million capital grant from Government as part of the Cambridgeshire and Peterborough Devolution Deal.
- 4.3. The management and monitoring arrangements associated with this programme were captured in Appendix A of a report to the Combined Authority Board in March 2018, which set out the required process for reviewing costs and progress and settling claims in the context of the agreed programme. That claim process has now been established and it is important that the broader governance processes are maintained over the life of this programme to ensure compliance with agreed Monitoring and Evaluation and Assurance Frameworks.
- 4.4. End of year expenditure figures are subject to audit.

5.0 LEGAL IMPLICATIONS

- 5.1. There are no new implications. The obligations within the devolution deal require the Combined Authority to ensure the funds are spent in line with its Assurance, Monitoring and Evaluation Frameworks.

- 5.2. The Assurance Framework, as reflected in the devolution deal, requires the Combined Authority to demonstrate that the funds have been used for the objectives of the devolution deal.

6.0 APPENDICES

- 6.1. Appendix 1 – £70 million Affordable Housing Programme Budget
Cambridge City Council

<u>Source Documents</u>	<u>Location</u>
Housing and New Communities Committee 3 rd April 2019 (Item 3.1)	http://cambridgeshirepeterborough-ca.gov.uk/meetings/housing-and-communities-committee-3/?date=2019-04-03
<i>DCLG Approved Business Case</i>	Cambridgeshire and Peterborough Combined Authority, Incubator 2, Alconbury Enterprise Campus, Alconbury Weald, Huntingdon PE28 4WX
Devolution Deal 2016	
Assurance Framework	
Monitoring and Evaluation Framework	http://cambridgeshirepeterborough-ca.gov.uk/
Combined Authority meeting reports 28 March 2018	https://cambridgeshire.cmis.uk.com/cc_live/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/708/Committee/42/Default.aspx

New Build / Re-Development Scheme Budget	Number of Units	Net Gain in Number of Units	2017/18	18/19	2019/20	2020/21	2021/22	2022/23	Total
			Actual	Actual	Budget	Budget	Budget	Budget	
					£'0	£'0	£'0	£'0	£'0
New Build / Acquisition / Re-Development Cash Expenditure (Net of Developer's Cross Subsidy / Notional Land Value)									
Garage Sites 2015/16 (Nuns / Cameron / Teddar)	12	12	34,393	538,585	1,788,415	0	0	0	2,361,392
Garage Sites 2015/16 - Uphall Road	2	2	346,571	0	0	0	0	0	346,571
Garage Sites 2015/16 - Kendal Way	2	2	0	16,371	350,629	0	0	0	367,000
Hills Avenue	0	0	35,468	0	0	0	0	0	35,468
Queensmeadow	2	2	37,611	59,760	413,214	109,000	0	0	619,585
Wulfstan Way	3	3	37,970	33,385	669,385	167,000	0	0	907,740
Anstey Way	56	29	682,225	3,616,676	5,876,543	0	0	0	10,175,444
Akeman Street	14	12	35,973	15,591	650,568	3,446,695	0	0	4,148,827
Ventress Close	15	13	358,055	412,112	1,702,305	1,192,818	0	0	3,665,290
Kingsway Clinic Conversion	4	4	2,000	26,095	381,905	0	0	0	410,000
Colville Road (Garage Site)	3	3	26,906	45,832	677,723	150,000	0	0	900,461
Mill Road & Mill Road II	116	116	0	4,629,948	9,360,377	9,016,200	1,630,200	0	24,636,725
Gunhild Way	2	2	17,558	55,592	331,890	250,000	0	0	655,039
Markham Close	5	5	19,216	78,113	886,536	80,000	0	0	1,063,865
Cromwell Road	118	118	0	11,516,783	2,962,222	4,578,891	6,196,448	0	25,254,344
Ditchburn Place	2	2	0	1,176,705	143,055	0	0	0	1,319,760
Meadows and Buchan Street	106	106	0	188,684	3,123,065	12,282,846	10,785,291	0	26,379,886
Colville Road II	62	42	0	60,173	3,877,377	9,844,036	0	0	13,781,586
Clerk Maxwell	14	14		0	1,678,576	1,159,184	0	0	2,837,760
Devolution, RTB and Re-development CIP Programme	73	48	121	0	4,599,838	9,412,172	0	0	14,012,252
Total New Build/ Re-Development Expenditure	611	535	1,634,067	22,470,404	39,473,623	51,688,842	18,611,939	0	133,878,996
New Build / Re-Development Scheme Devolution Funding			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Total
			Actual	Actual	Budget	Budget	Budget	Budget	
					£'0	£'0	£'0	£'0	£'0
New Build Devolution Grant Funding									
Garage Sites 2015/16 (Nuns / Cameron)			(24,058)	(377,009)	(1,251,891)	0	0	0	(1,652,958)
Garage Sites 2015/16 - Uphall Road			(242,597)	0	0	0	0	0	(242,597)
Garage Sites 2015/16 - Kendal Way			0	(11,460)	(245,440)	0	0	0	(256,900)
Hills Avenue			(24,828)	0	0	0	0	0	(24,828)
Queensmeadow			(26,328)	(41,832)	(289,250)	(76,300)	0	0	(433,710)
Wulfstan Way			(26,579)	(23,370)	(468,570)	(116,900)	0	0	(635,418)
Anstey Way			(133,316)	(1,310,849)	(2,130,247)	0	0	0	(3,574,412)
Akeman Street			(21,584)	(9,354)	(361,451)	(2,068,017)	0	0	(2,460,406)
Ventress Close			(38,910)	(40,103)	(1,011,454)	(723,643)	0	0	(1,814,109)
Kingsway Clinic Conversion			(1,400)	(18,266)	(267,334)	0	0	0	(287,000)
Colville Road (Garage Site)			(18,834)	(32,082)	(474,406)	(105,000)	0	0	(630,323)
Mill Road & Mill Road II			0	(3,240,963)	(6,552,264)	(6,311,340)	(1,141,140)	0	(17,245,707)
Gunhild Way			(12,290)	(38,914)	(232,323)	(175,000)	0	0	(458,527)
Markham Close			(13,451)	(54,679)	(620,575)	(56,000)	0	0	(744,706)
Cromwell Road			0	(8,061,748)	(2,073,555)	(3,205,224)	(4,337,514)	0	(17,678,041)
Ditchburn Place			0	(132,262)	(100,139)	0	0	0	(232,400)
Meadows and Buchan Street			0	(132,079)	(2,186,146)	(8,597,992)	(2,862,577)	0	(13,778,794)
Colville Road II			0	(26,755)	(1,167,999)	(4,667,978)	0	0	(5,862,733)
Clerk Maxwell				0	(1,175,003)	(811,429)	0	0	(1,986,432)
Devolution, RTB and Re-development CIP Programme			0	0	0	0	0	0	0
Total Devolution Funding			(584,175)	(13,551,727)	(20,608,045)	(26,914,823)	(8,341,231)	0	(70,000,000)



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD	AGENDA ITEM No: 3.3
29 MAY 2019	PUBLIC REPORT

LOCAL HIGHWAYS MAINTENANCE CAPITAL GRANT ALLOCATION 2019/2020

1.0 PURPOSE

- 1.1. The Mayor has been notified by the Department of Transport of the capital funding allocations towards local transport for the 2019/20 financial year. The Mayor must consult the Combined Authority before making a Mayoral decision to allocate this funding to Cambridgeshire County Council and Peterborough City Council in line with the Department for Transport formula.
- 1.2. This funding includes the Integrated Transport Block, the Highway Maintenance Block needs element, the Highway Maintenance Block incentive element and the Pothole Action Fund.

<u>DECISION REQUIRED</u>	
Lead Member:	Mayor James Palmer
Lead Officer:	Noel O'Neill, Interim Section 73 Officer
Forward Plan Ref: 2019/036	Key Decision: Yes
<p>a) The Combined Authority Board is consulted regarding the Mayor's intention to allocate grants totalling £23,541,459 to Cambridgeshire County Council and Peterborough City Council in line with the Department for Transport formula as set out in the table below. Further details of this breakdown by funding stream is contained within this paper</p> <p>b) Subject to a), the Mayor is recommended to allocate the grants as set below:</p>	<p>Voting arrangements</p> <p>No vote is required – allocation of Highways grant funding is a Mayoral decision.</p>

Constituent Council	Allocation /£
Peterborough City Council	4,958,107
Cambridgeshire County Council	18,583,352
Total	£23,541,459

2.0 BACKGROUND

- 2.1. In accordance with the Cambridgeshire and Peterborough Combined Authority Order 2017, the Mayor is responsible for the payment of grants to Cambridgeshire County Council and Peterborough City Council to meet expenditure incurred by them as highways authorities. Before making that decision, he is required to consult the Combined Authority.
- 2.2. On 4 April and 17 April 2019 the Combined Authority received letters from the Department for Transport advising that local transport capital funding allocations for 2019/20 had been granted to the Combined Authority.
- 2.3. This funding allocation is made up of a number of different financial grants covering Integrated Transport Block; Highway Maintenance Block needs element; Highway Maintenance Block incentive element and the Pothole Action Fund.
- 2.4. The allocations of these to the constituent councils, Cambridgeshire County Council (CCC) and Peterborough City Council (PCC) is set out below in line with the Department for Transport formula.

Grant Stream	CCC	PCC	Total
Integrated Transport Block	£3,190,000	£1,407,000	£4,597,000
Highway Maintenance Block needs element	£12,076,000	£2,786,000	£14,862,000
Highways Maintenance Block incentive element	£2,515,000	£580,000	£3,095,000
Pothole Action Fund	£802,352	£185,107	£987,459
Total Payment	£18,583,352	£4,958,107	£23,541,459

- 2.5. The maximum level of Highway Maintenance Block incentive element has been awarded by virtue of being a Combined Authority.
- 2.6. The Pothole Action Funding allocation is the final payment for 2019/20 due to the Combined Authority.

3.0 FINANCIAL IMPLICATIONS

- 3.1. There no additional financial implications beyond those set out above – all grant expenditure proposed is fully covered by the income received from the Department for Transport.

4.0 LEGAL IMPLICATIONS

- 4.1. The proposal is in line with appropriate Regulations including governance requirements in The Cambridgeshire and Peterborough Combined Authority Order 2017 on the basis that prior to any grant the Mayor must consult with the Combined Authority Board as set out in the Constitution

5.0 OTHER IMPLICATIONS

- 5.1. There are no ongoing financial risks to the Combined Authority arising from the allocation of this funding and each constituent council will provide an annual certification as to the use and application of these funds. Each of the constituent councils will be responsible for their own risk management arrangements in delivering the services associated with this funding.

6.0 APPENDICES

- 6.1. None

<u>Source Documents</u>	<u>Location</u>
Formal grant letters detailing local transport capital funding allocations for 2019/20, dated 4 th and 17 th April 2019.	Cambridgeshire and Peterborough Combined Authority, The Incubator, Alconbury Weald Enterprise Campus, Alconbury Weald, Huntingdon, PE28 4WX



CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD MEETING	AGENDA ITEM No: 3.4
29 May 2019	PUBLIC REPORT

DELEGATION OF PASSENGER TRANSPORT POWERS

PURPOSE

- 1.0. To requested that the Board delegate the role of Travel Concessionaire Authority and other powers noted in par 2.7 (a) to Cambridgeshire County Council and Peterborough City Council for the 2019/2020 financial year.

<u>DECISION REQUIRED</u>	
Lead Member:	Mayor James Palmer
Lead Officer:	Interim Head of Transport Chris Twigg
Forward Plan Ref: 2019/035	Key Decision: Yes
<p>The Combined Authority Board is recommended to:</p> <p>(a) Agree the delegation of transport powers to Cambridgeshire County Council and Peterborough City Council for the 2019/2020 financial year - as set out in paragraph 2.7 (a).</p>	<p>Voting arrangements</p> <p>Simple majority of all Members</p>

2.0. BACKGROUND

2.1. Current Transport Legal Framework

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

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

2.3. Transport powers were transferred to the Combined Authority, while highway authority powers under the Highway Act 1980 remain with Cambridgeshire County Council and Peterborough City Council. Due to the close interaction between transport and highway functions the separation of these powers has created ambiguity for the organisations involved. As a result, the Combined Authority, Cambridgeshire County Council and Peterborough City Council have sought to clarify the position.

2.4. It is also important to note the powers of the Combined Authority to create a Key Route Network. At this present time, the Combined Authority has not sought to define a Key Route Network. This would essentially be those roads that are considered to be of key importance to the growth of the regional economy. The establishment of such a network would bring a number of key considerations. It is not intended to bring forward any proposals in this respect in the near future.

2.5. The Role of the Combined Authority

2.6. As the local transport authority, the Combined Authority is responsible for shaping and guiding strategic transport decisions that affect the area. This will ensure that future transport interventions are co-ordinated, coherent and support the long-term economic and social development of the region.

2.7. To provide clarity about the role of the Combined Authority it is helpful to consider where the Combined Authority will typically exercise its strategic transport responsibilities. This can be determined around four key broad headings:

- (a) **Passenger transport** – Bus service provision, light rail, tram and variations thereof, and concessionary travel provision;

- (b) **Strategic transport schemes** – Which are considered to have a major impact on mobility, and that typically require substantial capital funding;
- (c) **Transport planning** – Developing strategies and plans that have broad, geographical coverage and require integrated transport solutions;
- (d) **Engagement with national and regional bodies** - Such as the Department for Transport, National Infrastructure Commission, the strategic road and rail authorities, and sub-national transport bodies, rests in the first instance with the Combined Authority. Given the scale and number of these the Combined Authority will in practice utilise the skills and expertise from all constituent members and partners to fulfil this role.

2.8. The Combined Authority focused since its creation in leading the delivery of strategic transport schemes, transport planning and engaging with national and regional bodies with the help of the previous Local Transport Authority (LTA), while delegating the passenger transport powers to PCC and CCC.

2.9. It is also important to be clear that responsibility for the strategic road and rail network remains with Highways England and Network Rail. However, the Combined Authority has a key role in lobbying these parties and, where appropriate, jointly promoting and developing schemes to ensure that any developments on this network meet the requirements of the Combined Authority area.

2.10. The Combined Authority has and will continue to be the driving force for the development and delivery of bold and ambitious transport programmes. It should be recognised however, that it is a strategic body rather than a delivery organisation. As a result, the Combined Authority will draw upon the resources and expertise of a range of organisations to develop and deliver these programmes. This will encompass other public bodies, including the constituent members of the Combined Authority, the private sector, public/private partnership and special purpose delivery vehicles.

3.0. Delegation of transport powers to Cambridgeshire County Council and Peterborough City Council

3.1. Cambridgeshire County Council and Peterborough City Council's responsibilities as highway authorities remain unchanged following devolution.

3.2. These cover areas such:

- (a) Ensuring a safe and accessible network, including Traffic Manager duties
- (b) Developing asset management and maintenance strategies
- (c) Maintenance interventions including but not limited to gritting, lining, signs, lighting, patching and other minor repairs
- (d) Promoting, developing and delivering capital schemes

3.3. Peterborough City Council, Cambridgeshire County Council and the Greater Cambridge Partnership will also continue to promote, develop and deliver schemes, including 'strategic transport' schemes, recognising the role of the

Combined Authority and the principles set out in this paper. These will be subject to the detailed governance arrangements that will be developed as outlined earlier in this paper.

3.4. During the establishment of the Combined Authority transport powers were also delegated to Cambridgeshire County Council and Peterborough City Council for the financial years 2017/18 and 2018/2019. No conditions were attached to this delegation of authority.

3.5. For the 2019/2020 financial year the Combined Authority proposes to transfer certain transport functions to Cambridgeshire County Council and Peterborough City Council as outlined below:

- (a) The role of Travel Concessionaire Authority;
- (b) Funding and management of the bus service including the ability to let contracts and enter into Advanced Quality Partnership Schemes and Enhanced Partnership Schemes;
- (c) Provision of socially necessary bus services;
- (d) Provision of bus information, including Real Time Passenger Information.

3.6. It should also be noted that the above proposals do not in any way change the responsibilities of the planning authorities, including their responsibilities to develop Local Plans and consider planning applications.

3.7. The delegation of the powers included in 3.5. follows the decision of the Board to approve the Transport Levy for the year 2019/2020. The transport levy includes the funding to perform the delegated powers that this report recommends the Board to approve. It is envisioned that while the working relationship between the previous and the new Local Transport Authority evolves, the exercise of the powers and the financial position of the authorities will be clearer.

3.8. While passenger transport powers have been delegated to PCC and CCC, the Combined Authority commissioned in 2018 a Strategic Bus Review to look at the options for improving public transport. The Board approved in January 2019 the creation of the Bus Reform Task Force to adopt an integrated approach to public transport. While delegating the passenger transport powers, the Combined Authority will work in partnership and will fund the work of this group.

4.0. FINANCIAL IMPLICATIONS

4.1. There are no direct financial implications arising from the recommendations made for decision in this report.

4.2. The Medium Term Financial Plan (MTFP) approved at the CPCA January 2019 Board for the Highways Capital Block Funding estimated to be £23.08m to be passported to LTP Schemes with PCC and CCC which reflects delegation of the CPCA's powers to PCC and CCC.

4.3. The MTFP set out the Transport Levy budget as provided by the respective councils as £12.369m in total for 2019/20. The Levy, which has been formally

agreed with both Councils, is £8.738m for Cambridgeshire County Council and £3.631m Peterborough City Council. This arrangement was agreed with CCC and PCC as the most effective way to operate in 2019/20 based on existing budgets whilst ensuring continuity of service with minimal impact on the public whilst the options for new modes of operation are fully considered during 2019/20 by the Combined Authority and stakeholders.

4.4. Any decisions made as a result of the new modes of operation will need to be made in sufficient time to feed into the 2020/21 budget setting for the CPCA, CCC and PCC.

5.0. LEGAL IMPLICATIONS

5.1. The Combined Authority is the local transport authority by virtue of the Cambridgeshire and Peterborough Combined Authority Order 2017.

5.2. It is in this capacity as the local transport authority that it holds the function to operate and maintain the bus service function. For practical reasons the day to day responsibility for managing and controlling the bus function by a previous decision of the Combined Authority (December 2017) was agreed to be delegated back to the two former local highway bodies of Cambridgeshire and Peterborough. The Board approved that

5.3. For the 2018/19 financial year the Combined Authority proposes to transfer certain transport functions to Cambridgeshire County Council and Peterborough City Council as outlined below:

- The role of Travel Concessionaire Authority
- Funding and management of the bus service including the ability to let contracts and enter into Advanced Quality Partnership Schemes and Enhanced Partnership Schemes
- Provision of socially necessary bus services
- Provision of bus information, including Real Time Passenger Information

5.4. This arrangement was stated to continue until the end of the financial year 2018/2019. It has continued since then under letters of comfort issued to the two highway authorities at Cambridgeshire and Peterborough. The matter is now being referred back to the Board for further extension. This report seeks to make formal the delegation of powers back to those two bodies.

6.0. SIGNIFICANT IMPLICATIONS

n/a

7.0. APPENDICES

None

<u>Source Documents</u>	<u>Location</u>
1. Board paper November 2017	1. http://cambridgeshirepeterborough-ca.gov.uk/assets/Combined-Authority/Agenda-29th-November-2017.pdf
2. Board paper January 2019	2. http://cambridgeshirepeterborough-ca.gov.uk/assets/Combined-Authority/agenda-document-pack-30.1.19.pdf
3. Transport levy regulation for CPCA	3. http://cambridgeshirepeterborough-ca.gov.uk/assets/Combined-Authority/Agenda-Item-No.3.1-Transport-Update-Appendix-1.pdf
4. Board paper December 2017	4. http://cambridgeshirepeterborough-ca.gov.uk/assets/Combined-Authority/Agenda-and-items-201217.pdf

CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD	AGENDA ITEM No: 3.5
29 MAY 2019	PUBLIC REPORT

PUBLIC CONSULTATION ON THE DRAFT LOCAL TRANSPORT PLAN

1.0 PURPOSE

- 1.1.** The purpose of this report is to seek approval of the Board to proceed to public Consultation of the draft of the first Cambridgeshire and Peterborough Combined Authority (CPCA) Local Transport Plan.

<u>DECISION REQUIRED</u>	
Lead Member:	Mayor James Palmer
Lead Officer:	Interim Head of Transport Chris Twigg
Forward Plan Ref: n/a	Key Decision: No
<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none"> a) Note the draft Local Transport Plan for the Cambridgeshire and Peterborough Combined Authority and approve consultation on the basis of the draft. b) Delegate authority to the Chief Executive, in consultation with the Chair of the Transport Committee, to allocate funding for public consultation from the 2019/20 Local Transport Plan Budget allocation and make non-material drafting improvements in line with Board Members' views to the draft Local Transport Plan before public consultation. 	<p>Voting arrangements</p> <p>Simple majority of all Members</p>

2.0 BACKGROUND

- 2.1.** Cambridgeshire and Peterborough Combined Authority is the Local Transport Authority, with strategic transport powers for the area.

2.2. At the Combined Authority board meeting on the 28 June 2017 the board agreed to adopt the previous Local Transport Plans of Cambridgeshire County Council and Peterborough City Council into a single interim Local Transport Plan, until a comprehensive statutory process could be undertaken. This process would review the Combined Authority's strategic transport planning role to produce a long-term Local Transport Plan for the Cambridgeshire and Peterborough area.

2.3. In October 2018, the Board approved the scope of the Local Transport Plan and the stakeholder engagement strategy.

3.0 THE EMERGING LOCAL TRANSPORT PLAN

3.1. The Combined Authority is now proposing to consult on the draft statutory Local Transport Plan (LTP). This replaces the Interim Local Transport Plan that was published in June 2017.

3.2. This LTP has four functions:

- i. To support the growth within the current local plans and the local plans currently being updated including South Cambs and City, Huntingdonshire and Fenland
- ii. To provide a platform for the development of a transport system and policy framework that could support the level of growth identified in the CPIER and Growth Ambition Statement
- iii. To provide the policy foundation for the CPCA transport projects identified within the 2019/20 CPCA Business Plan
- iv. To provide the policy foundation for development of the Non-Statutory Spatial Framework Phase 2

3.3. The Non-Statutory Spatial Framework Phase 2 is being prepared concurrently with the LTP. The NSSF2 has reached issues stage and these will be consulted on at the same time as the draft LTP. The outcomes of the NSSF consultation will be considered within the final LTP to ensure that it continues to provide a cohesive and coherent policy framework for spatial planning.

3.4. The new Plan has been produced in partnership with Peterborough City Council, Cambridgeshire County Council, the Greater Cambridge Partnership, and the city and district councils of Cambridge, East Cambridgeshire, Fenland, Huntingdonshire and South Cambridgeshire. In addition, engagement has taken place throughout with several of central government's arm's length bodies such as Highways England and Network Rail, as well as neighbouring transport and highway authorities. In addition to working with public sector partners, the plan has also been informed by wider stakeholder consultation, including with transport operators; industry groups; and community organisations.

3.5. The Plan is structured in two main parts:

- A) Local Transport Plan – which sets out the vision, goals and objectives, the strategic approach up to 2050 – focused around communities and journeys – and the policies designed to deliver the objectives, summarised below.

- B) The Transport Delivery Plan (2019 to 2031/36) - which details programmes for the delivery of improvements to the transport network, and for its day-to-day management and maintenance. The Transport Delivery Plan will be developed in parallel to the public consultation on the draft Local Transport Plan to identify the phasing of schemes and implementation of new policies, identify lead sponsors for delivery along with key delivery partners, and identify known and potential funding and financing sources/options.

3.6. The Local Transport Plan aligns with local, regional and national strategic priorities. Figure 1 illustrates the relationships between the Local Transport Plan and local and regional policy and strategy documents.

3.7. The Combined Authority will work with local partners to identify the most appropriate process and time for updating this Local Transport Plan. Key will be the completion of the overarching spatial framework that will be contained within the Non-Statutory Spatial Framework Phase 2, and aligning with the ongoing programme of Local Plan development.

4.0 PUBLIC CONSULTATION

4.1. A statutory public consultation for the Local Transport Plan is planned to start in June 2019 and run for 12 weeks. The consultation period, and ways to get involved, are to be publicised in advance to residents, businesses and other key stakeholder organisations via local council newsletters, local papers, websites, stakeholder groups, emails, and social media etc, to maximise engagement opportunities in the consultation window.

4.2. Three half-day public consultation events will be run in each district/city council area, in both urban and rural locations. Representatives from the Combined Authority, Cambridgeshire County Council, Peterborough City Council, consultants and District officers as relevant will support communication and engagement with the community in each event.

4.3. The purpose of the public consultation is to set out with local communities the transport challenges faced by region, and seek feedback and constructive dialogue on the approach and policies proposed to address them.

4.4. Between the end of the statutory consultation period and the launch of the Local Transport Plan, there will be further engagement with key stakeholders to discuss the findings from the consultation period and any proposed amendments.

4.5. Following this consultation and inclusion of comments, the Board will be asked to approve the first CPCA Local Transport Plan. This will be of vital importance to ensure that appropriate transport infrastructure is in place to serve significant housing development, addressing ongoing concerns about transport infrastructure lagging behind housing development.

5.0 STAKEHOLDER ENGAGEMENT

5.1. Since October 2018, engagement has occurred with both statutory and wider stakeholders via a combination of Working Group meetings, dedicated

workshops, Member briefings, emails and telephone calls. Engagement has been undertaken with:

- **Officers** (including District Planning Officers) and Members at Cambridgeshire County Council, Peterborough City Council, the Greater Cambridge Partnership, South Cambridgeshire District Council, East Cambridgeshire District Council, Huntingdonshire District Council, and Fenland District Council;
- Officers from neighbouring authorities including Norfolk, Suffolk, West Suffolk, Essex, Hertfordshire, Lincolnshire and Milton Keynes;
- Regional and national authorities including The Environment Agency, Natural England, Historic England, Network Rail, Highways England, England's Economic Heartland, East of England Local Government Association and Homes England;
- Transport operators, including Stagecoach, First Group, Sustrans, London North Eastern Railway, East Midlands Trains, Delaine Buses and Whippet Coaches;
- Industry groups and groups that represent protected characteristic groups.

6.0 FINANCIAL IMPLICATIONS

- 6.1.** There is £100,000 of funding within the 2019/20 revenue budget for Local Transport Plan work. This will be drawn down to fund the consultation process outlined in this report.

7.0 LEGAL IMPLICATIONS

- 7.1.** The Combined Authority is the local transport authority by virtue of the Cambridgeshire and Peterborough Combined Authority Order 2017. It is in this capacity as the local transport authority that it has the power to conduct a review of the Local Transport Plan.
- 7.2.** Any review of the provisions of the Local Transport Plan will need to be compliant with public law principles. The questions raised in the consultation process will be considered with the consultees and the various stakeholders. The consultation with Stakeholders will need to ensure that the consultants carry out their review fairly and rationally and that the consideration of proposals within a new Local Plan have been publicised and consulted upon in accordance with Statutory requirements and undertaken the review for proper purposes.
- 7.3.** There are statutory and judicial guidelines that advocate how consultation should be carried out and the time that should be given to consultees in allowing for meaningful responses. An important element of this is the responsibility to ensure that relevant considerations are raised in the process, that relevant bodies are consulted, that representations are taken into account and are seen to be properly evaluated even if they are not accepted. By following these procedural steps the CA should protect itself from legal challenge.

8.0 SIGNIFICANT IMPLICATIONS

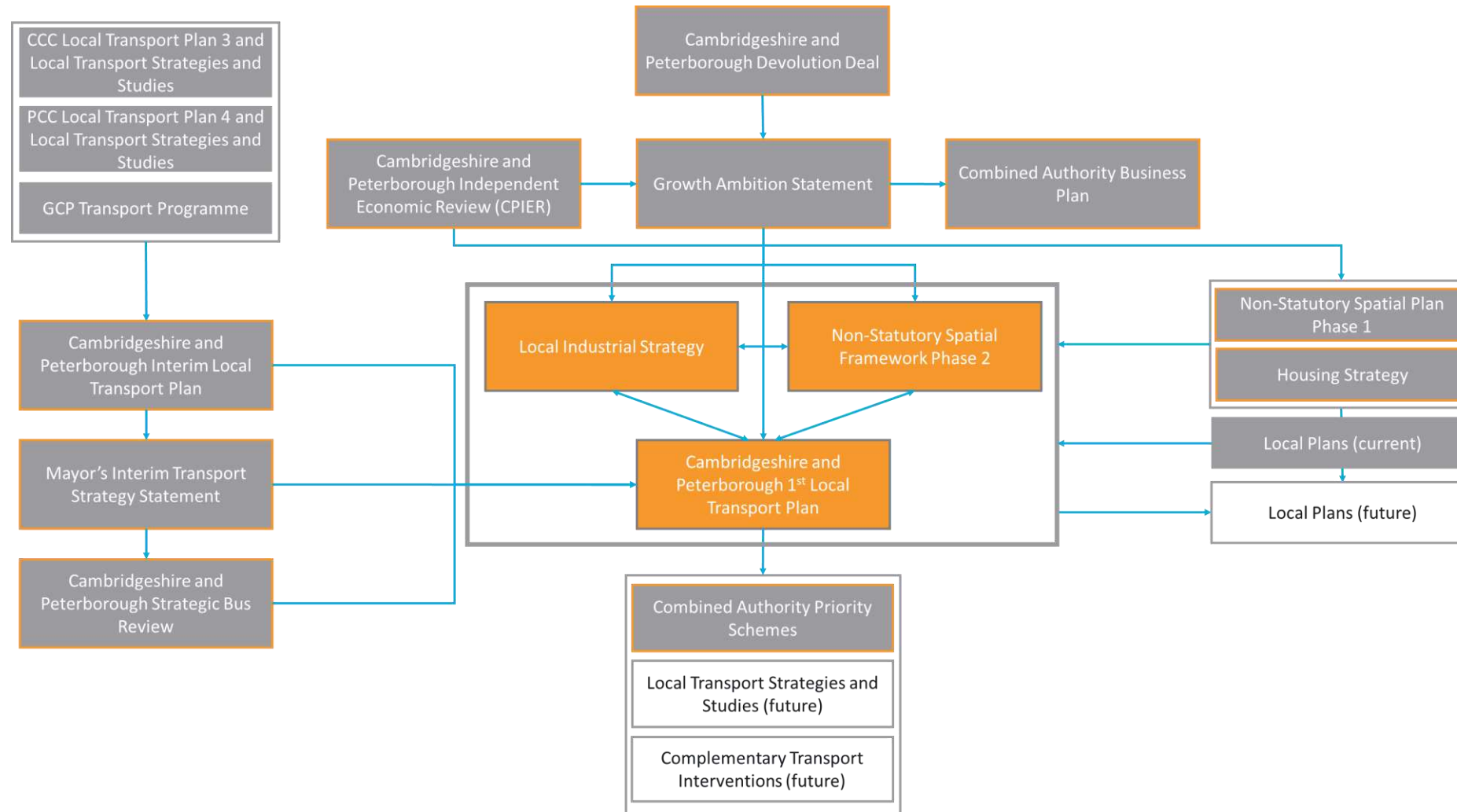
N/A

9.0 APPENDICES

- Appendix A – Vision, Goals and Objectives Document
- Appendix B - Draft Local Transport Plan
- Appendix C – LTP Policies
- Appendix D – LTP SEA Report
- Appendix E – LTP CIA Report
- Appendix F - LTP HRA Report

<u>Source Documents</u>	<u>Location</u>
List background papers: 1. CPCA Board Report October 2018 2. CA Board Report July 2017 3. DfT's Guidance on Local Transport Plan (withdrawn)	List location of background papers 1. http://cambridgeshirepeterborough-ca.gov.uk/meetings/show/2018-10-31 2. http://cambridgeshirepeterborough-ca.gov.uk/meetings/show/2017-07-26 3. Department for Transport Great Minster House 76 Marsham Street London SW1P 4DR Telephone 020 7944 8300. ISBN 978-1-84864-023-8

Figure 1 – Strategic framework of policy development



APPENDIX A - Vision Goals and Objectives document

Vision

A1.9 The Combined Authority's Local Transport Plan vision is:

To deliver a world-class transport network for Cambridgeshire and Peterborough that supports sustainable growth and opportunity for all

The vision is intended to capture the aspirations for Cambridgeshire and Peterborough's transport network, reflecting future ambition to provide:

- **'A world-class transport network'** – Cambridgeshire and Peterborough aspire toward a transport system of the highest quality on a global stage, which meets the needs of all residents, businesses, and visitors.
- **'Sustainable growth'** – the network will support the delivery of future economic and housing growth across the region that enhances overall quality of life and protects or enhances the environment.
- **'Opportunity for all'** – the network should support access to jobs, services and education for all, irrespective of income, age, ability, location, or access to a car.

Goals

A1.10 Our goals are intended to outline (at a high level) what wider outcomes we want the transport network in Cambridgeshire and Peterborough to achieve. They are fully consistent with the guiding principles outlined in the Mayoral Interim Transport Strategy Statement and Ambition Statement:

- **Economy:** Deliver economic growth and opportunity for all our communities.
- **Society:** Provide an accessible transport system to ensure everyone can thrive and be healthy.
- **Environment:** Enhance our environment and tackle climate change together.

Objectives

A1.11 Each of the objectives of the Local Transport Plan underpin the delivery of the goals, and form the basis against which schemes, initiatives, and policies will be assessed. They address the challenges and opportunities inherent in accommodating growth sustainably, enhancing freight and tourism connections, and putting people and the environment at the heart of transport design and decision making.

A1.12 The objectives of the Local Transport Plan are:

Economic Transport Objectives

- Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues.

- Connect all new and existing communities sustainably so all residents can easily access a good job, spreading the region's prosperity.
- Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports.
- Build a resilient and adaptive network that is less susceptible to human and environmental disruption, improving journey time reliability.

Social Transport Objectives

- Embed a safe systems approach into all planning and transport operations to achieve Vision Zero – zero fatalities or serious injuries.
- Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all.
- Provide 'healthy streets' and high-quality public realm that puts people first and promotes active lifestyles.
- Ensure transport initiatives improve air quality across the region to exceed good practice standards.

Environmental Transport Objectives

- Deliver a transport network that protects and enhances our natural, historic and built environments.
- Reduce emissions to as close to zero as possible to minimise the impact of transport and travel on climate change.

Overarching Strategy

- A1.13 Our region is large and diverse: 850,000 residents and 42,000 businesses call Cambridgeshire and Peterborough home, in an area covering some 340,000 hectares. Within this area we have a range of communities, settled in diverse geographical and social settings – from cities and large market towns to small rural communities. Developing a unified transport strategy for the whole region is complex, yet important.
- A1.14 The Combined Authority has a strategic ambition to become the UK's capital of innovation and productivity and to double the size of the annual regional economy over the next 25 years from £22 billion Gross Value Added (GVA) to £40 billion. Improving journey times and their reliability is important for businesses to access their markets, collaborators and supply chains. Improving journey times will also help to increase the geographical catchment from which to draw growing workforces, helping businesses to realise their full potential for growth.
- A1.15 To prevent congestion from worsening, our transport network must be enhanced to accommodate as many existing and new journeys as sustainably as possible. Investment across the region in transport technology, research and innovation, and deployment, will ensure that the area is globally renowned for being forward-thinking and progressive regarding mobility and movement – putting the region at the forefront of tackling one of the Government's Industrial Strategy Grand Challenges – the future of mobility.
- A1.16 The Combined Authority has also stated its ambition for everyone to have access to a good job within easy reach of home. To achieve this will require

not only an increasing level of jobs, but also provision of high-quality housing and commercial spaces within and near existing communities to accommodate a growing population and workforce. The Combined Authority is supporting the region's Local Planning Authorities in targeting more than 90,000 new jobs and over 100,000 new homes by 2036, as outlined in their adopted Local Plans. The transport network has a role to provide access to sites for housing and employment, as well as increasing the capacity and connectivity of the overall transport network to accommodate the extra journeys from more households and to many more jobs, aligned with other investment in digital connectivity, energy supplies and other utilities, and skills, housing, and other civic infrastructure and business support.

- A1.17 This growth will be inclusive, “truly sustainable and spread evenly across the entirety of the area, creating a place where all members of our community contribute to, and benefit from, our area's growth and success”. Currently employment, amenities and prosperity are predominantly centred in and around the cities of Cambridge and Peterborough, but these cities also contain significant areas of deprivation, and Cambridge has the most uneven income distribution of any UK city.
- A1.18 Many rural areas have poor public transport connectivity, reducing the opportunities to access employment opportunities, key services, and amenities. For people without the use of a car, including young people, those on low income or for people with disabilities, these challenges are exacerbated. For future gains in productivity and economic growth to benefit all residents of Cambridgeshire and Peterborough, investment in sustainable modes of transport will be prioritised, as this will ensure the network is safe and accessible, integrated and well-connected for all people who move to, from, within and through the region. By providing real choices for how people travel, we will promote social mobility, inclusive growth and improve health: a key driver for productivity.
- A1.19 Transport will play an important part in ensuring that our workforce is provided with the skill and education required for the modern world. Investment in our sustainable transport network will facilitate access to education and skills provision. In addition to local walking and cycling links, providing bus services from all villages and towns to nearby Further Education colleges will be a priority, as will making the planned University of Peterborough accessible not only to residents within the city but surrounding villages and market towns too.
- A1.20 Ensuring we put our communities first in the planning and investment in our transport network, through integrated transport and spatial planning, investment in high quality public realm and town and city centres, safe walking and cycling infrastructure, accessible and frequent public transport, and innovate new modes to enhance our mobility, we will help achieve another ambition: that for healthy, thriving communities in Cambridgeshire and Peterborough. These approaches, as well as a commitment to environmental net gain through investment in transport, will support our communities to become high quality, sustainable environments. Reducing the need to travel, and distances travelled, through integrated land use, transport planning, and investment in digital and mobile connectivity, and energy supply, will support this.

Mode Shift – providing attractive alternatives to driving

- A1.21 Currently, private car is the most popular transport mode for making journeys in and around Cambridgeshire and Peterborough (for example, 64% of commuting trips are made by private car). Our strategy recognises this, and includes provision for improvements to our road network which will make car journeys easier and more reliable when required. However, providing a wider range of travel options so that people have a genuine alternative to the private car is also key to reducing congestion and achieving our wider social and environmental objectives. Increasing the number of trips made by ‘active’ and sustainable transport, as described in the user hierarchy, will bring a range of benefits, such as improving public health and air quality and alleviating congestion, and ultimately help to deliver the sustainable growth required to meet the Combined Authority’s ambitions.
- A1.22 Many of our core policies aim to encourage this shift from the private car to walking, cycling and public transport. For example, “Connecting Developments Sustainably” explains how sustainable connectivity within and to developments will be provided. Our modal policies around Walking, Cycling and “Delivering a seamless public transport system” all underline the importance of ensuring ease and confidence when using these modes, thereby making them more attractive than the car. Specific schemes such as the development of ‘CAM’ (the Cambridgeshire Autonomous Metro), continued investment in the public network, and world-class walking and cycling infrastructure, will help to drive this change. Combined, these policies and schemes should help to restructure and rebalance our transport network, moving journeys away from the private car towards more sustainable and ‘active’ modes.

The strategy for our priority schemes

- A1.23 This Local Transport Plan is forward-focussed and visionary, with strategic objectives, which will need to be achieved if the vision is to succeed. These objectives underpin the delivery of the Local Transport Plan and form the basis against which schemes have been assessed. They are described below with a selection of key schemes to illustrate how they will be delivered. Figure 2 (page 10 LTP) displays the alignment of the Combined Authority’s priority transport schemes with the major development sites across the region – sites that transport investment will help unlock to recognise the economic potential of the region.
- A1.24 First, we want to connect all new and existing communities sustainably, so all residents can easily access a good job, spreading the region’s prosperity. The transport network across the area is already of a good quality, but there remain significant areas for improvement. **As much as possible, we want to encourage mode transfer from the private car to public and ‘active’ transport modes, ultimately aiming to prevent ‘car dependency’.**
- A1.25 Traffic congestion is the most frequent form of disruption to our region’s transport network, posing a risk to the Combined Authority’s future growth and prosperity. Within urban and surrounding areas, solutions to manage demand

for road space are being explored, such as the construction of the Cambridgeshire Autonomous Metro (CAM). CAM will provide high quality, high frequency metro services, delivering a step change in connectivity across the city and helping to deliver 'agglomeration benefits'; the benefits businesses reap from increased competition, knowledge sharing and efficiency gains, brought by greater proximity to one another.

- A1.26 Rail usage is already on the rise across the Combined Authority area, and we will promote a range of schemes to help encourage and accommodate this trend. For example, there are a number of new railway stations being proposed for the region, including Soham station, which would reintegrate Soham town into the national rail network, and Cambridge South station, the construction of which would provide much needed additional capacity near the Cambridge Biomedical Campus. East West Rail, a new rail link from Cambridge to Bedford, Milton Keynes and Oxford, will transform public transport connectivity along the Oxford to Cambridge corridor, while construction of a new rail link from March to Wisbech would improve public transport connectivity to the latter. More locally, improvements such as Ely North junction rail capacity enhancements will enable more frequent services and make journeys quicker for passengers.
- A1.27 Buses also form a fundamental component of the transport network across Cambridgeshire and Peterborough, particularly in rural areas. We will explore the best operating and delivery model for our public transport network, while acknowledging the different requirements of urban and rural residents. For example, we will seek to ensure that all rural areas have a public transport service that provides access to employment, education, shopping and recreation, operating at least six days per week at reasonable frequency. In addition, we will work with operators to place inter-urban bus services, combined with local rail services, at the centre of an integrated rural public transport network.
- A1.28 Although we want to prioritise the development of public and 'active' transport modes, we also recognise that the private car remains a key mode of choice for many residents across Cambridgeshire and Peterborough. We will therefore support targeted highway infrastructure and enhancement schemes such as the construction of a Huntingdon Third River Crossing, to connect the highway network north of the Great River Ouse to the strategic road network; upgrades to the A47 between Kings Lynn, Wisbech and Peterborough, to improve labour market accessibility to and from the Fens and Wisbech Garden town; King's Dyke crossing improvements, to relieve traffic congestion and associated safety issues caused by the level crossing; and dualling of the A428, which will significantly improve commuter links along the Oxford to Cambridge corridor. Improvements to the A14, one of the most congested routes in the country, are currently underway and will bring journey time, reliability and safety benefits to residents, workers and businesses alike.
- A1.29 Looking further ahead, we may consider a link road connecting the M11 in the Girton area to the A47 in the Guyhirn / Wisbech area. Through improving regional accessibility to the Strategic Road Network, a new or upgraded route would aim to provide conditions that encourage inward investment in higher value employment sectors in the north of Cambridgeshire; reduce spatial inequalities across Cambridgeshire, sharing and expanding the benefits of the

success of the Greater Cambridge area; and support economic and housing growth in Fenland.

- A1.30 Alongside the physical improvements, we are committed to enhancing the region's 'virtual network'. Faster, more reliable digital connectivity – with digital infrastructure such as fibre ducting delivered alongside transport infrastructure where appropriate – will provide improved connectivity between businesses and to homes; greater working flexibility, thereby taking the strain off the transport network; and allow better management of our transport networks to increase capacity, make travel times more reliable, and ultimately, make journeys safer.
- A1.31 Improvements to the transport network will also help to support new housing and development to accommodate a growing population and workforce, and address housing affordability issues. The housing market is currently very 'overheated', particularly around Cambridge, where the average house price is nearly 13 times the annual salary, compared to the national average of just under 8 times. The effects of higher house prices propagate through the economy, potentially slowing growth. Local plans include targets for over 100,000 new homes, by 2036, with the location of the strategic sites shown in Phase 1 of the Non-Statutory Spatial Framework (NSSF). Transport will help to unlock future development sites and connect new residents to jobs and amenities.
- A1.32 For example, necessary partnerships and plans are currently being developed for the construction of vastly improved public transport connectivity to Alconbury. Connectivity and a new travel hub will play a central role in delivering over 8,000 jobs at the Alconbury Weald Enterprise Zone, accelerate the development of 6,000 new homes and sustainably connect new residents to jobs and amenities. Improvements on the Ely-Cambridge transport corridor will unlock key opportunities such as a new town north of Waterbeach and development on the Cambridge Science Park.
- A1.33 However, whilst encouraging development, we also want to deliver a transport network that protects and enhances our natural, historic and built environments. We are fortunate to have exceptionally high-quality environments within Cambridgeshire and Peterborough, which have positive impacts on the quality of life for our residents. Nonetheless, there are biodiversity challenges and not everyone has easy access to good quality open space. We must therefore integrate environmental considerations, including biodiversity net gain, into our thinking throughout the development of the future transport network and ensure that all new transport schemes cause minimal disruption to the environment both during construction and operation.
- A1.34 In a similar vein, we shall aim to ensure transport initiatives improve air quality across the region, exceeding good practice standards. We will, wherever possible, work to improve air quality and noise pollution, exploring options such as electrification of local taxi fleets and increasing the number of buses running on bio-fuels and electricity. This will ensure that locally, air quality sees significant improvement, improving the health and quality of life for residents.
- A1.35 We also want to ensure that we reduce emissions to as close to zero as possible to minimise the impact of transport and travel on climate change. We

understand that climate change, a global issue, requires interventions at a local scale. We recognise that everybody has a role to play in tackling this issue and want to ensure that Cambridgeshire and Peterborough are proactive in this regard.

- A1.36 To help drive these changes we must also provide 'healthy streets' and high-quality public realm that puts people first and promotes active lifestyles. 'Active' transport modes like walking and cycling have a very positive impact upon local air quality, greenhouse gas emissions, and public health. Walking and cycling are already popular transport modes within certain areas of the Combined Authority, such as Cambridge, but we must ensure that they become more widespread across the region. To help promote walking and cycling, we will develop Local Cycling and Walking Implementation Plans (LCWIPs) to provide evidence for prioritised investment in cycling and walking infrastructure. We will develop high quality cycle provision, through schemes such as the Greater Cambridge Partnership's Greenways. This will involve building upon the current network and providing additional links to join up key destinations that are already partially served (for example the Chisholm Trail in Cambridge). In addition, the use of active travel as part of multi-modal trips will be encouraged wherever possible. For example, we will investigate the possibility of a cycle hub in Peterborough city centre and improve cycle links to other key destinations around the city. Broadly we must consider 'place' and 'movement' function when designing new infrastructure to ensure that we can provide good transport connectivity whilst retaining and developing 'healthy streets'.
- A1.37 On a broader scale, Cambridgeshire and Peterborough depends upon national and international connectivity to drive its economic prosperity. We must therefore ensure that all our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports. For example, the combined authority is currently working in partnership with Highways England to assess the viability of dualling the A47, which would significantly improve east-west freight movement in the north of the combined authority area. In addition, we will support infrastructure and signalling enhancements to improve rail freight capacity, taking freight off the road network and moving it across the region more sustainably. Combined, these interventions will ensure that goods continue to flow freely into and out of the region, allowing trade and local businesses to flourish.
- A1.38 Everybody should be able to access our transport network, feel safe, and be healthier when they do so. We want to promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all. To achieve this, the network must be examined at every scale, from curb-heights to area-wide highway network planning, ensuring that nobody is excluded from using the transport network due to personal circumstances; income, age, disability or any other factors. This 'human-centred' thinking is a central component of our approach across projects and schemes. We also want to embed a safe systems approach into all planning and transport operations to achieve Vision Zero – zero fatalities or serious injuries on the transport network. Almost all transport related deaths occur on the road, and so improvements to highway safety will be our focus when aiming to reduce fatalities on the transport network.

A1.39 Finally, we recognize that the transport network does not always function flawlessly and is subject to internal and external stresses that can cause delays. We must therefore make the transport network resilient and adaptive to human and environmental disruption, improving journey time reliability. Cambridgeshire and Peterborough is one of the driest areas in the UK, yet also susceptible to flooding due to its predominantly low-lying topography. This means that transport infrastructure can be vulnerable to extreme weather events and must be appropriately protected. We will look to incorporate climate resilience into the new transport network, designing infrastructure that is resilient but also easily repairable. By ensuring that the transport network is protected against human and environmental disruptions, journey time reliability will be improved for residents, allowing quicker and more enjoyable journeys across the Combined Authority.

Scheme Assessment

A1.40 The schemes that have been included in the draft Local Transport Plan have been identified and selected from a number of sources: the priority schemes and studies of the Combined Authority, previous Local Transport Plans for Cambridgeshire and Peterborough, the Greater Cambridge Partnership's work, and Local Plans; and have been reviewed with key officer stakeholders at a local, regional and national level.

A1.41 The schemes have been through relevant due diligence processes. For example, the Combined Authority's priority transport schemes are being developed in line with the Combined Authority's Assurance Framework and the schemes contained within existing Local Plans have been through Examination in Public. In addition, an assessment framework, developed for the Local Transport Plan, has been deployed. In line with good practice, the assessment framework includes the assessment of schemes against their potential contribution towards the strategic objectives for the Local Transport Plan, as well as consideration of the economic case for intervention such as value for money; and the schemes' financial, commercial and engineering deliverability.

A1.42 It is a balanced and integrated package of schemes that has been brought forward for inclusion in the plan that addresses key issues and opportunities, across multiple objective priorities, as well as having full spatial coverage of the Combined Authority region.

A1.43 Further assessment of schemes and policies has taken place, independently, as part of the Strategic Environmental Assessment, Habitats Regulation Assessment, and Community Impact Assessment. These assessments will be appended to the core Local Transport Plan for consultation.

Delivery Planning

A1.44 The short-term delivery plan for the use of Combined Authority funding on its priority schemes is contained within the Combined Authority's Business Plan. The Transport Delivery Plan for the Local Transport Plan will echo this as well

as containing delivery plans for the wider portfolio of schemes, new policy initiation, and a programme of further complementary transport strategies. These will include a combination of spatial (area and corridor) based strategies and thematic, policy or modally based strategies (e.g. air quality, cycling, future mobility).

A1.45 The Combined Authority also commits to identifying the process through which new schemes can come forward for development and investment decisions. Currently, the Combined Authority, Peterborough City Council, Cambridgeshire County Council, and the Greater Cambridge Partnership have different processes for scheme prioritisation. The feasibility of a single process will be investigated as part of the Combined Authority's budget setting and the business plan process for capital and revenue investment in schemes and policies.

Funding

A1.46 Central government funding has become increasingly constrained in recent years and public investment in the UK is more dependent than ever on finding sufficient local funding. Devolution has also focused decision making on seeking to find local sources for investments.

A1.47 The City Deal, signed in 2014, will allow us to address many of the transport challenges we face in the Greater Cambridge area. The first tranche of funding available is £100m to be spent between 2015 and 2020. If the transport investments funded from this pot prove to be successful, two further tranches of funding will become available in the future – £200m from April 2020 onwards and £200m from April 2025 onwards. Local partners have committed to provide further £500m.

A1.48 Other potential sources of funding, both to start new transport schemes and continue with existing projects, include:

- Central Government funding, for example the Housing Infrastructure Fund, and the Growth Deal;
- direct contributions from private companies and/or developers;
- Mayoral Community Infrastructure Levy/Strategic Infrastructure Tariff;
- Business Rates Supplement and/or Increment Retention;
- Council Tax Precept and/or Increment Retention;
- Stamp Duty Increment Retention; and
- Land Value Capture mechanisms.

Monitoring and Evaluation

A1.49 Monitoring the effectiveness of the strategies, policies and initiatives contained within the Local Transport Plan is critical. We want to ensure that the delivery of the Local Transport Plan is as effective as possible and is providing value for money, and therefore, have a robust monitoring framework of indicators and targets to check our progress towards delivering our strategy and achieving our objectives. Monitoring and evaluation forms a significant part of the policy feedback loop to inform future policy development, priorities and budgets.

The Cambridgeshire and Peterborough Local Transport Plan

Prepared by Steer

Prepared for Cambridgeshire and
Peterborough Combined Authority

Published 20 May 2019

The Cambridgeshire and Peterborough Local Transport Plan

Prepared by
Steer
28-32 Upper Ground
London SE1 9PD
+44 20 7910 5000
steergroup.com

Prepared for:
Cambridgeshire and Peterborough Combined Authority
The Incubator 2
First Floor
Alconbury Weald Enterprise Campus
Alconbury Weald
Huntingdon
Cambridgeshire
PE28 4WX

Steer has prepared this material for Cambridgeshire and Peterborough Combined Authority. This material may only be used within the context and scope for which Steer has prepared it and may not be relied upon in part or whole by any third party or be used for any other purpose. Any person choosing to use any part of this material without the express and written permission of Steer shall be deemed to confirm their agreement to indemnify Steer for all loss or damage resulting therefrom. Steer has prepared this material using professional practices and procedures using information available to it at the time and as such any new information could alter the validity of the results and conclusions made.

◇ Executive Summary	6
Public consultation	10
Policy alignment	10
Vision, goals and objectives	11
Overarching strategy	14
Our priority schemes	16
Implementing the strategy	20
+ 1. The Cambridgeshire and Peterborough Local Transport Plan	22
Introduction	24
Progress to-date	28
The Local Transport Plan	30
Transport Vision 2050	36
Evidence base	42
Implementing the strategy	50
^ 2. Our Strategy	66
Introduction	68
Our overall strategy	70
Guiding principles	74
Major schemes	78
● 3. Local Strategies	84
Introduction	86
Peterborough	88
Greater Cambridge	100
Huntingdonshire	114
East Cambridgeshire	124
Fenland	134
∕ 4. Our Policies	142
Introduction	144
× Appendices	158
Appendix A: High level delivery plan	166
Appendix B: Glossary of terms	206

Figures	
Figure 1.1: The Local Transport Plan and other strategic documents	35
Figure 1.2: Transport infrastructure and accessibility (2018)	45
Figure 1.3: Accessibility to major employment sites by public transport (2018)	50
Figure 1.4: Observed traffic congestion in Cambridgeshire and Peterborough in 2015	52
Figure 1.5: Forecast traffic congestion in Cambridgeshire and Peterborough in 2041	54
Figure 1.6: Method of travel to work (2011)	56
Figure 1.7: Ratio of median house price to median salary	76
Figure 2.1: Movement and place function	80
Figure 2.2: Key projects for Cambridgeshire and Peterborough	94
Figure 3.1: Summary of key projects in Peterborough	104
Figure 3.2: Summary of key projects in Greater Cambridge	120
Figure 3.3: Summary of key projects in Huntingdonshire	130
Figure 3.4: Summary of key projects in East Cambridgeshire	139
Figure 3.5: Summary of key projects in Fenland	146
Figure 4.1: Policy themes by objective and transport mode policy themes	
Tables	
Table 1.1: Local transport plan objectives	40
Table 2.1: High-level user hierarchy	76
Table 4.1: Policy summaries	148



Executive Summary

This is the first Local Transport Plan for Cambridgeshire and Peterborough. It replaces the Interim Local Transport Plan, which was published in June 2017 and was based upon the existing Local Transport Plans for Cambridgeshire (Local Transport Plan 3) and Peterborough (Local Transport Plan 4).

The Plan describes how transport interventions can be used to address current and future challenges and opportunities for Cambridgeshire and Peterborough. In doing so, it sets out the policies and strategies needed to secure growth and ensure that planned large-scale development can take place in the county in a sustainable way.

This Local Transport Plan has been produced in partnership with Peterborough City Council, Cambridgeshire County Council, the Greater Cambridge Partnership, and the city and district councils of Cambridge, East Cambridgeshire, Fenland, Huntingdonshire and South Cambridgeshire. In addition, engagement has taken place throughout with several of central government's arm's length bodies such as Highways England and Network Rail, as well as neighbouring transport and highway authorities. In addition to working with public sector partners, our work has also been informed by wider stakeholder consultation, including with transport operators; industry groups; and community organisations.

The Plan is split in to two main parts:

- ◊ This draft Local Transport Plan sets out the vision, goals and objectives (which will define the strategic approach up to 2050) and the policies designed to deliver the objectives. A summary of the plan is provided in this Executive Summary.
- ◊ The Transport Delivery Plan (2019 to 2035) details how we will deliver the Local Transport Plan strategy - essentially a business plan. It details our programmes for the delivery of improvements to the transport network, and for its day-to-day management and maintenance. The Transport Delivery Plan will be developed during the public consultation on the draft Local Transport Plan. It will identify:
 - the phasing of schemes and initiation of new policies;
 - lead sponsors for delivery along with key delivery partners;
 - known and potential funding and financing sources/options; and
 - key risks and deliverability.



Public consultation

This draft document has been produced for public consultation, which will run for twelve weeks in the summer of 2019. During this time, key stakeholders including Local Authorities, statutory bodies and members of the public, will have the opportunity to comment on the content of the Local Transport Plan.

The Plan is accompanied by the following draft documents:

- ◊ Strategic Environmental Assessment (SEA)
- ◊ Habitats Regulation Assessment (HRA)
- ◊ A Community Impact Assessment (CIA), incorporating a Health Impact Assessment (HIA), and an Equality Impact Assessment (EqIA) compliant with the Equality Act 2010.

Details of the consultation process, the key questions that we are inviting feedback upon, and the ways in which you can respond are provided in the accompanying consultation leaflet and on the Combined Authority website.

Policy alignment

The Local Transport Plan has been developed in tandem with a range of other documents to ensure consistency with local, regional and national strategic priorities. Policies have been assessed to ensure coherence with national, regional and local policy; and all schemes, programmes and initiatives will be required to align similarly as they are developed.

The scale of opportunity for economic growth and development is defined by the Cambridgeshire and Peterborough Independent Economic Review (CPIER), the Combined Authority Growth Ambition Statement, and the strategic goals and priorities of the Combined Authority. The spatial context for the strategy is provided by the Non-Statutory Spatial Framework and current Local Plans. In addition, the Local Transport Plan has built on the body of work of, and priority transport schemes included within the Mayor's Interim Transport

Strategy Statement, previous Local Transport Plans, the work of the Greater Cambridge Partnership, and Local Planning Authorities' Local Plans.

Phase 1 of the Non-Statutory Spatial Framework reflects current levels of growth forecast and allocated in existing Local Plans with time horizons out to the early / mid 2030s. CPIER and Phase 2 of the Spatial Framework look out to 2050, and the Local Transport Plan supports this longer-term and higher level of ambition for economic growth and development.

The timing of the development of the Local Transport Plan is opportune. It has been developed concurrently with the documents listed above to respond to the challenges and opportunities detailed in CPIER and the Growth Ambition Statement. Alongside the Local Industrial Strategy and Non-Statutory Spatial Framework, this Local Transport Plan completes the suite of documents which articulate the Combined Authority's response to CPIER.

It also provides a robust platform for the planning and delivery of the Combined Authority's ambitious programme of priority transport schemes. It will inform the next round of Local Plan development being embarked upon imminently, and as the overarching spatial strategy for Cambridgeshire and Peterborough continues to develop, so it may be necessary to refresh the Local Transport Plan accordingly. The Combined Authority will work closely with its partners in spatial planning and the delivery of transport priorities to identify the most appropriate time to refresh the Local Transport Plan over the coming years.

Vision, goals and objectives

Vision

The Combined Authority's Local Transport Plan vision is:

To deliver a world-class transport network for Cambridgeshire and Peterborough that supports sustainable growth and opportunity for all

The vision is intended to capture the aspirations for Cambridgeshire and Peterborough's transport network, reflecting future ambition to provide:

- ◊ 'A world-class transport network' – Cambridgeshire and Peterborough aspire toward a transport system of the highest quality on a global stage, which meets the needs of residents, businesses, and visitors.
- ◊ 'Sustainable growth' – the network will support the delivery of future economic and housing growth across the region that enhances overall quality of life and protects or enhances the environment.
- ◊ 'Opportunity for all' – the network should support access to jobs, services and education for all, irrespective of income, age, ability, location, or access to a car.

Goals

Our goals are intended to outline (at a high level) what wider outcomes we want the transport network in Cambridgeshire and Peterborough to achieve. They are fully consistent with the guiding principles outlined in the Mayoral Interim Transport Strategy Statement and Growth Ambition Statement:

- ◊ Economy: Deliver economic growth and opportunity for all our communities.
- ◊ Society: Provide an accessible transport system to ensure everyone can thrive and be healthy.
- ◊ Environment: Protect and enhance our environment and tackle climate change together.

Objectives

Each of the objectives of the Local Transport Plan underpin the delivery of the goals, and form the basis against which schemes, initiatives, and policies will be assessed. They address the challenges and opportunities inherent in accommodating growth sustainably, enhancing freight and tourism connections, and putting people and the environment at the heart of transport design and decision making. The objectives of the Local Transport Plan are described in Table i.



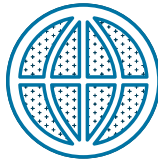


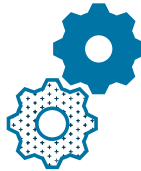

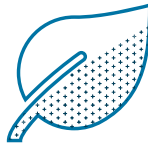


+ Economy +			+ Society +			+ Environment +			
									
Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues	Connect all new and existing communities sustainably so residents can easily access a good job within 30 minutes, spreading the region's prosperity	Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports	Build a transport network that is resilient and adaptive to human and environmental disruption, improving journey time reliability	Embed a safe systems approach into all planning and transport operations to achieve Vision Zero – zero fatalities or serious injuries	Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all	Ensure transport initiatives improve air quality across the region to exceed good practice standards	Provide 'healthy streets' and high-quality public realm that puts people first and promotes active lifestyles	Deliver a transport network that protects and enhances our natural, historic and built environments	Reduce emissions to as close to zero as possible to minimise the impact of transport and travel on climate change

Table i Local transport plan objectives

Overarching strategy

Our region is both large and diverse: 850,000 residents and 42,000 business call Cambridgeshire and Peterborough home, in an area covering some 340,000 hectares. It is home to a wide range of communities, settled in diverse geographical and social settings – from the cities of Peterborough and Cambridge, to large market towns and a network of rural villages and hamlets.

Developing a unified transport strategy for the whole region is complex. At its core, is providing choices in the way we travel to be less reliant on the car and ensuring we put our communities – the places we live, work and visit – first in the planning and investment in our transport network. Integrated transport and spatial planning, investment in high quality public realm in our town and city centres, safe and attractive walking and cycling infrastructure, accessible and frequent public transport and with innovative new transport modes designed to enhance mobility will all play an important role in helping achieve our ambition for healthy, thriving communities in Cambridgeshire and Peterborough.

Our strategy will also help to deliver on the Combined Authority's strategic ambition to become the UK's capital of innovation and productivity, and to double the size of its economy from £22 billion Gross Value Added (GVA) to £40 billion over the next 25 years. Improving journey times, both by road and rail, and reliability is important for businesses to access their markets, collaborators and supply chains. Improving journey times will also help to increase the geographical catchment from which to draw growing workforces, helping businesses to realise their full potential for growth.

Enhancing our transport network and creating new journey opportunities that do not solely rely on the private car is key to preventing congestion from worsening, and to accommodate new and existing journeys as sustainability as possible. Large-scale investment in public transport, including a

rapid transit network for Cambridgeshire and a new rail link to Wisbech, coupled with improved highway links, from the Parkway network in Peterborough to the A47 and A10 corridors, will provide extra capacity for people to travel and support our regions' growth.

Investment in world-class walking and cycling facilities, including a network of segregated cycleways and new bridges of the River Nene, Cam and Ouse, will create sustainable travel opportunities, reducing traffic flows and improving air quality through encouraging people to walk or cycle rather than drive for shorter journeys. Investment across the region in transport technology, research and innovation, and deployment, will ensure that the area is globally renowned for being forward-thinking and progressive regarding mobility and movement – putting the region at the forefront of tackling one of the Government's Industrial Strategy Grand Challenges – the future of mobility.

The Combined Authority has also stated its ambition for everyone to have access to a good job within easy reach of home. To achieve this will require not only an increasing level of jobs, but also provision of high-quality housing and commercial spaces within and near existing communities to accommodate a growing population and workforce. The Combined Authority is supporting the region's Local Planning Authorities in targeting more than 90,000 new jobs and over 100,000 new homes by 2036, as outlined in their adopted Local Plans.

The transport network has a role to provide access to sites for housing and employment, as well as increasing the capacity and connectivity of the overall transport network to accommodate the extra journeys from more households and to many more jobs, aligned with other investment in digital connectivity, energy supplies and other utilities, and skills, housing, and other civic infrastructure and business support.

Growth will be inclusive, truly sustainable and spread evenly across the entirety of the area, creating a place where all members of our community contribute to, and benefit from, our area's growth and success. Currently, employment, amenities and prosperity are predominantly centred in and around the cities of Cambridge and Peterborough, but these cities also contain significant areas of deprivation, and Cambridge has the most uneven income distribution of any UK city. Our proposals will help to spread success across our region, ensuring that all our residents benefit from growth wherever they live.

Many rural areas have poor public transport connectivity, reducing the opportunities to access employment opportunities, key services, and amenities. For people without the use of a car, including young people, those on low income or for people with disabilities, these challenges are exacerbated. For future gains in productivity and economic growth to benefit all our residents, investment in sustainable modes of transport will be prioritised, as this will ensure the network is safe and accessible, integrated and well-connected for all people who move to, from, within and through the region.

By providing real choices for how people travel, we will promote social mobility, inclusive growth and improve health: a key driver for productivity. Transport will play an important part in ensuring that our workforce is able to access the skills and education required for the modern world. Investment in our sustainable transport network will facilitate improved access to education and skills provision, including for those without access to a car.

Our approach, including a commitment to environmental net gain through investment in transport, will support our communities to become high quality, sustainable environments where people want to live. Reducing the need to travel, and distances travelled, through integrated land use, transport planning, investment in digital and mobile connectivity and energy supply, will be a central pillar in meeting local and national ambitions to significantly reduce greenhouse gas emissions by 2050.

Our priority schemes

This Local Transport Plan is forward-focussed and visionary, with strategic objectives that will need to be achieved if the vision is to succeed. These objectives underpin the delivery of the Local Transport Plan and form the basis against which schemes have been assessed. They are described below with a selection of key schemes to illustrate how they will be delivered.

Figure i shows the Combined Authority's priority transport schemes. These have been designed to align with the major development sites across the region – sites that transport investment will help unlock to recognise the economic potential of the region.

Transport and the economy

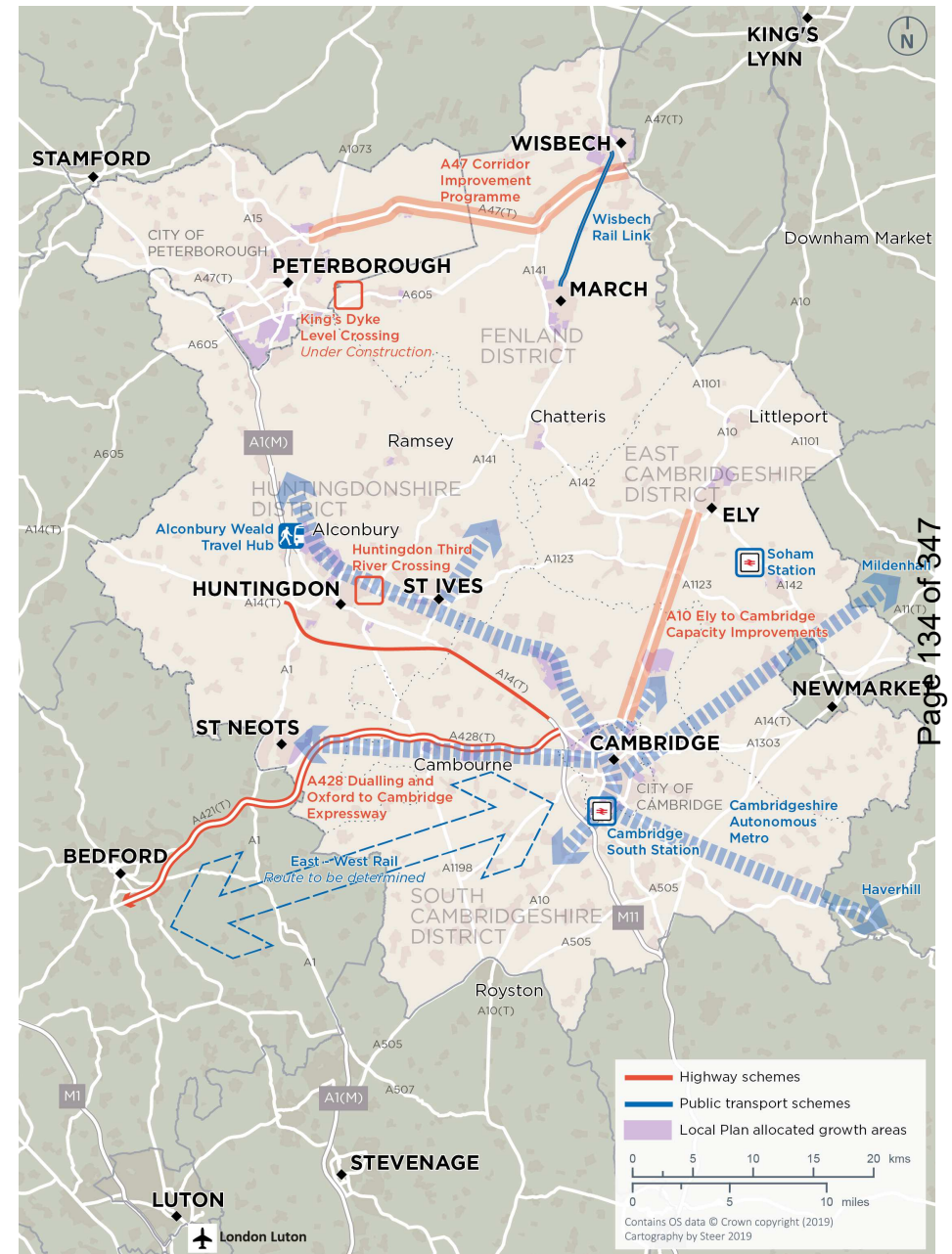
First, we want to connect all new and existing communities sustainably, so residents can easily access a good job within 30 minutes, spreading the region's prosperity. The transport network across the area is already of a good quality, but there remain significant areas for improvement. As much as possible, we want to encourage mode transfer from the private car to public and 'active' transport modes, ultimately aiming to reduce 'car dependency'.

Traffic congestion is the most frequent form of disruption to our region's transport network, posing a risk to the Combined Authority's future growth and prosperity. Within urban and surrounding areas, solutions to manage demand for road space are being explored, such as the construction of the Cambridgeshire Autonomous Metro (CAM). CAM will provide high quality, high frequency metro services, delivering a step change in connectivity across the city and helping to deliver 'agglomeration benefits'; the benefits businesses reap from increased competition, knowledge sharing and efficiency gains, brought by greater proximity to one another.

Rail usage is already on the rise across the Combined Authority area, and we will promote a range of schemes to help encourage and accommodate this trend. For example, there are a number of new railway stations being proposed for the region, including Soham station, which would reintegrate Soham town into the national rail network, and Cambridge South station, the construction of which would provide much needed additional capacity near the Cambridge Biomedical Campus. East West Rail, a new rail link from Cambridge to Bedford, Milton Keynes and Oxford, will transform public transport connectivity along the Oxford to Cambridge corridor, while construction of a new rail link from March to Wisbech would improve public transport connectivity to the latter. More locally, rail improvements such as Ely Area Capacity Enhancement (EACE) scheme will enable more frequent services and make journeys quicker for passengers.

Buses also form a fundamental component of the transport network across Cambridgeshire and Peterborough, particularly in rural areas. We will explore the best operating and delivery model for our public transport network, while acknowledging the different requirements of urban and rural residents. For example, we will seek to ensure that rural areas have a public transport service that provides access to employment, education, shopping and recreation. In addition, we will work with operators to place inter-urban bus services, combined with local rail services, at the centre of an integrated rural public transport network.

Although we want to prioritise the development of public and 'active' transport modes, we also recognise that the private car remains a key mode for many residents across Cambridgeshire and Peterborough. We will therefore support targeted highway infrastructure and enhancement schemes such as the construction of a Huntingdon Third River Crossing, to connect the highway network north of the Great River Ouse to the strategic road network; upgrades to the A47 between Kings Lynn, Wisbech and



Peterborough, to improve labour market accessibility to and from the Fens and Wisbech Garden town; King's Dyke crossing improvements, to relieve traffic congestion and associated safety issues caused by the level crossing; and dualling of the A428, which will significantly improve commuter links along the Oxford to Cambridge corridor. Improvements to the A14, one of the most congested routes in the country, are currently underway and will bring journey time, reliability and safety benefits to residents, workers and businesses alike.

Looking further ahead, we may consider a link road connecting the M11 in the Girton area to the A47 in the Guyhirn/Wisbech area. Through improving regional accessibility to the Strategic Road Network, a new or upgraded route would aim to provide conditions that encourage inward investment in higher value employment sectors in the north of Cambridgeshire; reduce spatial inequalities across Cambridgeshire, sharing and expanding the benefits of the success of the Greater Cambridge area; and support economic and housing growth in Fenland.

Alongside the physical improvements, we are committed to enhancing the region's 'virtual network'. Faster, more reliable digital connectivity – with digital infrastructure such as fibre ducting delivered alongside transport infrastructure where appropriate – will provide improved connectivity between businesses and to homes; greater working flexibility, thereby taking the strain off the transport network; and allow better management of our transport networks to increase capacity, make travel times more reliable, and ultimately, make journeys safer.

Improvements to the transport network will also help to support new housing and development to accommodate a growing population and workforce, and address housing affordability issues. The housing market is currently very 'overheated', particularly around Cambridge, where the average house price is nearly 13 times the annual salary, compared to the national average of just under 8 times. The effects

of higher house prices propagate through the economy, potentially slowing growth. Local plans include targets for over 100,000 new homes, by 2036, with the location of the strategic sites shown in Phase 1 of the Non-Statutory Spatial Framework (NSSF). Transport will help to unlock future development sites and connect new residents to jobs and amenities. For example, necessary partnerships and plans are currently being developed for the construction of vastly improved public transport connectivity to Alconbury. Connectivity and a new travel hub will play a central role in delivering over 8,000 jobs at the Alconbury Weald Enterprise Zone, accelerate the development of 6,000 new homes and sustainably connect new residents to jobs and amenities. Improvements on the Ely-Cambridge transport corridor will unlock key opportunities such as a new town north of Waterbeach and development on the Cambridge Science Park.

Transport and the environment

However, whilst encouraging development, we also want to deliver a transport network that protects and enhances our natural, historic and built environments. We are fortunate to have exceptionally high-quality environments within Cambridgeshire and Peterborough, which have positive impacts on the quality of life for our residents. Nonetheless, there are biodiversity challenges and not everyone has easy access to good quality open space. We must therefore integrate environmental considerations, including biodiversity net gain, into our thinking throughout the development of the future transport network and ensure that all new transport schemes cause minimal disruption to the environment both during construction and operation.

In a similar vein, we shall aim to ensure transport initiatives improve air quality across the region, exceeding good practice standards. We will work to improve air quality and noise pollution, exploring options such as electrification of local taxi fleets and increasing the number of buses running on sustainable fuels. This will ensure that locally,

air quality sees significant improvement, improving the health and quality of life for residents.

We also want to ensure that we reduce emissions to as close to zero as possible to minimise the impact of transport and travel on climate change. We understand that climate change, a global issue, requires interventions at a local scale. We recognise that everybody has a role to play in tackling this issue and want to ensure that Cambridgeshire and Peterborough are proactive in this regard.

To help drive these changes we must also provide 'healthy streets' and high-quality public realm that puts people first and promotes active lifestyles. 'Active' transport modes like walking and cycling have a very positive impact upon local air quality, greenhouse gas emissions, and public health. Walking and cycling are already popular transport modes within certain areas of the Combined Authority, such as Cambridge, but we must ensure that they become more widespread across the region. To help promote walking and cycling, we will develop Local Cycling and Walking Implementation Plans (LCWIPs) to provide evidence for prioritised investment in cycling and walking infrastructure. We will develop high quality cycle provision, through schemes such as the Greater Cambridge Partnership's Greenways. This will involve building upon the current network and providing additional links to join up key destinations that are already partially served (for example the Chisholm Trail in Cambridge). In addition, the use of active travel as part of multi-modal trips will be encouraged wherever possible. For example, we will investigate the possibility of a cycle hub in Peterborough city centre and improve cycle links to other key destinations around the city. Broadly we must consider 'place' and 'movement' function when designing new infrastructure to ensure that we can provide good transport connectivity whilst retaining and developing 'healthy streets'.

On a broader scale, Cambridgeshire and

Peterborough depends upon national and international connectivity to drive its economic prosperity. We must therefore ensure that all our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports. For example, the combined authority is currently working in partnership with Highways England to assess the viability of dualling the A47, which would significantly improve east-west freight movement in the north of the combined authority area. In addition, we will support infrastructure and signalling enhancements to improve rail freight capacity, taking freight off the road network and moving it across the region more sustainably. Combined, these interventions will ensure that goods continue to flow freely into and out of the region, allowing trade and local businesses to flourish.

Transport and society

Everybody should be able to access our transport network, feel safe, and be healthier when they do so. We want to promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all. To achieve this, the network must be examined at every scale, from curb-heights to area-wide highway network planning, ensuring that nobody is excluded from using the transport network due to personal circumstances; income, age, disability or any other factors. This 'human-centred' thinking is a central component of our approach across projects and schemes. We also want to embed a safe systems approach into all planning and transport operations to achieve Vision Zero – zero fatalities or serious injuries on the transport network. Almost all transport related deaths occur on the road, and so improvements to highway safety will be our focus when aiming to reduce fatalities on the transport network.

Finally, we recognize that the transport

network does not always function flawlessly and is subject to internal and external stresses that can cause delays. We must therefore make the transport network resilient and adaptive to human and environmental disruption, improving journey time reliability. The Cambridgeshire and Peterborough area is one of the driest in the UK, yet also susceptible to flooding due to its predominantly low-lying topography. This means that transport infrastructure can be vulnerable to extreme weather events and must be appropriately protected. We will look to incorporate climate resilience into the new transport network, designing infrastructure that is resilient but also easily repairable. By ensuring that the transport network is protected against human and environmental disruptions, journey time reliability will be improved for residents, allowing quicker and more enjoyable journeys across the Combined Authority.

Implementing the strategy

There are several important hurdles that need to be overcome before the Local Transport Plan can be implemented, and the time and effort needed to do so will be captured within the Delivery Plans to be developed during the consultation period. While these hurdles represent important checks and balances to ensure that we are making the best possible use of public and private funds, in parallel we will seek to remove unnecessary red-tape so that the benefits of improvements to our transport networks are delivered sooner and at lower cost. They include:

- ◊ Scheme assessment;
- ◊ Delivery and planning;
- ◊ Funding; and
- ◊ Monitoring and evaluation.

Scheme assessment

The schemes that have been included in the draft Local Transport Plan have been identified and selected from a number of sources: the priority schemes and studies of the Combined Authority, previous Local Transport Plans for Cambridgeshire and Peterborough, the Greater Cambridge Partnership's work, and Local Plans; and have been reviewed with key officer stakeholders at a local, regional and national level. The schemes have been through relevant due diligence processes. In addition, an assessment framework, developed for the Local Transport Plan, has been deployed. In line with good practice, the assessment framework includes consideration of schemes against their potential contribution towards the strategic objectives for the Local Transport Plan, as well as consideration of their value for money, affordability, environmental impacts (including air quality) and engineering deliverability.

Delivery planning

The Transport Delivery Plan will echo the Combined Authority's Business Plan as well as containing delivery plans for the wider portfolio of schemes, new policy initiation, and a programme of further complementary transport strategies. These will include a combination of spatial (area and corridor) based strategies and thematic, policy or modally based strategies (e.g. air quality, cycling, future mobility). Transport Delivery Plans will be reviewed annually through the Combined Authority's Medium-Term Financial Planning process.

The Combined Authority also commits to identifying the process through which new schemes can come forward for development and investment decisions. Currently, the Combined Authority, Peterborough City Council, Cambridgeshire County Council, and the Greater Cambridge Partnership have different processes for scheme prioritisation. The feasibility of a single process will be investigated as part of the Combined Authority's budget setting and the business plan process for capital and revenue investment in schemes and policies.

Funding

Central government funding has become increasingly constrained in recent years and public investment in the UK is more dependent than ever on finding sufficient local funding. Devolution has also focused decision making on seeking to find local sources for investments.

The City Deal, signed in 2014 and being delivered by the Greater Cambridge Partnership, will allow us to address many of the transport challenges we face in the Greater Cambridge area. Across the wider Cambridgeshire and Peterborough geography, however, other potential sources of funding both to start new transport schemes and continue with existing projects will be required. Potential sources include:

- ◊ Central Government funding, for example the Housing Infrastructure Fund, and the Growth Deal;
- ◊ direct contributions from private companies and/or developers;
- ◊ Mayoral Community Infrastructure Levy/ Strategic Infrastructure Tariff;
- ◊ Business Rates Supplement and/or Increment Retention;
- ◊ Council Tax Precept and/or Increment Retention;
- ◊ Stamp Duty Increment Retention; and
- ◊ Land Value Capture mechanisms.

During the consultation period we will examine the potential for these mechanisms to deliver funding to support our strategy, reflecting the views of stakeholder and public.

Monitoring and evaluation

Monitoring the effectiveness of the strategies, policies and initiatives contained within the Local Transport Plan is critical. We want to ensure that the delivery of the Local Transport Plan is as effective as possible, and the initiatives that it embodies provide value for money. We must, therefore, implement a robust monitoring framework of indicators and targets, linked to the Transport Delivery Plan, to check our progress towards achieving our objectives and fulfilling the Transport Vision 2050.

1. The Cambridgeshire and Peterborough Local Transport Plan

Introduction



- 1.1 This document sets out the first Transport Strategy for Cambridgeshire and Peterborough. It replaces the Interim Local Transport Plan published in June 2017 and which was de facto based upon the existing local transport plans for Cambridgeshire (LTP3) and Peterborough (LTP4)¹.
- 1.2 The strategy has been developed by the Cambridgeshire and Peterborough Combined Authority in consultation with Cambridgeshire County Council, the six District Councils (City of Cambridge, East Cambridgeshire, Fenland, Huntingdonshire, Peterborough and South Cambridgeshire), the Greater Cambridge Partnership, Highways England and Network Rail. In preparing the strategy we have also sought the comments, advice and guidance of a wide range of consultees in the public, private and third sector including regional transport bodies, industry representative groups and community organisations.
- 1.3 In response to the Cambridgeshire and Peterborough Independent Economic Review (CPIER)², the Combined Authority has set out a Growth Ambition Statement³. This statement repeats our Devolution Deal target to nearly double economic output to £40bn over 25 years. In doing so, the Growth Ambition Statement acknowledges the CPIER perspective that “this [level of growth] is particularly ambitious” and embraces the challenge that “current efforts are not enough to secure that growth.”
- 1.4 The Combined Authority is developing a Cambridgeshire and Peterborough Spatial Framework. Phase 1 was approved in March 2018 and included proposals on how existing housing allocations could be accelerated. Phase 2, which sets out principles for spatial development and a vision for sustainable housing and employment growth to 2050, is being consulted on alongside this Local Transport Plan. This will be taken forward via the statutory local plans.
- 1.5 Nonetheless, Cambridgeshire and Peterborough are likely to change significantly over the lifetime of the Plan,

in ways that we cannot currently predict. As a consequence, the transport strategy needs to be sufficiently flexible to influence and support transport initiatives as they are brought forward. It will do so by:

- Providing a rigorous process for scheme prioritisation and development, which will ensure that transport investment is directed to those areas where it can contribute most to the wellbeing or the area; and
- Presenting a programme of four-year Delivery Plans which set out the Combined Authority’s spending programme, based on the resources available. These Delivery Plans will be reviewed annually through the Medium-Term Financial Planning process⁴.

- 1.6 Taken together, the Transport Strategy and associated Delivery Plans constitute Cambridge and Peterborough’s first Local Transport Plan. This plan has been developed in line with current Local Transport Plan guidance and best practice. It is based upon an extensive evidence base, a summary of which is provided in Appendix B. It has also been subject to multiple impact assessments, to ensure that it fully considers equalities, environmental, habitats and health impacts.
- 1.7 The remainder of this document is structured as follows:
- + Chapter 1 explains the role and purpose of a Local Transport Plan, sets out our vision, goals and objectives for transport in Cambridgeshire and Peterborough, summarises the evidence base that has informed our assessment of the challenges and opportunities facing our communities, and.
 - + Chapter 2 introduces our overarching strategy for the area. It explains how our transport network will be enhanced to support the goals and objectives set out in Chapter 1, and describes the principles that have been used to guide its development;
 - + Chapter 3 contains location-specific details of our strategy, including details of the key transport planning approaches

and schemes/initiatives that will be required.

- + Chapter 4 presents a summary of the draft policies that have been identified to support delivery of the Local Transport Plan, grouped by theme (e.g. enabling development, expanding labour markets etc.) and objective.

Progress to date

- 1.8 As noted previously, this strategy should be considered as a successor document to the existing Local Transport Plans for Cambridgeshire and Peterborough, albeit with a greater focus on achieving the Combined Authority's ambitions for substantial area-wide growth. It builds upon the considerable success of Cambridgeshire County Council and Peterborough City Council in delivering the improvements set out in their respective Local Transport Plans, the Greater Cambridge Partnership in implementing its transport priorities and the Cambridgeshire and Peterborough Combined Authority in funding, financing and delivering major transport schemes. This section briefly highlights some recent achievements from across our area.

Public Transport

- 1.9 Vital steps have been taken to maintain and improve our public transport network. For example, the Cambridgeshire and Peterborough Combined Authority have saved several critical bus services from closure, committed £9 million of investment into March, Manea and Whittlesea railway stations to aid their regeneration, and are currently working with the Greater Cambridge Partnership to develop a strategic outline business case for 'CAM' [Cambridgeshire Autonomous Metro]. CAM is an ambitious project to deliver a mass transit solution to the urban area of Cambridge, which suffers from serious congestion and connectivity issues and which will need a significant improvement in connectivity if our growth ambition is to be delivered.
- 1.10 In the meantime, the Greater Cambridge Partnership is running the 'City Access Project', which aims to reduce traffic levels in and around Cambridge city by 10-15% on 2011 levels. To this end, the Greater Cambridge Partnership has undertaken wide-reaching public engagement on improvements to the public transport network

and options for reducing congestion and improving air quality.

- 1.11 In support of this work, the Greater Cambridge Partnership is working with Cambridgeshire County Council on a Spaces and Movement Supplementary Planning Document⁵ and has commissioned and published a Clean Air Zone Feasibility Study. Additionally, an 'Intelligent City Platform' has been developed by 'Smart Cambridge', which makes use of real-time travel data to provide clear information for travellers across the city through an app-based interface, helping to provide information to travellers and local authorities about the functioning of the transport network.

- 1.12 Looking ahead to the future of Public Transport, the Greater Cambridge Partnership recently agreed to fund both an electric bus and hybrid bus in Cambridge to understand and examine their operation on the local network. Smart Cambridge is supporting a project trialling the use of autonomous shuttles as part of its public transport offering. This will see the design and build of six autonomous shuttles which will be tested on the Guided Busway in Cambridge outside current operating hours. 2017 the Sustrans 'Bike-It' scheme reached its 70,000th engagement with pupils, teachers and families in Peterborough⁶.

1.13 Sustainable Transport

Use of sustainable and 'active' transport modes is significantly higher in our area than the national average, the result of proactive efforts to improve the attractiveness of these modes. Peterborough City Council for example, has used funding from the DfT to deliver Bikeability training, which aims to give children confidence on their bikes, so they are more likely to take up cycling as adults. Since 2016 training has been provided to almost 6,000 pupils. Peterborough City Council has also developed partnership arrangements with a number of organisations, including Sustrans, to provide a range of initiatives to promote active and sustainable travel. In 2017 the Sustrans 'Bike-It' scheme reached its 70,000th engagement with pupils, teachers and families in Peterborough.

- 1.14 In Cambridge, the Greater Cambridge Partnership has delivered a number of cycle route improvements, including improvements to the A10 cycleway to Melbourne and the implementation of four cross-city cycling schemes to improve key routes within the city. Work has started on the 'Chisholm Trail', which will provide a new route linking Cambridge North and Cambridge stations, generating connectivity across the city. Funding has been secured and design contracts awarded for a new foot and cycle bridge in St Neots, funded partially by the Cambridgeshire and Peterborough Combined Authority. When constructed, the bridge will offer a safer, traffic-free crossing of the Great Ouse for pedestrians and cyclists.

- 1.15 Cambridgeshire County Council has secured £10.1 million from Department for Transport's Cycle City Ambition Fund, the aim of which is to provide separate cycle lanes on the main roads in Cambridge and to create good quality cycle links to employment areas in Cambridge and South Cambridgeshire. A portion of this funding has already been used to construct a new segregated on-carriageway cycle lane on the east side of Huntingdon Road, Cambridge.

Highways

- 1.16 To help alleviate bottlenecks, which cause congestion and serious disruption to the journeys of many residents on a daily basis, a significant number of infrastructure improvements have been implemented on our road network. For example, the existing level crossing on the Peterborough Road, near the Kings Dyke Nature reserve, has long been the cause of serious delays between Peterborough and Whittlesey. The Cambridgeshire and Peterborough Combined Authority are providing £30 million to improve the infrastructure of this crossing.

- Cambridgeshire County Council and the Cambridgeshire and Peterborough Combined Authority have already provided funding for the Ely Southern Bypass, a new road connecting the A142 at Angel Drove to Stuntney Causeway, including bridges over

the railway line and the River Great Ouse and its floodplains. The bypass opened to traffic on Wednesday 31st October 2018 and has eased congestion in and around Ely by providing a new link between Stuntney Causeway and Angel Drove to the south of the city.

- 1.18 Peterborough City Council and Cambridgeshire County Council have also been collaborating to repair drought-damaged roads, work which has been nominated for two awards due to the effectiveness of the collaboration, and the innovative way that the work is being completed.

Urban Realm

- 1.19 Closely connected to improvements in the transport network, a series of improvements to the 'urban realm' of the villages, market towns and cities within Cambridgeshire and Peterborough have been implemented. The completion of the St Neots Masterplan, for example, which includes a range of projects such as the new foot and cycle bridge in St Neots town centre mentioned above, has established St Neots as the first 'Smart Town' in the country.

- 1.20 In Peterborough, a series of significant infrastructure developments funded by Peterborough City Council in Bourges Boulevard have recently been completed. These are designed to relieve congestion, significantly reduce delay at critical locations (in particular to improve access to the railway station car park) and promote development as part of regenerating the city centre. The Greater Cambridge Partnership and Cambridge City Council are currently working on Spaces and Movement Supplementary Planning Document and has commissioned and published a Clean Air Zone Feasibility Study.

The Local Transport Plan



What is a Local Transport Plan?

- 1.21 The Cambridgeshire and Peterborough Devolution Deal, agreed with Central Government in 2017, gave the Mayor and Combined Authority responsibility for certain transport functions. Among other responsibilities, the Combined Authority took over the role of Local Transport Authority from Cambridgeshire County Council and Peterborough City Council⁷. One of the key responsibilities of the Local Transport Authority is the development of a new Local Transport Plan. Cambridgeshire County Council and Peterborough City Council retain their roles as Highway Authorities and must continue to make sure that local roads are in a good state of repair, as required by law.
- 1.22 This Local Transport Plan is intended to set out the Combined Authority's plans and strategies for maintaining and improving all aspects of the local transport system. This is the first Local Transport Plan to be produced by the Cambridgeshire and Peterborough Combined Authority and sets out⁸:
- + the vision and objectives for transport in the area alongside a programme for achieving them;
 - + the current and future transport needs of people and freight, across transport modes; and
 - + policies and delivery plans relating to transport, explaining how they contribute to the delivery of local strategic priorities.
- 1.23 A Local Transport Plan should also consider the maintenance, operation and best use of existing transport assets, while at the same time considering increasing environmental constraints.

1.24 The Plan is split in to two main parts:

- + This draft Local Transport Plan sets out the vision, goals and objectives (which will define the strategic approach up to 2050) and the policies designed to deliver the objectives. A summary of the plan is provided in this Executive Summary.
- + The Transport Delivery Plan (2019 to 2035) details how we will deliver the Local Transport Plan strategy - essentially a business plan. It details our programmes for the delivery of improvements to the transport network, and for its day-to-day management and maintenance. The Transport Delivery Plan will be developed during the public consultation on the draft Local Transport Plan. It will identify:
 - the phasing of schemes and initiation of new policies;
 - lead sponsors for delivery along with key delivery partners;
 - known and potential funding and financing sources/options; and
 - key risks and deliverability.

- 1.25 The Local Transport Plan is intended to complement, but not replace, the development of local transport policies and schemes. Instead it provides the overarching context that local scheme promoters should consider when prioritising investment in transport. The Combined Authority has identified priority schemes, which support delivery of the vision and objectives for transport described later in this chapter. These schemes will, however, need to be supported by initiatives identified, developed and prioritised by local promoters and decision-makers. By doing so our cities, towns and villages will be able to maximise the opportunities and benefits presented by the area-wide schemes highlighted in this document, while accommodating local views, opportunities and constraints.

Why is a Local Transport Plan needed?

1.26 This Local Transport Plan sets the policy framework for the development, assessment, design and implementation of transport interventions across Cambridgeshire and Peterborough. It provides a robust platform for the planning and delivery of the Combined Authority's ambitious programme of priority transport schemes. It will also inform the next round of Local Plan development being embarked upon imminently.

1.27 The plan has been developed within the context of supporting one of the county's most vital economies to thrive and grow. As stated by the Cambridgeshire & Peterborough Independent Economic Review:

"The area contains some of the most important companies and institutions in the country, much of its very highest quality agricultural land, and the cities and towns that continue to support both."

1.28 It will, therefore, help us to establish a fully integrated, multi-modal transport system in Cambridgeshire and Peterborough. It is a critical tool in developing a transport system that supports the Combined Authority's goals of economic growth and opportunity, equity and environmental responsiveness. It will inform our work with communities and other organisations, ensuring that we respond to local needs and deliver investments with good value for money.

1.29 Moreover, the Local Transport Plan will explain how we will work with constituent authorities, the Business Board and employers in the area, the Greater Cambridge Partnership, neighbouring councils, and central government to deliver investment and services that maximise the growth potential of the area, and promote the wellbeing of our residents, businesses and visitors. As noted in our Growth Ambition Statement, partnership will be essential to delivery.

How does the Local Transport Plan relate to other strategic documents?

1.30 The Local Transport Plan has been developed in tandem with a range of other documents to ensure alignment with local, regional and national strategic priorities. Policies have been assessed to ensure alignment with national, regional and local policy; and all schemes, programmes and initiatives ("schemes") are required to align similarly as they are developed. Figure 1.1 illustrates the relationships between the Local Transport Plan and local and regional policy and strategy documents.

1.31 The scale of opportunity for economic growth and development is defined by the Cambridgeshire and Peterborough Independent Economic Review (CPIER), the Combined Authority Growth Ambition Statement, and the strategic goals and priorities of the Combined Authority. The spatial context for the strategy is then provided by the Non-Statutory Spatial Framework and current Local Plans. In addition, the Local Transport Plan has built on the body of work of, and priority transport schemes included within the Mayor's Interim Transport Strategy Statement, previous Local Transport Plans, the work of the Greater Cambridge Partnership, and Local Planning Authorities' Local Plans.

1.32 Phase 1 of the Non-Statutory Spatial Framework reflects current levels of growth forecast and allocated in existing Local Plans with time horizons out to the early / mid 2030s⁹. CPIER and Phase 2 of the Spatial Framework look out to 2050, and the Local Transport Plan supports this longer-term and higher level of ambition for economic growth and development.

1.33 Relevant documents include:

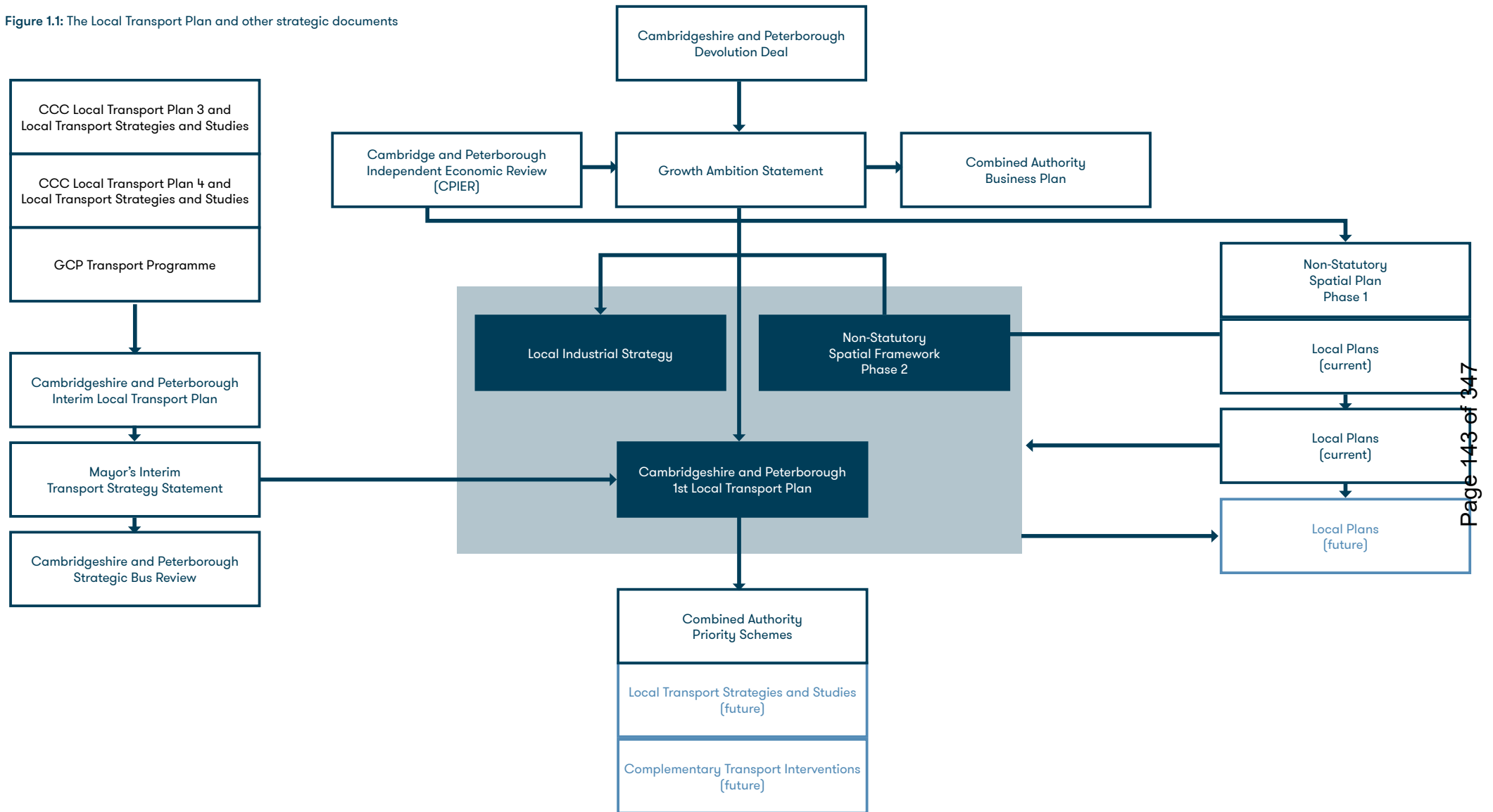
- + Interim Local Transport Plan: We have evaluated the vision and delivery plans set out in the interim Local Transport Plan, to assess which objectives and schemes are still relevant. The new Local Transport Plan addresses the shortfalls in the existing Local Transport Plan, to ensure full alignment with the Combined Authority's bold and ambitious transport aspirations.
- + Mayoral Interim Transport Strategy Statement: We have incorporated the ambitious vision set out by the Mayor into the Local Transport Plan, ensuring that the key features and strategic framework that emerge from the Local Transport Plan work towards achieving this vision.
- + Cambridgeshire and Peterborough Independent Economic Review (CPIER): We have incorporated the findings from the CPIER into our own evidence base, which outlines how the Cambridgeshire and Peterborough economy interacts with transport.
- + Cambridgeshire and Peterborough Strategic Spatial Framework (Non-Statutory): We have incorporated the planned development numbers and locations provided in the report into our analysis of whether transport can support the planned growth of the area.
- + Local Plans: We have reviewed existing Local Plans, and engaged with officers currently developing their Local Plans, to ensure alignment with the policies and strategies contained within the Local Transport Plan.

- + The Transport Investment Plan (Cambridgeshire): The Transport Investment Plan (TIP) sets out the transport infrastructure, services and initiatives that are required to support growth in Cambridgeshire. Many of the schemes included in the TIP have also been identified by the Combined Authority for potential delivery to support growth. These range from strategic schemes identified through transport strategies; those required to facilitate the delivery of Local Plan development sites and for which Section 106 contributions will be sought; through to detailed local interventions.
- + The Infrastructure Delivery Schedule (Peterborough): The Peterborough Infrastructure Delivery Schedule (IDS) identifies infrastructure requirements to support the growth of Peterborough. This includes meeting the needs of current planned growth, as set out in the Peterborough Core Strategy and Site Allocations Development Plan Documents over the current plan period to 2026. It is intended to inform Council spending decisions and to the preparation of the Local Plan and other plans / strategies.

1.34 The timing of the development of the Local Transport Plan is opportune. It has been developed concurrently with the documents listed above to respond to the challenges and opportunities detailed in CPIER and the Growth Ambition Statement. Alongside the Local Industrial Strategy and Non-Statutory Spatial Framework, this Local Transport Plan completes the suite of documents which articulate the Combined Authority's response to CPIER.

1.35 As the overarching spatial strategy for Cambridgeshire and Peterborough continues to develop, so it may be necessary to refresh the Local Transport Plan accordingly. The Combined Authority will continue to work closely with its partners in spatial planning, delivery of transport priorities, and in identifying the most appropriate time to refresh the Local Transport Plan over the coming years.

Figure 1.1: The Local Transport Plan and other strategic documents



Transport Vision 2050



1.36 This section sets out the Mayor and Combined Authority's vision for transport, and the goals and objectives that underpin the vision.

Our Ambition

1.37 The Combined Authority's overarching ambition and objectives are contained within our Devolution Deal - for the Combined Authority and its partners, over the next 30 years, to deliver a leading place to live, learn and work. This will be realised through achieving the following ambitions:

- + doubling the size of the local economy over 25 years;
- + accelerating house building rates to meet the local and UK need;
- + delivering outstanding and much needed connectivity in terms of transport and digital links;
- + transforming public service delivery to be much more seamless and responsive to local need;
- + growing international recognition for our knowledge-based economy;
- + improving quality of life by tackling areas suffering from deprivation; and
- + providing the UK's most technical skilled workforce.

1.38 In striking a balance between the different possible patterns for future settlements through the Spatial Framework, the Combined Authority will encourage development, where good transport can be provided, including along transport corridors and new garden villages. By linking the Spatial Framework and Local Transport Plan, this approach will guide the investment in transport infrastructure that is needed to meet the area's growth ambitions, enable improved connectivity and act as a key enabler for job creation, economic and housing growth.

The Local Transport Plan for Cambridgeshire and Peterborough

1.39 Transport has a key role to play in bringing about the Combined Authority's vision for Cambridgeshire by contributing towards the delivery of its priorities, set out below. These priorities have been developed with available budgets in mind and reflect what communities want and need from the Combined Authority.

1.40 The Combined Authority's identified key transport priorities reflect a commitment to improve strategic connectivity to reduce commuting times and to support future development. We are committed to rigorous prioritisation based on business cases which assess the impact of the projects on future growth. Bringing transport and spatial planning together around projects like the Cambridgeshire Autonomous Metro (CAM) creates opportunities to fund future investment through Land Value Capture.

1.41 The vision, goals and objectives have been developed from – and are consistent with – the Mayoral Interim Transport Strategy Statement (MITSS), Growth Ambition Statement for Cambridgeshire and Peterborough, Strategic Economic Plans, and previous Local Transport Plans.

1.42 They have been developed under a simple hierarchy

- + the Vision Statement is short, simple and intends to capture the broad aspirations for Cambridgeshire and Peterborough's transport network;
- + the Goals develop the vision further, outlining the wider outcomes that investment in the regions' transport network is expected to help deliver; and
- + the Objectives form the foundations of the Local Transport Plan, against which schemes will be assessed. Objectives are aligned to policies, projects, first-order outputs (e.g. better public transport) and second-order outcomes (e.g. better quality-of-life).

Vision for the Local Transport Plan

1.43 The Combined Authority's vision is to:

Deliver a world-class transport network for Cambridgeshire and Peterborough that supports sustainable growth and opportunity for all.

1.44 The vision is intended to capture the aspirations for Cambridgeshire and Peterborough's transport network, reflecting future ambition to provide:

- + 'A world-class transport network' – Cambridgeshire and Peterborough aspire toward a transport system of the highest quality on a global stage, which meets the needs of residents, businesses, and visitors.
- + Sustainable growth' – the network will support the delivery of future economic and housing growth across the region that enhances overall quality of life and protects or enhances the environment.
- + 'Opportunity for all' – the network should support access to jobs, services and education for all, irrespective of income, age, ability, location, or access to a car.

Goals for the Local Transport Plan

1.45 This vision guides the overall direction of this strategy, and from it we have developed the key goals around which the Local Transport Plan focusses. Our three goals are intended to outline (at a high level) what wider outcomes we want the transport network in Cambridgeshire and Peterborough to achieve. They bring greater context to the vision and identify the transport network as an 'enabler' of wider outcomes. They are:

- + Economy: Deliver economic growth and opportunity for all our communities.
- + Society: Provide an accessible transport system to ensure everyone can thrive and be healthy.
- + Environment: Protect and enhance our environment and tackle climate change together.

1.46 The goals are fully consistent with the guiding principles outlined in the Mayoral Interim Transport Strategy Statement and 2030 Ambition, and there is 'read across' with similar transport priorities / objectives of Peterborough City Council, Cambridgeshire County Council, and the Greater Cambridge Partnership.

1.47 Firstly, this transport strategy must facilitate economic growth, delivering opportunity and prosperity for all communities by providing good connectivity for commuters and businesses. There is a quantifiable economic cost to every minute spent travelling, rather than working, and minimising these 'wasted minutes' will have a tangible economic return. Connecting businesses to markets and residents to good, high quality jobs, will expand opportunities for individuals across the region, and allow businesses to operate more efficiently. Better connectivity between businesses should also provide 'agglomeration benefits', by effectively bringing organisations 'closer' together. In turn, this will attract inward and international investment to Cambridgeshire and Peterborough. Expansion of the transport network will open areas for future housing growth, allowing the labour market to expand and ensuring that the economy is not stifled by rising living costs.

1.48 Secondly, this transport strategy must encourage social inclusion and equity of access to the transport network and key services and amenities to ensure all communities can thrive and be healthy. This will encompass providing affordable transport networks which spread across the combined authority area and making sure that the transport network is safe for all users. For example, we want to ensure that individuals are not 'car dependent' anywhere within the combined authority and we have a 'Vision Zero' objective; no deaths or serious injuries on the transport network. Connecting people to jobs and amenities, and businesses to the local supply chain, will help to encourage social mobility and ensure that the benefits of future prosperity are spread to residents, businesses and visitors.



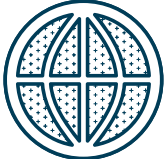


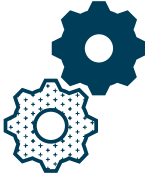




1.49 Thirdly, this transport strategy must ensure that the environment is enhanced by future transport schemes, and that individuals are encouraged to take active and sustainable travel choices or, where possible, to travel less. Cambridgeshire and Peterborough currently have a high quality of natural environment, which must be maintained and enhanced by the future transport network. We want to ensure that air quality across the combined authority area sees a marked improvement over the next ten years, that carbon emissions are reduced and that the Combined Authority does its part to respond to climate change. 'Active modes' such as walking and cycling, and significant increases in the numbers of people using sustainable transport modes, will be particularly important for guiding this change, and have the added benefit of improving public health for residents.

1.50 These goals are clearly overlapping. For example, ensuring equitable access to the transport system will help to expand the potential labour market for employers, and improving the safety of the road network should help to allow people to make more sustainable travel choices. We believe that by concurrently pursuing these three goals the transport network will effectively serve all users and be sustainable for the long term. All three of these goals have, and will be, considered when analysing the merits of future transport schemes.

Objectives for the Local Transport Plan

1.51 Each of the objectives of the Local Transport Plan underpin the delivery of the goals, and form the basis against which schemes, initiatives, and policies will be assessed. Objectives have been developed to reflect the Combined Authority's aspirations for the transport network of Cambridgeshire and Peterborough and how it can support the wider economy, social inclusion, and the environment within Cambridgeshire and Peterborough. They address the challenges and opportunities inherent in accommodating growth sustainably, enhancing freight and tourism connections, and putting people and the environment at the heart of transport design and decision making. The objectives of the Local Transport Plan are described in Table 1.1.

Table 1.1 Local transport plan objectives

+ Economy +					+ Society +		+ Environment +		
									
Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues	Connect all new and existing communities sustainably so residents can easily access a good job within 30 minutes, spreading the region's prosperity	Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports	Build a transport network that is resilient and adaptive to human and environmental disruption, improving journey time reliability	Embed a safe systems approach into all planning and transport operations to achieve Vision Zero – zero fatalities or serious injuries	Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all	Ensure transport initiatives improve air quality across the region to exceed good practice standards	Provide 'healthy streets' and high-quality public realm that puts people first and promotes active lifestyles	Deliver a transport network that protects and enhances our natural, historic and built environments	Reduce emissions to as close to zero as possible to minimise the impact of transport and travel on climate change

Evidence Base



Introduction

- 1.52 This Local Transport Plan is based on a thorough analysis of a range of supporting evidence. This evidence base examines the current transport conditions and socio-economic characteristics of the area, and an assessment of the likely future opportunities and constraints that we will need to anticipate and plan for.
- 1.53 The evidence base has also been used to translate the vision and guiding principles set out in the Mayor's Interim Transport Strategy Statement into the ten objectives presented in the previous section. These objectives divide the Mayoral vision into specific areas against which we can prioritise schemes and interventions, and measure their success upon delivery.
- 1.54 The following section presents a very brief overview of the evidence which has been used to inform these objectives. Not all of this evidence is primary evidence, as we drew extensively on information provided in the CPIER and Cambridge Futures work. A full version of the Evidence Base Report is provided as an annex to this document.

Summary of evidence

- 1.55 At a broad spatial scale Cambridgeshire and Peterborough enjoys relatively good transport connectivity, with strong links to major cities, ports and airports outside the Combined Authority area, and good connections between major urban areas within it. From Peterborough and Cambridge urban areas, London can be reached by rail in under an hour, Stansted Airport can be accessed on direct Cross-Country rail services, and the A14 and M11 provide good strategic connectivity, including for freight travelling to the ports of Harwich, Ipswich and Felixstowe on the East Coast.
- 1.56 An overview of this transport infrastructure is provided in Figure 1.2 below, together with the service frequency of local bus and rail services across the Combined Authority. This high-level connectivity is critical for ensuring

that the region's businesses have easy access to the staff, suppliers and markets they need, and that tourist attractions can flourish. For example, domestic tourism alone brings an estimated 1.8 million visitor trips and £256 million annually into the area's economy¹⁰.

- 1.57 Connectivity within the Combined Authority is more variable, and urban areas benefit from significantly better transport network coverage than their rural counterparts. This translates into poorer access to jobs and opportunities for rural residents. In Cambridge and Peterborough, 88% and 95% of residents are within 15 minutes by walking or public transport of a local primary school respectively. By contrast, in South Cambridgeshire and East Cambridgeshire this figure falls to 77% and 79% respectively.
- 1.58 Figure 1.3 demonstrates the accessibility by public transport to major employment sites (with more than 2,500 jobs) within Cambridgeshire and Peterborough, with each 'hexcell' representing one square kilometre. Although 58% of the population of Cambridgeshire and Peterborough are within 30 minutes of a major employment centre (and a further 25% are within 60 minutes), many rural areas in particular either lack direct public transport accessibility, or suffer from lengthy journey times that make it difficult to those without a car to access jobs and services elsewhere.

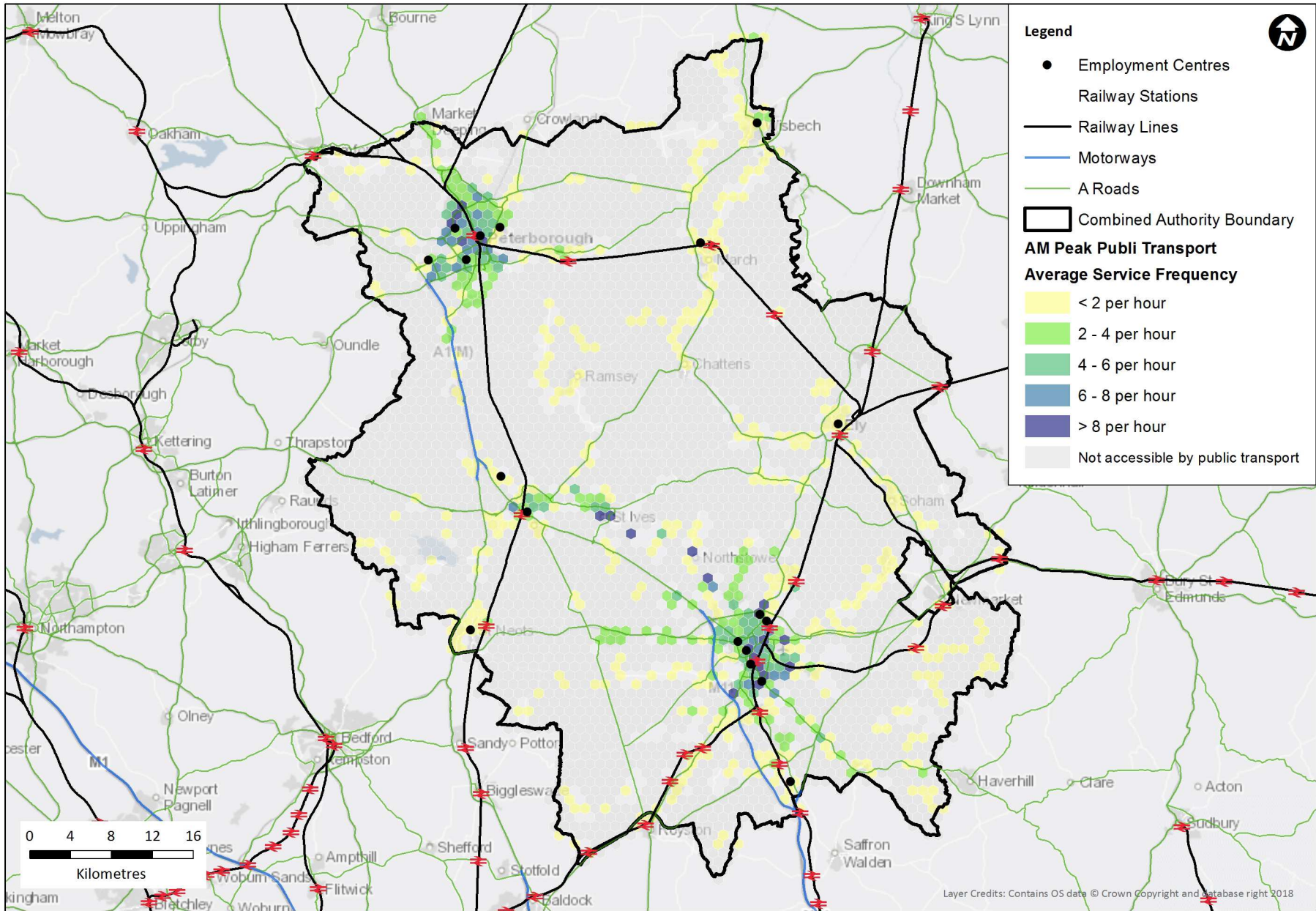
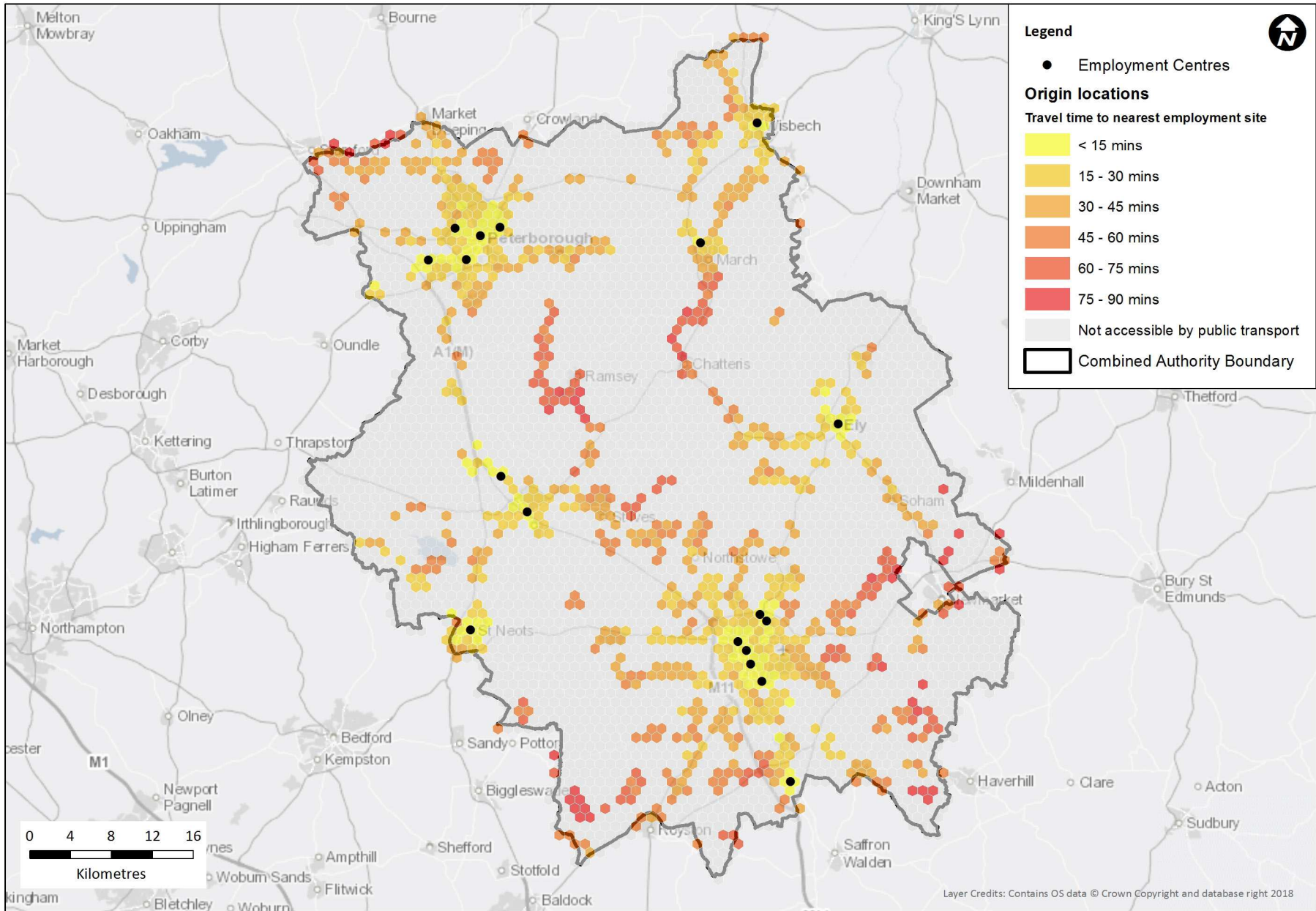
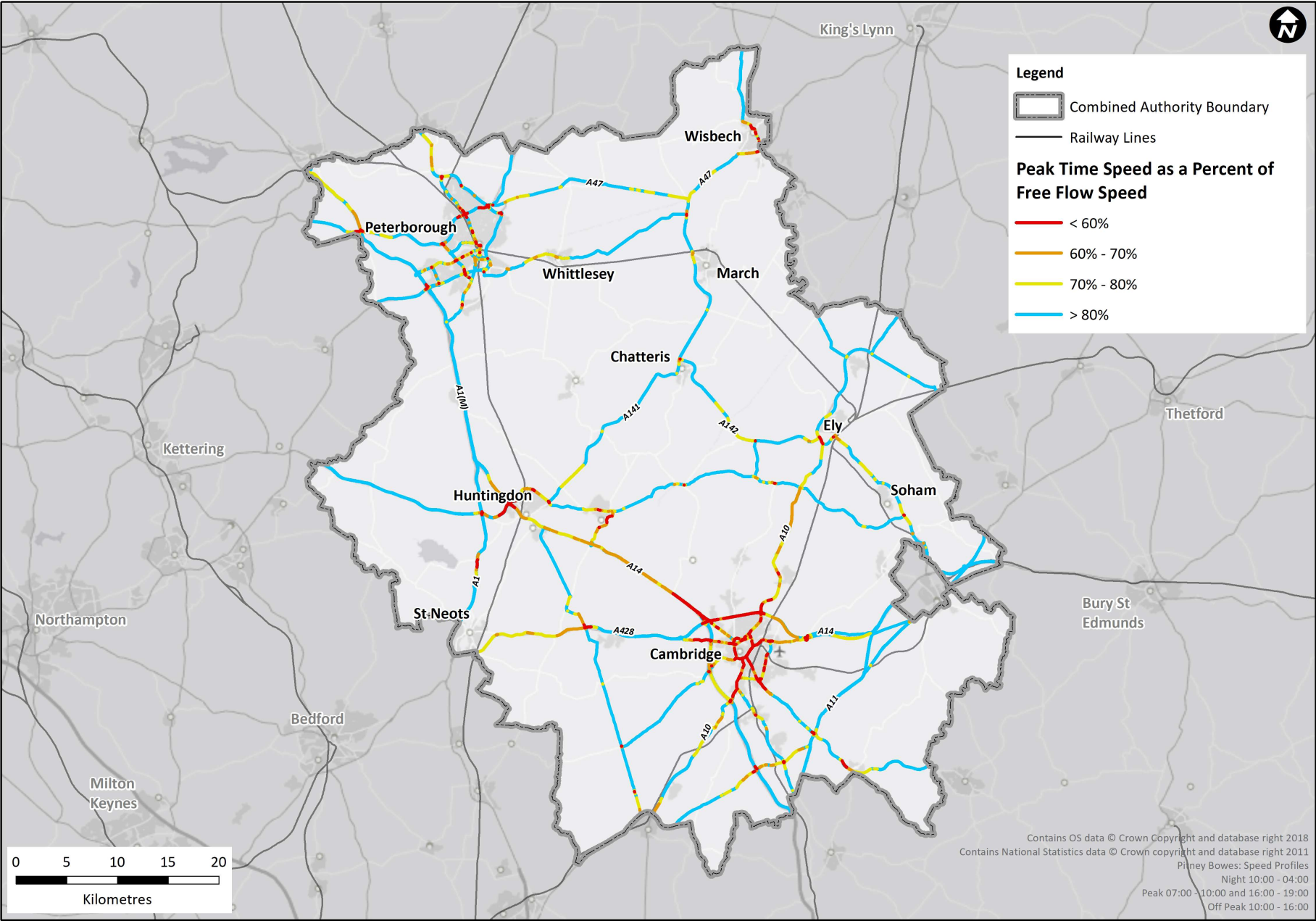


Figure 1.3 Accessibility to major employment sites by public transport (2018)



- 1.59 Congestion also acts to limit the effectiveness of the transport network, as shown in Figure 1.4. For example, the average speed on all major roads entering Cambridge during the 'rush hour' is less than 60% of the 'free flow' speed. The road network lacks resilience, particularly around urban areas like Cambridge where the network is constrained by listed buildings and an antiquated streetscape. Congestion is detrimental for both car users and the public transport network. On average more than 20% of bus services within Cambridgeshire and Peterborough run late, in large part due to congestion¹².
- 1.60 Future growth, in the absence of transport investment, is expected to result in worsening traffic congestion as capacity on the network becomes increasingly constrained. With the number of car journeys across the Combined Authority area forecast to increase by 22% by 2031, if steps are not taken now to limit this issue it will soon act as a serious brake on economic growth¹³.
- 1.61 Figure 1.5 outlines how traffic congestion across the region is forecast to worsen in the absence of further investment, based on outputs from Highways England's traffic modelling for 2041. There will be significant growth in the number of commuting trips originating in the areas around the City of Cambridge and to the West of Peterborough. Consequently, the A47 between Peterborough and Wisbech, together with radial routes serving Cambridge, will all see significant rises in congestion by 2041. Congestion will also worsen in and around other urban areas, particularly Ely, Wisbech and Huntingdon.
- 1.62 For those without access to a car, rising fares for public transport are threatening access to the public transport network. Currently fares are rising across the region, broadly in line with the national average, and significantly faster than RPI (for example, bus fares have increased nationally by an average of 66% since 2005)¹⁴. This threatens to increase 'car-dependency' – the position whereby an individual has no option but to use a car when making a journey.
- 1.63 One potential solution to this problem is to further promote the use of 'sustainable' transport modes. Their efficient use of road space makes them an effective way of tackling congestion, and the range of other benefits they bring, such as improvements to air quality, reductions in greenhouse gasses, and improvements to public realm, are closely aligned to several Local Transport Plan objectives. The use of 'sustainable' modes is already broadly popular within the Combined Authority area, and sees high levels of investment, particularly in Cambridge where £16 per head is spent on cycling per annum, a higher figure than in any other area of the UK¹⁵. Cambridge therefore enjoys the highest 'mode-share' of cycling within the region, but even here the car remains the most popular commuting method, as illustrated in Figure 1.6.
- 1.64 This transport network sits on top of a diverse socio-economic geography. The area is one of the most productive and fastest-growing in the country. Between 2001 and 2016 growth in economic output per head was 47% above the UK average in Cambridge, 7% above average in South Cambridgeshire and 3% above average in Peterborough¹⁶. Economic activity is concentrated in key 'clusters' of 'Knowledge-Intensive' businesses, particularly around Cambridge and Peterborough. The dense concentration of these businesses allows them to take advantage of 'agglomeration benefits' but means that the prosperity they generate is, in turn, concentrated into small geographical areas, leading to high levels of inequality.
- 1.65 There is also a danger that without careful planning and appropriate development future economic growth might 'overheat' the economy causing it to 'burn-out'; a scenario widely discussed in CPIER. The most obvious manifestation of this is the rise in house prices over the past two decades, driven by population growth outstripping the provision of new homes. This rise is illustrated by Figure 1.7.

Figure 1.4 Observed Traffic Congestion in Cambridgeshire and Peterborough in 2015



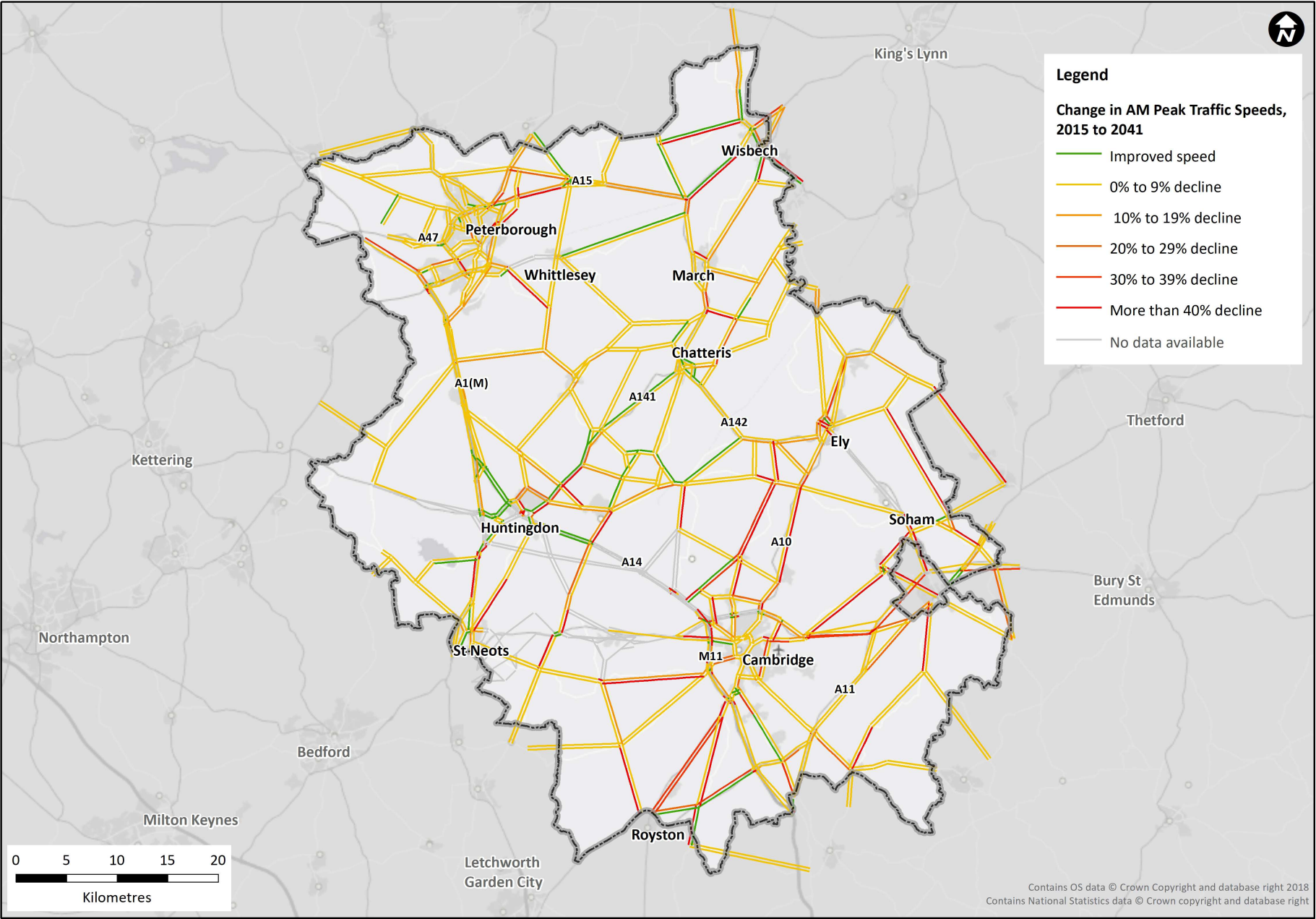


Figure 1.6 Method of Travel to Work (2011)

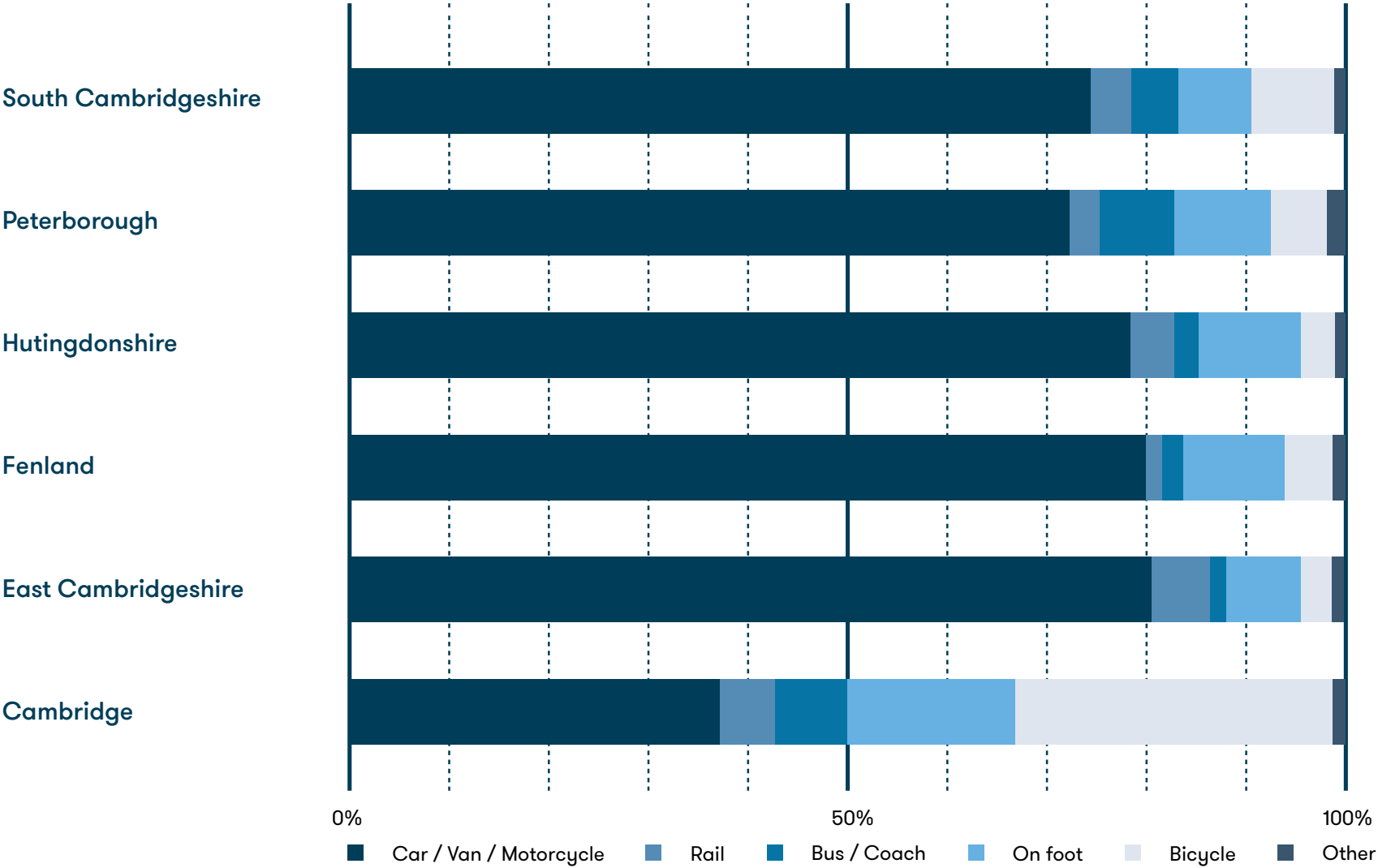
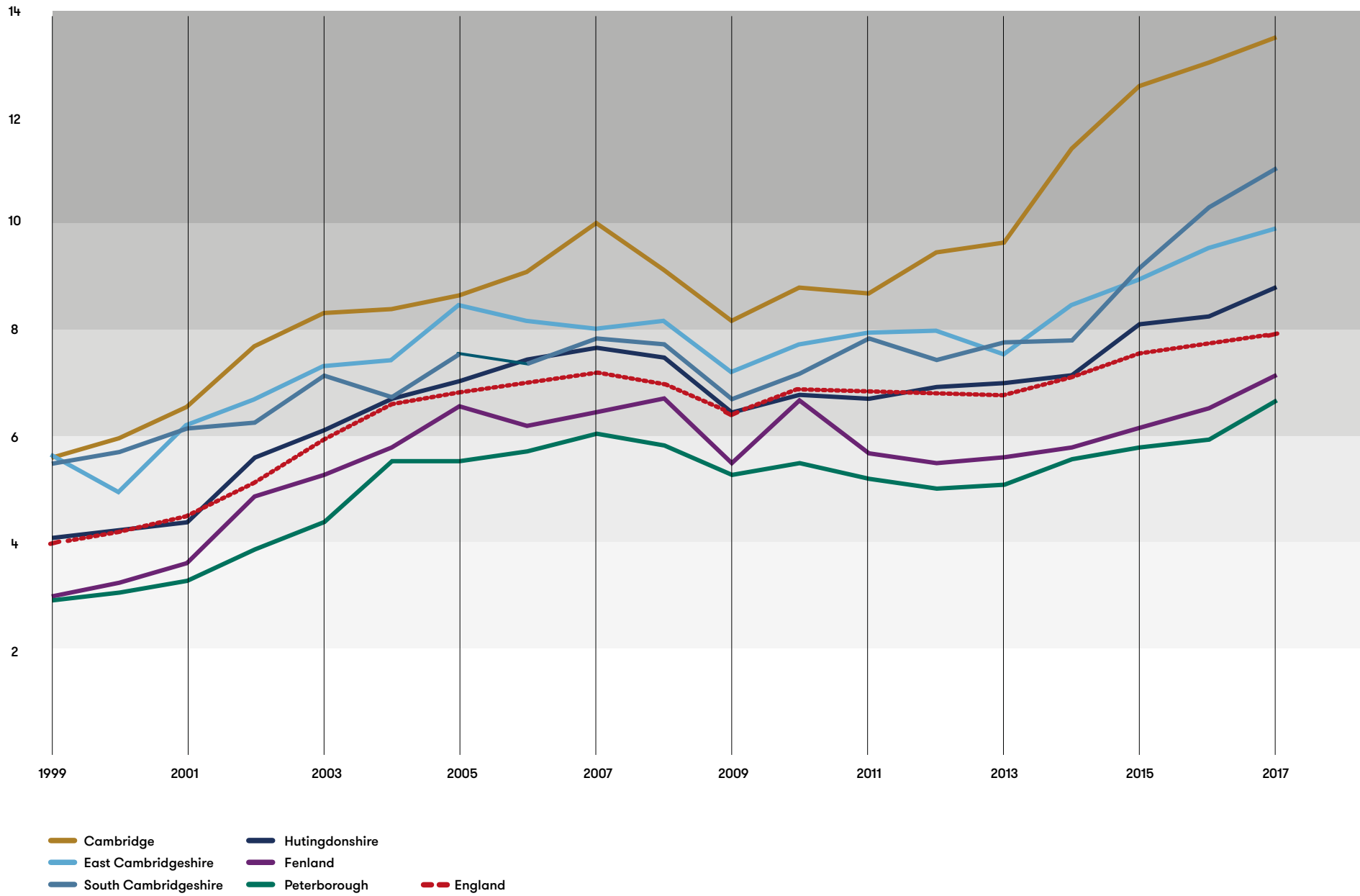


Figure 1.7 Ratio of median house price to median salary



Implications for the Local Transport Plan

1.66 On the basis of this evidence, some of the most relevant features for the Local Transport Plan of Cambridgeshire and Peterborough are summarised in Figure 1.8. They have been classified as strengths, weaknesses, opportunities or threats, depending on how we believe these attributes are influencing, and will continue to influence, the performance of the Combined Authority area.

Strengths

1.67 One of Cambridgeshire and Peterborough's core and most apparent strengths is its highly productive and innovative economy. For example, in 2015 the City of Cambridge made 341 patent applications per 100,000 of the population, the highest per capita rate for any UK city, compared to the national average of 18¹⁶. The economy of Cambridgeshire and Peterborough is centred on 'Knowledge Intensive' industries and makes extensive use of the human capital generated by the region's exceptional academic institutions.

1.68 Connectivity within urban areas, and between major towns, is generally of a good standard. Both Peterborough and Cambridge have high frequency urban bus networks which extend to surrounding major towns. Due to the small footprint of most towns and cities many residents are within walking distance of key services and amenities. Connectivity to Cambridge and Peterborough is also good. For example, both cities have rail connections to London of less than one-hour journey time.

1.69 The region is a leader in active travel provision and is widely considered to be one of the best areas in the UK for cycling. Cambridge boasts the highest mode share of cycling in the country with approximately one third of residents cycling to work on a regular basis. Peterborough also has extensive cycling and active travel networks.

1.70 Cambridgeshire and Peterborough have excellent environmental quality, both natural and built. This provides significant cultural value, drawing large numbers of tourists to the area and enhancing quality of life for residents.

Weaknesses

1.71 However, the area also has some fundamental underlying weaknesses. Although the area is broadly prosperous, and the 'Knowledge Intensive' economy sees exceptionally high levels of productivity, the region also contains significant pockets of deprivation. Inequality is therefore a key issue. Cambridge is one of the most unequal cities in the UK (as measured by GINI coefficient) and mean annual gross pay in South Cambridgeshire is over £10,000 higher than in Fenland¹⁹.

1.72 Despite good public transport within urban areas, wider public transport links within and across the combined authority area can be poor. For example, train services between Cambridge and Peterborough take approximately 50 minutes, despite being just 40 miles apart. There is poor provision of bus services outside the major urban areas of Cambridge and Peterborough cities. Rural access to key amenities and transport links in rural areas is also often poor. In South Cambridgeshire only 22% of residents are within 30 minutes of walking or public transport access of a town centre²⁰. This means that residents who do not have access to private cars are effectively cut off from key services and amenities.

1.73 Road Safety is a great concern. In 2016 there were 45 deaths across Cambridgeshire and Peterborough's roads, a figure which we see as unacceptable²¹.

Opportunities

1.74 However, these weaknesses also present opportunities to improve the transport network and, concurrently, the lives of residents across Cambridgeshire and Peterborough. For example, by providing better access to public transport we will help

residents to access a range of opportunities and amenities, helping to reduce 'car dependency'. In addition, by providing a more efficient transport network, better active travel uptake, and appropriate environmental consideration during construction, the new transport network will enhance environmental quality across the region.

1.75 By better connecting people, markets and businesses, future transport provision will help to improve regional productivity. This will ultimately help the Combined Authority to reach its economic targets and improve quality of life for all. Public transport will be key in achieving these outcomes through initiatives such as new mass transit systems like the 'Cambridgeshire Autonomous Metro' (CAM), plans for which are currently being developed. Delivering these projects will stimulate a step change in connectivity in and around Cambridge and build the Combined Authority's reputation as a place with a progressive vision.

1.76 Finally, new technologies will have a transformational impact upon Cambridgeshire and Peterborough's transport network. Cambridgeshire and Peterborough is currently well placed to take advantage of these future technologies, partly because many of them are being developed within the Combined Authority area itself.

Threats

1.77 The area faces a number of threats, which, if not addressed promptly, have the capacity to seriously affect the future success of the region. Congestion is the most obvious of these and is already a serious issue within and around urban areas. Congestion lengthens journey times, making them less reliable, while simultaneously worsening air quality and having a significant economic cost. Modelling forecasts show that if steps to improve the road network are not taken now, there will be a marked increase in congestion (and concomitant risks to the economy and air quality) within and around urban areas in Cambridgeshire and Peterborough by 2041²².

1.78 Congestion issues may be compounded by a reduction in bus service provision. Outside major cities, bus provision is falling along with patronage. Falls in provision and patronage are mutually reinforcing, and there is a danger that without intervention the already limited rural bus service will become even less effective. This reduction in provision, combined with rising fares and generally poor accessibility in rural areas, has the potential to drive users off the public transport network. Fares are currently rising faster than RPI for both trains and buses, which has the potential to make transport unaffordable for many into the future. House prices are also rising rapidly and are far above the national average in many areas of the Combined Authority. This increases the cost of living and will ultimately propagate through the economy, risking future growth.

1.79 Future demographic changes also have the potential to change demand for transport within the Combined Authority. Forecasts predict that over coming decades the average age of the population within Cambridgeshire and Peterborough will increase. This is likely to change the demands upon the transport network, changes which will need to be accommodated if it is to remain an effective system.

1.80 Finally, some areas within Cambridgeshire and Peterborough have poor mobile connectivity, an issue which causes inconvenience at present but may be a serious barrier to growth in the future, not least because good mobile connectivity and a more ubiquitous full fibre footprint will likely be required for autonomous vehicle roll-out.

Implementing the strategy



- 1.81 There are several important hurdles that need to be overcome before the Local Transport Plan can be implemented, and the time and effort needed to do so will be captured within the Delivery Plans to be developed during the consultation period. While these hurdles represent important checks and balances to ensure that we are making the best possible use of public and private funds, in parallel we will seek to remove unnecessary red-tape so that the benefits of improvements to our transport networks are delivered sooner and at lower cost. They include:
- + Scheme assessment;
 - + Delivery and planning;
 - + Funding; and
 - + Monitoring and evaluation.

Scheme Assessment

- 1.82 The schemes that have been included in the draft Local Transport Plan have been identified and selected from a number of sources: the priority schemes and studies of the Combined Authority, previous Local Transport Plans for Cambridgeshire and Peterborough, the Greater Cambridge Partnership's work, and Local Plans; and have been reviewed with key officer stakeholders at a local, regional and national level.
- 1.83 The schemes have been through relevant due diligence processes. For example, the Combined Authority's priority transport schemes are being developed in line with the Combined Authority's Assurance Framework and the schemes contained within existing Local Plans have been through Examination in Public. In addition, an assessment framework, developed for the Local Transport Plan, has been deployed.
- 1.84 In line with good practice, the assessment framework includes consideration of schemes against their potential contribution towards the strategic objectives for the Local Transport Plan, as well as consideration of their value for money, affordability, environmental impacts (including air quality) and engineering deliverability.

- 1.85 It is a balanced and integrated package of schemes that has been brought forward for inclusion in the plan that addresses key issues and opportunities, across multiple objective priorities, as well as having full spatial coverage of the Combined Authority region.
- 1.86 Further independent assessment of schemes and policies has taken place as part of the Strategic Environmental Assessment, Habitats Regulation Assessment, and Community Impact Assessment. These assessments are provided as appendices to this draft Local Transport Plan and provide additional detail regarding the environmental, social and distributional impacts of our proposals.
- 1.87 Notwithstanding the high-level scheme assessment and sifting undertaken to inform this Local Transport Plan, all individual schemes will be subject to further scrutiny as plans for their delivery are progressed. These include further value for money testing (through the business case development process) and environmental assessment (including air quality assessments).

Delivery Planning

- 1.88 The short-term delivery plan for the use of Combined Authority funding on its priority schemes is contained within the Combined Authority's Business Plan. The Transport Delivery Plan for the Local Transport Plan will echo this as well as containing delivery plans for the wider portfolio of schemes, new policy initiation, and a programme of further complementary transport strategies. These complementary strategies will include a combination of spatial (area and corridor) based strategies and thematic, policy or modally based strategies (e.g. air quality, cycling, future mobility). Transport Delivery Plans will be reviewed annually through the Combined Authority's Medium-Term Financial Planning process.
- 1.89 The Combined Authority also commits to identifying the process through which new schemes can come forward for development and investment decisions. Currently, the

Combined Authority, Peterborough City Council, Cambridgeshire County Council, and the Greater Cambridge Partnership have different processes for scheme prioritisation. The feasibility of a single process will be investigated as part of the Combined Authority's budget setting and the business plan process for capital and revenue investment in schemes and policies.

Funding

- 1.90 Central government funding has become increasingly constrained in recent years and public investment in the UK is more dependent than ever on finding sufficient local funding. Devolution has also focused decision making on seeking to find local sources for investments.
- 1.91 The City Deal, signed in 2014, will allow us to address many of the transport challenges we face in the Greater Cambridge area. The first tranche of funding available is £100m to be spent between 2015 and 2020. If the transport investments funded from this pot prove to be successful, two further tranches of funding will become available in the future – £200m from April 2020 onwards and £200m from April 2025 onwards. Local partners have committed to provide further £500m.
- 1.92 Other potential sources of funding, both to start new transport schemes and continue with existing projects, include:
- + Central Government funding, for example the Housing Infrastructure Fund, and the Growth Deal;
 - + Direct contributions from private companies and/or developers;
 - + Mayoral Community Infrastructure Levy/ Strategic Infrastructure Tariff;
 - + Business Rates Supplement and/or Increment Retention;
 - + Council Tax Precept and/or Increment Retention;
 - + Stamp Duty Increment Retention; and
 - + Land Value Capture mechanisms.

Monitoring and evaluation

- 1.93 Monitoring the effectiveness of the strategies, policies and initiatives contained within the following sections of the Local Transport Plan is critical. We want to ensure that the delivery of the Local Transport Plan is as effective as possible and is providing value for money, and therefore, have a robust monitoring framework of indicators and targets to check our progress towards delivering our strategy and achieving our objectives. Monitoring and evaluation forms a significant part of the policy feedback loop to inform future policy development, priorities and budgets.
- 1.94 A heavy emphasis is placed by the Combined Authority on a partnership approach to Monitoring and Evaluation. To ensure the Combined Authority is accountable to the local community we will report progress on an annual basis through a public board meeting and via our website.

Working in partnership

- 1.95 We will work very closely with the shared Cambridgeshire County Council / Peterborough City Council Business Intelligence Service, as part of the wider Cambridgeshire Insight partnership. The Combined Authority will fully utilise the national evaluation arrangements for the 'single investment fund' funding stream. We are also building closer working arrangements with the What Works Centre for Local Economic Growth and the Office of National Statistics Cities team. Finally, the Cambridgeshire & Peterborough Independent Economic Review has been established as a forum for developing effective challenge regarding the nature and the rate of growth (and its measurement) for the area.
- 1.96 These arrangements will collectively support the Combined Authority in having an effective methodology for monitoring and evaluation – and help ensure our approach is cost-effective making best use of existing data sets and data collected by our partners. Our detailed approach to monitoring and evaluation is outlined in our Devolution Deal Monitoring and Evaluation Framework²³.

Key and other important metrics

- 1.97 Our key transport metric and target is for:

Residents to be within a 30-minute travel time of a major employment centre²⁴.

Further metrics will be identified working with our partners listed above, linked to the Transport Delivery Plan, during the consultation and engagement period over the next few months, and include indicators and targets related to:

- + journey times – along key corridors by public transport and private vehicle;
- + station usage – passenger numbers at all stations;
- + highway traffic counts at key pinch-points and urban gateways;
- + road traffic accidents – the number of people Killed or Seriously Injured on the road network;
- + high street footfall – all towns over 10,000 residents;
- + air quality – measures of particulate matter (e.g. PM10) and harmful gases (e.g. NO₂) across the transport network, particularly within Air Quality Management Areas;
- + environmental net gain – evidence of net gain in biodiversity through the monitoring and evaluation of scheme delivery; and
- + transport carbon emissions – tonnes of carbon dioxide emitted from travel along Cambridgeshire and Peterborough's road network.

References

1. Source: Cambridgeshire & Peterborough Combined Authority website transport section (Cambridgeshire & Peterborough Combined Authority, 2019)
2. Source: Cambridgeshire and Peterborough Independent Economic Review (Cambridgeshire & Peterborough Combined Authority, 2018)
3. Source: Growth Ambition Statement (Cambridgeshire & Peterborough Combined Authority, 2019)
4. Source: 2019/20 Budget and Medium-Term Financial Plan 2019 to 2023 (Cambridgeshire & Peterborough Combined Authority, 2019)
5. A Supplementary Planning Document adds further detail to the policies set out in the Local Plan and helps to guide future development. The 'Spaces and Movement Supplementary Planning Document' aims to help guide improvements to the city centre, identifying opportunities to improve public spaces and the way people move around the city.
6. 'Bike-It is a behaviour change programme for schools developed by Sustrans, which works by delivering training involving students, staff, parents and the wider school community. The programme aims to normalise riding a bike and to increase the number of pupils regularly cycling to school.
7. Source: Cambridgeshire and Peterborough Devolution Deal (HM Government and Cambridgeshire & Peterborough Combined Authority, 2017)
8. The Plan is produced in accordance with the Combined Authority's duty, as set out in the Local Transport Act 2008. This Act also removed the requirement to prepare a new Local Transport Plan every five years and replaced it with a requirement to keep the Local Transport Plan under review and replace it as the authority sees fit.
9. Source Cambridgeshire and Peterborough Strategic Spatial Framework (Non-Statutory): Towards a Sustainable Growth Strategy to 2050 (Cambridgeshire & Peterborough Combined Authority, 2018)
10. Source: Great Britain Tourism Survey 2017 (Visit Britain, 2018)
11. Source: Journey time statistics (Department for Transport, 2018)
12. Source: Bus Statistics (Department for Transport, 2018)
13. Source: Cambridge Sub-Regional Model 2, 2031 Foundation Case (Cambridgeshire County Council)
14. Source: Bus Statistics (Department for Transport, 2018)
15. Source: Greater Cambridge Partnership Website (Greater Cambridge Partnership, 2018)
16. Source: Regional economic activity by gross value added (Office for National Statistics, 2017)
17. For the purposes of this document, 'knowledge intensive' jobs are considered to be those which rely heavily on professional knowledge, and include a broad range of intangible assets, like research, data, software and design skills, which capture or express human ingenuity. The creation and application of knowledge is especially critical to the ability of firms and organisations to develop in a competitive global economy and to create high-wage employment (Source: OECD, 2013)
18. Source: Cambridgeshire and Peterborough Independent Economic Review (CPIER, 2018)
19. Source: Cities Outlook 2018 (Centre for Cities, 2018)
20. Source: Journey time statistics (Department for Transport, 2018)
21. Source: Road accidents and safety statistics (Department for Transport, 2018)
22. Source: Cambridge Sub-Regional Model 2 (Cambridgeshire County Council)
23. Source: Devolution Deal Monitoring and Evaluation Framework (Cambridgeshire & Peterborough Combined Authority, 2019)
24. In 2016, about 50 percent of residents could travel to a major employment centre within 30 minutes by public transport.

2. Our Strategy

Introduction

- 2.1 This chapter contains the overarching transport strategy for Cambridgeshire and Peterborough - explaining how our transport network will be enhanced to support the goals and objectives set out in the previous section, including the key transport planning approaches and schemes/initiatives that will be required.
- 2.2 Some aspects of the strategy are, necessarily, under development and will need to demonstrate both value for money and affordability before they are able to proceed. Moreover, some schemes that have not yet been identified in this strategy may emerge over the lifetime of this Local Transport Plan. As established in Chapter 1, it is therefore imperative that the transport strategy is sufficiently flexible to influence and support transport initiatives as they are brought forward. It will do so by:

^ providing a rigorous process for scheme prioritisation and development; and

^ undertaking annual Delivery Plan reviews, aligned to the Combined Authority's Medium-Term Financial Planning process.
- 2.3 The remainder of this chapter:

^ describes the guiding principles that have been employed to inform and shape our strategy for transport in Cambridgeshire and Peterborough; and

^ presents an overview of our overall strategy, including the vision, goals and objectives for transport in Cambridgeshire and Peterborough, and a sample of selected schemes.
- 2.4 The overarching strategy is then followed up in Chapter 3 with more detailed strategies for Peterborough City Council, the Greater Cambridge Partnership area (Cambridge City Council and South Cambridgeshire District Council), and the Local Planning Authority areas of Huntingdonshire, East Cambridgeshire and Fenland.

Our overall strategy

Overview

- 2.5 Our region is both large and diverse: 850,000 residents and 42,000 business call Cambridgeshire and Peterborough home, in an area covering some 340,000 hectares. It is home to a wide range of communities, settled in diverse geographical and social settings – from the cities of Peterborough and Cambridge, to large market towns and a network of rural villages and hamlets.
- 2.6 Developing a unified transport strategy for the whole region is complex, yet important. Ensuring we put our communities first in the planning and investment in our transport network is central to our strategy. Integrated transport and spatial planning, investment in high quality public realm in our town and city centres, safe and attractive walking and cycling infrastructure, accessible and frequent public transport and with innovative new transport modes designed to enhance mobility will all play an important role in helping achieve our ambition for healthy, thriving communities in Cambridgeshire and Peterborough.
- 2.7 Our strategy will also help to deliver on the Combined Authority’s strategic ambition to become the UK’s capital of innovation and productivity, and to double the size of its economy from £22 billion Gross Value Added (GVA) to £40 billion over the next 25 years. Improving journey times, both by road and rail, and reliability is important for businesses to access their markets, collaborators and supply chains. Improving journey times will also help to increase the geographical catchment from which to draw growing workforces, helping businesses to realise their full potential for growth.
- 2.8 Enhancing our transport network and creating new journey opportunities that do not solely rely on the private car is key to prevent congestion from worsening, and to accommodate new and existing journeys as sustainability as possible. Large-scale investment in public transport, including a rapid transit network for Cambridgeshire and a new rail link to Wisbech, coupled with

improved highway links, from the Parkway network in Peterborough to the A47 and A10 corridors, will provide extra capacity for people to travel and support our regions’ growth.

2.9 Investment in world-class walking and cycling facilities, including a network of segregated cycleways and new bridges of the River Nene, Cam and Ouse, will create sustainable travel opportunities, reducing traffic flows and improving air quality through encouraging people to walk or cycle rather than drive for shorter journeys. Investment across the region in transport technology, research and innovation, and deployment, will ensure that the area is globally renowned for being forward-thinking and progressive regarding mobility and movement – putting the region at the forefront of tackling one of the Government’s Industrial Strategy Grand Challenges – the future of mobility²⁵.

2.10 The Combined Authority has also stated its ambition for everyone to have access to a good job within easy reach of home. To achieve this will require not only an increasing level of jobs, but also provision of high-quality housing and commercial spaces within and near existing communities to accommodate a growing population and workforce. The Combined Authority is supporting the region’s Local Planning Authorities in targeting more than 90,000 new jobs and over 100,000 new homes by 2036, as outlined in their adopted Local Plans.

2.11 The transport network has a role to provide access to sites for housing and employment, as well as increasing the capacity and connectivity of the overall transport network to accommodate the extra journeys from more households and to many more jobs, aligned with other investment in digital connectivity, energy supplies and other utilities, and skills, housing, and other civic infrastructure and business support.



2.12 Growth will be inclusive, truly sustainable and spread evenly across the entirety of the area, creating a place where all members of our community contribute to, and benefit from, our area’s growth and success. Currently, employment, amenities and prosperity are predominantly centred in and around the cities of Cambridge and Peterborough, but these cities also contain significant areas of deprivation, and Cambridge has the most uneven income distribution of any UK city²⁶. Our proposals will help to spread success across our region, ensuring that all our residents benefit from growth wherever they live.

2.13 Transport will play an important part in ensuring that our workforce is able to access the skills and education required for the modern world. Investment in our sustainable transport network will facilitate improved access to education and skills provision, including for those without access to a car. Enabling suitable bus services from towns and villages to nearby Further Education colleges will be a priority, together with local walking and cycling links, as will making the planned University of Peterborough is accessible not only to residents within the city but surrounding villages and market towns in Cambridgeshire too.

2.14 Transport will play an important part in ensuring that our workforce is able to access the skills and education required for the modern world. Investment in our sustainable transport network will facilitate improved access to education and skills provision, including for those without access to a car. Ensuring suitable bus services from all towns and villages to nearby Further Education colleges will be a priority, together with local walking and cycling links, as will making the planned University of Peterborough is accessible not only to residents within the city but surrounding villages and market towns in Cambridgeshire too.

2.15 Our approach, including a commitment to environmental net gain through investment in transport, will support our communities to become high quality, sustainable environments²⁷ where people want to live. Reducing the need to travel, and distances travelled, through integrated land use, transport planning, investment in digital and mobile connectivity and energy supply, will be a central pillar in meeting local and national ambitions to significantly reduce greenhouse gas emissions by 2050²⁸.



Guiding principles

- 2.16 Several high-level principles provide overarching guidance to our transport strategy. Among these, the concepts of user hierarchy, achieving mode shift, transport integration and the role of technology are the most important.

User hierarchy

- 2.17 To help guide the development of new transport schemes we have developed a user hierarchy, which outlines how consideration will be given to the needs of different transport modes. This Local Transport Plan privileges the 'active modes' over other forms of transport, as we believe that their benefits align closely with our three goals of Economy, Equity and Environment. The overall user hierarchy is outlined in Table 2.1.

- 2.18 In addition to this high-level, simplified user hierarchy, we have developed a user hierarchy based around consideration of 'place' and 'movement', which will be used to examine transport schemes on a case-by-case basis. A diagrammatic explanation of the relationship between place and movement is provided in Figure 2.1

- 2.19 In spaces with a high movement function and low place function, efficient transport modes will be given priority. For example, along fast-moving roads such as the A14, the private car and Heavy Commercial Vehicles will be given higher priority, while consideration will also be given to how the infrastructure can facilitate walking and cycling e.g. parallel segregated pathways; safe junction crossings. By contrast, in spaces with low movement requirements but high place value, priority will be given to modes that best preserve that specific setting or location. For example, along Kings Parade cyclists and pedestrians will be given priority as these modes provide good access to this space whilst causing minimal disruption.

- 2.20 As ever, there will be borderline cases where a degree of judgement will be required in order to identify the most suitable user hierarchy given their movement and place functions. In these cases, a combination of professional

judgement, local engagement and location-specific constraints will inform the definition of the user-hierarchy.

- 2.21 Considering 'place' and 'movement' reflects the reality of the transport network and the needs which it must serve. Different transport modes have different strengths and weaknesses, meaning that different modes are appropriate for different situations. The best transport networks enable a mix of modes to operate that marry closely to the geographical requirements of a given area. We believe that considering 'place' and 'movement' function as part of our user hierarchy will be the best way to deliver a transport network that provides good connectivity, whilst preserving the localities which it serves.

Mode shift - providing attractive alternatives to driving

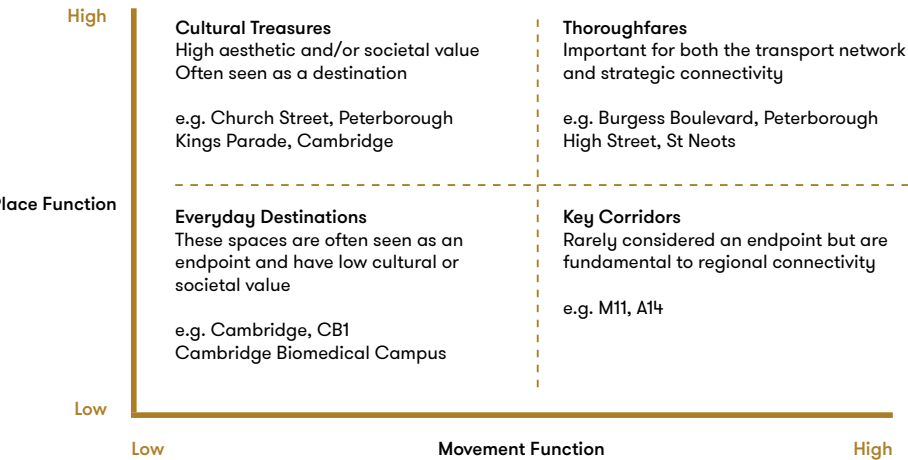
- 2.22 Our strategy is focused on transport-oriented planning and development. This approach aims to reduce the need to travel, particularly by private car, by providing attractive alternatives that support a significant shift to more sustainable forms of transport.

- 2.23 More people travelling on foot, by bike and public transport, rather than by private car, will help to reduce congestion, improve air quality and safety, and create attractive, healthy, and thriving streets and communities. Many of our core policies aim to encourage this shift to walking, cycling and public transport: from providing sustainable connectivity to and within new developments, to delivering world-class walking and cycling infrastructure, and a new, more integrated and accessible, public transport network. Major projects, such as the Cambridgeshire Autonomous Metro (CAM); a new rail link to Wisbech; and East West Rail, will provide new journey opportunities, with fast, frequent services and competitive journey times, designed to act as a genuine alternative to the private car.

Table 2.1 High-level user hierarchy

Relative Importance	Transport Mode
High	Pedestrians
	Cyclists
	Public transport
	Specialist service vehicles
Low	Other motor vehicles

Figure 2.1 Movement and place function



2.24 Currently, private car is the most popular transport mode for making journeys in and around Cambridgeshire and Peterborough. Our strategy recognises this, and includes provision for improvements to our road network to support development, tackle key 'pinch points' in the network, and make travelling by car more reliable. However, providing a wider range of travel options so that people have a genuine alternative to the private car is also key to achieving our wider social and environmental objectives, and delivering the sustainable growth required to meet the Combined Authority's ambitions.

Integration

2.25 Transportation is most effective when integration is encouraged, across geographic boundaries and modes, allowing a true transport 'network' to develop. There are already clear examples of this within Cambridgeshire and Peterborough. For example, around Cambridge city there are five well-used Park & Ride sites. Through infrastructure and pricing strategies Park & Ride encourages individuals to make multi-modal trips, making use of the car in low-density rural environments where it is an efficient mode choice, before switching to public transport in urban environments where the car causes congestion and noise / air pollution.

2.26 To make the transport network more efficient, flexible and provide better connectivity, it is important that this type of 'integration' is encouraged. One example are the new travel hubs currently being developed by the Greater Cambridge Partnership, designed as flexible transport interchanges that will allow people greater access to sustainable transport networks. Future developments such as CAM (the Cambridgeshire Autonomous Metro) are also looking to develop 'hubs' rather than 'stops', encouraging users to see CAM as one part of their journey rather than only useful when their origin and destination are exactly on the CAM network.

Future technology

2.27 Over the next twenty years technology will undoubtedly cause significant changes to our transport network. Disruptive technologies regularly transform the ways in which we make journeys, and the current, rapid progress in areas such as artificial intelligence, automation, electrification and mobile networks are likely to have a big impact in the near future. Predicting the exact nature of these technological developments and the impact they will have on the transport network is challenging. Any such predictions will likely have a high degree of uncertainty and using them to drive long-term strategy is unwise. However, for Cambridgeshire and Peterborough to remain economically dynamic centres of innovation and progress they must stay at the forefront of future transport and technology, as well as the digital, mobile and energy infrastructure required to support delivery and operation.

2.28 To achieve this, we must remain open-minded and forward looking regarding new technologies. Legislation and policy must be progressive and open to change. Many emerging technologies evolve more quickly than regulation, therefore Cambridgeshire and Peterborough must react to these changes efficiently and facilitate rather than inhibit them where sensible. The right 'conditions' for future transport modes to take root must be created. For example, to allow autonomous vehicles to operate effectively, improving the mobile network to 5G standard will almost certainly be required.

2.29 In the long-term the region must avoid becoming 'path-dependent' or committing too much to any single transport mode. Historically, the most effective transport networks have combined a range of modes to provide an array of services for different users and journey types. Although technology will provide new modes and change the exact nature of journeys, it is likely that a diverse, multi-modal transport network will provide the best transport for the residents of Cambridgeshire and Peterborough into the future.

Major schemes

2.30 Where strategies in previous Local Transport Plans have been largely predicated on overcoming existing and anticipated future challenges, this Local Transport Plan is designed to be focussed on meeting the Combined Authority's ambitions plans for growth. In doing so, the Local Transport Plan presents a clear strategy against ten specific objectives which will need to be fulfilled if the ambition is to be met. These objectives underpin the delivery of the Local Transport Plan and form the basis against which schemes have been assessed. They are described below with a selection of key schemes (shown in Figure 2.2) to illustrate how they will be delivered.

Transport and the economy

2.31 First, we want to connect all new and existing communities sustainably, so residents can easily access a good job within 30 minutes, spreading the region's prosperity. The transport network across the area is already of a good quality, but there remain significant areas for improvement. As much as possible, we want to encourage mode transfer from the private car to public and 'active' transport modes, ultimately aiming to reduce 'car dependency'.

2.32 Traffic congestion is the most frequent form of disruption to our region's transport network, posing a risk to the Combined Authority's future growth and prosperity. Within urban and surrounding areas, solutions to manage demand for road space are being explored, such as the construction of the Cambridgeshire Autonomous Metro (CAM). CAM will provide high quality, high frequency metro services, delivering a step change in connectivity across the city and helping to deliver 'agglomeration benefits'; the benefits businesses reap from increased competition, knowledge sharing and efficiency gains, brought by greater proximity to one another.

2.33 Rail usage is already on the rise across the Combined Authority area, and we will promote a range of schemes to help encourage and accommodate this trend.

For example, there are a number of new railway stations being proposed for the region, including Soham station, which would reintegrate Soham town into the national rail network, and Cambridge South station, the construction of which would provide much needed additional capacity near the Cambridge Biomedical Campus. East West Rail, a new rail link from Cambridge to Bedford, Milton Keynes and Oxford, will transform public transport connectivity along the Oxford to Cambridge corridor, while construction of a new rail link from March to Wisbech would improve public transport connectivity to the latter. More locally, improvements to rail junctions in Ely will enable more frequent services and make journeys quicker for passengers.

2.34 Buses also form a fundamental component of the transport network across Cambridgeshire and Peterborough, particularly in rural areas. We will explore the best operating and delivery model for our public transport network, while acknowledging the different requirements of urban and rural residents. For example, we will seek to ensure that rural areas have a public transport service that provides access to employment, education, shopping and recreation. In addition, we will work with operators to place inter-urban bus services, combined with local rail services, at the centre of an integrated rural public transport network.

2.35 Although we want to prioritise the development of public and 'active' transport modes, we also recognise that the private car remains a key mode for many residents across Cambridgeshire and Peterborough. We will therefore support targeted highway infrastructure and enhancement schemes such as the construction of a Huntingdon Third River Crossing, to connect the highway network north of the Great River Ouse to the strategic road network; upgrades to the A47 between Kings Lynn, Wisbech and Peterborough, to improve labour market accessibility to and from the Fens and Wisbech Garden town; King's Dyke crossing improvements, to relieve traffic congestion and associated safety issues caused by

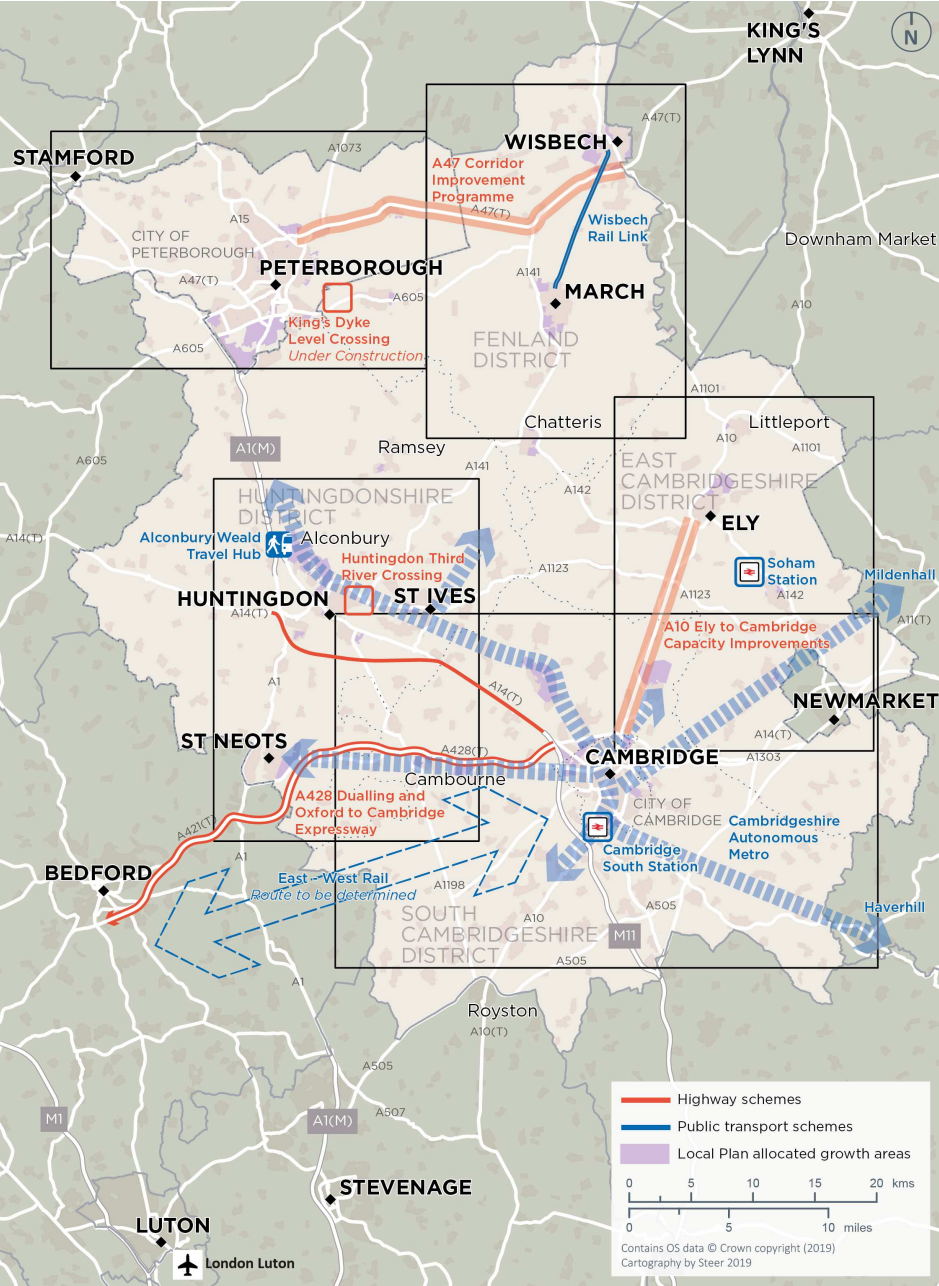


Figure 2.2 Key projects for Cambridgeshire and Peterborough

the level crossing; upgrades to the A505, to improve accessibility and support development at the Wellcome Genome Campus; and dualling of the A428, which will significantly improve commuter links along the Oxford to Cambridge corridor. Improvements to the A14, one of the most congested routes in the country, are currently underway and will bring journey time, reliability and safety benefits to residents, workers and businesses alike.

strategic sites shown in the Cambridgeshire and Peterborough Non-Statutory Spatial Framework (NSSF) Phase 1. Transport will help to unlock future development sites and connect new residents to jobs and amenities.

- 2.39 For example, necessary partnerships and plans are currently being developed for the construction of vastly improved public transport connectivity to Alconbury. Connectivity and a new travel hub will play a central role in delivering over 8,000 jobs at the Alconbury Weald Enterprise Zone, accelerate the development of 6,000 new homes and sustainably connect new residents to jobs and amenities. Improvements on the Ely-Cambridge transport corridor will unlock key opportunities such as a new town north of Waterbeach and development on the Cambridge Science Park.
- Transport and society
- 2.40 Everybody should be able to access our transport network, feel safe, and be healthier when they do so. We want to promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all. To achieve this, the network must be examined at every scale, from curb-heights to area-wide highway network planning, ensuring that nobody is excluded from using the transport network due to personal circumstances; income, age, disability or any other factors. This 'human-centred' thinking is a central component of our approach across projects and schemes. We also want to embed a safe systems approach into all planning and transport operations to achieve Vision Zero – zero fatalities or serious injuries on the transport network. Almost all transport related deaths occur on the road, and so improvements to highway safety will be our focus when aiming to reduce fatalities on the transport network.
- 2.37 Alongside the physical improvements, we are committed to enhancing the region's 'virtual network'. Faster, more reliable digital connectivity will provide improved connectivity between businesses and to homes; greater working flexibility, thereby taking the strain off the transport network; and allow better management of our transport networks to increase capacity, for travel times to be more reliable, and ultimately, safer for making all journeys.

- 2.38 Improvements to the transport network will also help to support new housing and development to accommodate a growing population and workforce, and address housing affordability issues. The housing market is currently very 'overheated', particularly around Cambridge, where the average house price is nearly 13 times the annual salary, compared to the national average of just under 8 times. The effects of higher house prices propagate through the economy potentially slowing growth. Local plans include targets for over 100,000 new homes, by 2036²⁹, with the location of the

2.41 We also recognise that the transport network does not always function flawlessly and is subject to internal and external stresses that can cause delays. We must therefore make the transport network resilient and adaptive to human and environmental disruption, improving journey time reliability. Cambridgeshire and Peterborough is one of the driest areas in the UK, yet also susceptible to flooding due to its predominantly low-lying topography. This means that transport infrastructure can be vulnerable to extreme weather events and must be appropriately protected. We will look to incorporate climate resilience into the new transport network, designing infrastructure that is resilient but also easily repairable. By ensuring that the transport network is protected against human and environmental disruptions, journey time reliability will be improved for residents, allowing quicker and more enjoyable journeys across the Combined Authority.

Transport and the environment

2.42 While encouraging development, we also want to deliver a transport network that protects and enhances our natural, historic and built environments. We are fortunate to have exceptionally high-quality environments within Cambridgeshire and Peterborough, which have positive impacts on the quality of life for our residents. Nonetheless, there are biodiversity challenges and not everyone has easy access to good quality open space. We must therefore integrate environmental considerations, including biodiversity net gain, into our thinking throughout the development of the future transport network and ensure that all new transport schemes cause minimal disruption to the environment both during construction and operation.

2.43 In a similar vein, we shall aim to ensure transport initiatives improve air quality across the region, exceeding standards as set by the European Union³⁰. We will work to improve air quality and noise pollution, exploring options such as electrification of local taxi fleets and increasing the number of buses running on sustainable fuels. This will ensure that locally, air quality sees significant improvement, improving the health and quality of life for residents.

2.44 We also want to ensure that we reduce emissions to as close to zero as possible to minimise the impact of transport and travel on climate change. We understand that climate change, a global issue, requires interventions at a local scale. We recognise that everybody has a role to play in tackling this issue and want to ensure that Cambridgeshire and Peterborough are proactive in this area.

2.45 To help drive these changes we must also provide 'healthy streets' and high-quality public realm that puts people first and promotes active lifestyles. 'Active' transport modes like walking and cycling have a very positive impact upon local air quality, greenhouse gas emissions, and public health. Walking and cycling are already popular transport modes within certain areas of the Combined Authority, such as Cambridge, but we must ensure that they become more widespread across the region.

2.46 To help promote walking and cycling, we will develop Local Cycling and Walking Implementation Plans (LCWIPs) to provide evidence for prioritised investment in cycling and walking infrastructure. We will develop high quality cycle provision, through schemes such as the Greater Cambridge Partnership's Greenways. This will involve building upon the current network and providing additional links to join up key destinations that are already partially served (for example the Chisholm Trail in Cambridge).

2.47 In addition, the use of active travel as part of multi-modal trips will be encouraged wherever possible. For example, we will investigate the possibility of a cycle hub in Peterborough city centre and improve cycle links to other key destinations around the city. Broadly we must consider 'place' and 'movement' function when designing new infrastructure to ensure that we can provide good transport connectivity whilst retaining and developing 'healthy streets'.

2.48 On a broader scale, Cambridgeshire and Peterborough depends upon national and international connectivity to drive its economic prosperity. We must therefore ensure that all our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports. For example, the Combined Authority is currently working in partnership with Highways England to assess the viability of dualling the A47, which would significantly improve east-west freight movement in the north of the combined authority area. In addition, we will support infrastructure and signaling enhancements to improve rail freight capacity, taking freight off the road network and moving it across the region more sustainably. Combined, these interventions will ensure that goods continue to flow freely into and out of the region, allowing trade and local businesses to flourish.

2.49 The following chapter provides a summary of our strategy for the geographical areas of Peterborough, Greater Cambridge, Huntingdonshire, East Cambridgeshire and Fenland. Additional detail regarding the specific projects that are under consideration in each area is provided in Appendix A.

References

25. Industrial Strategy: Building a Britain fit for the future (HM Government, 2017)
26. Cities Outlook 2018 (Centre for Cities, 2018)
27. A Green Future: Our 25 Year Plan to Improve the Environment (Defra, 2018)
28. Road to Zero (Office for Low Emission Vehicles, 2018)
29. Cambridgeshire and Peterborough Non-Statutory Spatial Framework, (Cambridgeshire & Peterborough Combined Authority, 2018)
30. Air quality standards are set in European Union (EU) Directive 2008/50/EC on Ambient Air Quality and Cleaner Air for Europe and the Fourth Daughter Directive (2004/107/EC)



3. Local Strategies

Introduction

- 3.1 Chapter 2 set out the overarching transport strategy for Cambridgeshire and Peterborough, explaining how the Combined Authority will work to enhance our transport network to achieve the strategy goals and objectives set out in Chapter 1. This established the ‘high level’ approach for transport investment to support the Combined Authority’s growth ambitions, and a package of priority schemes to be delivered.
- 3.2 However, each district of Cambridgeshire and Peterborough is different; hence we have developed distinct strategies for the geographical areas of Peterborough, Greater Cambridge, Huntingdonshire, East Cambridgeshire and Fenland. These are set out in this chapter, and each reflects local transport constraints, opportunities and patterns of growth.
- 3.3 Each strategy outlines the major schemes expected to be delivered within each area to deliver our objectives, both directly by the Combined Authority and in partnership with other local and national stakeholders. Some aspects of the strategies are, by necessity, still under development and hence all schemes will need to demonstrate value-for-money and affordability, together with alignment with our strategic priorities, before they are able to proceed.
- 3.4 Each strategy is set out below, and includes:
 - a summary of recent and planned growth, and local transport constraints;
 - progress and projects delivered to date; and
 - the transport schemes to help deliver each strategy.

Peterborough

3.5 Peterborough is a rapidly growing city, with a population of approximately 200,000 people. Traditionally a 'railway town', centred upon its location as a major rail junction on the East Coast Main Line between London and the North of England, it grew rapidly after designation as a 'new town' in the 1960s. Surrounded by a predominately rural district with few major service and employment centres, Peterborough includes a large historic town centre with an extensive shopping offer, a major hospital, numerous key employment sites and the site of the future Peterborough University.

3.6 Peterborough's patterns of growth are reflected in the city's geography, and its transport network. Peterborough's town centre and 'inner city', including the historic Cathedral and numerous Victorian terrace streets, are surrounded by lower-density development from later years linked by a radial 'Parkway' network of high-capacity dual carriageway roads. This network supports efficient movements between and within the city, resulting in significantly less congestion than elsewhere in Cambridgeshire and Peterborough, helping to support significant growth around the city.

Recent and planned growth

3.7 Peterborough has continued to be one of the fastest-growing cities in the country, experiencing population growth of 15% between 2007 and 2017, the fastest-growing district within the Combined Authority. Recent growth has been focused at Hampton to the south, where a major urban extension is underway on reclaimed brickfields, and at Stanground in the east, together with increased development in the city centre. Several vacant and underused sites close to the city centre also offer the opportunity for continued investment and regeneration.

3.8 Peterborough is currently preparing a new Local Plan, which was submitted to the Secretary of State in 2018 and is due to be adopted by the Council in July 2019. It outlines the vision for the city to become a destination of choice, with a

walkable, liveable centre; a strong, resilient economy; and attractive, well-designed neighbourhoods, surrounded by a network of characterful villages.

3.9 The Local Plan sets out proposals to deliver 19,440 additional homes from 2016 to 2036, with growth focused within the city and within a collection of seven 'urban extensions' at Hampton, Stanground South, Paston Reserve, Gateway Peterborough, Norwood, Great Haddon and at the East of England Showground. It also establishes proposals for a new independent, campus-based university with 12,500 undergraduate students, proposed to be located off Bishop's Road to the south-east of the city centre.

Transport challenges

3.10 Peterborough's transport network must continue to adapt and expand to support the city's growth, whilst ensuring a sustainable transport network that provides access to opportunity for all. Although Peterborough benefits from significantly less traffic congestion than elsewhere in Cambridgeshire and Peterborough, largely due to the high-quality Parkway network, additional development focused on the fringes of the city is expected to place increasing pressure on the highway network. Even combined with investment in sustainable transport, including improvements to the bus network and better walking and cycling infrastructure, there is a need to provide additional, targeted highway capacity to support Peterborough's growth.

3.11 While Peterborough benefits from a comprehensive bus network, some routes operate at comparatively low frequencies for an urban environment (every 20 mins or less frequently) and hence do not provide a 'turn-up-and-go' level of service that acts as a genuine alternative to the car. Recent reductions in financial support for the network have resulted in reductions to a small number of evening and weekend services and there is also not a comprehensive on-demand community transport service for those not directly served by the bus network, or through age or disability are not able to

access local services. New urban extensions to Peterborough, such as at Hampton, must be integrated fully in Peterborough's bus and public transport network as they are built out, so that new residents are able to travel sustainably as soon as they move in, rather than waiting several years for sustainable transport options to become available.

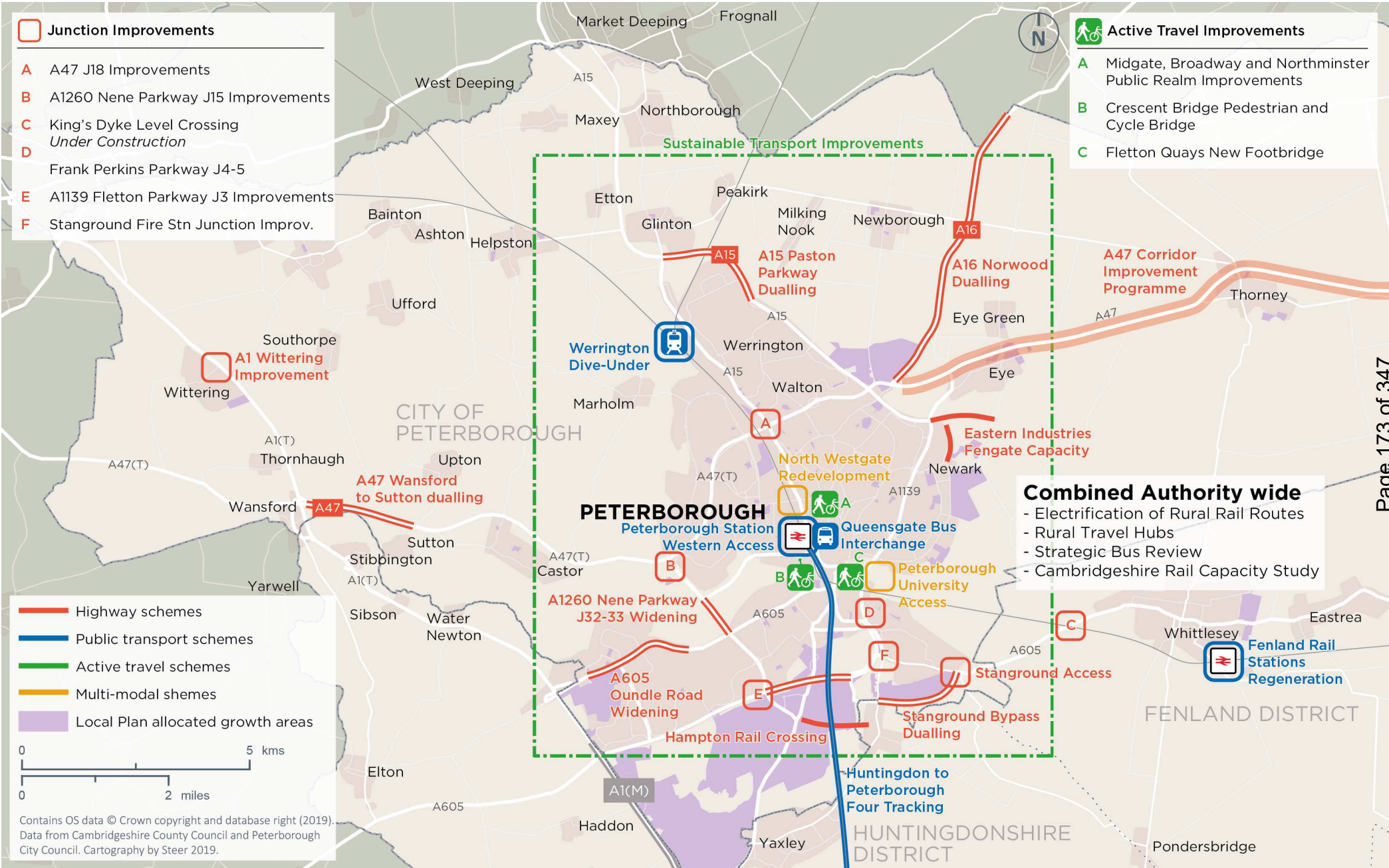
- 3.12 Queensgate Bus Interchange is also in need of modernisation, and despite its close proximity, can be disorientating to reach from the railway station due to severance caused by the A15. Although Peterborough is well-served by the rail network, with frequent, direct services to London, Cambridge and Norwich, together with the West Midlands and North of England, there are a number of opportunities for improvement, including faster services to London, Cambridge and Stansted Airport, more frequent services on rural routes to Cambridgeshire, Suffolk and Norfolk, and more capacity.
- 3.13 Peterborough has a large network of segregated cycle and pedestrian routes, and is funding significant improvements to the public realm in and around the city centre and the railway station. However, some major roads and junctions lack adequate walking and cycling provision, while in places the Parkway network causes severance between communities that deters active travel between them. Although much of the cycle network is segregated from traffic, it is not consistently designed to 'Dutch' standards, with cyclists often lacking priority at junctions, and security concerns caused by inadequate lighting or sightlines. Continued investment and maintenance in the network, particularly integrated into new development, is needed to ensure walking and cycling is an attractive option for people of all ages to travel around Peterborough.

- 3.14 Since the adoption of Peterborough City Council's fourth Local Transport Plan in 2014, Peterborough has delivered a package of transport improvements to improve the urban realm and make Peterborough a more attractive place to live. Extensive improvements to Bourges Boulevard, the creation of a new entrance to Peterborough railway station and the refurbishment of a vital footbridge have all been completed, supported by a £9.2 million contribution from the Cambridgeshire and Peterborough Combined Authority.
- 3.15 Peterborough City Council have also been proactive in promoting sustainable transport. Funding from the Department for Transport has been used to deliver 'Bikeability'³¹ training, local schools have been encouraged to participate in the national 'Big Pedal'³² competition, and the council has collaborated with Sustrans on an initiative known as 'School Streets', which encourages schools to close the street outside their gate to ease congestion and encourage active and sustainable travel.
- 3.16 Highway improvements have also been delivered to support new development, including at the A47 Junction 20, which has been converted to a fully signalised roundabout to help to unlock the delivery of up to 2,500 new homes. Peterborough City Council has also enthusiastically embraced the potential that new technologies may bring to the city. £90,000 of funding from the Department for Transport has been awarded to install four rapid electric vehicle chargers for the local taxi trade, and through an additional £22,500 contribution from Peterborough City Council, the chargers will be installed in the city centre in 2019/2020.

Our approach

- 3.17 Peterborough's public transport network must continue to offer accessibility for all. Central to this is our plan for the bus network which, subject to the recommendations of the Bus Review Task Force, will provide improvements to levels of service and operating hours. This will help ensure that the bus network provides a high-quality service, allowing people to travel across Peterborough quickly and easily without a private car. Bus services will also be well-integrated into new developments at the outset, with the aim of ensuring high-frequency services directly serve new developments as the first new residents move in. We will continue to explore the potential to modernise Queensgate Bus Interchange to present a better gateway to Peterborough and the bus network, while improving linkages to the railway station.
- 3.18 Complementing this investment is the continued development of Peterborough's walking and cycling network. New junctions and highway infrastructure will be integrated into the walking and cycling network, ensuring that roads in the city do not act as a barrier to movement. Continued improvements to segregated infrastructure, including a new foot and cycle bridge across the Nene, and the upgrading of the cycle network to 'Dutch' standards, will help to make walking and cycling an attractive choice for short journeys. More journeys on foot and by bike will help allow residents to live active, healthy lives, together with improving air quality and reducing congestion when people switch from the private car.
- 3.19 Not everyone can or wants to walk or cycle, however. A significant number of journeys in Peterborough take place by private car: a reflection of its geography of its transport network. We will continue to invest in our highway network, alongside sustainable alternatives, to tackle key 'pinch points' to alleviate traffic congestion, and support Peterborough's growth.
- 3.20 Delivering additional capacity is needed at key junctions on the Parkway network, particularly where these serve large development sites and new urban extensions. Development of thousands of new homes and jobs at the Hamptons, for example, will increase traffic flows on Fletton Parkway, and without intervention, will result in significant worsening of traffic congestion at Junction 3. This will result in longer, more unreliable journeys for drivers and bus passengers, undermining our economy and worsening local air quality. Poor accessibility to major development sites also places growth at risk, as both people and businesses want to be based in attractive, well-located neighbourhoods.
- 3.21 Investment in key junctions and 'pinch points', including carriageway widening and junction improvements on Fletton, Paston and Nene Parkway, plus at Stanground, will help to improve journey times and reliability, while providing the required capacity for future growth. These investments will make travelling around Peterborough, whether travelling to work, to school or to the shops, quicker and easier and help to make the city an attractive place to live and work.
- 3.22 Better strategic linkages to Peterborough, both road and rail, will also help to make long-distance journeys quicker and easier, and attract investment to our city. We will support proposals for improvements to the A1 including a grade-separated junction at Wittering to improve safety and access to the village. The Oxford to Cambridge Expressway and continued dualling of the A47 corridor will significantly improving highway accessibility towards London and support our freight and distribution sectors. Improved rail services from Peterborough, including faster journey times to/from London (to less than 40 minutes) and Cambridge, and improved frequencies on rural routes to Cambridgeshire, Suffolk and Norfolk, will also make rail a more attractive option for longer-distance travel and help make Peterborough a major business destination.
- 3.23 Our detailed plans and projects to deliver this strategy are summarised in Figure 3.1.

Figure 3.1 Summary of key projects in Peterborough



Strategic projects

- 3.24 Improving access to Peterborough from the rest of Cambridgeshire and Peterborough, as well as the rest of the country, is also an important priority. This will help to reduce journey times for longer-distance journeys by both road and rail, as well as improving the attractiveness of Peterborough as a business destination.
- 3.25 Improvements to strategic highway links are key to this strategy. Dualling of the A47 between Wansford and Sutton will improve journey times and reduce congestion along a key strategic route from Peterborough to the A1 corridor, and the wider North of England, as well as improving road safety along a route with a history of fatal and serious collisions. Highways England have recently published their proposed route for the scheme, and construction is expected to commence in 2020. The Combined Authority will also support longer-term improvements to:
- the A47 corridor, where we will continue to build the case to dual the route to Kings Lynn to help improve accessibility from Peterborough to East Anglia; and
 - the A16 corridor, where we will support investigating the feasibility of dualling the route between Spalding (in Lincolnshire) and Norwood / Peterborough.
- 3.26 Accompanying these improvements to our strategic highway links are a series of parallel upgrades to our rail routes. We will also continue to work with Network Rail to understand the feasibility of reintroducing four tracks between Peterborough and Huntingdon, allowing faster journey times and additional train services from Peterborough to London, as well as the Werrington dive-under scheme to the north of Peterborough. This will provide additional freight capacity, particularly for intermodal traffic on routes from the east coast ports to the North of England, helping to take lorries off our roads and improving journey time reliability for all rail users. Completion of High Speed 2 in the early 2030s will also allow the

opportunity to refocus the East Coast Main Line timetable through Peterborough, as non-stop services to Leeds and York are diverted to the new railway, allowing more services to call at Peterborough and providing additional capacity to London.

Local projects

City centre

- 3.27 The Combined Authority will continue to deliver improvements to the transport network to support the growth planned for Peterborough city centre and help to make it an attractive destination for shoppers, businesses and visitors.
- 3.28 Key to the city centre improvements will be continued investment in the streetscape and urban realm to make walking through the city core attractive, pleasant and safe. Following the improvements along Bourges Boulevard, which helped to improve walking and cycling connectivity to Peterborough railway station, further urban public realm improvements will be delivered (although currently unfunded) in the Midgate, Northminster and Broadway areas. These will include better paving, lighting and street furniture, improving access to the north of the centre and encouraging more people to walk and cycle. Further connectivity to the railway station is proposed through a new access route associated with future development of land to the west of the station. In addition, the Council is taking an active role in the redevelopment of North Westgate, an area of the city centre that has been underutilised for decades.
- 3.29 Supporting the continued development at Fletton Quays, a new high-density residential and commercial cluster within the city centre, immediately south of the River Nene, is a key priority. Improved pedestrian links will help better integrate the development into the surrounding area, and we will continue to develop the case for a new foot and cycle bridge across the river to the city centre and the future university site. This will also significantly improve north/south

walking and cycling accessibility within Peterborough, further supporting active travel.

- 3.30 Better serving the future site of Peterborough University, to the south of Bishops' Road, together with the wider area is also important. We will explore a package of improvements to create and enhance walking and cycling links to the University, improve highway access to the Parkway network, and consider how best to replace the surface-level parking provision that currently occupies the University site.
- 3.31 Local Cycling and Walking Infrastructure Plans are currently being developed and will prioritise a series of key routes that will increase levels of walking and cycling by improving the infrastructure. Improvements will also be undertaken on Peterborough's Green Wheel cycle network, a 45-mile-long cycle route circling the city, which takes cyclists through the historic fens and scenic countryside that surrounds Peterborough.
- #### Parkway network
- 3.32 Peterborough's parkway network provides for efficient movement within and around the city and includes two of only three bridges across the River Nene. Certain sections of route, and key junctions, suffer from significant congestion, which will be tackled through a range of investments.
- 3.33 A47 Junction 18 forms a key interchange with the A15 to the north of Peterborough, used by local traffic accessing nearby retail facilities and the city centre, together with longer-distance traffic through Peterborough to East Anglia and the east coast ports. It suffers from significant peak-time congestion, which will be tackled through junction improvements and additional lanes to provide capacity to accommodate future traffic growth. It will also provide signalised crossings for foot and cycle traffic, in addition to the existing footbridges which will be refurbished and strengthened, improving the local walking and cycling network.

- 3.34 A1139 Fletton Parkway serves the major urban extension at Hampton, which is expected to generate significant additional traffic flows along this key route. Improvements at Junction 3, including widening of the A1139 off-slips and full signalisation, will provide capacity for additional traffic to new developments. Developer-led proposals for a new bridge for local traffic between the A605 Stanground Bypass and the London Road / The Serpentine roundabout over the East Coast Main Line will also help to relieve congestion in the area and support future development.
- 3.35 The A1260 Nene Parkway Junction 32/33 – provides a key link across the River Nene, resulting in high traffic flows and peak-time congestion. We will therefore explore widening the carriageway to three lanes in each direction across the river, together with alternative options, to relieve this key 'pinch point' on the network. A1260 Junction 15, where the route intersects with the A47, also suffers from congestion, and we will explore options to improve traffic flow at this key junction with the Strategic Road Network.
- 3.36 Improvements to the A16, by dualling a short section to the north-east of Peterborough, will also help support the development at Norwood and relieve congestion. Walking and cycling provisions will be incorporated in the scheme to support sustainable access to the development.

Eastern industries and Fengate

3.37 The Fengate district to the east of the city centre forms a key cluster for manufacturing and distribution firms in Peterborough and is home to the world-renowned Perkins Engines. The district is expanding further, with 30ha of land at Red Brick Farm allocated for employment development. We will therefore investigate the feasibility of improving access to this key site to provide additional capacity for future traffic growth. A study will be undertaken to look at access improvement options, which may include:

- a new roundabout at the Oxney Road / Edgerley Drain Road Junction;
- a new roundabout at Edgerley Drain Road / Storey's Bar Road / Vicarage Farm Road Junction; and
- an additional lane on the A15 Paston Parkway between Junction 20 and Junction 8.

Stanground

3.38 The Stanground area, located to the south-east of Peterborough city centre, is home to a new urban extension and is expected to accommodate significant housing and employment growth. Transport improvements are therefore proposed to support this growth, and relieve congestion, including:

- improvements to the A605 / B1095 junction to relieve queuing from right-turning traffic, which can block the nearby roundabout and result in widespread congestion;
- dualling of the eastern end of the Stanground bypass;
- junction improvements at the Stanground fire station junction, which also negatively impacts on bus journey reliability.

Greater Cambridge

Background

- 3.39 Greater Cambridge includes both the City of Cambridge and the surrounding district of South Cambridgeshire, with a combined population of approximately 280,000 people. It includes the historic, internationally-renowned Cambridge city centre; two world-class universities; internationally-renowned high-tech research, innovation and science parks (including the largest centre of medical research and health science in Europe: the Cambridge Biomedical Campus); and more than one hundred rural hamlets, villages and small towns.
- 3.40 Cambridge forms the centre of the region, with a population of approximately 125,000 people. It includes a city centre with an extensive retail, leisure and tourist offer, two universities, and a number of large employment sites. Densely-populated, many residents cycling or travelling by public transport to work: 52% of people cycle at least once a week, greater than any other Local Authority area in the country.
- 3.41 South Cambridgeshire, by comparison, is a predominately rural district, comprising villages and small towns, with no settlement larger than 10,000 people. Cambourne, a new settlement located ten miles west of Cambridge, forms the largest town and is home to the District Council offices. Northstowe, a new town located five miles north-east of Cambridge, is in development and due to grow to accommodate approximately 10,000 homes.
- 3.42 Aside from the cluster of biotechnology and science parks located in South Cambridgeshire, including the Cambridge Science Park, the Wellcome Genome Campus, Babraham Research Campus and Granta Park, the area predominately looks to Cambridge for employment, shopping and major services, which complement those located within the district. 23,400 workers living in South Cambridgeshire commute to work in Cambridge city, for example, compared to 23,800 who work within the district itself³³.

- 3.43 In 2014, the Greater Cambridge area negotiated a City Deal with Central Government, delivering up to £500 million of grant funding to invest in projects to support future growth. The City Deal recognised the regions' national importance, and provided funding to address several key constraints to growth – particularly the transport network.
- 3.44 The Greater Cambridge Partnership, the body formed to deliver the aims and objectives of the City Deal, was established to plan and deliver schemes to alleviate these constraints, with its Board comprising a representative from each of Cambridgeshire County Council, Cambridge City Council, South Cambridgeshire District Council, the University of Cambridge and the business community. The Combined Authority is working very closely with the Partnership to integrate plans, funding, and delivery to deliver a world-class transport network.

Recent and planned growth

- 3.45 Greater Cambridge's population has increased by 10% over the past ten years³⁴, with property prices have increased more than 64% between 2007 and 2017³⁵. Greater Cambridge is now one of the most unaffordable places to live in the country, with average house prices more than 12 times³⁶ average local earnings in 2017, which undermines quality-of-life and the region's attractiveness as a place to live and work. Recent growth has seen the historic development pattern of Greater Cambridge change significantly in recent years, with Cambridge emerging as the heart of a rapidly growing, polycentric city region.

3.46 Historically, employment and economic activity in the city of Cambridge was centred around the city centre, but beginning with the construction of the Cambridge Science Park in 1971, development has increasingly occurred on the city 'fringe'. Partly reflecting the lack of available land for development in the city centre, Cambridge's development and employment has become increasingly decentralised, with employment and leisure activity focused within six key districts:

- Cambridge City Centre;
- Cambridge Station, CB1 and Hills Road;
- Cambridge Biomedical Campus and 'Southern Fringe';
- Cambridge Science Park and 'Northern Fringe';
- West Cambridge; and
- Cambridge East.

3.47 Collectively, these sites account for 63% of all jobs within the Cambridge urban area, and 40% of all jobs within Greater Cambridge. Growth is expected to be disproportionately located in these areas, which benefit from agglomeration and good labour market accessibility.

3.48 Both Cambridge and South Cambridgeshire have ambitious plans for growth, which will require continued investment in the regions' transport network to provide the capacity, connectivity and accessibility required. More than 33,500 homes and 44,000 jobs are expected to be delivered by 2031 under both districts' Local Plans, with a 'sequential' approach to development, where the most sustainable locations are prioritised first for growth. Housing growth is therefore proposed under the Plan from 2011 to 2031³⁷:

- firstly, in the existing urban area of Cambridge (6,800 homes);
- within defined fringe sites on the edge of Cambridge, and sites proposed to be released from the inner Green Belt boundary (e.g. at North West Cambridge) (12,700 homes);
- within existing and newly identified new settlement locations at Cambourne, Northstowe, Bourn Airfield and Waterbeach (8,100 homes);
- (lastly) within identified villages (8,200 homes), reflecting the difficulty in achieving sustainable growth in these locations.

3.49 Looking to the longer-term, post-2031, the two Local Planning Authorities are about to embark upon developing a joint Local Plan and the Combined Authority is currently developing a Non-Statutory Spatial Framework (NSSF), which will outline the region's longer-term potential for growth. This will build on the Cambridgeshire and Peterborough Independent Economic Review (CPIER), which highlighted Greater Cambridge's unique potential for growth, but stressed the need for significantly higher levels of housing delivery in order to deliver the region's potential.

Transport challenges

3.50 Supporting this growth presents a unique challenge for Greater Cambridge. There is a clear need for an ambitious approach to significantly increase transport capacity to support additional trips from new residents, while tackling congestion on the highway network and creating more attractive, less car-focused places to live and work. Tackling congestion was identified in the City Deal as a key barrier to growth: the Greater Cambridge Partnership aims to reduce traffic by up to 15% on 2011 levels, equivalent to taking 1 in 4 cars off the road compared to today's traffic flows. Commuters into Cambridge by car spend on average a quarter of their journey time stuck in traffic, with significant implications for their productivity and wellbeing.

3.51 To improve people's journeys into and around Greater Cambridge, we need to significantly improve and expand the public transport network and invest in better walking and cycling infrastructure. More people need to walk, cycle or use public transport for their journeys, rather than driving as they do today. Without action, the number of car journeys could rise by up to 50% by 2031, impacting on local air quality and health outcomes, and potentially threatening Greater Cambridge's outstanding quality-of-life. Cambridge is a historic city, and simply providing additional highway capacity to support growth does not form a viable or attractive option.

3.52 Delivering a more sustainable public transport network, combined with better walking and cycling infrastructure, will better connect communities and employment areas and provide a genuine alternative to the car. Today, congestion means that many bus services are comparatively slow, particularly on routes into the city, leading to poor reliability that can mean that users do not feel they can rely on the bus to travel to work or access essential services. In rural areas, many services are infrequent or non-existent, with services limited at evenings and weekends, undermining the ability of the

public transport network to compete with the car. There is also no comprehensive demand-responsive service for those communities not directly served by the bus network.

3.53 Many major destinations and employment sites, such as the Cambridge Biomedical Campus and the West Cambridge Site, lack good public transport accessibility, with bus services limited to those running along specific corridors to the city centre, rather than providing wider accessibility to market towns and new settlements in Greater Cambridge. Future growth is expected to be focused at such sites, and so there is a clear need for improved public transport accessibility to both provide a genuine alternative to the car (and hence alleviate congestion) as well as ensure that Greater Cambridge's dynamic, highly productive firms have the best access to skill and talent elsewhere.

3.54 Although much of the region has benefited from significant investment in high-quality walking and cycling infrastructure, such as new cycleways along Huntingdon Road, many city districts and local villages lack safe, attractive pavements and cycleways. Concerns with cycling amongst traffic, particularly on congested and polluted roads, acts as a key deterrent to active travel, and hence there is a clear need to invest in improved infrastructure and tackling Cambridge's congestion problem to make walking and cycling an attractive option for short trips.

3.55 Our detailed plans and projects to exploit the opportunities and overcome the challenges faces by Cambridge and its environs are summarised in Figure 3.2.

Figure 3.2 Summary of key projects in Greater Cambridge



- 3.56 Greater Cambridge has seen several transport schemes come to fruition since the adoption of the Cambridgeshire Local Transport Plan 3 in 2014, delivered through the combined efforts of the Greater Cambridge Partnership, Cambridgeshire County Council and the Cambridgeshire and Peterborough Combined Authority.
- 3.57 Efforts have focused on delivering sustainable transport improvements, with the Greater Cambridge Partnership completing a number of improvements to cycle routes including the A10 cycleway to Melbourne and four cross-city cycling schemes, with work beginning on the 'Chisholm Trail' including a new bridge over the River Cam. Cambridgeshire County Council have secured £10.1 million from Department for Transport's Cycle City Ambition Fund, funding 'Dutch-standard' cycle routes on the main road corridors into Cambridge.
- 3.58 Several major improvements have also been made to the city's public transport network, including the opening of a new £44m railway station – Cambridge North – in 2017. Designed to serve the Cambridge Science Park – a major employment site – together with surrounding residential areas, more than 450,000 journeys are already made annually to and from the station. Improvements have also been made to Cambridge station, with a larger concourse and ticket office, and additional ticket gates and machines, completed in 2017, following completion of the largest multi-story cycle park in the country, with more than 2,500 spaces.
- 3.59 Against a background of falling bus patronage and national reductions in service mileage, the Cambridgeshire and Peterborough Combined Authority have provided new grants to continue to support vital bus services linking smaller towns and villages in South Cambridgeshire to the city, such as the X3 from Papworth to Cambridge, the 196 from Waterbeach to Cambridge, the 31 from Barley to Cambridge and the 75 from Wrestlingworth to Cambridge.

Our approach

- 3.60 Sustainable transport, including investment in walking, cycling, rapid transit and better bus and rail services, is central to our strategy. Success will be more people travelling on foot, by bike and public transport, reducing congestion, improving air quality, and helping to create attractive, liveable streets and communities where people want to live. Our strategy is ambitious, but deliverable, and represents a step-change in planning how people travel across the region.
- 3.61 Delivery of the Cambridgeshire Autonomous Metro – or CAM – in collaboration with the Greater Cambridge Partnership will provide a reliable, high frequency metro service between the employment hubs and high-tech clusters of Greater Cambridge, including the Cambridge Science Park and Biomedical Campus, with the city centre and surrounding market towns and new settlements. Work is already underway on the first phase of the CAM through the Greater Cambridge Partnership's programme to provide high quality, segregated public transport routes along key corridors, including links to Cambourne, Granta Park, Cambridge East and Waterbeach.
- 3.62 CAM will provide a step-change in public transport connectivity across the region, with services being segregated from other motor traffic within Cambridge. It will enable residents and visitors to travel quickly and easily across Greater Cambridge, providing better access to employment and education, broadening labour markets, and thereby supporting our dynamic economy. The scheme, including segregated links to Cambourne, Granta Park and Waterbeach, will also significantly improve the accessibility of new settlements (such as Bourn Airfield and Waterbeach New Town), supporting the delivery of much-needed homes, and major employment clusters at the Cambridge Biomedical Campus and Science Park, supporting productivity growth and the creation of skilled, well-paid jobs.

- 3.63 Complementing CAM will be a comprehensive, better integrated network of local bus services, connecting the suburbs of Cambridge and smaller towns and villages to employment centres across the area and the CAM network. Park & Ride sites will continue to provide sustainable options for those who do not have a feasible alternative to the car, but will be better integrated into surrounding local transport networks, acting as travel hubs with high-quality interchange between CAM and local bus and demand-responsive services, together with the walking and cycling network. Local buses – and demand-responsive transport within South Cambridgeshire – will be designed to ensure that no one is outside of the reach of safe, reliable public transport, and hence helping to maximise social inclusion for those who lack access to a car.
- 3.64 Improved Dutch-standard segregated walking and cycling infrastructure – such as the Greater Cambridge Partnership's 'Greenways' programme – will encourage walking and cycling by making it a safer, more attractive travel option within our communities, and seamlessly connecting into the public transport system. More journeys by bike and on foot will help to reduce air pollution, support better health outcomes, and alleviate congestion on the highway network. Better designed streets, with improved walking and cycling facilities, will be less dominated by traffic, helping to create attractive communities and better places to live.
- 3.65 Residents of all ages – including children and teenagers – will also be able to cycle to school, college, the shops or the cinema safely, helping them live healthy lives and providing them with the independence to travel without being driven by family. Better designed streets, with improved walking and cycling facilities, will be less dominated by traffic, helping to create attractive communities and better places to live in line with the guidance within the new Making Space for People Supplementary Planning Guidance expected to be adopted by Cambridge City Council, and funded by the GCP, later this year.

3.66 Improved rail services, such as faster, more frequent services between Peterborough, Cambridge and Stansted Airport, and a new station at Cambridge South, will also help to improve inter-regional connectivity, and provide important longer-distance commuting links into Cambridge. Cambridge South station will support development at the Cambridge Biomedical Campus, expected to generate over 30,000 additional journeys by 2031, and relieve congestion in and around the campus by providing greater sustainable transport options. Commuting into Cambridge by rail will become a more attractive option, allowing residents to switch from car and improving access to skilled labour for our dynamic, productive firms.

3.67 Demand management in Cambridge will also be considered to reduce congestion, improve air quality and help fund an improved public transport network, while ensure that Cambridge's road network is prioritised for walking, cycling and public transport. The Greater Cambridge Partnership's recent Choices for Better Journeys engagement asked the public for views on different options for delivering this in early 2019, and the GCP Board are currently considering next steps.

3.68 Our highway network will still play an important role for some journeys, particularly those between our rural villages and for freight movements. Targeted highway improvements will therefore provide additional capacity for essential highway trips where major population growth is expected, such as investment in the A10 at Waterbeach New Town, accompanied by investment in sustainable transport. Improvements to orbital corridors – such as the M11 – will also help to ensure that strategic traffic can bypass Cambridge effectively and reduce traffic flows through Cambridge and smaller towns and villages.

3.69 We will also assess the feasibility of investing in a limited number of specific 'pinch points' in the highway network that currently contribute to severe localised traffic congestion and cannot be alleviated through other means, such as at Foxton Level Crossing. These may need to be

accompanied by complementary initiatives to avoid knock-on impacts elsewhere on the network. We will also support wider strategic upgrades to the highway network, such as the completion of the Oxford to Cambridge Expressway, to improve strategic connectivity and key freight linkages with the rest of the country.

Working in Partnership

3.70 Key to successfully delivering our strategy is working in collaboration with key local partners. Several organisations have specific responsibilities for transport, planning and project delivery, and hence, partnership working is key to delivering our vision for Greater Cambridge. These include working closely with:

- The Greater Cambridge Partnership, who are currently leading the development of a series segregated public transport corridors from Cambridge to Cambourne, Granta Park and Waterbeach, which will form part of the future CAM network.
- The local planning authorities of Cambridge City Council and South Cambridgeshire District Council.
- Cambridgeshire County Council, who have responsibilities for maintenance and investment in the local highway network, as well as local bus services, and will be key to helping realise our plans for local transport accessibility.
- The Department for Transport, Highways England, Network Rail, the East West Rail Company, and Train Operating Companies responsible for delivering wider strategic transport improvements.

3.71 Engagement with large employers, organisations at large employment sites, and developers will also be critical to delivering our strategy. Our detailed plans and projects are set out below.

Strategic projects

3.72 Several highway and public transport corridors link the Cambridge urban area to the towns and villages of South Cambridgeshire, and form strategic links between Greater Cambridge, the rest of the Combined Authority, and the rest of the country. Major residential and employment development is proposed at points along these corridors. This growth will help support the continued success of Greater Cambridge – and the wider Combined Authority – by providing the floorspace for companies to expand and prosper, and the new homes that are key to alleviating Greater Cambridge's housing affordability crisis. However, in the absence of intervention, this growth will result in increasing congestion and worsening journey times, particularly in peak periods.

3.73 Working in partnership with the Greater Cambridge Partnership, we have developed a package of significant public transport, walking and cycling improvements, alongside targeted highway investments, to help deliver a more sustainable transport system. These schemes, underpinned by our policies, will help make travelling on foot, by bike or public transport more attractive than by car, alleviating congestion and supporting the region's growth.

North – towards Waterbeach and Ely

3.74 Waterbeach New Town, located six miles north of Cambridge along the A10 corridor, will be home to a new settlement of approximately 9,000 homes on a former Barracks site. Key to building sustainable travel patterns, and a successful thriving community, is comprehensive and reliable public transport provision. We will therefore support Greater Cambridge Partnership in the delivery of a new segregated public transport corridor to Cambridge, integrated with a new travel hub with parking, to provide a genuine alternative to the private car. This will form a first phase of the CAM network, operated by high-quality electric vehicles, prior to the opening of tunnels under the city centre. Relocation of Waterbeach station, with a larger car park and longer platforms,

and a walking and cycling 'Greenway' from Waterbeach to Cambridge, will also help to attract drivers away from their cars and create a more sustainable transport system for the region.

3.75 Dualling of the A10, combined with upgrades to Milton Interchange, will provide additional highway capacity where required to support the development, as well as alleviating the chronic traffic congestion along the corridor.

West – towards Cambourne, St Neots and Bedford

3.76 Along the A428/A1303 corridor, the Cambourne to Cambridge scheme being led by the Greater Cambridge Partnership will deliver a segregated public transport corridor from Cambourne, and future housing sites at Cambourne West and Bourn Airfield, to West Cambridge and other key employment sites and destinations. Similarly to Waterbeach, this will form a first phase of the CAM network, operated by high-quality electric vehicles, and will include a new Park & Ride site at Scotland Farm or Madingley Mulch. It will help to attract those who currently drive to public transport, and hence contribute towards reducing the impacts of traffic on local communities.

3.77 East West Rail, a new rail link from Cambridge to Bedford, Milton Keynes and Oxford, will also transform public transport connectivity along the Oxford to Cambridge corridor and, subject to consultation, is expected to serve new or expanded stations in Sandy, Tempsford, Cambourne and/or Bassingbourn depending on the alignment chosen. It will open up new sustainable commuting opportunities to Cambridge from the west, and create a direct rail link along the Oxford to Cambridge arc for the first time since the 1960s.

3.78 Dualling of the A428 between Cambourne and St Neots, currently being proposed by Highways England, will also improve access to and from Greater Cambridge from St Neots, Bedford and the wider Strategic Highway Network, and form a first phase of the Oxford to Cambridge Expressway.

South – into South Cambridgeshire and towards Stansted Airport

- 3.79 Towards the south, along the A10 and M11 corridors, we will continue to work with partners to deliver improvements to key rail routes, including an increased frequency of trains to Stansted Airport, and in the longer-term an upgrade of the M11 to 'smart motorway' standard around Cambridge to improve journey time reliability along this key strategic route. This will help to ensure that the M11 continues to act as a strategic bypass for Cambridge, and limits traffic flows through the city. Additional Park & Ride capacity, including at M11 Junction 11, will also help to reduce traffic within central Cambridge by providing more sustainable travel options for those outside the reach of existing high-frequency public transport links.
- 3.80 Improvements to the A505, including better orbital public transport, local junction improvements and/or dualling, will also help to relieve traffic congestion and support growth at the Wellcome Genome Campus, Granta Park and the proposed North Uttlesford Garden Community in North Essex. We will also work in partnership with Network Rail to assess the feasibility of delivering a new bridge to replace the level crossing on the A10 at Foxton, addressing local congestion and safety problems.
- 3.81 Furthermore, we will also explore cross-border connectivity from Greater Cambridge to the proposed North Uttlesford Garden Community, in partnership with Uttlesford District Council, reflecting the likelihood for high levels of commuting between the Garden Community and Greater Cambridge.

East – the biotech corridor and towards Newmarket and Haverhill

- 3.82 The Cambridge Biomedical Campus, located on the south-eastern fringe of Cambridge, is expanding rapidly, and is expected to be home to 26,000 workers by 2031³⁸. It will be linked directly to the A1307 corridor by the Cambridge South East scheme, currently being developed by the Greater Cambridge

Partnership, which will deliver a segregated public transport corridor from Granta Park to the Cambridge Biomedical Campus and a new Park & Ride site near the A11, which will form part of the CAM network at opening. This will be combined with additional bus priority measures along the A1307 corridor to Haverhill.

- 3.83 The A505 is one of the busiest roads in Cambridgeshire and is crucial for access to the wider biotech cluster to the south of Cambridge, including Babraham Research Park, Granta Park and the Wellcome Genome Campus. We will fund a strategic economic growth and transport study to explore the case for multi-modal investment in the A505 corridor, to improve orbital accessibility and alleviate congestion.
- 3.84 The new measures will significantly enhance the accessibility of the Biomedical Campus, the Wellcome Genome Campus, Babraham Research Campus and Granta Park, thereby supporting the creation of high-value jobs in life sciences and research and development, as well as improving connectivity towards Haverhill and supporting future housing growth. The segregated public transport corridor will also form a first phase of the CAM network, operating with high-quality electric vehicles prior to the opening of tunnels under Cambridge city centre, and will be accompanied by a new active travel Greenway along the corridor.
- 3.85 Frequency enhancements on the rail corridor to Newmarket, with an increase in Newmarket to Cambridge services to half-hourly, will also help to provide a genuine alternative to driving along the A14 corridor and help to reduce traffic flows into Cambridge city.

Local projects

- 3.86 The city of Cambridge, and its large employment sites in the vicinity of the city centre (at the Cambridge Biomedical Campus, the Cambridge Science Park and West Cambridge), forms the centre of the region, and accounts for 23% of employment. Future growth is expected to be concentrated primarily at 'fringe' sites in the city, which will place new and renewed pressures on the highway network. Sustainable investment in our transport network, both within the City and on the surrounding corridors, is therefore key to supporting future growth, and relieving congestion by attracting people out of their cars. Across the region, we will therefore continue to improve our public transport network to improve accessibility and encourage people out of their cars. The GCP is already making significant investment in bus priority, alongside walking and cycling facilities, along the Histon Road and Milton Road corridors. Our proposals for the bus network will help to increase frequencies, improve reliability and reduce journey times, both within Cambridge and our rural towns and villages, based on the recommendations of the recently-completed Strategic Bus Review. The GCP's recent public engagement, Choices for Better Journeys, explored the public's views on how to improve and fund public transport within Cambridge through investment in public transport, walking and cycling, as well as proposals for tackling congestion, improving air quality and enhancing public realm through better managing demand for road space.
- 3.87 High-quality walking and cycling facilities, both within Cambridge and between smaller towns and villages in South Cambridgeshire, will ensure that active travel is an option for all journeys, either for journeys in their entirety or for accessing the wider public transport network. Initial investment will be focused on both improvements on new segregated cycleways on key radial routes within Cambridge, including along the Histon, Milton and Huntingdon Roads, together with the Chisholm Trail, a new cross-city link including a new bridge over the River Cam,

and the Greenways programme, currently being delivered by the Greater Cambridge Partnership. Greenways will deliver new and improved segregated links from Cambridge to twelve market towns and villages in South Cambridgeshire, providing safe and attractive cycling facilities away from traffic for the first time.

- 3.88 In the longer-term, across the timespan of this Local Transport Plan, continued investment in active travel will help to achieve the ambition of connecting all communities in Greater Cambridge with safe, attractive walking and cycling links largely segregated from traffic. New travel hubs and interchanges, including with CAM, will enable individuals to easily access transit, even when they are outside walking distance of a CAM stop or a railway station. Our policies, outlined in the Policies Annex, will also help to ensure the benefits of new infrastructure are maximised, from working with employers to provide good cycle parking facilities to encouraging e-bikes and cycle freight.
- 3.89 In the longer-term, Greater Cambridge will benefit from an extensive rapid transit network, CAM, which will seamlessly link our market towns and new settlements to major destinations within Cambridge, including the city centre, the Biomedical Campus, West Cambridge and the Cambridge Science Park via new tunnels under central Cambridge.
- 3.90 First phases will include new segregated links to Cambourne, Haverhill (via Granta Park), East Cambridge and Waterbeach New Town, being delivered by the Greater Cambridge Partnership from 2024, prior to the opening of the tunnelled sections providing cross-city connectivity from 2029. Operated by electric, rubber-tyred vehicles, segregated from traffic, CAM will deliver a high-quality, reliable transport network with fast journey times competitive with the private car. CAM is key to our proposals to reduce traffic in Cambridge by attracting people out of their cars, helping to improve air quality, free up road space for walking and cycling and create less traffic-dominated and more attractive places to live.

3.91 Expanding access to the rail network, including delivering a new station at Cambridge South to directly serve the Cambridge Biomedical Campus, and additional rail services from Cambridge, Cambridge North and the future Cambridge South to Stansted Airport, Ely and Peterborough, will also be prioritised with the aim of each key destination having at least a half-hourly service to and from Cambridge. Our work will be informed by the Cambridgeshire Rail Capacity Study, which has identified network constraints on the Cambridgeshire rail network, with the view to identifying potential improvements to facilitate additional services and/or routes.

Huntingdonshire

Background

- 3.92 Huntingdonshire is the largest district in Cambridgeshire, with a population of 170,000 across an area of over 900 km². It is predominately rural in nature, with a sparse population density of just four people per acre – compared to 75 in Cambridge³⁹ – with local employment and key services focused in the large towns of Huntingdon and St Neots, together with St Ives to the east. Huntingdonshire's towns and rural villages have strong links to neighbouring communities, including Cambridge to the east, Peterborough to the north and Bedford to the south-west. These provide employment, shopping, leisure and health services to complement those available within the district, and generate significant long-distance travel demand. Recent and planned growth
- 3.93 Huntingdonshire's population has grown by around 20% over the past 20 years, partly in response to housing market pressures in and around Cambridge. Recent housing and employment growth has been concentrated in and around the district's main towns, and to a lesser extent within the larger villages, placing a renewed pressure on the region's transport infrastructure.
- 3.94 The Huntingdonshire Local Plan outlines proposals for at least 20,100 new homes (both market and affordable), together with 14,400 additional jobs, in the period 2011-2036. Development is expected to be focused in four spatial planning areas, reflecting their status as the district's traditional market towns and most sustainable centres. These are:
- Huntingdon, including Brampton and Godmanchester, and the new settlement of Alconbury Weald;
 - St Neots, including Little Paxton and the urban extension at St Neots East;
 - St Ives, including the redevelopment of the Wyton Airfield site, subject to alleviating local transport constraints in timescales beyond the current Local Plan period; and
 - Ramsey, including the former RAF Upwood site.

Transport challenges

- 3.95 Reflecting the district's rural geography, local communities rely on the private car for the vast majority of their travel. For example, approximately 79% of trips to work within the district are by road, which contributes towards local congestion and poor air quality. High traffic flows, particularly through rural villages and high streets, have a negative impact on the local environment, and make it less attractive to walk or cycle for local journeys. Many rural, single-carriageway roads, with high traffic speeds and substandard alignments have poor road safety records, and can present challenges for freight transport.
- 3.96 While the region benefits from excellent strategic links, including the East Coast Main Line and the A14, A428 and A1, these also suffer from significant traffic congestion, particularly at key junctions (such as the Buckden Roundabout). Longer-distance journeys originating in Huntingdonshire, particularly towards Cambridge, contribute towards congestion and poor air quality problems.
- 3.97 In addition, those who lack access to private transport – particularly within rural villages – often have limited access to good public transport, which worsens social exclusion and can mean that some are 'forced' into car ownership as they feel they have little practical alternative to access employment or other key services. Some bus services, particularly within rural areas, are infrequent, and community transport for those not directly served by bus does not always provide a sufficiently comprehensive service to ensure social inclusion. Dedicated, high-quality walking and cycling infrastructure is also limited outside of Huntingdon, St Neots and St Ives, which deters the use of active modes and contributes to poor health outcomes.

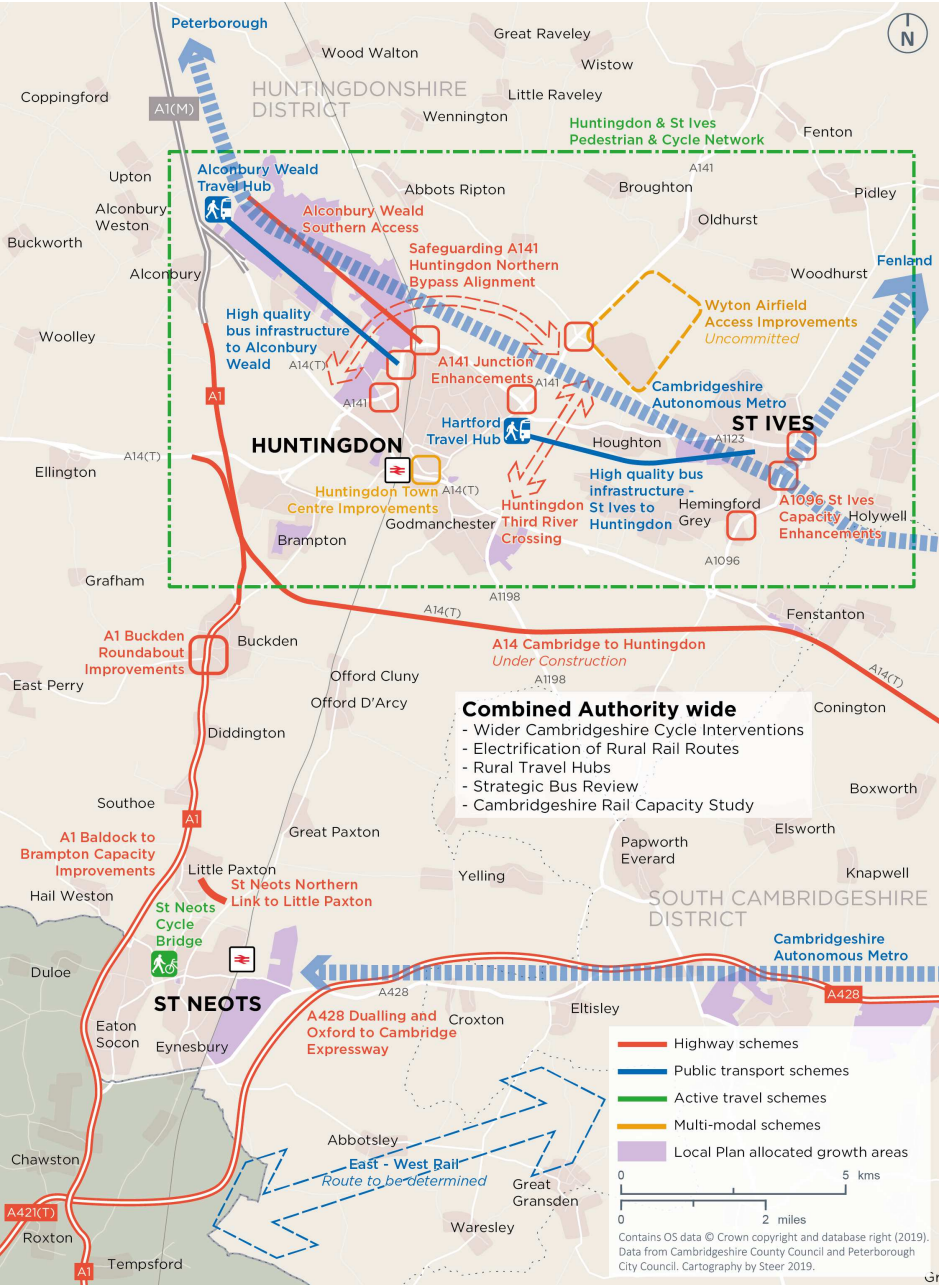
- 3.98 Aside from the East Coast Rail Line and the successful Guided Busway, linking Cambridge to St Ives, there is a notable lack of sustainable, high-quality, long-distance public transport connectivity from Huntingdonshire. This acts to limit the commuting opportunities of residents in Huntingdonshire, making it difficult to travel to employment or education opportunities further afield, such as at the Cambridge Biomedical Campus or Cambridge Regional College.
- 3.99 Future development, in particular at Alconbury Weald and Wyton Airfield, is dependent on securing significant upgrades to the region's highway and public transport infrastructure. If these developments are to be attractive as a place to live and work, they need to be well-integrated into both the region's key highway network (and the A1 and A14) without worsening congestion, and include seamless public transport connectivity to Huntingdon, Cambridge and London. Environmental constraints of such transport infrastructure must also be suitable mitigated.

- 3.100 Located directly between Cambridge and Peterborough, the transport network in Huntingdonshire is critical to the success of the Combined Authority as a whole. Several improvements have been made to Huntingdonshire's transport network since the publication of the Cambridgeshire Local Transport Plan in 2014, including the £1.5bn A14 Cambridge to Huntingdon improvement scheme. Currently under construction, this will deliver a major new bypass to the south of Huntingdon by 2020, providing additional capacity for A14 traffic and allowing the viaduct within Huntingdon Town Centre. This will create a more attractive environment within Huntingdon, together with alleviating a serious bottleneck on the major highway link between Cambridge and Peterborough.
- 3.101 Major investment is also being delivered in St Neots, where a £4.1million bid for investment was agreed by the Combined Authority board in June 2018 as part of a package of investment and initiatives designed to pave the way for accelerated growth within the town. These initiatives were outlined in the St Neots Masterplan, which includes a range of future projects such as a new foot and cycle bridge and improvements to street furniture to improve the towns 'urban realm', to be delivered from 2019. The ambitious nature of these schemes, and their progressive vision has led to St Neots being declared the first 'Smart Town' in the country.

Our approach

- 3.102 Reflecting our rural geography, many longer distance journeys within Huntingdonshire will continue to take place by road. We will therefore continue to invest in our highway network, alongside sustainable alternatives, to tackle key 'pinch points', alleviate local traffic congestion and improve safety. Our approach will seek to prioritise improving access to new development sites, together with improving strategic connectivity to Greater Cambridge and the rest of the country.
- 3.103 Our strategy for the bus network is key to delivering this, with frequent services on 'core' inter-urban routes, such as St Neots – Cambourne – Cambridge and Alconbury – Huntingdon – St Ives – Cambridge. These will be complemented by a set of 'local' routes, with a sustainable but attractive and consistent frequency, linking larger market towns and some smaller villages, such as Huntingdon – Brampton – Buckden – St Neots, and Huntingdon – Godmanchester – Papworth Everard – Cambourne. This will be supported by a review of levels of service at evenings and weekends. Improved bus priority measures, particularly within Huntingdon, have the potential to deliver faster, more reliable journeys that can compete with the car on journey times.
- 3.104 Many Huntingdonshire residents, however, live within smaller villages outside of the reach of existing bus services, or receiving an infrequent service. Working in partnership with Huntingdonshire District Council, we will ensure that local community and demand-responsive transport provides accessibility for all, integrated into the bus and rail network with dedicated interchanges and joint ticketing.
- 3.105 Our approach will integrate all forms of public transport – including rail services, local buses and community and demand-responsive transport – to provide a seamless, attractive and comprehensive rural public transport network. We will work to adapt existing rail and bus stations in rural travel hubs, offering improved real-time information provision, waiting facilities and cycle and car parking, supported by a more unified, integrated ticketing system.
- 3.106 We will also explore opportunities to enhance strategic public transport accessibility and support growth through new infrastructure, including a new travel hub at Alconbury Weald and segregated transit links between St Ives, Huntingdon and Alconbury – planned to be integrated into the future CAM network – together with support for East West Rail to provide a direct rail service from Huntingdonshire to Cambridge, Milton Keynes and Oxford. This will help to significantly reduce journey times to major cities elsewhere, creating new opportunities for work and leisure for our residents while supporting expanding the labour market and Cambridgeshire and Peterborough's productivity.
- 3.107 Additional highway capacity and improved accessibility is primarily required at major development sites such as Alconbury Weald, in order to support the delivery of much-needed homes and jobs. We will invest in improved access to these sites, particularly around the heavily congested A141 Huntingdon Northern Bypass corridor, helping to create faster, more reliable journeys by car. Investment in improved regional highway connectivity, such as the dualling of the A428 between Cambourne / Caxton Gibbett and the Black Cat Roundabout, as part of the delivery of the wider Oxford to Cambridge Expressway, will also improve accessibility to Greater Cambridge and the rest of the country, and help to make Huntingdonshire a more attractive place to live or locate a business. Improvements to the A14, one of the most congested routes in the country, are currently underway and include a new bypass to the south of Huntingdon and upgrades to a 21-mile section. Work is due to be completed in 2020 and will bring journey time, reliability and safety benefits to residents, workers and businesses alike.
- 3.108 It is important, however, that the delivery of much-needed improvements to our key road corridors is not at the expense of better walking, cycling and public transport connectivity, and does not result in car dependency. New highway infrastructure will therefore be planned in conjunction with sustainable transport links, planned in accordance with the highest design standards to minimise the impact on the natural environment, and to reduce traffic in local residential streets.
- 3.109 New, high-quality walking and cycling infrastructure – such as a new foot and cycle bridge at St Neots – will also help to make active travel a safer and more attractive option for local journeys within and between our towns and villages. More journeys on foot and by bike will also help to alleviate traffic congestion and improve air quality, whilst allowing those without access to a car – such as teenage children – more independence and opportunity to travel. Continued support for electric vehicles, in partnership with local districts and national government, will help to tackle carbon emissions and improve local air quality.
- 3.110 Key to ensuring a safe, accessible transport network for all that supports social inclusion and access to opportunity is our package of investment and financial support for our rural public transport network. More people will have a genuine alternative to the car in the form of access to reliable, comprehensive public transport, with the aim – as set out in the Strategic Bus Review – of ensuring that all of Huntingdonshire has a public transport service that provides access to employment, education, shopping and recreation, at a reasonable frequency.
- 3.111 Our detailed plans and projects to deliver this strategy are summarised in Figure 3.3.

Figure 3.3 Summary of key projects in Huntingdonshire



Strategic projects

North / South

3.112 The A1/A1(M) runs through the middle of Huntingdonshire, acting as a key strategic route to London and Northern England, together with a key local corridor between St Neots, Huntingdon and Alconbury. Between Junction 10 at Baldock (in Central Bedfordshire) and Junction 14 at Alconbury, the route suffers from significant congestion and a poor safety record, due to a sub-standard alignment, numerous at-grade right-turn junctions, and five roundabouts on an otherwise grade-separated route between the M25 and Newcastle-upon-Tyne in the North East of England.

3.113 The Combined Authority, therefore, supports improvements to the A1 corridor, as currently being explored by Highways England, including the potential for upgrades between Baldock (near Biggleswade) and Bampton (near Huntingdon), and more local improvements to junctions and existing roundabouts. These improvements will help to provide significant capacity for future housing and employment growth within Huntingdonshire, together with improving safety along the corridor, reducing severance to local villages, and improving journey times and reliability for journeys to, from and within Huntingdonshire along the A1 corridor.

East / West

3.114 East - West accessibility from Huntingdonshire, in particular to and from Cambridge, is limited, and hence the Combined Authority is supporting a number of improvements currently being developed by Highways England and the East West Rail Company.

3.115 East - West Rail will provide a new railway corridor linking Cambridge, Bedford and Milton Keynes to Oxford, transforming public transport accessibility across the Oxford to Cambridge arc and supporting the arc's ambitious plans for growth, as outlined by the National Infrastructure Commission.

Proposals for the 'Central Section' of East - West Rail between Cambridge and Bedford were subject to consultation between January and March 2019 and will include new or expanded stations at Sandy, Tempsford, Cambourne or Bassingbourn, from which connections to St Neots, Huntingdon and a new travel hub at Alconbury Weald will be available. Feedback from the consultation is currently being analysed with a consultation feedback report and preferred route option being published later in 2019. The Combined Authority will continue to work with the East West Rail Company, together with the Department for Transport, to deliver the new railway and ensure that it best serves Huntingdonshire through interchange with existing East Coast Main Line services.

3.116 The Oxford to Cambridge Expressway will also provide a new or upgraded grade-separated dual carriageway along the corridor, significantly improving accessibility to and from Huntingdonshire and improving journey times and reliability from Huntingdonshire to Cambridge and Bedford. Within our district, the project will include dualling of the A428 between Cambourne / Caxton Gibbet and the Black Cat roundabout on the A1, and a new three-level grade-separated interchange between the A1 and the A428. Subject to funding and planning approval, construction is expected to begin in 2021/22.

Local projects

Improvements at Alconbury

- 3.117 Significant new housing and employment growth is proposed to the east of the A14, between Huntingdon and Alconbury, in particular at Alconbury Weald. To support this growth, a number of local schemes are proposed, supported by the Combined Authority, including
- capacity and junction enhancements to the A141 around Huntingdon;
 - safeguarding of an alignment for the possible future re-routing of the A141 Huntingdon northern bypass; and
 - a new travel hub at Alconbury Weald with high-quality bus infrastructure linking this new development to Huntingdon.

St Ives and Wyton Airfield

- 3.118 To the east of Huntingdon, in and around another of the district's growth areas – St Ives – both highway and public transport projects are planned to mitigate the impact of development and connect the area's key residential and employment centres sustainably. These projects include capacity enhancements to the A1096 around St Ives and a transport interchange at Hartford, which would be the focal point of high-quality bus infrastructure connecting St Ives (Busway) with Huntingdon, Alconbury Weald and potentially Wyton Airfield in the long-term.
- 3.119 Furthermore, the Combined Authority wishes to understand how the highway network north of the Great River Ouse can be more effectively connected with the wider strategic road network. A key part of this will involve examining the feasibility, viability, benefits and impacts (including environmental) of a road link, the 'Third River Crossing', connecting the A141 primary route to the north of the river and the existing A14 trunk road. An initial feasibility report is expected in March 2020.

St Neots

- 3.120 Finally, in the south-west of the district is St Neots – a market town served by a fast rail link into London, which makes it an attractive location for commuters. The limited public transportation links to and from the town centre to the train station, residential areas (old and new) and employment areas is hampering the connection of the town to its population. In addition, connectivity between the east and west sides of the town is restricted by a single roadway bridge crossing (B1428). Projects proposed to alleviate these issues include a pedestrian and cycle bridge across the Great Ouse, providing a safer, traffic-free alternative to the B1428 and a northern link road from the east of St Neots to Little Paxton in the north.

East Cambridgeshire

Background

3.121 East Cambridgeshire is a largely rural district with a population of approximately 81,000, centred around the cathedral city of Ely to the north-east of Cambridge. Along with Ely, there are two other urban settlements - Littleport and Soham. Approximately 45% of the district's population live in these three settlements, with the remainder spread between approximately 50 villages⁴⁰. The district benefits from an attractive rural environment, including the special landscape and ecological value of the Fens, numerous historic villages, and the famous Anglican cathedral within Ely.

3.122 Ely forms the centre of East Cambridgeshire, acting as the district's main employment hub, and forming a key leisure, retail and education centre. The district also has close connections to Cambridge: 21% of East Cambridgeshire residents commute to work in Cambridge, and many also work elsewhere, with only 40% of employed people who live in the district also working there. Reliable, high quality transport links, in particular to Greater Cambridge, are therefore key to supporting the districts' economy.

Recent and planned growth

3.123 Recent years have seen significant growth in East Cambridgeshire, with the population growing by 11% in the decade to 2017, greater than anywhere else in Cambridgeshire⁴¹. Ely has been the focus for much of this growth, strongly associated with the success of the Greater Cambridge economy. However, other than the recent construction of the Ely Southern Bypass, there has been limited investment in the regions' transport links.

3.124 The East Cambridgeshire 2015 Local Plan sets out the district's proposals to grow by 11,500 dwellings and 9,200 jobs by 2031, typically focused on the fringes of the largest settlements of Ely, Soham and Littleport. This includes:

- 4,000 homes within Ely, including 3,000 at Ely North;
- 2,300 homes within Soham, focused on the eastern and southern edges of the town;
- 1,500 within Littleport;
- 1,900 within smaller villages in East Cambridgeshire.

Transport challenges

3.125 As with neighbouring Huntingdonshire and Fenland, East Cambridgeshire residents rely heavily on the private car for making their journeys: for example, approximately 79% of trips to work within the district are made by car or van. Other than the A14 to the south, highway transport is limited to a network of rural, single-carriageway A-roads such as the A10, which can suffer from traffic congestion, including that associated with slower agricultural traffic. Ely's historic city core can also suffer from congestion, which undermines its attractiveness as a destination for tourism and shopping, or as a pleasant place for walking and cycling, and a careful balance is required between the need for access and retaining a thriving a diverse high street.

3.126 Many rural roads also have a poor safety record, with a combination of high traffic speeds and substandard alignments leading to a higher-than-average number of serious and fatal collisions⁴². High-quality walking and cycling infrastructure, particularly outside of Ely, is limited, which means that walking and cycling are unattractive, contributing towards congestion from short car trips and poor air quality.

3.127 While East Cambridgeshire, and particularly Ely, is well-served by the rail network, with direct services to Kings Lynn, Cambridge, London, Norwich, Stansted Airport, Peterborough and the Midlands and North West, some services, particularly on the Kings Lynn – Cambridge – London corridor during peak times, suffer from severe overcrowding, and services to Ipswich are only two-hourly. In addition, the complex junctions north of Ely act as a key constraint on capacity, and make it difficult to run additional train services.

3.128 Frequent bus services are limited to key corridors from Ely to Cambridge via Stretham and Waterbeach, to Newmarket via Soham and to March via Chatteris, although many services are particularly limited during the evenings and at weekends, reducing their ability to provide a genuine, attractive alternative to the car. East Cambridgeshire also benefits from a demand-responsive network, EastCambsConnect, although there is significant scope to create a more integrated, multi-modal transport network, with integrated ticketing, better connections and interchange facilities between modes.

3.129 Several major improvements to the transport network within East Cambridgeshire have recently been delivered, helping the district support economic growth and improve quality of life for local residents. Completion of the Ely Southern Bypass in October 2018 has significantly eased congestion around Ely by better connecting Stuntney Causeway and Angel Drove, and improving safety by removing the need for heavy goods vehicles to use the railway level crossing and avoid an accident-prone low bridge. Partnership working was key to delivering the scheme, with funding from Cambridgeshire County Council, East Cambridgeshire District Council, the Cambridgeshire and Peterborough Combined Authority and Network Rail.

3.130 Continued improvements are also being made to the Kings Lynn to Ely, Cambridge and London rail route, with work to facilitate eight-car trains to Ely and Kings Lynn beginning in October 2019. Parallel improvements have also been made to pedestrian access over the River Ouse, by constructing a new walkway attached to the bridge that faces towards Ely. The walkway links the Fen Rivers Way and Ouse Valley Way footpaths together, providing a new circular walking route for residents and visitors to Ely.

Our approach

- 3.131 East Cambridgeshire, reflecting its rural geography, is heavily reliant on its highway network for travel, particularly between and within our rural towns and villages. Significant population growth, combined with increased long-distance commuting and a successful local economy, means that investment in tackling key 'pinch points' in the network, alongside investment in sustainable transport, is vital to relieving congestion and supporting growth.
- 3.132 Capacity is most constrained on the A10, which links Littleport, Ely and Waterbeach to Cambridge, and suffers from severe peak-time congestion and poor road safety. We will prioritise investment on this key route, improving journey times and reliability for drivers and freight movements, while also providing new high-quality segregated walking and cycling facilities for the first time.
- 3.133 This will be accompanied by investment in the parallel rail route, with the Ely Area Capacity Enhancement (EACE) scheme facilitating additional rail services to Cambridge, as well as additional services to Peterborough, Ipswich and Norwich, and a proposed new station at Soham. These improvements will provide much-needed additional capacity, create new journey opportunities, and deliver faster, more frequent rail journeys for passengers. New Park & Ride provision on the A10 corridor at Waterbeach, combined with a new segregated link to central Cambridge as part of the future CAM network, will help to limit the impact on Cambridge city centre of car-based trips originating in East Cambridgeshire.
- 3.134 These options will help to make longer-distance journeys to East Cambridgeshire quicker and more reliable, granting residents new opportunities to travel to job opportunities and shopping and leisure destinations elsewhere, while supporting Cambridgeshire and Peterborough's growth. Improvements to both road and rail will ensure that public transport continues to offer an attractive service to passengers and avoiding car dependency, while those whose journey is better suited to the private car will be able to travel on more reliable, less congested and safer roads.
- 3.135 To accompany improvements to our strategic transport links, we will also prioritise investment in and support for our local public transport network, ensuring access of opportunity for all. Our proposals for the bus network will deliver frequent, reliable services along key corridors, which could include Newmarket – Soham – Ely and March – Chatteris – Sutton – Ely, with a new 'minimum level of service' to ensure that the bus networks cater for travel at all times of day, for travelling to work or for leisure. We will continue to support the EastCambsConnect demand-responsive service to provide accessibility for all, including those located in rural villages without access to a bus service and / or who lack access to a private car.
- 3.136 Together with our rail network (where we are planning to open a new station at Soham in the early 2020s and improve rail capacity across the district through improvements to rail junctions in Ely) we will explore how these services can be better integrated to provide a seamless public transport network, with improved timetabled connections, interchange facilities and integrated ticketing. These improvements will ensure that public transport acts as a genuine alternative to the private car, ensuring that everyone can easily access employment, education or key services elsewhere and hence ensure social inclusion.
- 3.137 New, high-quality walking and cycling infrastructure – such as high-quality cycleways in Ely and a segregated cycle route to Soham – will also help to make active travel a safer and more attractive option for local journeys within and between our towns and villages. More journeys on foot and by bike will also help to alleviate traffic congestion and improve air quality, whilst allowing those without access to a car – such as teenage children – more independence and opportunity to travel. Continued support for electric vehicles, in partnership with local districts and national government, will help to tackle carbon emissions and improve local air quality across the district.
- 3.138 Planning and provision of sustainable transport options for new developments, in conjunction with highway improvements where required, will help to promote healthy lifestyles and improve air quality, while ensuring that the district continues to offer an outstanding quality-of-life. Within Soham, a proposed new railway station will help to support new development by making the town a more attractive place to live, greatly improving public transport links and offering an alternative to the car for existing residents.
- 3.139 Our detailed plans and projects to deliver this strategy are summarised in Figure 3.4.

Figure 3.4 Summary of key projects in East Cambridgeshire



Strategic projects

North / South

3.140 The A10, and the parallel Cambridge to Kings Lynn railway line, form the main transport links between Ely and Cambridge. They enable travel between Fenland, East Cambridgeshire, West Norfolk and Cambridge, and directly serve a number of key centres of economic activity on the northern fringe of Cambridge and on the routes themselves. The Cambridge Science Park and neighbouring innovation centres and business parks on the northern fringe of Cambridge are home to an exceptionally high-performing cluster of high-tech and knowledge-based businesses. Because of their position linking these employment sites to residential areas in Ely and beyond, the road and rail links are very busy, particularly at peak times, when there is extensive congestion. There is limited capacity to accommodate further travel demand on this key corridor, which will impede further economic and housing growth if not addressed.

employment development at Grovemere and Lancaster Way Business Parks by increasing the capacity of the Witchford Road and Cambridge Road roundabouts. Junction improvements, in particular at the Witchford Road 'BP' roundabout, will provide a safe route for pedestrians and cyclists to cross the A10, helping to provide attractive alternatives to the private car. In addition, a study is planned to investigate capacity and safety improvements to the western section of the A142, between Ely and Chatteris, where a high proportion of fatal collisions are a local concern.

East / West

- 3.143 Work is also ongoing with Suffolk County Council and West Suffolk Council to investigate options for significant junction improvements at Exning, Junction 37, where the A142 from Soham and Ely meets the heavily congested A14, and at Junction 38, where the A14 and A11 (towards Norwich) converge. The congestion at these pinch points is not only a safety concern but also has knock-on impacts on journey time reliability.
- 3.141 To support the continued success and growth of the high tech and knowledge-based cluster, more employment floorspace close to the existing sites is needed, as is affordable housing within the corridor for those working in these businesses. The lack of employment space and affordable housing constrain further growth of the cluster. Without further investment to manage and accommodate new travel demand, the increased volume of travel which will arise from these developments will exacerbate congestion and crowding problems already apparent today, and will displace traffic onto less suitable parallel routes.
- 3.142 The A10 Ely to Cambridge capacity improvements project includes a package of transport options designed to address these challenges and support growth, with the longer-term aspiration of dualling the A10 between Ely and Cambridge. At the Ely end of the A10 corridor, further highway improvements are planned to support

Local projects

Rail improvements

- 3.144
- Five railway lines converge on Ely from Cambridge, Newmarket, Norwich, King’s Lynn, and Peterborough. The lines to King’s Lynn and Norwich split from the Ely-Peterborough line at Ely North Junction. In the early 1990s, the line from Cambridge to King’s Lynn was electrified and to keep costs down the junction layout was simplified. This limited the number of trains that could use the junction and with growing demand for both passenger and freight trains this is now a serious strategic constraint on the wider railway network in the area.

- 3.145
- The Combined Authority is therefore working, in partnership with Network Rail, to deliver additional capacity through the Ely area, known as the Ely Area Capacity Enhancements – EACE – project. This will help to deliver additional rail services, including to Cambridge, Kings Lynn, Peterborough and Ipswich, and provide the capacity for any future services to Wisbech, as well as helping ensure more reliable journeys for all passengers. The scheme will also help provide additional capacity for freight services, and hence reduce the need for freight to be transported by heavy goods vehicles along the A14. Parallel upgrades to the level crossings at Queen Adelaide will support the need to deliver additional rail services, while retaining road network access for residents of Prickwillow, Queen Adelaide and North Ely.

Ely

- 3.146
- By far the largest housing allocation within the district is planned for the north of Ely, with approximately 3,000 homes at the Church Commissioners site to the east of Lynn Road and the Endurance Estates site between Lynn Road and the A10. To support the sustainability of this development, enhance accessibility and reduce transport related emissions, there are plans to provide reliable and timely bus links to and from the development, Ely city centre and Ely railway station, together with an extensive package of pedestrian and cycle links to link the development to link the development to the rest of the city.
- 3.147
- In addition to the Ely Area Capacity Enhancements project, improvements are planned to public transport interchange facilities, pedestrian and cycle access and car and cycle parking at Ely Railway Station, while longer platforms are also planned for Littleport Railway Station. These improvements aim to facilitate access to the rail network in the district, thereby improving residents’ and visitors’ ability to access key destinations.
- 3.148
- North of the Ely North Junction, all three lines cross the B1382 at Queen Adelaide. Since increasing the number of trains will have an impact on traffic and safety at the level crossings, work has also been undertaken to assess highway investment options on the B1382 to mitigate the local impacts of unlocking the strategic benefits to the rail network.

Soham

- 3.149
- Soham has also been allocated significant growth within the Local Plan, with 2,300 additional homes by 2031 largely concentrated on the southern and eastern edges of the town. Despite a population of more than 10,000, the town’s railway closed in 1965, and public transport provision is now limited to bus services.
- 3.150
- Construction of a new station at Soham is proposed for the early 2020s, served by Peterborough – Ely – Soham – Ipswich services, significantly improve the accessibility of the town and support housing delivery. Doubling of the track between Ely, Soham and Newmarket, together with rebuilding the ‘western curve’ at Newmarket, is currently being explored for the longer-term, and could support additional services, including direct to Newmarket and Cambridge.

Fenland

Background

- 3.151 Fenland covers approximately 200 square miles within the county of Cambridgeshire. It is a rural, sparsely populated district with many diverse communities, each with different needs. Approximately 80% of the district's residents live within the four towns of Wisbech, March, Whittlesea and Chatteris, with the remainder living in a number of small villages and hamlets across the district.
- 3.152 Although Wisbech forms the largest town, with significant local employment and a range of services, each of the sub-regional centres of Cambridge, Peterborough and Kings Lynn have a considerable influence on various parts of Fenland. Growth in employment in the district has not matched workforce expansion and out-commuting is increasing, with 45% of residents in work commuting to outside the district, including 14% to Peterborough, despite the rural geography.
- 3.153 Fenland's economy is also more reliant on agriculture and food production than the rest of Cambridgeshire and Peterborough. There are higher levels of deprivation, particularly within Wisbech. Despite this, there is significant investment in the local economy, including in agri-tech, boosting productivity and creating new jobs for local people.

Recent and planned growth

- 3.154 Although the district remains relatively sparsely populated, Fenland has experienced considerable housing and population growth in recent years, growing by 8.7% in the decade to 2017⁴³. Chatteris and March in particular have accommodated significant new house building, as have Doddington, Wimblington and Manea, with this growth expected to continue.

- 3.155 The Fenland Local Plan, adopted in 2011, set out the district's proposals for growth, including 11,000 additional homes from 2011 to 2031. This includes:
- 3,500 in Wisbech, plus 550 on the eastern edge of the town within the Kings Lynn and West Norfolk council area;
 - 4,200 in March;
 - 1,600 in Chatteris;
 - 1,000 in Whittlesea; and
 - 1,200 elsewhere, predominately in smaller villages.
- 3.156 In addition, the Combined Authority and Fenland District Council are currently exploring plans to develop a new 'garden town' expansion at Wisbech, delivering up to 10,000 additional homes, stimulating further economic growth and creating an attractive place to live.

Transport challenges

- 3.157 As the most rural and economically deprived district within Cambridgeshire and Peterborough, limited accessibility to Fenland acts to constrain the local economy and hinders development. Uniquely within the Combined Authority, Fenland is not linked to the wider national highway network by dual carriageway. Instead, the district's road network primarily consists of rural, single-carriageway A-roads, many of which suffer from slow average journey times, particularly associated with slower agricultural traffic, and with a poor safety record.
- 3.158 Several key junctions, particularly within Wisbech and at the A47 / A141 Guyhirn Roundabout, act as 'pinch points' on the network, and suffer from severe peak-time traffic congestion, which hinder the town's potential growth. Reflecting the low-lying Fenland landscape, some routes suffer from regular flooding, such as North Bank near Whittlesea, or require specific maintenance due to being constructed on peat soils. High-quality walking and cycling infrastructure is limited or entirely absent, which means that walking and cycling are often unattractive,

contributing towards congestion from short car trips and poor air quality.

- 3.159 Fenland also lacks good wider public transport accessibility, particularly by rail. While March is directly served by the rail network, with an hourly service between Stansted Airport, Cambridge and Peterborough (continuing to Birmingham) and more infrequent services to Ipswich, the largest town of Wisbech lacks direct access to the rail network. Residents within Wisbech must therefore either drive to March, or travel to Peterborough, to access the rail network, resulting in additional car journeys on the highway network.
- 3.160 Although frequent bus services operate on key inter-urban corridors between Peterborough, Wisbech and Kings Lynn, and Peterborough, Whittlesea, March and Chatteris, services elsewhere are less frequent and irregular, and recent reductions in financial support have significantly reduced weekend and evening services, making it harder for those without access to a car to travel easily around Fenland. Fenland Association for Community Transport (FACT) operate dial-a-ride services five days a week linking to areas not served directly by the bus network, but there is limited integration between these services and the wider public transport network, which acts to limit the ease with which rural residents can make longer journeys elsewhere (such as to Peterborough).
- 3.161 Lack of transport integration between different bus, rail and community transport services can therefore make it difficult for residents without access to a car to travel to key educational and healthcare services, such as Peterborough City Hospital, which can act to increase the risk of social exclusion and reduce opportunities for our young people to travel elsewhere for education or training.

- 3.162 Since the adoption of the Cambridgeshire LTP3 in 2014, several significant improvements have been made to the Fenland transport network. The Combined Authority has recently allocated £10.5 million for a package of improvements to the road network in and around Wisbech to help stimulate housing and economic growth, in addition to the £1.5 million approved to fund a study into a potential future rail link between Wisbech and March. The Cambridgeshire and Peterborough Combined Authority have already committed £9 million of investment into March, Manea and Whittlesea railway stations to aid their regeneration: the first of these projects has been delivered in the form of 70 new solar-powered 'cats eyes' providing an illuminated walkway to Whittlesea railway station.
- 3.163 Infrastructure improvements are also being delivered to better connect Fenland to Peterborough, the nearest major urban centre. Removal of the level crossing at Kings' Dyke - long the cause for delays between Peterborough and Whittlesey - and replacement with a new road bridge, has recently been approved, supported by over £30 million of funding from the Combined Authority.

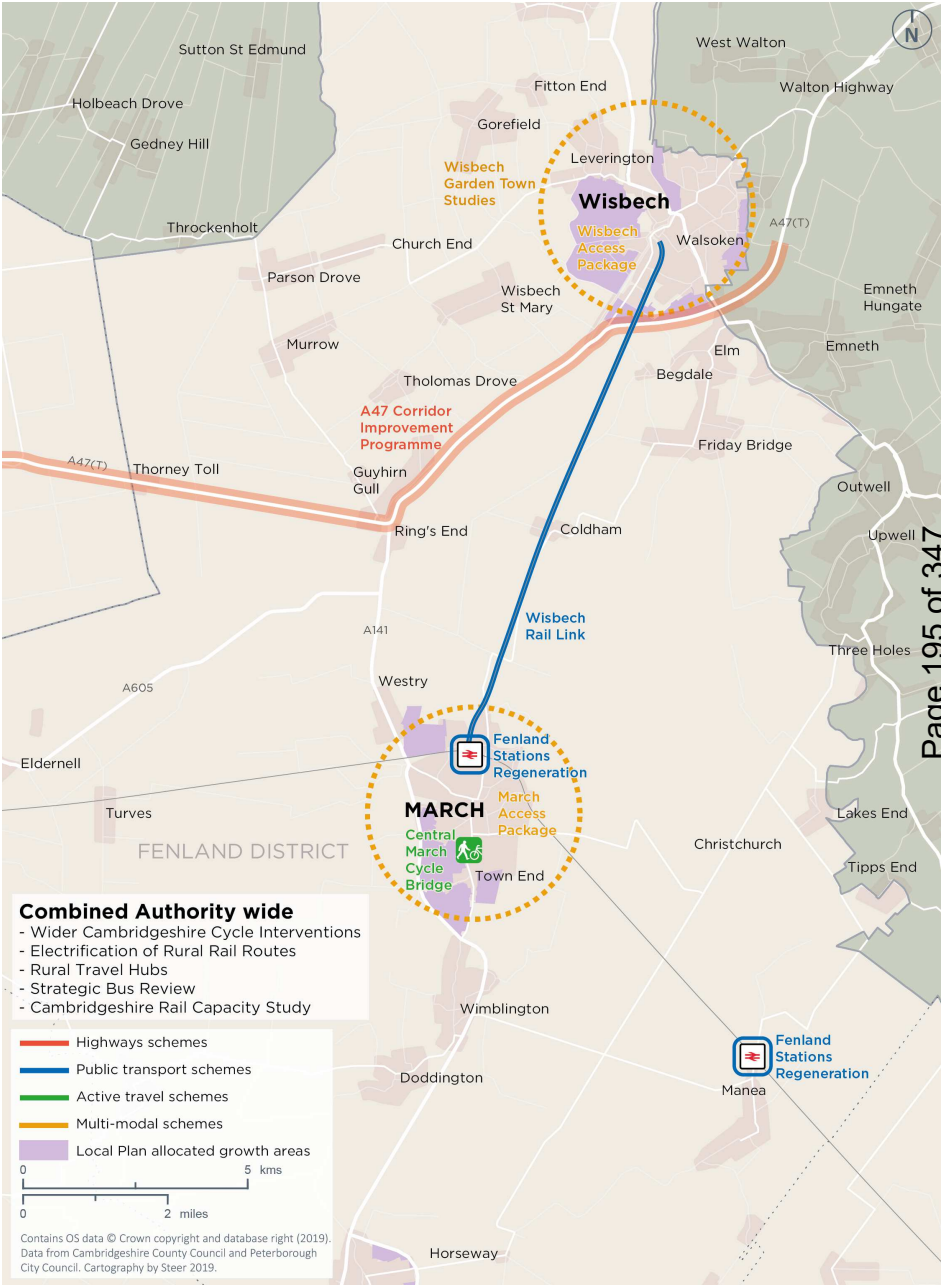
Our approach

- 3.164 Improving accessibility to Fenland by both road and public transport is central to our strategy. Better links to Peterborough, Greater Cambridge and the rest of the country will help to make Fenland a more attractive place to live and work, encouraging investment and much-needed additional jobs, while creating new opportunities for residents to travel to employment, education or training elsewhere.
- 3.165 Construction to reopen the rail link to Wisbech will transform accessibility of the town by rail, with residents and businesses in Wisbech able to reach Cambridge in approximately 45 minutes, directly connecting them to opportunities within Greater Cambridge. It will also play a key role in supporting the ambition for Wisbech Garden Town.
- 3.166 Accompanied by the rail link is a package of improvements to the A47 between Peterborough, Wisbech and Kings' Lynn, including a much-needed upgrade to the Guyhirn Roundabout. In the longer-term, the Combined Authority will continue to explore the case to dual the route, further reducing journey times and improving safety and reliability along this key link for commuters and freight. Local junction improvements within Wisbech will also help to relieve congestion and provide additional highway capacity to support the town's growth.
- 3.167 Key to our strategy is developing a more integrated, seamless public transport network that provides a genuine alternative to the private car, and ensures access to opportunity for all. Our plans for the bus network include continued support for our key interurban routes between Wisbech and Whittlesea, March, Chatteris, Peterborough and King Lynn, working in partnership with operators to review levels of service at evenings and weekends, in line with the recommendations of the Strategic Bus Review. We will also continue to support the demand-responsive FACT network to provide vital links for rural hamlets and villages not directly

served by the bus network, recognising the key role that such links play in connecting our communities.

- 3.168 We will also work to ensure that it is easier for passengers to make journeys involving a combination of bus, rail and/or demand-responsive services. New rural travel hubs will offer improved interchange between transport modes, acting as a gateway to our public transport network, combined with better integrated ticketing and timetabled connections. This will help ensure that our residents can travel easily to destinations without having to rely on a car, and will simultaneously reduce pressure on our highway network.
- 3.169 New, high-quality walking and cycling infrastructure – focused around new development in Wisbech and along upgraded highway corridors – will help to make active travel a safer and more attractive option for local journeys. Moreover, we will seek opportunities to improve interchange between public transport and active modes, particularly for short-distance journeys within and between Fenland market towns and villages.
- 3.170 More journeys on foot and by bike will help to alleviate traffic congestion and improve air quality, whilst allowing those without access to a car – such as teenage children – more independence and opportunity to travel. Continued support for electric vehicles, in partnership with local districts and national government, will help to tackle carbon emissions and improve local air quality.
- 3.171 Our detailed plans and projects to deliver this strategy are summarised in Figure 3.5

Figure 3.5 Summary of key projects in Fenland



Strategic projects

East / West Corridor

- 3.172 The A47 is both a nationally and internationally strategic link. Internationally, it is part of the TEN-T Trans European Network Route, making it a part of the European Union's strategic transport network. Nationally, it is a key route into East Anglia, connects Norwich and Norfolk with the East Midlands and the A1, and carries a large amount of heavy goods traffic.
- 3.173 On a more local scale, the section of the A47 within the Combined Authority area provides direct access between Peterborough, Wisbech and Kings Lynn. Beyond these settlements, the area is lowly populated and is largely agricultural. Consequently, the A47 is a key commuter route for people travelling into and out of these settlements for employment.
- 3.174 The long-distance regional trips (and particularly heavy good vehicles) generate a consistent flow of traffic along the route, and when this is mixed with commuter traffic the local network comes under substantial strain and congestion is common, particularly on the approaches to key junctions such as the A47 / A141 Guyhirn Roundabout and the A47 / A1101 Elm High Road Roundabout. The high proportion of heavy goods vehicles travelling along the single carriageway section between Thorney and Wisbech often creates queues of platooning vehicles unable to safely overtake, which reduces journey time reliability and can lead to increased driver frustration and risk taking.
- 3.175 To address these issues, the Combined Authority is working in partnership with Highways England to assess the viability of the A47 dualling/capacity improvements proposal between the A16 Peterborough and Walton Highway.

Wisbech Rail

- 3.176 Construction of a new link to Wisbech will transform accessibility to the town. Options for rail and other high order transit such as tram/Light Rail Transit and Bus Rapid Transit are being considered by the Combined Authority and Cambridgeshire County Council, working closely with Network Rail and Fenland District Council. Residents and businesses in Wisbech would benefit from being able to reach Cambridge directly, connecting them to the opportunities within Greater Cambridge, including well-paid, skilled roles in the knowledge economy, and education and training opportunities at The University of Cambridge, Anglia Ruskin University and Cambridge Regional College. It will also play a key role in supporting the ambition for Wisbech Garden Town, helping to secure the viability and delivery of additional development.

Local projects

- 3.177 Plans to re-open the March to Wisbech rail line will be complemented by bus, walk and cycle, and road improvements in Wisbech to help realise the ambition and plans for a Garden Town. Funding has been secured from the Greater Cambridge Greater Peterborough Growth Deal to deliver this package over the next five years.
- 3.178 A package is also planned for enhancements to railway stations within Fenland – Manea, March, and Whittlesey. Short platform lengths currently prevent longer, higher capacity trains from calling at the stations, as well as reducing the frequency of trains able to stop. In addition to platform lengthening, we will fund station enhancements to improve the quality of station and waiting facilities, as well as improving access to, from and at the stations.

References

31. Bikeability is a scheme delivered by the Department for Transport which aims to give everyone the skills and confidence to ride a bike.
32. "Big Pedal is the UK's largest inter-school cycling, walking and scooting challenge. It inspires pupils, staff and parents to choose human power for their journey to school."
33. Sustrans website (Accessed May 2019)
34. Location of usual residence and place of work (Office for National Statistics, 2011)
35. ONS Mid-Year Population Estimates, mid-2017 vs 2007 (Office for National Statistics, 2018)
36. Cambridgeshire and Peterborough Local Transport Plan Evidence Base (Steer, 2018)
37. The average house price to earnings ratio in the city of Cambridge is 13. In the Greater Cambridge area, which also includes South Cambridgeshire, the average is 12.
38. Cambridge Local Plan (Cambridge City Council, 2012)
39. Greater Cambridge Partnership website (Greater Cambridge Partnership, 2019)
40. Huntingdonshire's Local Plan to 2036: Proposed Submission 2017 (Huntingdonshire District Council, 2018)
41. East Cambridgeshire Local Plan, (East Cambridgeshire District Council, 2015)
42. Population estimates - local authority based by single year of age (Office for National Statistics, 2019)
43. Rural Road safety – policy options (Transport Research Laboratory, 2007).
44. Population estimates - local authority based by single year of age (Office for National Statistics, 2019)

Our Policies



Introduction

- 4.1 The policies set out the requirements related to transport planning and design, delivery, and operation and maintenance for the Combined Authority, our public sector partners, and key private sector and non-for-profit stakeholders.
- 4.2 They are designed to support the delivery of the transport schemes identified in this core document, and collectively, to ensure that we achieve our vision to deliver a world-class transport network for Cambridgeshire and Peterborough that supports sustainable growth and opportunity for all.
- 4.3 They are also designed to provide the principles which underpin decision-making, capital investment and revenue support in our transport network.
- 4.4 Each policy is associated either with a given objective, as set out in Chapter 1 of this document, or a given mode of transport. Policies are grouped into individual 'policy themes'.
- 4.5 Figure 4.1 overleaf provides a summary of the relationship between objectives and policy themes containing our policies, as well as identifying policy themes for specific forms of transport, or "modes", and transport infrastructure (e.g. parking). A summary of the policies then follows in Table 4.1.
- 4.6 Annex 1 of the Cambridgeshire and Peterborough Local Transport Plan contains our detailed policies for transport.

Figure 4.1 Policy themes by objective and transport mode policy themes

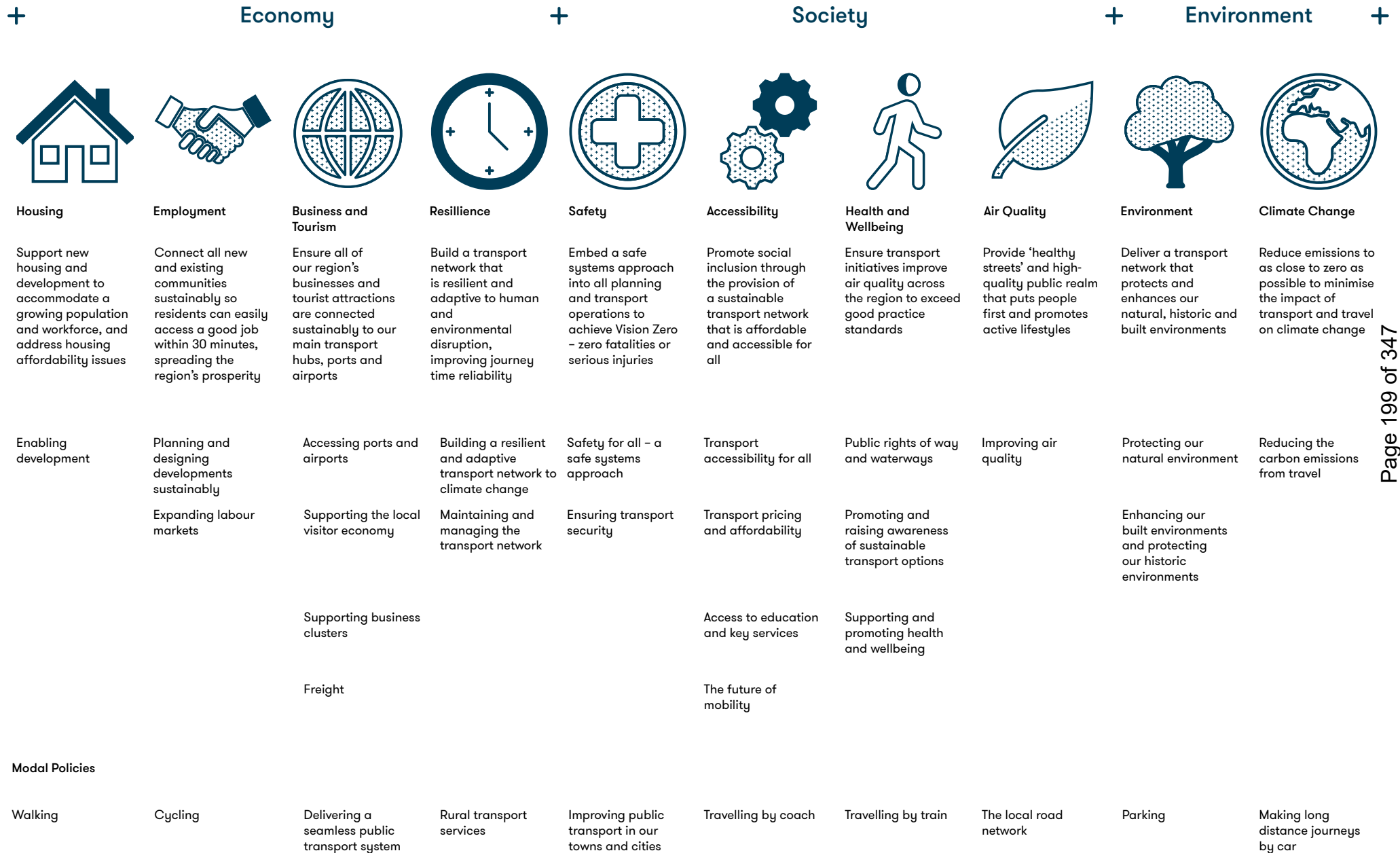


Table 4.1: Policy summaries

Objective	Policy theme	Policy description	Policies	Objective	Policy theme	Policy description	Policies
1: Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues	1.1 Enabling development	The transport policy and types of infrastructure and services required to enable sustainable development	<ul style="list-style-type: none"> / Deliver strategic transport and complementary connectivity infrastructure / Early engagement with developers / Secure developer contributions for strategic and local infrastructure 	3: Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports	3.1 Accessing ports and airports	Providing access to ports and airports from across the Combined Authority and mitigating the impacts of traffic to/from these gateways, including traffic passing through the region	<ul style="list-style-type: none"> / Support improvements to our transport infrastructure to enable efficient access for freight travelling to Felixstowe and Harwich, particularly by rail / Support improved road and rail connectivity to nearby airports, in particular at Stansted / Support the region's visitor economy through efficient passenger connectivity at Harwich / Work in partnership with port and airport operators to encourage sustainable commuting patterns to their sites for workers commuting from within the Combined Authority
2: Connect all new and existing communities sustainably so residents can easily access a good job within 30 minutes, spreading the region's prosperity	2.1 Planning and designing developments sustainably	Identifying how travel demand associated with development can be accommodated sustainably	<ul style="list-style-type: none"> / Support the provision of sustainable connectivity to and within developments / Ensure developers provide sufficient transport capacity and connectivity to support and meet the requirements arising from development / The design of parking (also see Policy Theme 19) 		3.2 Supporting the local visitor economy	Improving accessibility to the region via international gateways to ensure that the area remains favourable for tourism	<ul style="list-style-type: none"> / Improving connectivity to international gateways and larger centres / Delivering an integrated transport network navigable by passenger who are visiting the region for the first time / Delivering sustainable transport connectivity to tourist destinations in rural areas / Providing sufficient space and appropriate infrastructure for coach services to manage the impacts of day visitors on our highway and parking infrastructure
	2.2 Expanding labour markets	Enabling the transport network to increase the effective size of labour markets by reducing the burden on our transport networks during peak periods, reducing the need to travel and improving accessibility by public transport	<ul style="list-style-type: none"> / Support measures to reduce peak demand on the highway network / Improve the accessibility and connectivity of our public transport links to expand our labour market catchments / Invest in our highway network to improve accessibility 		3.3 Supporting business clusters	Ensuring that businesses can trade effectively and facilitate linkages that support our varied and successful economy	<ul style="list-style-type: none"> / Invest in our rail and highway networks to allow our firms and organisations and workers to trade and travel easily across the country and abroad / Improve local connectivity to bring firms and organisations in our towns and cities closer together
					3.4 Freight	Supporting the sustainable and efficient movement of goods across the region	<ul style="list-style-type: none"> / Promoting rail freight / Promoting and enforcing appropriate Heavy Commercial Vehicle routing / Promoting sustainable urban freight distribution / Improving road freight facilities / Supporting efficient air freight and the aviation sector

Objective	Policy theme	Policy description	Policies
4: Build a transport network that is resilient and adaptive to human and environmental disruption, improving journey time reliability	4.1 Building a resilient and adaptive transport network to climate change	Developing a transport network that is resilient to extreme climatic events and is maintained accordingly	<ul style="list-style-type: none"> / Managing the risks to the transport network presented by climate change / Sustainable road network maintenance / Utilising proven technologies as they become available to help the transport network adapt to the challenges presented by climate change
	4.2 Maintaining and managing the transport network	Focusing on highways including standardising maintenance standards and encouraging the use of sustainable materials in scheme construction	<ul style="list-style-type: none"> / Standardising highways and transport asset maintenance standards and performance indicators / Supporting highway authorities in minimising the whole life costs of the highway / Addressing the challenges of climate change and enhancing our communities and environment
5: Embed a safe systems approach into all planning and transport operations to achieve Vision Zero – zero fatalities or serious injuries	5.1 Safety for all – a safe systems approach	Significantly improving the safety of the transport network – including monitoring and evaluation, education and adoption of a 'safe system approach'	<ul style="list-style-type: none"> / A multi-agency approach to improving road safety / Continuous and comprehensive monitoring and evaluation of key road safety indicators / Support improvement in road user behaviour through education, training and publicity programmes / Adoption of the Safe System Approach into the mainstream of highway engineering
	5.2 Ensuring transport security	Addressing personal safety and security issues on the transport network and improving the security of transport hubs	<ul style="list-style-type: none"> / Addressing personal safety and security issues / Improving the security of public transport stops, stations and hubs

Objective	Policy theme	Policy description	Policies
6: Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all	6.1 Transport accessibility for all	Facilitating access for all by improving infrastructure and the availability of information, and promoting demand-responsive transport services	<ul style="list-style-type: none"> / Supporting and promoting demand-responsive community transport services / Facilitating access to education and wider mobility for vulnerable children / Improving the accessibility of transport infrastructure / Promoting the provision of accessible transport information / Optimise the use of new technologies in improving accessibility
	6.2 Transport pricing and affordability	Improving public transport to make it an affordable alternative to the car and increasing the affordability of travelling by bus and rail	<ul style="list-style-type: none"> / Improve our public transport to provide an affordable alternative to the car / Increase the affordability of travelling by bus and rail
	6.3 Access to education and key services	Improving access to education and key services to make the Combined Authority an inclusive community for all	<ul style="list-style-type: none"> / Access to education / Access to non-emergency health and social care, and other key services and amenities / Digital inclusion
	6.4 The future of mobility	Focusing on supporting integration and roll-out of programmes which will enable the uptake and optimisation of new transport technologies across the region	<ul style="list-style-type: none"> / Promote and support research, innovation and engagement work undertaken by Smart Cambridge / Provide the infrastructure which will enable the uptake and optimisation of new transport and digital connectivity technologies / Guiding the development of a regulatory framework under which new transport technology providers operate

Objective	Policy theme	Policy description	Policies	Objective	Policy theme	Policy description	Policies
7: Provide 'healthy streets' and high-quality public realm that puts people first and promotes active lifestyles	7.1 Public rights of way and waterways	Maintaining and enhancing the network of public rights of way and waterways in a consistent manner across the region	<ul style="list-style-type: none"> / Align policies for Public Rights of Way across Cambridgeshire and Peterborough / Improve access to the green spaces for all / Develop a network which is safe and encourages healthy activities / Ensure new development is integrated into the Public Rights of Way network without damaging the countryside / Ensure high quality, definitive information, maps and records are available on the network / Ensure the network is complete to meet the needs of today's users and land managers / Support better land and waterway management 	8: Ensure transport initiatives improve air quality across the region to exceed good practice standards	8.1 Improving air quality	Harnessing improvements to vehicle technology and disincentivising travel by high polluting modes to reduce vehicle emissions and improve public health	<ul style="list-style-type: none"> / Reducing vehicle emissions / Keeping emissions low in the future / Improving public health
	7.2 Promoting and raising awareness of sustainable transport options	Using education, training and information provision to promote sustainable transport options	<ul style="list-style-type: none"> / Support travel plan development and implementation of travel plan measures within workplaces to ensure healthy, safe, low carbon travel options for commuters are actively encouraged and supported / Ensure the adoption and enforcement of local travel plan guidance, for new planning applications / Promote existing and new walking and cycling routes to commuters and residents / Continue to promote cycle training in schools and for adults / Improve availability, type and quality of information on sustainable modes ensuring health and air quality benefits are emphasised 		9.1 Protecting our natural environment	Ensuring that all transport initiatives and schemes improve rather than damage the natural environment, based on guidance from DEFRA (including biodiversity and environmental net gain principles), Environment Agency, and Natural England	<ul style="list-style-type: none"> / Protection and enhancement of the natural environment / Improving sustainable access to the natural environment / Delivering green infrastructure
	7.3 Supporting and promoting health and wellbeing	Promoting health and wellbeing by increasing the amount of physical activity undertaken, reducing air pollution, improving the public and urban realm and increasing access to healthcare, leisure, employment and social activities	<ul style="list-style-type: none"> / Reducing physical inactivity through active travel infrastructure, education, training and promotion / Reducing air pollution through supporting zero and low emissions transport options and developing green infrastructure / Improving street scene / public realm to improve safety / Increasing ability to access health and social care, and leisure facilities / amenities / Increasing ability to access to wider opportunities - employment, social activities 		9.2 Enhancing our built environments and protecting our and historic environments	Ensuring that the built and historic environment is protected and enhanced in a consistent way across the Combined Authority area	<ul style="list-style-type: none"> / Support to enhance the built environment and protect the historic environment
10: Reduce emissions to as close to zero as possible to minimise the impact of transport and travel on climate change	10.1 Reducing the carbon emissions from travel	Reducing emissions by encouraging the uptake of new emissions-free technologies and encouraging sustainable alternatives to the private car	<ul style="list-style-type: none"> / Utilising new technologies as they become available to minimise the environmental impacts of transport / Managing and reducing transport emissions / Encouraging and enabling sustainable alternatives to the private car including reducing the need to travel 	10: Reduce emissions to as close to zero as possible to minimise the impact of transport and travel on climate change	10.1 Reducing the carbon emissions from travel	Reducing emissions by encouraging the uptake of new emissions-free technologies and encouraging sustainable alternatives to the private car	<ul style="list-style-type: none"> / Utilising new technologies as they become available to minimise the environmental impacts of transport / Managing and reducing transport emissions / Encouraging and enabling sustainable alternatives to the private car including reducing the need to travel

Modal Policies	Policy theme	Policy description	Policies
	11: Walking	Increasing the number of walking trips by establishing safe, interconnected pedestrian connections between key destinations across our cities, towns and villages	<ul style="list-style-type: none"> / Support an increased number of walking trips by establishing safe, interconnected pedestrian connections between key destinations across our cities and towns
	12: Cycling	Increasing the number of cycling trips through establishing safe and interconnected cycling links across the region's cities, towns and settlements – will be supported by Local Walking and Cycling Infrastructure Plans to ensure that cycling and walking infrastructure investment is based on evidence and prioritised for greatest impact	<ul style="list-style-type: none"> / Support an increased number of walking trips by establishing safe, interconnected pedestrian connections between key destinations across our cities and towns
	13: Delivering a seamless public transport system	Exploring new methods of ticketing, improving journey information, supporting the delivery of new and improved integrated transport hubs and supporting additional Park & Ride	<ul style="list-style-type: none"> / Explore new methods of ticketing to improve the ease and affordability of travel, including across transport modes and operators / Improve journey information to maximise the ease of travelling by public transport / Support the delivery of new and improved integrated, multi-modal transport hubs / Support additional Park & Ride provision, in conjunction with Cambridgeshire Autonomous Metro, where fully integrated into local transport networks
	14: Rural transport services	Ensuring a comprehensive and integrated rural public transport system	<ul style="list-style-type: none"> / Explore different mechanisms to help deliver a more integrated, coherent rural transport network, in collaboration with operators, local councils, communities and stakeholders / Work with operators to develop a frequent, attractive rural bus network, forming the backbone of the rural public transport network / Support local community transport, fully integrated into the rural public transport network, for communities not served by the bus or rail network

Modal Policies	Policy theme	Policy description	Policies
	15: Improving public transport in our cities	Improving the coverage, frequency and reliability of all forms of public transport within cities to meet the expectations of residents, visitors and businesses	<ul style="list-style-type: none"> / Support the continued development of urban bus networks by working in partnership with bus operators and local authorities to improve service quality, reliability and frequency / Deliver transformational mass transit within our cities to support growth and deliver a step-change in accessibility / Support measures to better manage demand for road space following the provision of high-quality public transport infrastructure
	16: Travelling by coach	Providing sufficient space and infrastructure for picking-up and setting-down passengers and integrating coach services with wider public transport and highway networks	<ul style="list-style-type: none"> / Providing sufficient space and appropriate infrastructure for coach services / Integrating coach services with wider public transport and highway networks
	17: Travelling by train	Improving key rail services, reducing pressure on the highway network and providing a better service for passengers	<ul style="list-style-type: none"> / Support measures to deliver a more reliable integrated, passenger-friendly rail network / Facilitate improvements to our rail stations to improve the experience of travelling by train / Explore options to expand the rail network to link to new settlements, corridors and growth areas / Support frequency and journey time enhancements on our rural and intercity rail links to improve connectivity and capacity
	18: The local road network	Supporting Local Highway Authority partners in identifying a Key Road Network; promoting more efficient use of the existing network; and aligning approaches to highway management and maintenance	<ul style="list-style-type: none"> / Identifying a Key Road Network / Promoting more efficient use of the existing road network / Aligning approaches to management and maintenance



Modal Policies

Policy theme

Policy description

Policies

19: Parking

Managing the demand for parking through parking design, controlled provision, and enforcement

- / The design of parking
- / Managing parking demand
- / Parking technology and implications of disruptive technology

20: Making long-distance by car

Alleviating congestion, improving reliability and enhancing our region's accessibility by road

- / Improve our highway network to alleviate congestion, improve reliability and enhance our region's accessibility
- / Develop new road corridors where required to support development and housing growth
- / Support improvements on regional and national corridors to improve accessibility to the rest of the UK and abroad



Project	Description	Local Issues Addressed	Wider Regional Objectives	Timescale	Delivery partners	Status
---------	-------------	------------------------	---------------------------	-----------	-------------------	--------

Appendix A:

High level delivery plan

This Appendix provides supplementary information regarding the projects described in Chapters 2 and 3, including a project description, assessment of local issues addressed, its contribution to wider regional objectives, relevant delivery partners and current status including approvals and funding. Separate tables are provided for Peterborough, Greater Cambridge, Huntingdonshire, East Cambridgeshire and Fenland.

Additional detail regarding the timescales for delivery, and the sources of funding available to implement each of the projects described will be developed during the consultation period and will inform the programme of four-year Delivery Plans which set out the Combined Authority’s spending programme, based on the resources available. As noted previously, these Delivery Plans will be reviewed annually through the Medium-Term Financial Planning process.

Table A.1: Projects in Peterborough

Project	Description	Local Issues Addressed	Wider Regional Objectives	Timescale	Delivery partners	Status
A47 Junction 18 improvements	Capacity enhancements, refurbishment and renewal of existing footbridges, and new signalised crossings for pedestrians and cyclists	Peak-time traffic congestion at this junction on the Parkway network Issues with walking and cycling facilities Structural problems with existing footbridges	Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity Embed a safe systems approach into all planning and transport operations to achieve Vision Zero – zero fatalities or serious injuries	Pre-2021	Highways England Peterborough City Council	Committed
Peterborough University Access	A package of improvements to create and enhance walking and cycling links to the University, improve highway access to the Parkway network, and consider how best to replace the surface-level parking provision that currently occupies the University site.	Peak-time traffic congestion at this junction on the Parkway network Issues with walking and cycling facilities	Connect all new and existing communities sustainably so residents can easily access a good job within 30 minutes, spreading the region's prosperity Provide 'healthy streets' and high-quality public realm that puts people first and promotes active lifestyles	Pre-2021	Peterborough City Council	Commitment to fund business case
Sustainable Travel Improvements	Promoting sustainable travel and infrastructure improvements in Peterborough	Poor quality walking and cycling infrastructure within Peterborough Scope to increase levels of active travel within Peterborough	Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all Embed a safe systems approach into all planning and transport operations to achieve Vision Zero – zero fatalities or serious injuries Ensure transport initiatives improve air quality across the region to exceed good practice standards	Ongoing	Peterborough City Council	Committed for 2019/20 workstreams. Future workstreams subject to scheme development, business case and funding
Eastern Industries Fengate Capacity	Improvements to existing roads and junctions: <ul style="list-style-type: none"> a new roundabout at the Oxney Road / Edgerley Drain Road Junction; a new roundabout at Edgerley Drain Road / Storey's Bar Road / Vicarage Farm Road Junction; and an additional lane on the A15 Paston Parkway between Junction 20 and Junction 8. Pedestrian and cycling improvements 	Peak-time traffic congestion Additional business and manufacturing development at Fengate	Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity	Pre-2021	Peterborough City Council	Costed but not yet committed
A1260 Nene Parkway Junction 15	Capacity enhancements at junction (lane widening)	Peak-time traffic congestion	Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity	Pre-2021	Peterborough City Council	Costed but not yet committed
A1260 Nene Parkway Junction 32/33	Carriageway widening to three lanes in each direction over River Nene, and/or alternative options to relieve traffic flow	Peak-time traffic congestion on the Parkway network	Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports	2021-25	Peterborough City Council	Costed but not yet committed

Project	Description	Local Issues Addressed	Wider Regional Objectives	Timescale	Delivery partners	Status
A1139 Fletton Parkway Junction 3	Capacity enhancements at junction, including full signalisation and/or widening of A1139 off-slips	Severe peak-time traffic congestion at this major junction Poor bus reliability Significant housing development at Hampton and Stanground	Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues	Pre-2021	Peterborough City Council	Commitment to fund business case. Further work costed but not yet committed.
A1139 Fletton Parkway Junction 3 – 3A	Carriageway widening to three lanes in each direction over East Coast Main Line	Peak-time traffic congestion on the Parkway network Significant housing development at Hampton and Stanground	Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports	2026-30	Peterborough City Council	Subject to scheme development, business case and funding
A16 Norwood Dualling	Dualling a small section near the Norwood development with a longer-term aspiration of dualling into South Lincolnshire	Peak-time traffic congestion Limited accessibility and slow journey times between Peterborough, Lincolnshire, and the wider highway network	Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports	2021-25 for dualling to Norwood 2026-30 for dualling to Southern Lincolnshire	Peterborough City Council	Commitment to fund business case
A605 Oundle Road Widening - Alwalton to Lynch Wood Business Park	Provide additional lanes inbound to Lynch Wood Business Park and accompanying junction improvements	Peak-time traffic congestion	Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity	Pre-2021	Peterborough City Council	Costed but not yet committed
Peterborough Rail Station Western Access	New entrance to Peterborough station to serve the western side of the city, with improved pedestrian and cycle facilities	Limited accessibility to Peterborough station for areas west of the railway line	Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity	2021-25	Peterborough City Council Network Rail	Costed but not yet committed
Stanground Access	Improvements to the A605 / B1095 junction by creating an additional right turn lane	Severe peak-time traffic congestion Poor road safety due to junction alignment Significant housing development at Stanground	Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity Embed a safe systems approach into all planning and transport operations to achieve Vision Zero – zero fatalities or serious injuries Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues	Pre-2021	Peterborough City Council	Subject to scheme development, business case and funding

Project	Description	Local Issues Addressed	Wider Regional Objectives	Timescale	Delivery partners	Status
Stanground Bypass Dualling	Dualling of the eastern end of the Stanground Bypass	Peak-time traffic congestion Significant housing development at Stanground	Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues	2021-25	Peterborough City Council	Subject to scheme development, business case and funding
Stanground Fire Station Junction	Junction improvements	Peak-time traffic congestion Poor bus reliability Significant housing development at Stanground	Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues	2021-25	Peterborough City Council	Subject to scheme development, business case and funding
North Westgate Redevelopment	Highway improvements are still being determined and these will be developed as part of the master planning process.	Significant city centre regeneration and new development	Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues Provide 'healthy streets' and high-quality public realm that puts people first and promotes active lifestyles	2021-25	Peterborough City Council	Subject to scheme development, business case and funding
Midgate, Broadway and Northminster public realm improvements	Completion of public realm improvements, including new paving, lighting and street furniture, within Peterborough city centre	Poor quality public realm, acting as a deterrent to walking and cycling Significant city centre regeneration and new development	Deliver a transport network that protects and enhances our natural, historic and built environments Provide 'healthy streets' and high-quality public realm that puts people first and promotes active lifestyles Ensure transport initiatives improve air quality across the region to exceed good practice standards Reduce emissions to as close to zero as possible to minimise the impact of transport and travel on climate change	Pre-2021	Peterborough City Council	Subject to scheme development, business case and funding
Fletton Quays New Footbridge	Provision of a new footbridge across the River Nene between Fletton Quays and the Embankment	Major development at Fletton Quays and the future University site on Bishop's Road Limited walking and cycling provision across the River Nene	Provide 'healthy streets' and high-quality public realm that puts people first and promotes active lifestyles Ensure transport initiatives improve air quality across the region to exceed good practice standards Reduce emissions to as close to zero as possible to minimise the impact of transport and travel on climate change	2021-25	Peterborough City Council	Subject to scheme development, business case and funding

Project	Description	Local Issues Addressed	Wider Regional Objectives	Timescale	Delivery partners	Status
A15 Paston Parkway Junction 22 to Glington Roundabout	Dualling of the A15 between Junction 22 and the Glington Roundabout and associated junction improvements. Longer term goal of dualling into southern Lincolnshire.	Peak-time traffic congestion on the Parkway network Significant housing development at Norwood	Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports	2021-25 for Glington Roundabout, 2026-30 for dualling to Southern Lincolnshire	Peterborough City Council	Subject to scheme development, business case and funding
Crescent Bridge Pedestrian and Cycle Bridge	Enhancements to bridge across railway line to improve pedestrian and cycle facilities	Poor walking and cycling facilities on a key corridor into Peterborough city centre Limited walking and cycling permeability across the East Coast Main Line	Provide 'healthy streets' and high-quality public realm that puts people first and promotes active lifestyles Embed a safe systems approach into all planning and transport operations to achieve Vision Zero – zero fatalities or serious injuries Ensure transport initiatives improve air quality across the region to exceed good practice standards	2021-25	Peterborough City Council	Subject to scheme development, business case and funding
Frank Perkins Parkway Junction 4 - 5 widening	Widening of Parkway to three lanes in each direction	Peak-time traffic congestion Significant housing development at Stanground and in the Fengate area	Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports	2021-25	Peterborough City Council	Subject to scheme development, business case and funding
Queensgate Bus Interchange	Improvements to the bus interchange and better links with the railway station	Poor quality environment for bus passengers, acting as a deterrent to travelling by bus	Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all Deliver a transport network that protects and enhances our natural, historic and built environments	2021-25	Peterborough City Council	Subject to scheme development, business case and funding
Werrington Dive Under	New grade-separated railway junction north of Peterborough to provide additional rail freight capacity	Limited capacity for additional passenger and freight trains through Peterborough Pathing conflicts between freight and passenger services	Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all	Pre-2021	Network Rail	Under construction

Project	Description	Local Issues Addressed	Wider Regional Objectives	Timescale	Delivery partners	Status
Huntingdon to Peterborough Four Tracking	Reinstating four tracks from Huntingdon to Peterborough along the East Coast Main line to provide additional capacity	Limited capacity for additional passenger and freight trains south of Peterborough Pathing conflicts between freight and passenger services	Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all	2021-25	Network Rail	Subject to scheme development, business case and funding
Hampton East Coast Main Line (ECML) Rail Crossing	Developer-led proposals for a new bridge and link road between the A605 Stanground Bypass and the London Road / The Serpentine roundabout	Peak-time traffic congestion Significant housing development at Stanground	Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues	2021-25	Network Rail Developer	Committed via S106
Closure of level crossings	Network Rail led initiative to replace or remove level crossings. Doing so will improve safety and journey times across the transport network	Peak-time traffic congestion Road safety	Embed a safe systems approach into all planning and transport operations to achieve Vision Zero – zero fatalities or serious injuries	Ongoing (to 2025)	Network Rail	Subject to scheme development, business case and funding
A47 Wansford to Sutton	Dualling of the A47 between Wansford and Sutton, and associated junction improvements at the Wansford / A1 roundabouts	Peak-time traffic congestion Poor road safety due to substandard road alignment	Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports	Pre-2021	Highways England	Highways England committed funding
A1 Wittering Improvement	New grade separated junction to improve road safety and access to Wittering village	Poor road safety due to poor junction and highway alignment Limited access to Wittering due to high volumes of traffic	Embed a safe systems approach into all planning and transport operations to achieve Vision Zero – zero fatalities or serious injuries Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity	2021-25	Highways England	Subject to scheme development, business case and funding
A47 corridor improvement programme	Capacity improvements to A47 corridor, with the long-term aspiration of dualling the route throughout	Peak-time traffic congestion Limited accessibility and slow journey times between Peterborough, the Fens and the wider highway network	Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports	Guyhirn junction upgrade by 2021; dualling of the route by 2026-30	Highways England	Subject to scheme development, business case and funding

Table A.2: Projects in Greater Cambridge

Project	Description	Local Issues Addressed	Wider Regional Objectives	Timescale	Delivery partners	Status
CAM Central tunnelled infrastructure within Cambridge	<p>Delivery of a segregated, high-quality mass transit network connecting market towns and new settlements in Greater Cambridge to key destinations in Cambridge.</p> <p>This section of route provides high quality, segregated connectivity – unaffected by traffic congestion – for CAM services across and within Cambridge, transforming accessibility to key destinations and employment sites from across Cambridgeshire and Peterborough.</p>	<p>Traffic congestion within Cambridge city centre and key radial highway corridors</p> <p>Slow and unreliable public transport links between market towns in Greater Cambridge and key employment sites</p> <p>Poor public transport accessibility to major housing developments</p> <p>Limited public transport capacity (including Park & Ride)</p> <p>Need to deliver a step-change in public transport quality and attractiveness to encourage modal shift</p>	<p>Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues</p> <p>Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity</p> <p>Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports</p> <p>Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all</p> <p>Ensure transport initiatives improve air quality across the region to exceed good practice standards</p>	2026-30	Greater Cambridge Partnership	Committed and funded to Outline Business Case
CAM Cambridge Science Park to Waterbeach (Cambridge North East Transport Study)	<p>Delivery of a segregated, high-quality mass transit network connecting market towns and new settlements in Greater Cambridge to key destinations in Cambridge.</p> <p>This component of the route will help to connect Waterbeach New Town to the Science park and City Centre, encouraging the development of over 9,000 new homes in Waterbeach and 5,000 jobs at the Science Park as well as supporting development at Cambridge Northern Fringe East. It will also provide new Park & Ride capacity on the A10 corridor, at an expanded Milton Park & Ride and/or a new site near Waterbeach.</p> <p>The route will also include high-quality provision for pedestrians, cyclists, horse riders and other non-motorised users, encouraging active travel by providing safe and attractive facilities.</p>	<p>Traffic congestion within Cambridge city centre and key radial highway corridors</p> <p>Slow and unreliable public transport links between market towns in Greater Cambridge and key employment sites</p> <p>Poor public transport accessibility to major housing developments</p> <p>Limited public transport capacity (including Park & Ride)</p> <p>Need to deliver a step-change in public transport quality and attractiveness to encourage modal shift</p>	<p>Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues</p> <p>Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity</p> <p>Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports</p> <p>Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all</p> <p>Ensure transport initiatives improve air quality across the region to exceed good practice standards</p>	2026-30	Greater Cambridge Partnership	Committed and funded to route options appraisal
CAM Cambridge East towards Mildenhall	<p>Delivery of a segregated, high-quality mass transit network connecting market towns and new settlements in Greater Cambridge to key destinations in Cambridge.</p> <p>This section of the route will provide important connectivity to the east of Cambridge, opening up development for 2,500 homes, and includes a connection to the Newmarket Road P&R site and/or the relocation of the P&R site to Airport Way closer to the A14.</p> <p>The route will also include high-quality provision for pedestrians, cyclists, horse riders and other non-motorised users, encouraging active travel by providing safe and attractive facilities.</p>	<p>Traffic congestion within Cambridge city centre and key radial highway corridors</p> <p>Slow and unreliable public transport links between market towns in Greater Cambridge and key employment sites</p> <p>Poor public transport accessibility to major housing developments</p> <p>Limited public transport capacity (including Park & Ride)</p> <p>Need to deliver a step-change in public transport quality and attractiveness to encourage modal shift</p>	<p>Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues</p> <p>Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity</p> <p>Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports</p> <p>Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all</p> <p>Ensure transport initiatives improve air quality across the region to exceed good practice standards</p>	2026-30	Greater Cambridge Partnership	Committed and funded to route options appraisal

Project	Description	Local Issues Addressed	Wider Regional Objectives	Timescale	Delivery partners	Status
CAM Cambridge Biomedical Campus towards Haverhill (Cambridge South East Transport Study) Includes a segregated public transport corridor from the Cambridge Biomedical Campus to Granta Park and an accompanying Park & Ride site, being delivered by the Greater Cambridge Partnership	<p>Delivery of a segregated, high-quality mass transit network connecting market towns and new settlements in Greater Cambridge to key destinations in Cambridge.</p> <p>This section will connect the future Cambridge South station, Cambridge Biomedical Campus and Babraham Research Campus to new developments in Granta Park, and a new Park & Ride site at the A11.</p> <p>The route will also include high-quality provision for pedestrians, cyclists, horse riders and other non-motorised users, encouraging active travel by providing safe and attractive facilities.</p>	<p>Traffic congestion within Cambridge city centre and key radial highway corridors</p> <p>Slow and unreliable public transport links between market towns in Greater Cambridge and key employment sites</p> <p>Poor public transport accessibility to major housing developments</p> <p>Limited public transport capacity (including Park & Ride)</p> <p>Need to deliver a step-change in public transport quality and attractiveness to encourage modal shift</p>	<p>Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues</p> <p>Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity</p> <p>Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports</p> <p>Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all</p> <p>Ensure transport initiatives improve air quality across the region to exceed good practice standards</p>	2026-30	Greater Cambridge Partnership	Committed and funded to route options appraisal
CAM Cambridge to Cambourne and St Neots Includes segregated public transport corridors from Cambridge to Cambourne and an accompanying Park & Ride site, being delivered by the Greater Cambridge Partnership	<p>Delivery of a segregated, high-quality mass transit network connecting existing market towns and new settlements in Greater Cambridge to key destinations in Cambridge.</p> <p>This section will connect Central Cambridge to Cambourne, serving major developments at West Cambridge, Bourn Airfield and Cambourne, with potential for a future extension to St Neots.</p> <p>The route will also include high-quality provision for pedestrians, cyclists, horse riders and other non-motorised users, encouraging active travel by providing safe and attractive facilities.</p>	<p>Traffic congestion within Cambridge city centre and key radial highway corridors</p> <p>Slow and unreliable public transport links between market towns in Greater Cambridge and key employment sites</p> <p>Poor public transport accessibility to major housing developments</p> <p>Limited public transport capacity (including Park & Ride)</p> <p>Need to deliver a step-change in public transport quality and attractiveness to encourage modal shift</p>	<p>Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues</p> <p>Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity</p> <p>Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports</p> <p>Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all</p> <p>Ensure transport initiatives improve air quality across the region to exceed good practice standards</p>	2026-30	Greater Cambridge Partnership	Committed and funded to route selection for route between Cambourne and Cambridge
A10 Ely to Cambridge Capacity Improvements	<p>Dualling of the A10 (either completely, or at particular sections) between the Milton Interchange and the A10/A142 'BP' roundabout in Ely, improvements to the A14/A10 Milton interchange in Cambridge, and a parallel segregated walking and cycling route.</p> <p>Designed to increase capacity and support proposed housing development at Waterbeach.</p>	<p>Traffic congestion along the A10 corridor</p> <p>Poor road safety and severance for non-motorised traffic</p> <p>Major development at Waterbeach New Town</p>	<p>Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues</p> <p>Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity</p> <p>Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports</p>	2026-30	Greater Cambridge Partnership Cambridgeshire County Council	Committed and funded to Strategic Outline Case

Project	Description	Local Issues Addressed	Wider Regional Objectives	Timescale	Delivery partners	Status
Cambridge South Station	Delivery of a new station at Cambridge South, neighbouring the Cambridge Biomedical Campus, including four-tracking and associated junction improvements	Poor rail accessibility to the Cambridge Biomedical Campus	<p>Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity</p> <p>Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports</p> <p>Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all</p>	2021-25	Greater Cambridge Partnership Network Rail	Commitment to fund business case and feasibility study of interim solution
Ely Area Capacity Enhancements (EACE)	Junction upgrade at Ely North to enable additional freight and passenger trains, while retaining road access for Prickwillow, Queen Adelaide and North Ely residents.	Significant frequency and reliability constraint on the local rail network	<p>Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity</p> <p>Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all</p> <p>Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports</p>	2021-2025	Network Rail	Committed and funded to Outline Business Case
Oxford to Cambridge Expressway and A428 Dualling	<p>Delivering a grade-separated Expressway between Oxford, Milton Keynes and Cambridge, including a new highway corridor between the M1 and M40 ('missing strategic link').</p> <p>Includes dualling of the A428 between Caxton Gibbet and Black Cat and capacity improvements at the A428/A1198 Caxton Gibbet roundabout</p>	<p>Major housing and employment development along the Oxford to Cambridge corridor</p> <p>Traffic congestion on the Strategic Highway Network (SRN)</p> <p>Poor strategic highway connectivity along the Oxford to Cambridge corridor</p>	<p>Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues</p> <p>Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports</p>	<p>2026-2030</p> <p>A428 Black Cat to Caxton Gibbet to open 2025/26</p>	Highways England	Highways England committed funding
East West Rail (Central Section)	Delivering a new railway corridor between Bedford and Cambridge, which will enable direct rail services between Cambridge, Milton Keynes and Oxford	<p>Major housing and employment development along the Oxford to Cambridge corridor</p> <p>Poor strategic public transport connectivity along the corridor</p>	<p>Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues</p> <p>Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading</p> <p>Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports</p> <p>Reduce emissions to as close to zero as possible to minimise the impact of transport and travel on climate change</p>	Post-2030	East West Rail Company	Funded by DfT through to Strategic Outline Business Case

Project	Description	Local Issues Addressed	Wider Regional Objectives	Timescale	Delivery partners	Status
M11 'smart motorway'	Upgrade of the M11 to the west of Cambridge to three-lane 'smart motorway' standard	Major development to the west of Cambridge Traffic congestion and poor reliability Limited highway capacity	Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports	TBC	Greater Cambridge Partnership Highways England	Subject to scheme development, business case and funding
Additional M11 Park & Ride capacity	Increasing capacity for Park & Ride to the West of Cambridge by either further expanding the existing site at Trumpington or providing a new site adjacent to Junction 11 of the M11 Improving public transport reliability into the city centre along Trumpington Road.	Traffic congestion, poor reliability and slow journey times within Central Cambridge Insufficient existing Park & Ride capacity	Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all Ensure transport initiatives improve air quality across the region to exceed good practice standards Reduce emissions to as close to zero as possible to minimise the impact of transport and travel on climate change	2021-2025	Greater Cambridge Partnership	Committed to feasibility study
Greenway Network and Chisholm Trail	New and improved segregated walking and cycling links from Cambridge to twelve market towns and villages in South Cambridgeshire, and a new substantially segregated route from Cambridge North to Cambridge Station, including a new bridge over the River Cam	Need for safer, more attractive walking and cycling infrastructure	Embed a safe systems approach into all planning and transport operations to achieve Vision Zero – zero fatalities or serious injuries Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all Ensure transport initiatives improve air quality across the region to exceed good practice standards Reduce emissions to as close to zero as possible to minimise the impact of transport and travel on climate change	2021-25 Some Greenways to be completed pre-2021	Greater Cambridge Partnership Cambridgeshire County Council	Committed
Wider Cambridgeshire Cycling Interventions	Local cycling improvements across Cambridgeshire (outside the Greenway network). Within Greater Cambridge, these include: <ul style="list-style-type: none">x A10 Cycleway between Cambridge Research Park and A1123 / Strethamx Melbourn to Royston Pedestrian and Cycle Way, including A505 bridgex Wider Waterbeach pedestrian/cycle networkx Wider Cambourne pedestrian/cycle networkx B1046 cycle schemesx A603 cycle schemesx Cycleway improvement between Trumpington and Great Shelford	Need for safer, more attractive walking and cycling infrastructure	Embed a safe systems approach into all planning and transport operations to achieve Vision Zero – zero fatalities or serious injuries Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all Ensure transport initiatives improve air quality across the region to exceed good practice standards Reduce emissions to as close to zero as possible to minimise the impact of transport and travel on climate change	2021-25	Cambridgeshire County Council	Subject to scheme development, business case and funding

Project	Description	Local Issues Addressed	Wider Regional Objectives	Timescale	Delivery partners	Status
City Access and Choices for Better Journeys	<p>The Greater Cambridge Partnership recently sought the public's views on a number of potential measures to improve journeys into and around Cambridge and tackle poor air quality, including:</p> <ul style="list-style-type: none"> × A future public transport network to make it much easier for more people to get into and around Cambridge; × Options for managing demand for road space and funding public transport, including: <ul style="list-style-type: none"> - restricting access for cars to specific roads or areas; - charging motor vehicles to drive into and around Cambridge at peak times; - introducing a pollution charge; - introducing a workplace parking levy; - making changes to parking controls, for example reducing parking availability or increasing charges 	<p>Severe traffic congestion within Cambridge City</p> <p>Poor quality walking, cycling and public transport provision</p> <p>Need to provide sustainable, long-term funding for better public transport</p>	<p>Embed a safe systems approach into all planning and transport operations to achieve Vision Zero – zero fatalities or serious injuries</p> <p>Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all</p> <p>Provide 'healthy streets' and high-quality public realm that puts people first and promotes active lifestyles</p> <p>Ensure transport initiatives improve air quality across the region to exceed good practice standards</p>	2021-2025	Greater Cambridge Partnership	Subject to scheme development, business case and funding
A10 Foxton Level Crossing and Travel Hub	<p>Provision of a highway bridge or underpass to enable the closure of the level crossing on the A10 to the immediate south of Foxton Station, together with pedestrian improvements.</p> <p>The Greater Cambridge Partnership are also separately bringing forward proposals for a new travel hub (including parking) at the station.</p>	<p>Local traffic congestion at Foxton Level Crossing</p> <p>Poor road safety</p>	<p>Embed a safe systems approach into all planning and transport operations to achieve Vision Zero – zero fatalities or serious injuries</p> <p>Build a resilient and adaptive network that is less susceptible to human and environmental disruption, improving journey time reliability</p>	2021-2025	Cambridgeshire County Council Network Rail	Costed but not yet committed
A505 Corridor Study	<p>A strategic economic growth and transport study to include outline business case development for a scheme on the A505 to facilitate growth at the internationally important biotech cluster to the south of Cambridge</p>	<p>Local highway congestion</p> <p>Poor orbital public transport connectivity</p> <p>Local development opportunities</p>	<p>Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues</p> <p>Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity</p> <p>Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all</p>	TBC	Cambridgeshire County Council	Committed and funded to strategic outline business case
Milton and Histon Road Improvements	<p>Redesign and road space reallocation along Milton and Histon Roads in Cambridge, to provide more attractive, safer cycling infrastructure and faster, more reliable bus services.</p>	<p>Traffic congestion along the Milton and Histon Road corridors</p> <p>Slow, unreliable bus journeys</p> <p>Safety concerns and poor-quality existing cycling infrastructure</p> <p>Poor local air quality</p>	<p>Embed a safe systems approach into all planning and transport operations to achieve Vision Zero – zero fatalities or serious injuries</p> <p>Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all</p> <p>Provide 'healthy streets' and high-quality public realm that puts people first and promotes active lifestyles</p> <p>Ensure transport initiatives improve air quality across the region to exceed good practice standards</p>	2021-25	Greater Cambridge Partnership	Subject to scheme development, business case and funding

Project	Description	Local Issues Addressed	Wider Regional Objectives	Timescale	Delivery partners	Status
Mill Road Railway Bridge Widening	Widen existing bridge or new cycle bridge.	Safety concerns and poor-quality existing cycling infrastructure	<p>Embed a safe systems approach into all planning and transport operations to achieve Vision Zero – zero fatalities or serious injuries</p> <p>Provide 'healthy streets' and high-quality public realm that puts people first and promotes active lifestyles</p> <p>Ensure transport initiatives improve air quality across the region to exceed good practice standards</p>	TBC	Cambridgeshire County Council	Subject to scheme development, business case and funding
Jesus Green Lock	Upgrades to cycling routes and resolve crossing (new bridge) in the vicinity of Jesus Green Lock existing pedestrian bridge	Safety concerns and poor-quality existing cycling infrastructure	<p>Embed a safe systems approach into all planning and transport operations to achieve Vision Zero – zero fatalities or serious injuries</p> <p>Provide 'healthy streets' and high-quality public realm that puts people first and promotes active lifestyles</p> <p>Ensure transport initiatives improve air quality across the region to exceed good practice standards</p>	TBC	Cambridgeshire County Council	Subject to scheme development, business case and funding
Coldhams Lane Improvements	Design phase of improvements to the junction of Coldhams Lane, Brooks Road and Barnwell Road, Cambridge. Aim to improve safety for cyclists.	Safety concerns and poor-quality existing cycling infrastructure	<p>Embed a safe systems approach into all planning and transport operations to achieve Vision Zero – zero fatalities or serious injuries</p> <p>Provide 'healthy streets' and high-quality public realm that puts people first and promotes active lifestyles</p> <p>Ensure transport initiatives improve air quality across the region to exceed good practice standards</p>	TBC	Cambridgeshire County Council	Costed but not yet committed
Longstanton Park & Ride Expansion	Expansion of Longstanton Park & Ride to 1,000 spaces.	<p>Traffic congestion, poor reliability and slow journey times within central Cambridge</p> <p>Insufficient existing Park & Ride capacity</p>	<p>Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all</p> <p>Ensure transport initiatives improve air quality across the region to exceed good practice standards</p> <p>Reduce emissions to as close to zero as possible to minimise the impact of transport and travel on climate change</p>	TBC	Cambridgeshire County Council	Subject to scheme development, business case and funding
Newmarket to Cambridge Track Doubling	Additional passing loops or double tracking to enable half-hourly services between Cambridge, Newmarket and Ipswich.	<p>Traffic congestion, poor reliability and slow journey times within Central Cambridge</p> <p>Unattractive frequency of existing rail services along Cambridge <-> Newmarket corridor</p>	<p>Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity</p> <p>Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all</p> <p>Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports</p>	2026-30	Network Rail	Subject to scheme development, business case and funding

Project	Description	Local Issues Addressed	Wider Regional Objectives	Timescale	Delivery partners	Status
Electrification of Rural Rail Routes	<p>Electrification to allow electric freight trains to serve the Port of Felixstowe, and electric passenger services between Cambridge and Ipswich, Cambridge and Norwich, Peterborough and Ipswich and Stansted Airport and Birmingham New Street. Routes include:</p> <ul style="list-style-type: none"> x Felixstowe to Nuneaton (Newmarket to Peterborough in strategy area). x Cambridge to Newmarket. x Ely to Norwich. 	<p>Slow and infrequent rural rail services</p> <p>Poor air quality and carbon emissions from diesel passenger and freight trains</p>	<p>Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all</p> <p>Ensure transport initiatives improve air quality across the region to exceed good practice standards</p> <p>Reduce emissions to as close to zero as possible to minimise the impact of transport and travel on climate change</p>	TBC	Network Rail	Subject to scheme development, business case and funding
Riverside Improvements Phase 2 between Priory Road and Stourbridge Common	Public realm improvements.	<p>Poor quality public realm and cycling provision</p> <p>Local safety concerns</p>	<p>Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all</p> <p>Provide 'healthy streets' and high-quality public realm that puts people first and promotes active lifestyles</p>	TBC	Cambridgeshire County Council	Subject to scheme development, business case and funding
Rural Travel Hubs	Bespoke rural transport interchanges to better connect residents in South Cambridgeshire with public transport and cycling/walking routes.	<p>Traffic congestion, poor reliability and slow journey times within Central Cambridge</p> <p>Poor interchange facilities for rural communities in South Cambridgeshire</p>	<p>Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all</p> <p>Ensure transport initiatives improve air quality across the region to exceed good practice standards</p>	2021-25	Greater Cambridge Partnership	Subject to scheme development, business case and funding
Waterbeach Station Relocation	Relocation of Waterbeach station to better serve future development at Waterbeach New Town, and provide capacity for longer 8 – 12 car trains.	<p>Limited public transport accessibility to Waterbeach New Town development</p> <p>Short platforms and insufficient parking capacity at existing Waterbeach station</p>	<p>Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues</p> <p>Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity</p> <p>Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all</p>	2021-25	Network Rail Local developers	Subject to scheme development, business case and funding
Strategic Bus Review	Implementing recommendations from the Strategic Bus Review within Greater Cambridge, with the aim of ensuring a more reliable, better quality and more attractive bus network to passengers.	<p>Limited accessibility and poor reliability of the existing bus network</p> <p>Traffic congestion, poor reliability and slow journey times within Central Cambridge</p>	<p>Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all</p> <p>Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity</p> <p>Reduce emissions to as close to zero as possible to minimise the impact of transport and travel on climate change</p>	2021-25	Cambridgeshire County Council	Committed

Project	Description	Local Issues Addressed	Wider Regional Objectives	Timescale	Delivery partners	Status
Girton Interchange Study	Exploring the case for improvements to Girton Interchange to add additional links not served by the existing junction, subject to engineering feasibility and value-for-money.	Key highway links (e.g. A1428 West to M11 South) are not facilitated by the current junction layout	<p>Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports</p> <p>Build a resilient and adaptive network that is less susceptible to human and environmental disruption, improving journey time reliability</p>	TBC	Highways England Cambridgeshire County Council	Subject to scheme development, business case and funding
Cambridgeshire Rail Capacity Study	<p>Strategic rail study identifying network constraints on the Cambridgeshire rail network, with the view to identifying potential improvements to facilitate additional services and/or routes</p> <p>Likely to overlap with other rail scheme e.g. Electrification of rural routes in Cambridgeshire and surrounding counties, Ely North Junction improvements, and Newmarket to Cambridge track doubling</p>	Limited frequency and capacity on some key rail corridors within Greater Cambridge (e.g. Newmarket to Cambridge)	<p>Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity</p> <p>Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all</p> <p>Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports</p>	TBC	Network Rail	Completed
Mitigation of Local Impacts of Waterbeach Development	Package of schemes to mitigate development impacts, including wider Waterbeach pedestrian / cycle network.	<p>Major development at Waterbeach New Town</p> <p>Poor quality existing walking and cycling infrastructure</p>	<p>Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all</p> <p>Provide 'healthy streets' and high-quality public realm that puts people first and promotes active lifestyles</p> <p>Ensure transport initiatives improve air quality across the region to exceed good practice standards</p>	2021-25	Local developers	Subject to S106 discussions between planning authority, highways authority and developer

Table A.3: Projects in Huntingdonshire

Project	Description	Local Issues Addressed	Wider Regional Objectives	Timescale	Delivery partners	Status
A1 Baldock – Bampton capacity improvements	Improvements to the A1 between Baldock (near Biggleswade) and Bampton (near Huntingdon), including a new upgraded alignment and/or junction improvements	Peak-time traffic congestion Poor road safety due to poor junction and highway alignment	Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports	2026-30	Highways England	Subject to scheme development, business case and funding
Oxford to Cambridge Expressway and A428 Dualling	Delivering a grade-separated Expressway between Oxford, Milton Keynes and Cambridge, including a new highway corridor between the M1 and M40 ('missing strategic link') Includes dualling of the A428 between Caxton Gibbet and Black Cat and capacity improvements at the A428/A1198 Caxton Gibbet roundabout	Major housing and employment development along the Oxford to Cambridge corridor Traffic congestion on the Strategic Highway Network (SRN) Poor strategic highway connectivity along the Oxford to Cambridge corridor	Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports	2026-2030 A428 Black Cat to Caxton Gibbet to open 2025/26	Highways England	Committed Highways England funding
East West Rail (Central Section)	Delivering a new railway corridor between Bedford and Cambridge, which will enable direct rail services between Cambridge, Milton Keynes and Oxford	Major housing and employment development along the Oxford to Cambridge corridor Poor strategic public transport connectivity along the corridor	Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports Reduce emissions to as close to zero as possible to minimise the impact of transport and travel on climate change	Post-2030	East West Rail Company	Funded by DfT through to Strategic Outline Business Case
A1 Buckden roundabout capacity and safety improvements	Local capacity improvements to accommodate increased demand and improve road safety	Peak-time traffic congestion Poor road safety due to poor junction alignment	Embed a safe systems approach into all planning and transport operations to achieve Vision Zero – zero fatalities or serious injuries Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity	TBC	Highways England	Subject to scheme development, business case and funding
A141 / Alconbury Weald Enterprise Zone Southern Access	Highway schemes to mitigate development impact, which will also support high-quality bus provision from St Ives (Busway) to Huntingdon / Alconbury	Major development at Alconbury Weald Poor public transport accessibility through Alconbury Weald site	Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity	New junction on A414 by 2021, southern link road 2021-25	Cambridgeshire County Council Local developers	Subject to scheme development, business case and funding

Project	Description	Local Issues Addressed	Wider Regional Objectives	Timescale	Delivery partners	Status
A141 capacity enhancements around Huntingdon	<p>Junction capacity enhancements on the A141 Huntingdon northern bypass at the following locations:</p> <ul style="list-style-type: none"> × Ermine Street × Washingley Road × St Peter's Road × A1123 Huntingdon Road / B1514 Main Street × B1090 Sawtry Way <p>Also includes A141 capacity improvements between the B1090 Sawtry Way junction and the A141 future Huntingdon Bypass alignment if needed.</p>	<p>Severe peak-time traffic congestion</p> <p>Major development at Alconbury Weald and in Huntingdon, and proposed long-term development at Wyton Airfield</p>	<p>Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues</p> <p>Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports</p>	2021-25	Cambridgeshire County Council	Costed but not yet committed
Alconbury Weald travel hub	<p>A travel hub to the west / centre of the Alconbury Weald / Enterprise Zone site to better serve the new development.</p> <p>Further study will be required to identify the most suitable combination of modes to improve connectivity, chiefly north-south to Peterborough and Huntingdon, as well as surface access enhancements.</p>	<p>Major development at Alconbury Weald</p> <p>Poor public transport provision and interchange facilities within the Alconbury Weald site</p>	<p>Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues</p> <p>Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all</p> <p>Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity Ensure transport initiatives improve air quality across the region to exceed good practice standards</p>	2021-25	Cambridgeshire County Council Local developers	Subject to scheme development, business case and funding
High quality bus infrastructure linking Alconbury Weald to Huntingdon	A high-quality bus corridor providing quick and reliable journeys between the Enterprise Zone at Alconbury and Huntingdon town centre / station.	<p>Major development at Alconbury Weald</p> <p>Poor public transport accessibility through Alconbury Weald site</p>	<p>Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues</p> <p>Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all</p> <p>Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity</p> <p>Ensure transport initiatives improve air quality across the region to exceed good practice standards</p>	2026-30 Integrated into emerging CAM network	Cambridgeshire County Council Local developers	Subject to scheme development, business case and funding
Safeguarding of a future A141 northern Huntingdon bypass alignment	Safeguarding of an alignment for the possible future re-routing of the A141 Huntingdon northern bypass.	<p>Severe peak-time traffic congestion</p> <p>Major development at Alconbury Weald and in Huntingdon, and proposed long-term development at Wyton Airfield</p>	<p>Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues</p> <p>Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports</p>	Route safeguarded, delivery timescale TBC	Cambridgeshire County Council	Subject to scheme development, business case and funding
A1096 capacity enhancements around St Ives	<p>Junction capacity enhancements on the A1096 around St Ives at the following locations:</p> <ul style="list-style-type: none"> × Low Road × Busway × Meadow Lane × Compass Point 	<p>Severe peak-time traffic congestion</p> <p>Major development at Alconbury Weald and in Huntingdon, and proposed long-term development at Wyton Airfield</p>	<p>Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues</p> <p>Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports</p>	2021-25	Cambridgeshire County Council	Subject to scheme development, business case and funding

Project	Description	Local Issues Addressed	Wider Regional Objectives	Timescale	Delivery partners	Status
Wider Huntingdon and St Ives area pedestrian/cycle network	Improvements to the walking and cycling network within Huntingdonshire	Safety concerns and poor-quality existing cycling infrastructure	<p>Embed a safe systems approach into all planning and transport operations to achieve Vision Zero – zero fatalities or serious injuries</p> <p>Provide 'healthy streets' and high-quality public realm that puts people first and promotes active lifestyles</p> <p>Ensure transport initiatives improve air quality across the region to exceed good practice standards</p>	Pre-2021	Cambridgeshire County Council	Subject to scheme development, business case and funding
Wider Huntingdon and St Ives area pedestrian/cycle network	Improvements to the walking and cycling network within Huntingdonshire	Safety concerns and poor-quality existing cycling infrastructure	<p>Embed a safe systems approach into all planning and transport operations to achieve Vision Zero – zero fatalities or serious injuries</p> <p>Provide 'healthy streets' and high-quality public realm that puts people first and promotes active lifestyles</p> <p>Ensure transport initiatives improve air quality across the region to exceed good practice standards</p>	Pre-2021	Cambridgeshire County Council	Subject to scheme development, business case and funding
Hartford transport interchange	A transport interchange to intercept car trips and provide access to the St Ives to Wyton Airfield and Alconbury Weald, and St Ives to Huntingdon High Quality Bus Network routes.	<p>Major development at Alconbury Weald and in Huntingdon, and proposed long-term development at Wyton Airfield</p> <p>Limited interchange facilities between local public transport services</p>	<p>Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues</p> <p>Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all</p> <p>Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity</p> <p>Ensure transport initiatives improve air quality across the region to exceed good practice standards</p>	2025-30	Cambridgeshire County Council	Subject to scheme development, business case and funding
High quality bus network infrastructure, St Ives (Busway) to Huntingdon	A high-quality bus corridor providing quick and reliable journeys between the end of the Busway at St Ives and Huntingdon town centre / station.	<p>Major development in Huntingdon and proposed long-term development at Wyton Airfield</p> <p>Poor public transport accessibility through Alconbury Weald site</p>	<p>Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues</p> <p>Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all</p> <p>Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity</p> <p>Ensure transport initiatives improve air quality across the region to exceed good practice standards</p>	<p>2026-30</p> <p>Integrated into emerging CAM network</p>	Cambridgeshire County Council	Subject to scheme development, business case and funding

Project	Description	Local Issues Addressed	Wider Regional Objectives	Timescale	Delivery partners	Status
Huntingdon Third River Crossing	Feasibility and preliminary work on major strategic new river crossing to support growth to the north of the Great Ouse. Work will look at potential environmental impact, traffic issues and the opportunity to deliver more housing.	Proposed long-term major development at Wyton Airfield Peak-time traffic congestion	Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports	TBC	Cambridgeshire County Council	Committed and funded through to feasibility study
St Neots River Great Ouse cycle bridge	Delivery of a new foot and cycle bridge in St Neots, located to the north of the town, offering a safer, traffic-free crossing of the River Great Ouse.	Major development within St Neots Limited walking and cycling provision across the Great Ouse	Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all Provide 'healthy streets' and high-quality public realm that puts people first and promotes active lifestyles Ensure transport initiatives improve air quality across the region to exceed good practice standards	Pre-2021	Cambridgeshire County Council	Committed
St Neots northern link to Little Paxton	New highway link to the north of St Neots	Major development within St Neots Traffic congestion within St Neots town centre	Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports	TBC	Cambridgeshire County Council	Subject to scheme development, business case and funding
Wyton Airfield Access	A study to support any potential future development on the site and of the most appropriate measure to bring forward sustainable development and access. This could include a transport interchange, high-quality bus network, B1090 traffic management improvements, and / or access measures across all modes, and would need to consider mitigating negative impacts of travel demand on St Ives and Huntingdon.	Proposed long-term major development at Wyton Airfield Peak-time traffic congestion	Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all	TBC	Cambridgeshire County Council Local developers	Subject to scheme development, business case and funding

Table A.4: Projects in East Cambridgeshire

Project	Description	Local Issues Addressed	Wider Regional Objectives	Timescale	Delivery partners	Status
A10 Ely to Cambridge Capacity Improvements	<p>Dualling of the A10 (either completely, or at particular sections) between the Milton Interchange and the A10/A142 'BP' roundabout in Ely, improvements to the A14/A10 Milton interchange in Cambridge, and a parallel segregated walking and cycling route.</p> <p>Designed to increase capacity and support proposed housing development at Waterbeach.</p>	<p>Traffic congestion along the A10 corridor</p> <p>Poor road safety and severance for non-motorised traffic</p> <p>Major development at Waterbeach New Town</p>	<p>Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues</p> <p>Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity</p> <p>Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports</p>	2026-30	<p>Greater Cambridge Partnership</p> <p>Cambridgeshire County Council</p>	Committed and funded through to Strategic Outline Case
Ely Area Capacity Enhancements (EACE)	Junction upgrade at Ely North to enable additional freight and passenger trains, while retaining road access for Prickwillow, Queen Adelaide and North Ely residents.	Significant frequency and reliability constraint on the local rail network	<p>Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity</p> <p>Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all</p> <p>Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports</p>	2021-25	Network Rail	Committed and funded through to Outline Business Case
A10/A142 and Lancaster Way Roundabout Improvements	Increasing the capacity of the A10/A142 and Lancaster Way roundabouts, supporting development at Grovemere and Lancaster way Business Parks.	<p>Peak-time traffic congestion</p> <p>New business development to the south of Ely</p>	<p>Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues</p> <p>Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity</p>	2021-25	Cambridgeshire County Council	Subject to scheme development, business case and funding
Dualling of the A10 between the A142 Witchford Road and the A142 Angel Drove	Dualling of the A10 to provide additional capacity and mitigate development impacts	<p>Peak-time traffic congestion</p> <p>New business development to the south of Ely</p>	<p>Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues</p> <p>Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity</p>	2026-30	Cambridgeshire County Council	Subject to scheme development, business case and funding
A142 capacity and safety improvements	Local capacity and safety improvements on the A142 between Ely and Chatteris	<p>Peak-time traffic congestion along the A142 corridor</p> <p>Poor road safety</p>	<p>Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports</p> <p>Embed a safe systems approach into all planning and transport operations to achieve Vision Zero – zero fatalities or serious injuries</p>	TBC	Cambridgeshire County Council	Subject to scheme development, business case and funding

Project	Description	Local Issues Addressed	Wider Regional Objectives	Timescale	Delivery partners	Status
Bus access to North Ely development	Measures to provide reliable and timely bus links to the new North Ely development	Major development to the north of Ely Limited accessibility by public transport	Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all Ensure transport initiatives improve air quality across the region to exceed good practice standards	2021-25	Cambridgeshire County Council Local developers	Subject to scheme development, business case and funding
East Cambridgeshire Walking and Cycling Improvements	Improvements to the walking and cycling network within East Cambridgeshire, including: <ul style="list-style-type: none"> Local cycle improvements within Ely Soham to Ely cycle route (via Stuntney) Soham to Wicken Fen cycle route Foot/cycle path extensions in Little Thetford Quy to Lode cycle improvements Sutton to Mepal cycle improvements Lode/Swaffham Bulbeck to Swaffham Prior cycle improvement Wicken to Waterbeach cycle improvement Wicken to Soham cycle improvement Wilburton village to Cottenham pedestrian and cycle improvement Improved cycle and pedestrian access in Littleport 	Safety concerns and poor-quality existing cycling infrastructure	Embed a safe systems approach into all planning and transport operations to achieve Vision Zero – zero fatalities or serious injuries Provide 'healthy streets' and high-quality public realm that puts people first and promotes active lifestyles Ensure transport initiatives improve air quality across the region to exceed good practice standards	2021-25	Cambridgeshire County Council	Subject to scheme development, business case and funding
Pedestrian and cycle bridge – Henley Way to Merivale Way	Bridge between Henley Way and Merivale Way – linking two large housing developments and connecting the Lisle Lane route. This route would also connect with the North Ely development	Major development to the north of Ely Poor quality walking and cycling provision	Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues Provide 'healthy streets' and high-quality public realm that puts people first and promotes active lifestyles Ensure transport initiatives improve air quality across the region to exceed good practice standards	TBC	Cambridgeshire County Council	Subject to scheme development, business case and funding
Soham station	Construction of a new railway station at Soham, served by Ipswich to Peterborough rail services	No direct access to the rail network from Soham Major development within Soham	Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports	2021-25	Network Rail	Commitment to fund GRIP 3 study. Further work costed but not yet committed.

Project	Description	Local Issues Addressed	Wider Regional Objectives	Timescale	Delivery partners	Status
Ely to Soham track doubling	Doubling the track between Ely and Soham, facilitating additional passenger and freight services	Infrequent rail services between Ipswich and Peterborough Limited capacity for freight services	Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports Reduce emissions to as close to zero as possible to minimise the impact of transport and travel on climate change	2021-25	Network Rail	Subject to scheme development, business case and funding
Newmarket West Chord	New chord to enable direct services between Soham, Newmarket and Cambridge	Current track layout does not allow services to operate directly from Soham towards Cambridge	Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports	TBC	Network Rail	Subject to scheme development, business case and funding
Queen Adelaide Road study	Scheme to mitigate the journey time and safety impacts of increased periods of level crossing closures	Traffic congestion and poor road safety caused by level crossing closures	Embed a safe systems approach into all planning and transport operations to achieve Vision Zero – zero fatalities or serious injuries Build a resilient and adaptive network that is less susceptible to human and environmental disruption, improving journey time reliability	TBC	Network Rail Cambridgeshire County Council	Complete to Strategic Outline Business Case
Improved parking and interchange facilities at Ely station	Improved parking and interchange facilities at Ely station	Poor quality passenger facilities at Ely station	Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all	2021-25	Network Rail	Subject to scheme development, business case and funding
Improved parking and access facilities at Littleport station	Additional car and cycle parking, improved access for all users	Poor quality passenger facilities at Littleport station	Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all	2021-25	Network Rail	Subject to scheme development, business case and funding
A14 junction 37 and 38 improvements	Joint study with Suffolk County Council and West Suffolk Council to assess demand and options for junction upgrades, including an all-movements junctions to increase capacity at J38.	Traffic congestion and limited highway capacity	Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports	TBC	Highways England	Subject to scheme development, business case and funding

Table A.5: Projects in Fenland

Project	Description	Local Issues Addressed	Wider Regional Objectives	Timescale	Delivery partners	Status
Wisbech Rail	Reopening of the disused railway line between March and Wisbech, with direct services from Wisbech to Ely and Cambridge	Major development within Wisbech, including the proposed Wisbech Garden Town No direct access from Wisbech to the rail network	Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports	2026-30	Network Rail	Commitment to fund GRIP 3 study and outline business case.
A47 corridor improvement programme	Capacity improvements to A47 (Thorney bypass to Walton Highway), including the longer-term aspiration of dualling the route between Peterborough / A15 and Wisbech / Walton Highway	Major development within Wisbech, including the proposed Wisbech Garden Town Slow journey times by road between Wisbech, the Fens and the wider national highway network	Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity Ensure all of our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports	Guyhirn junction upgrade by 2021; dualling of the route by 2026-30	Highways England	Subject to scheme development, business case and funding
A605 King's Dyke level crossing replacement	Highway improvement and level crossing replacement	Severe traffic congestion and safety issues caused by the King's Dyke level crossing	Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes, spreading the region's prosperity Embed a safe systems approach into all planning and transport operations to achieve Vision Zero – zero fatalities or serious injuries Build a resilient and adaptive network that is less susceptible to human and environmental disruption, improving journey time reliability	Pre-2021	Network Rail Cambridgeshire County Council	Committed
Central March cycle bridge	New cycle bridge in the centre of March	Poor quality walking and cycling provision within March	Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all Provide 'healthy streets' and high-quality public realm that puts people first and promotes active lifestyles Ensure transport initiatives improve air quality across the region to exceed good practice standards	TBC	Cambridgeshire County Council	Subject to scheme development, business case and funding

Project	Description	Local Issues Addressed	Wider Regional Objectives	Timescale	Delivery partners	Status
March Access Package	<p>Package of measures to increase capacity and improve accessibility to March including the March Northern Link Road and junction improvements at:</p> <ul style="list-style-type: none"> × Station Road / Broad Street ; × High Street / St Peter's Road; × A141 / Burrowmoor Road; × A141 / Gaul Road; × A141 / B1099; × A141 / Hostmoor Avenue 	<p>Major development within March</p> <p>Local traffic congestion</p>	Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues	Pre-2021 initial improvements other measures TBC	Cambridgeshire County Council	Commitment to fund study
Regeneration of Fenland railway stations – March, Manea and Whittlesea	A package of improvements, including platform lengthening, with the aim of encouraging rail travel and allowing longer trains with greater capacity to call at these stations.	Poor quality passenger facilities at March, Manea and Whittlesea stations	Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all	Pre-2021	Network Rail	Costed but not yet committed
Wisbech Access Study package	<p>Study investigating the feasibility of a package of individual transport schemes that aim to improve the transport network in Wisbech. Includes the following schemes:</p> <ul style="list-style-type: none"> × New Bridge Lane/Cromwell Road Signals × A47/Cromwell Road roundabout upgrade × A47/Elm High Road roundabout improvements × Relocated A47/Elm High Road roundabout × Weasenham Lane junction improvement × Weasenham Lane/Elm High Road roundabout × Freedom Bridge Roundabout Improvements × Wisbech Bus Station including new access × Link road between the B198 South Brink / Cromwell Road and the B1169 Dowgate Road / A1101 Leverington Road, including a new bridge crossing the River Nene × Western link Road – Northern section × Western link Road – Southern section × Southern Access Road × A47/Broad End Road Roundabout 	<p>Major development within Wisbech, including the proposed Wisbech Garden Town</p> <p>Local traffic congestion within Wisbech</p>	<p>Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues</p> <p>Connect all new and existing communities sustainably so all residents can easily access a good job, spreading the region's prosperity</p>	2021-25	Cambridgeshire County Council	Commitment to fund study
Wisbech Garden Town feasibility studies	Under plans set out in the Wisbech 2020 initiative, Fenland District Council and Cambridgeshire County Council are developing the Garden Town to reduce population pressure on Cambridge. In June 2017, the Cambridgeshire and Peterborough Combined Authority provided funding for feasibility studies: Connectivity Study, Flood Modelling, and Rail Study.	Proposed major development at Wisbech Garden Town	Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues	2021-25	Cambridgeshire County Council Local developers	Committed

Project Description Local Issues Addressed

Appendix B: Glossary of terms

Wider Regional Objectives	Description	Timescale	Delivery partners	Status
Term	Description	Term	Description	
Active travel	Using your own power to travel, such as cycling and walking. It also includes walking or cycling as part of a longer journey	CNFE	Cambridge Northern Fringe East. A significant new development planned on the fringes of Cambridge City.	
AQAP	Air Quality Action Plan, developed when an area isn't meeting Defra's air quality objectives, and sets out a plan for better achieving these objectives.	Combined Authority	A combined authority is a legal structure that enables two or more local authorities to collaborate and make collective decisions across council boundaries.	
AQMA	Air Quality Management Area. An area where it is unlikely that the national air quality objectives, as set by DEFRA, will be achieved.	Connected and Autonomous Vehicles (CAVs)	Vehicles, also referred to as driverless cars, which incorporate a range of technologies allowing them to communicate with and draw information from their environment to enable the safe, efficient movement of people and goods.	
BAME	Black, Asian and Minority Ethnic people and/or households	CPCA	Cambridgeshire and Peterborough Combined Authority, established on the 3rd of March 2017 under devolution from central government.	
BRT	Bus Rapid Transit, a bus-based public transport system designed to improve capacity and reliability relative to a conventional bus system.	CPIEC	Cambridgeshire and Peterborough Independent Economic Commission, a body that has been established to deliver the CPIER.	
CAM	Cambridge Autonomous Metro, a high-capacity public transport system designed to deliver transformative improvements to connectivity in Cambridgeshire.	CPIER	The Cambridgeshire and Peterborough Independent Economic Review, published on the 14th of October 2018.	
Car dependency	Reliance on cars to get around, whether through habit, because street environments have been planned around car use, or because walking, cycling and public transport alternatives are not available or appealing.	CPRSP	Cambridgeshire and Peterborough Road Safety Partnership, aiming to prevent all road deaths across Cambridgeshire and Peterborough.	
Car sharing	Cars that are not owned by the people who use them to travel. This includes car clubs, taxis and private hire vehicles.	DEFRA	Department for Environment, Food and Rural Affairs. The UK government department responsible for safeguarding the natural environment, supporting the food and farming industry, and sustaining a thriving rural economy.	
Carbon footprint	The total greenhouse gas emissions caused directly and indirectly by an individual, organisation, event or product, expressed as a carbon dioxide equivalent.	DNO	Distribution Network Operator. A company licenced to distribute electricity in the UK.	
CCG	Clinical Commissioning Group, responsible for implementing the commissioning roles as set out in the Health and Social Care Act 2012.	DRT	Demand Responsive Transport, a form of transport where vehicles alter their routes based on particular transport demand rather than using a fixed route or timetable.	
CIA	Community Impact Assessment. A tool used to ensure the policies, practices, projects and activities which shape the work of a council are ensuring equal access to all services.	ECML	East Coast Main Line. Major railway line running largely along the East Coast from London to Edinburgh.	
C-ITS	Cooperative Intelligent Transport Systems, which will allow road users and traffic managers to share information and use it to coordinate their actions.	EHCP	Education, Health and Care Plan. A legal document which describes a child or young person's special educational needs, the support they need, and the outcomes they would like to achieve.	
CMO	Chief Medical Officer. The UK government's principal medical adviser and the professional head of all directors of public health in local government.	Electric vehicle	A vehicle that uses an electric motor for propulsion, comprising ones that run solely on batteries, as well as plug-in hybrid electric vehicles that have an attached petrol or diesel engine to power the battery engine.	

Project Term	Description	Term	Local Issues Addressed	Wider Regional Objectives	Description	Timescale	Delivery partners	Status
Term	Description	Term	Description	Term	Description	Term	Description	
EqIA	Equality Impact Assessment, a process designed to ensure that a policy, project or scheme does not discriminate against any disadvantaged or vulnerable people.	Local Authority	A local government organisation. In England there may be either one or two tiers of local government. A two-tier structure includes a County Council as the upper tier and a District Council as the lower tier. Local Authority responsibilities include strategic land use planning, and highways and transport.	Mode share	The relative use of each mode of transport.	Powered Two Wheeler	A vehicle that runs on two wheels and uses a form of power other than human effort. Examples include motorbikes, mopeds and electric scooters.	
FACT	Fenland Association for Community Transport. A not-for-profit organisation serving the Fenland Area of Cambridgeshire to people who have difficulties using conventional modes of transport.	Local Enterprise Partnership	Cooperation between a number of stakeholders including local authorities' business and education sectors with the joint aim of promoting economic growth in an area, focusing on housing, planning and transport.	Mode shift	A percentage change in the use of different transport modes. When one transport mode becomes more advantageous than another over the same route or market, a modal shift is likely to take place.	PRM	Persons with Reduced Mobility	
GCP	Greater Cambridge Partnership, the local delivery body for a City Deal with central Government.			MRN	Major Road Network, a classification of Local Authority roads in England	PSVAR	UK Public Service Vehicles Accessibility Requirements. Requires that new vehicles carrying 22 passengers or more have facilities such as low floor boarding devices, space for wheelchair users, highlighting of steps, handrails for visually impaired people and priority seating.	
GINI	The most commonly used measurement of national inequality.	Local Plan	A statutory planning document which sets out the vision and framework for future development within a Local Planning Authority area. It addresses housing, economy, community and infrastructure and is used as a tool to guide decisions about development proposals	NEPTS	Non-emergency patient transport services. A free transport service provided to patients who have a specific medical need and are attending healthcare services.	Public realm	Publicly accessible space between and within buildings, including streets, squares, forecourts, parks and open spaces.	
Greenhouse gas	A gas which absorbs solar radiation contributing to the greenhouse effect which leads to global warming and climate change.			NHS	National Health Service	RPI	Retail Prices Index, a measure of inflation published monthly by the Office for National Statistics	
GVA	The value of goods and services produced in an area, industry or sector of an economy.	LTP	Local Transport Plan. A statutory document which sets out the objectives and programme for improving the transport network.	NHT	National Highways and Transport. The leading performance improvement organisation which provides a range of benchmarking services for the Highways and Transport sector.	SEA	Strategic Environmental Assessment, a decision support process which ensures that environmental and sustainability aspects are considered effectively in policy, plan and program making.	
HGV	Heavy Goods Vehicle. A large heavy vehicle generally used for transporting freight.	Maas	Mobility as a Service. A shift away from privately owned vehicles towards a model where different transport modes are consumed as an on-demand service through a single (online) platform. For example, the concept of paying for a weekly travel pass that includes bike hire, car hire, bus and train travel.	NICE	National Institute for Clinical Excellence. Provides national guidance and advice to improve health and social care.	SPD	Supplementary Planning Document, provides more detailed guidance about policies in the Local Plan	
HIA	Health Impact Assessment, a series of procedures by which the impact of an intervention or policy may have on the health of a population is measured.			NOx	A generic term for the nitrogen oxides that are most relevant for air pollution, namely nitric oxide (NO) and nitrogen dioxide (NO2). NOx gases are produced during the combustion of hydrocarbon fuels in diesel and petrol-powered vehicles. In areas of high motor vehicle traffic, NOx can be a significant source of air pollution.	SRN	Strategic Road Network, motorways and the most significant trunk roads in England which are managed by Highways England	
HRA	Habitats Regulation Assessment, which assesses whether plans will have the potential to cause an impact on protected areas.	Mass transit	A form of public transport to satisfy higher potential trip demand, featuring limited stops, high capacity and attractive, reliable journey times. It is usually rail based, such as trams or light rail above ground, or underground trains.	NSSF	Non-statutory spatial framework, which will act as a framework for future planning across Cambridgeshire and Peterborough	Sustainable transport	Forms of transport which have lower environmental impact than single occupancy car use. It includes walking, cycling, public transport, Park & Ride, and car-sharing.	
Hub	A place of transport interchange providing easy access to the whole transport network with cycle parking, taxi call points and access to car club vehicles, drop off points and at larger locations park and ride facilities.	MHCLG	Ministry of Housing, Communities and Local Government. Creates places to live and work, and to gives more power to local people to shape what happens in their area.	NSSP	Non-statutory spatial plan, which will act as a framework for future planning across Cambridgeshire and Peterborough	TEN-T	Trans European Network (Transport). Aims to build a transport network that facilitates the flow of goods and people between EU countries.	
IER	Independent Economic Review			OECD	Organisation for Economic Cooperation and Development, a forum where the governments of democracies with market economies collaborate	TFL	Transport for London, the body in charge of delivering transport services in Greater London	
Killed or Seriously Injured	A standard metric used to measure levels of road safety.	MITSS	Mayor's Interim Transport Strategy Statement. A summary of the Cambridgeshire and Peterborough Local Transport Plans, enacted whilst the Combined Authority's first Local Transport Plan is being developed.	Park and Ride	A system for reducing urban traffic congestion, in which drivers leave their cars in car parks on the outskirts of a city and travel to the city centre on public transport.	TIP	Transport Investment Plan, sets out the transport infrastructure, services and initiatives that are required to support the growth of a region.	
LCWIP	Local Cycling and Walking Infrastructure Plan, a long-term approach to developing local cycling and walking networks over a ten-year period			PCC	Peterborough City Council	Trip	A one-way movement from one place to another to achieve a single main purpose. Trips may be further sub-divided into journey stages.	
Light rail	A form of urban rail transport which operates at a higher capacity to a tramway, often on an exclusive right of way, and serving parts of a large metropolitan area.	MLEI	Mobilising Local Energy Investment. A project aiming to attract more energy investment and infrastructure delivery into Cambridgeshire.	PHE	Public Health England. Responsible for protecting the nation's health and wellbeing, and reducing health inequalities.			
				PM	Particulate Matter. A complex mixture of small material and liquid droplets which have the potential to cause significant health issues.			

Project Term	Description	Local Issues Addressed
Ultra Low Emission Vehicle	Vehicles that use low carbon technologies, fuelled by electricity or hydrogen, to reduce the amount of pollutants emitted. They commonly have rechargeable batteries which are used to store energy	
Urban realm	The area between building alignments, including public spaces next to streets. Streets make up the greatest part of the urban realm in most cities.	
Vision Zero	An approach to road danger reduction that works towards the elimination of road traffic deaths and serious injuries by reducing the dominance of motor vehicles.	
WHO	World Health Organisation. Leads international health within the United Nations system.	



CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD	AGENDA ITEM No: 3.6
29 MAY 2019	PUBLIC REPORT

NON-STATUTORY STRATEGIC SPATIAL FRAMEWORK PHASE 2 – PUBLIC CONSULTATION

1.0 PURPOSE

- 1.1. Planning has never been more important, especially to provide both a strategic and local response to the demands on infrastructure, housing and the support of economic growth. The Growth Ambition Statement set out the Combined Authority's ambition to deliver sustainable and inclusive growth. Building on this and the initial phase of the Non-statutory Strategic Spatial Framework it is recommend that a consultation on Phase 2 spatial issues is undertaken.

<u>DECISION REQUIRED</u>	
Lead Member:	Mayor
Lead Officer:	Paul Raynes, Director of Delivery and Strategy
Forward Plan Ref: n/a	Key Decision: No
The Combined Authority is recommended to: (a) Agree to consult on Phase 2 issues of the Non-statutory Strategic Spatial Framework; (b) Delegate authority to the Director of Delivery and Strategy, in consultation with the Mayor, to make any minor modifications to the draft consultation document required before public consultation.	Voting arrangements Simple majority of all Members

2.0 BACKGROUND

- 2.1. The Devolution Deal agreed that a Cambridgeshire and Peterborough Non-statutory Strategic Spatial Framework (NSSF) would be produced as a framework for the growth ambitions of the area.
- 2.2. Phase 1 of the NSSF was approved by the Board in March 2018. This drew upon plans for growth set out in existing Local Plans and set out how the delivery of existing allocations to the mid 2030's can be accelerated. It also identified strategic objectives where the Combined Authority can add value to the delivery of that growth, including tackling disadvantage, housing affordability and the disparities of our local economies.
- 2.3. In November 2018 the Board considered and accepted all the recommendations of the Cambridgeshire and Peterborough Independent Economic Commission Report (CPIER) on the economy. The Board set out its vision for growth in the Growth Ambition Statement.
- 2.4. In February 2019 the Board agreed a revised timetable and process to reflect the recommendations of CPIER and to link with the development of the Local Transport Plan. This report seek approval for public consultation on key spatial issues over the summer, leading to a Phase 2 NSSF at the end of the year. The consultation would run concurrent with that of the draft (statutory) Local Transport Plan.

3.0 NON-STATUTORY STRATEGIC SPATIAL FRAMEWORK PHASE 2

Consultation

- 3.1. Phase 2 of the Strategic Spatial Framework is considering the growth ambition and infrastructure needs beyond that currently addressed in Local Plans extending to 2050. Although as a non-statutory document there is no requirement for formal consultation, the Board agreed that it was important that businesses, residents, councils and other stakeholders can influence and comment on the Framework. Sustainable and inclusive growth presents a series of challenges and opportunities for the area. These have been brought together as a set of key issues in the draft consultation document (attached as Appendix 1).
- 3.2. The consultation document sets out key spatial principles intended to guide growth over the period to 2050. These draw inspiration from the existing Combined Authority strategies, Growth Statement, and CPIER. They describe how the area will support strong, clean, growth across the three economies, deliver net environmental benefits, and make homes more affordable - all underpinned by a sustainable transport system. Achieving the right quality of growth with benefits to all is a central ambition of the Combined Authority and this is explored in the document.
- 3.3. The document also considers how a continuation of the status quo (such as levels of investment, how the market delivers development, or the approach to health or the environment) is not going to deliver the ambitions of sustainable

growth aspired to. It sets out and asks for views on how delivery can be accelerated, the strategic infrastructure required, the relationship between development and the provision of public services, and how the transport system can be a catalyst for growth.

- 3.4. In response to a recommendation in the CPIER accepted by the Combined Authority and embodied in the Growth Ambition Statement, technical work has taken place to examine housing implications of the economic growth. CPIER identified that annual rates of housing delivery to support economic growth and address affordability issues needed to be in the range of 6,000 to 8,000 homes per annum over the period to 2050. The housing technical work found that this range was justifiable (after taking into account forecast growth in business productivity). As current delivery has averaged around 3,500 over the past five years, the document seeks view on proposals to accelerate development and the long-term strategy beyond existing Local Plan proposals. Ultimately it will be for the statutory local plan system to test and approve future development allocations.
- 3.5. The consultation document has been developed in parallel with the emerging Local Transport Plan. This highlights the iterative nature of transport and growth, with current transport investment setting a sustainable transport system for the future that supports the level of housing and economic growth.
- 3.6. It is proposed that the Board recommendation that consultation take place on the strategic issues as outlined in the draft consultation document in Appendix 1, concurrent with the consultation on the Local Transport Plan.

4.0 BUDGET

- 4.1. The Non-statutory Strategic Spatial Framework has an identified budget within the Business Plan, funded from Revenue Gainshare.

5.0 FINANCIAL IMPLICATIONS

- 4.1 There will be costs associated with the consultation process covering production of materials and public events. Running concurrent with the Local Transport Plan consultation will minimise costs and are within delegated and budgeted limits.

6.0 LEGAL IMPLICATIONS

- 6.1. None arising from the recommendation to seek views on strategic issues to inform Phase 2.

7.0 SIGNIFICANT IMPLICATIONS

- 7.1. The Spatial Framework is both a mechanism for accelerating planned growth, and setting the longer term context for growth. As such it will be an important component of how the Combined Authority delivers on its ambitions. Successful delivery has positive benefits to residents, businesses and workers within the Combined Board area.

8.0 APPENDICES

8.1. Appendix 1 – Draft consultation document

<u>Source Documents</u>	<u>Location</u>
Non-statutory Spatial Framework Phase 1	http://cambridgeshirepeterborough-ca.gov.uk/assets/Combined-Authority/Cambridgeshire-and-Peterborough-Strategic-Spatial-Framework-non-statutory-280318.pdf
Growth Ambition Statement	http://cambridgeshirepeterborough-ca.gov.uk/about-us/key-documents/

Agenda Item No: 3.6 – Appendix 1

COVER

and

FOREWORD

<insert foreword by the Mayor>

DRAFT

SECTION 1

INTRODUCTION

What is a Non-statutory Spatial Framework?

Our growth ambition is to keep Cambridgeshire and Peterborough a leading place in the world to live, learn and work. The Devolution Deal with the government, which established the office of elected mayor and the Combined Authority, committed partners to a bold vision that would double the size of the area's economy by sustaining the exceptional economic performance of recent decades.

The Cambridgeshire and Peterborough Independent Economic Review (CPIER) has confirmed that doubling the area's economy is a realistic ambition and set out the challenges involved. Spatially, the CPIER recommended a "blended" strategy, planning for a mix of development locations within towns and cities, fringe growth and on transport corridors. CPIER also put forward a 'jobs-first' approach for market towns where the focus is first on bringing new employment, and then housing.

Sustainable growth depends upon ensuring enough homes, at affordable prices, are built for future workers and their families. This would complement the future supply of business space. A second feature of sustainability is to ensure that future growth does not come at the expense of the special natural and built environment that is one of the reasons firms and workers find our area so attractive. A third is to ensure that growth is inclusive, and brings benefits to parts of the area where productivity, skills and health outcomes are lagging behind. In meeting these challenges, it will be important to ensure that growth has a positive impact on our environment and responds to the challenges of our changing climate.

The Devolution Deal and further devolution of powers and funding since then have given the Mayor and Combined Authority tools to help make this happen. Money to invest in vital infrastructure and affordable homes. New powers over transport, including the possibility of bus franchising; skills funding; and business support. In order to ensure the supply of the necessary new homes and business space, the Mayor is mandated by the Devolution Deal to bring forward a Non-Statutory Spatial Framework (NSSF) for the whole area with the support of the seven Local Planning Authorities¹.

The publication of Phase One² of our Strategic Spatial Framework for Cambridgeshire and Peterborough in 2018 was an important first milestone in achieving the ambition set out in the devolution deal with government. This document looks beyond the current Local Plan periods towards growth aspirations to 2050.



¹ The Local Planning Authorities, each of which has its own statutory Local Plan, are Peterborough City Council, Cambridge City Council and South Cambridgeshire District Council (which are preparing a joint Local Plan), East Cambridgeshire District Council, Fenland District Council, and Huntingdonshire District Council. Cambridgeshire County Council has responsibility for Minerals and Waste plans in Cambridgeshire

² <http://cambridgeshirepeterborough-ca.gov.uk/about-us/key-documents/>

Our Growth Ambition

The Mayor's growth ambition for the area derives from the Devolution Deal and his direct electoral mandate from the voters of Cambridgeshire and Peterborough. It is informed by the evidence of the CPIER, to which the Mayor responded with the Growth Ambition Statement³ agreed by the Combined Authority in November 2018. Its implementation is formally expressed, in particular, in three key strategic documents: the Local Industrial Strategy, agreed with the government in Spring 2019; the statutory Local Transport Plan, which is subject to public consultation in the Summer of 2019; and in the NSSF which this document proposes. The Housing Strategy of September 2018 also sets out interventions to support 100,000 additional new homes (including at least 40% new affordable homes) being delivered by 2036.

The Cambridgeshire and Peterborough economy plays a significant national role, as the CPIER stressed. For internationally mobile investors their decision is often not between parts of the UK, but between Cambridgeshire and Peterborough or elsewhere in the world.

The area also sits at the heart of important growth corridors, such as south to Stansted and London, the East Coast ports or the Midlands economy. In particular the government has identified Cambridgeshire and Peterborough as an integral part of the Oxford to Cambridge Arc (OxCam)⁴, a nationally significant zone for housing and employment growth. A joint declaration has been made between the Combined Authority, government and neighbouring councils and LEPs on plans for the Arc⁵.

The functional housing and economic areas cross into neighbouring authorities, who have an important role to play in shaping future



growth. The Greater Cambridge economy interrelates with areas such as West Suffolk, Uttlesford and North Hertfordshire, whilst King's Lynn and West Norfolk has connections both to the Fens economy and Greater Cambridge. To the west and north, Bedfordshire, Northants, Rutland and southern Lincolnshire authorities all have connections to the Cambridgeshire and Peterborough area.

Other partners will contribute to delivering sustainable growth. Natural Cambridgeshire (the Local Nature Partnership) has set out its vision for

nature in the Combined Authority area. And infrastructure providers, in particular Highways England, Network Rail and the utility companies providing energy and water, have their own business plans which relate to the area.

³ <http://cambridgeshirepeterborough-ca.gov.uk/about-us/key-documents/>

⁴ This is evidenced by the work undertaken by the National Infrastructure Commission

⁵ <https://www.gov.uk/government/publications/the-oxford-cambridge-arc-government-ambition-and-joint-declaration-between-government-and-local-partners>

What is a Non-Statutory Spatial Framework?

The NSSF is a strategic document for the whole Combined Authority area. It is not a Local Plan. The amount and location of new housing and employment land is allocated through Local Plans, tested at public examination by an Inspector, and that will continue to be the case under existing legislative arrangements.

This document is not the NSSF, but a milestone on the road to developing one. This document sets out the key issues, challenges and options which the Combined Authority thinks should be addressed in the NSSF, and we are consulting the public, partner organisations and business on this document (see Section 7).

The NSSF, once finalised, would be genuinely strategic. The NSSF will relate to the entire area. It would span a much longer time period than current adopted Local Plans, which currently stretch to 2031 or 2036, towards an end-date of 2050. This aligns with the new draft Local Transport Plan. The NSSF would describe scenarios for future infrastructure and environmental objectives spanning district boundaries. The NSSF would not at this stage allocate individual sites or district level housing numbers. The NSSF would explore long-term issues, especially the potential for whole-area growth created by major infrastructure investments and support Local Planning Authorities with a framework for considering how more can be achieved by taking a shared view on issues that affect the whole area.

What this document is for

This document builds on the NSSF Phase 1 agreed by the Combined Authority in March 2018. That phase set out our approach to accelerating delivery of planned growth and help shape thinking about future growth. This document takes that work forward and is seeking views to inform the development of NSSF Phase 2.

This document sets out the evidence the next phase of Cambridgeshire and Peterborough's NSSF needs to draw on, the issues it needs to address, and the approach to those issues the Combined Authority is minded to take. It is being published in order to invite reactions and discussion of the evidence, issues, and approach to help the Combined Authority reach a view on the final form of the next phase of its NSSF. Section 7 sets out a number of key questions for debate, discussion and feedback.

This discussion document is addressed to councils, parish and town councils, businesses, those with expertise in development and planning, and above all to residents – in particular people who want themselves and their children to earn a living in Cambridgeshire and Peterborough and have a home they can afford within a sensible travelling distance of their job.

SECTION 2

PRINCIPLES

The Non-Statutory Spatial Framework should reflect a coherent set of principles that are derived from the Combined Authority's overall strategic approach and are consistent with the CPIER, the Mayor's Growth Ambition Statement, the Local Industrial Strategy (LIS), Housing Strategy and the Local Transport Plan (LTP). NSSF Phase 1 already sets out how development will be enabled and accelerated, particularly in low viability areas.

The ten spatial principles proposed for the NSSF are these:

1. Our planning for future homes and employment land should support and be consistent with the Devolution Deal objective of doubling the size of Cambridgeshire and Peterborough's economy (measured by Gross Value Added) over 25 years^{6,7,8}
2. Our planning for future homes and employment land should be led by the expected growth in employment (taking into account forecast productivity improvements), so that future workers can have homes they can afford, accessible to where they work by sustainable transport options^{1,2,3}
3. Our planning for future homes and employment land should be based on reducing the need to travel to access jobs, services and leisure, including the target of ensuring that there are good jobs available within a 30 minutes' journey of home for our residents^{1,2}
4. Infrastructure should in general be provided before houses are built, and we should plan land use based on our shared plans for future major infrastructure^{1,2}
5. In bringing forward a blended spatial strategy, strategic sites with employment opportunities on-site, good transport links and infrastructure, including new garden villages but also urban extension sites in our cities and market towns, should be considered in preference to a dispersed strategy of village extensions and unplanned speculative development¹.
6. New developments should enable environmental net gain (including biodiversity net gain, sustainable use of natural resources, water management, and climate change adaptation)
7. Development should support the transition to a net zero carbon society and reduce running costs to residents and businesses. New settlements and other strategic sites should aim for energy self-sufficiency as far as possible. New technologies will increasingly make this possible.
8. Future growth should be inclusive: new developments should be planned and designed so that people from different age groups, income brackets, traditions and health needs, living in a variety of housing tenures, can live together as genuine communities. Homes and infrastructure need to be designed from the outset to enable and include all residents.
9. We should proactively plan for healthy development that considers the lifecycle of new communities from inception to maturity, including mental health, healthy ageing and prevention of ill health. This will require a dialogue between planners, developers, public health and NHS professionals, and communities that shifts from an exclusive focus on

⁶ Source: Devolution Deal and/or Growth Ambition Statement

⁷ Shared objective with the LTP

⁸ Shared objective with the LIS

providing health care buildings to providing appropriate, community-based, financially sustainable services that might change over time.¹

10. Plans for new communities, and government funding arrangements, should take account of the need for public service provision that keeps pace with growth. New development can also give opportunities to reduce demand, such as 'designing out crime', and reduce costs of providing services.

DRAFT

SECTION 3

TRANSPORT INFRASTRUCTURE TO DRIVE GROWTH

The principles set out in section 2 make it very clear that economic growth, which creates future jobs and prosperity, is dependent on the provision of infrastructure. New employment space and homes should only be built where the right infrastructure is already in place or planned, so that people can get to work, access services, and have a good quality of life from the day they move in.

This section sets out the Combined Authority's priorities for new strategic transport infrastructure to accelerate delivery of planned growth, unlock future potential growth and employment allocations. This draws upon the investments set out in the Combined Authority's business plan and the draft Local Transport Plan. Section 5 describes the future demand for energy, water, telecommunications and social infrastructure which economic and housing growth implies.

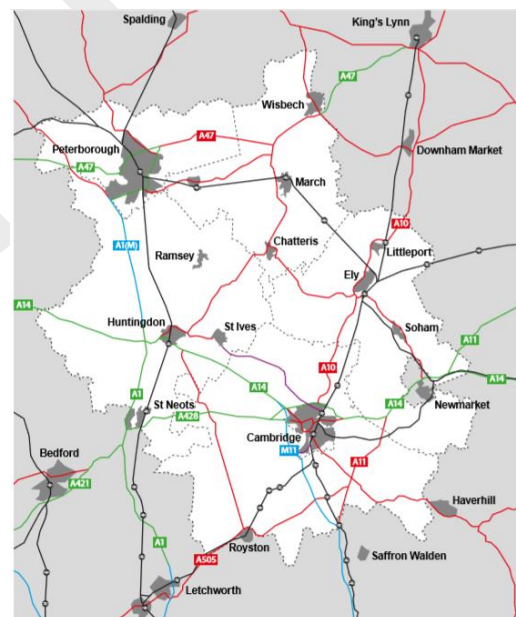
World-class transport network

Our vision is to deliver a world-class transport network for Cambridgeshire & Peterborough that supports the sustainable growth and health and wellbeing of our communities, providing opportunities for all.

The Local Transport Plan sets out the Mayor's full transport strategy and describes in more detail the transport and environmental objectives which the Combined Authority's projects serve. We want to minimise the need for car use, deliver improved and reliable journey times particularly by high quality public transport, improve air quality and reduce carbon emissions, make journeys safer, and make growth sustainable. This covers all types of transport including walking and cycling, and also includes supporting the growth of autonomous and electric modes of transport.

The map shows the government's current major route network. As part of the Local Transport Plan process, the Combined Authority will seek to identify a key route network driven by local priorities.

By linking employment and housing development with transport planning we will deliver a more sustainable transport system, including pursuing the target of ensuring there are good jobs available within a 30 minutes' journey of home for our residents, as set out in the Growth Ambition Statement.



The draft Local Transport Plan

The Combined Authority is consulting on the statutory Local Transport Plan in parallel with this document. This responds to the transport issues of the area, and sets the policies and interventions to 2030, with a long-term view to 2050. The 2030 element takes into account the Local Plan proposals for development, the CPIER evidence and the NSSF Phase 1 (as well as other issues as described in the LTP). However, the strategic transport interventions don't just address issues to 2030 – they provide a basis for a long-term sustainable transport strategy. These interventions support capacity for growth beyond 2030 to 2050 – which the CPIER and demographic evidence demonstrates there will be a need for. Planning for long-term development can also provide a mechanism for capturing some of the funding required for the interventions.

The Combined Authority's key strategic transport projects

The Combined Authority is the statutory Transport Authority for our area. It has prioritised nine strategic transport infrastructure projects and is taking them forward. The projects are

- The Cambridge Autonomous Metro (CAM): this would create a new zero carbon public transport network focussed on the Greater Cambridge Area and reaching out to Huntingdon and Alconbury Weald, St Neots, Haverhill, and Mildenhall (and potentially other areas). It would involve 142 kilometres of segregated track including 12 kilometres of tunnels under the Cambridge city centre. It has the potential to eliminate 7.5 million car journeys. The project is currently entering Outline Business Case (OBC) stage and it is envisaged that the system has the potential of being fully operational by 2029.
- Dualling the A10 between Cambridge and Ely: this is at the OBC stage, which will include work on potential junction improvements; we will prepare a funding case to government for the Major Road Networks and Large Local Majors programmes.
- Dualling the A47 between the A16 Peterborough and Walton Highway: project control documents are being prepared for the Highways Agency's RIS2 programme (2021-25).
- A third river crossing at Huntingdon, linking the A141 and A14: this is undergoing a feasibility study.
- The reopening of a rail station at Soham: this is at GRIP3 stage and is due to be implemented by 2021.
- A new station at Cambridge South, serving the Biomedical Campus; a Network Rail-led solution is due to be in place by 2025-27, although the Combined Authority is leading work on an interim solution which could be available in 2021-23.
- A new rail station at Alconbury Weald: commercial partners are leading on progressing this key infrastructure to enable the further development of the site.
- Wisbech Rail: a GRIP3b study is underway looking at bringing the disused railway line between Wisbech and March back into use, giving connectivity between Wisbech and wider rail networks.
- Construction of a bypass to replace the A605 King's Dyke level crossing: detailed costing / ready for construction stage.

The Combined Authority is also funding other feasibility work, including a study of potential improvements to the A505 between Royston and Granta Park, and an access study of improvements at Wisbech.

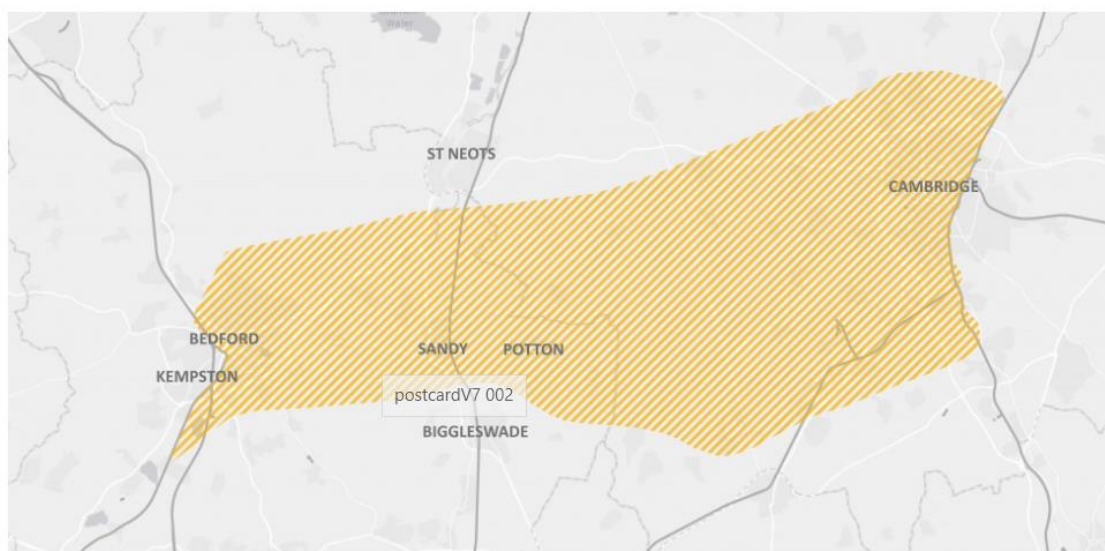
National transport schemes in our area

Highways England has committed to upgrade the A428 between the Black Cat roundabout and Caxton Gibbet. Following lobbying by the Mayor, it recently decided to accelerate delivery of this scheme by seeking planning consent in 2020 with a view to starting construction in 2021. A very significant upgrade of the A14 between Cambridge and Huntingdon, the country's largest current road scheme, is at an advanced stage and is due to complete in 2020.

Cambridgeshire and Peterborough is also part of the Oxford to Cambridge Arc, the nationally significant corridor linking some of the country's key areas of innovation and high productivity. Major

transport proposals in the Arc include the Oxford to Cambridge Expressway, of which the A428 forms part, and the proposed East-West Rail link between Oxford and Cambridge.

Currently, several routes are under consideration for central section of East-West Rail; although they all connect in at Cambridge, their spatial impact is not yet possible to determine until a route is chosen. The diagram shown is from the consultation on the various route options, showing a broad area of search.



Transport infrastructure before development

Some transport improvements are on corridors that already include existing strategic development locations allocated or commenced in local plans. The transport corridor improvements might therefore accelerate delivery and potentially bring forward capacity already identified or longer-term growth (for example the strategic developments of Alconbury Weald, Ermine Street, St. Neots East⁹, Northstowe, Waterbeach or Bourn Airfield¹⁰ all have allocations with capacity extending past 2031).

The Growth Ambition Statement said that, in striking a balance between the different possible patterns for future settlements, the Combined Authority will encourage appropriate development at points along transport corridors, including new garden villages. This anticipates the capacity, connectivity, and sustainable transport benefits that can be created by the infrastructure the Combined Authority is bringing forward, as described in the paragraphs above. Effective transport connectivity might also be made to entirely new locations for future housing, not as yet allocated in local plans. Some potential locations have feasibility work underway, such as Wisbech Garden Town, Wyton Airfield and Mildenhall Airbase¹¹. The major airport site at East Cambridge, which would be unlocked by the CAM, has also recently been announced as available for development. The statutory local plan process will consider what impact existing and planned transport infrastructure should have on spatial distribution of growth. The process by which any potential might be realised is further addressed in Section 6.

⁹ <http://www.huntingdonshire.gov.uk/media/2771/huntingdonshires-housing-land-supply-position-august-2017.pdf>

¹⁰ <https://www.cambridge.gov.uk/media/6081/rd-ad-500.pdf>

¹¹ In 2015 United States Air Force European Command announced plans to close RAF Mildenhall, Suffolk by 2023. Mildenhall is a proposed destination on the CAM network.

This infrastructure-led approach to facilitating future growth potential has an important consequence. Local Plans could meet the housing ambitions through bringing forward identified longer term capacity in existing strategic sites or allocating entirely new sites, all supported by adequate transport infrastructure. Local Plans would have significantly greater scope to protect the character of existing settlements with robust policies founded on an adequate future land supply backed by infrastructure. Under such an approach the area, by demonstrating robust supply and achievable delivery would be less vulnerable to unsustainable speculative development (which has been a particular recent issue for smaller villages). Local Planning Authorities would be able to control appropriate development in individual existing settlements more robustly.

DRAFT

SECTION 4

RAISING DELIVERY RATES

Strong performance

Significant new housing, including new communities, have been and continue to be delivered across the area with Peterborough and Cambridgeshire regularly featuring amongst the fastest growing places in the country over the last decade. Businesses have also demonstrated very rapid growth, though this is not evenly spread.

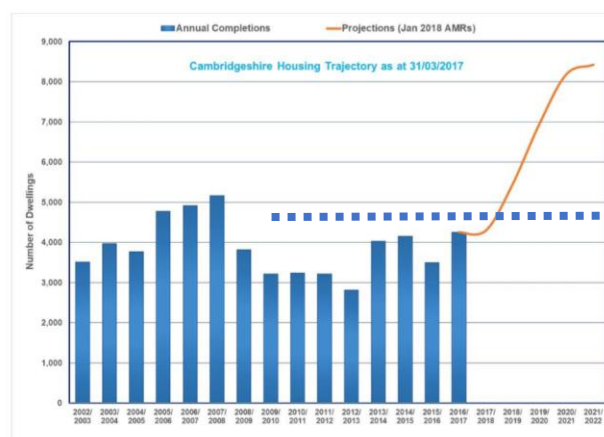
Increasing unaffordability

Even with this strong performance there is a worrying and growing gap between incomes and house prices. In the Greater Cambridge area, homes are now amongst the least affordable in the UK. CPIER warns that this is impacting on the ability of businesses to meet their employment needs, pushing workers to live/commute further distances. This increases car use and vehicle emissions and impacts on quality of life, but it also creates a danger of constraining the economy. These pressures act as a disincentive to workers relocating to the area and are preventing some residents from moving out of the family home or shared accommodation to form a new household. They also fuel the demand for affordable housing of all kinds including social housing.

Current supply

Across the area as a whole the number of new homes completed year on year has been below target, as shown on the following chart. This is despite a stock of existing planning permissions, requirement to identify a minimum five-year supply of deliverable land, and the market demand pressures. There is an interplay of issues such as infrastructure constraints, land banking, lack of smaller building companies, market absorption rates and financial viability. CPIER identified that a continuation of this level of delivery would not be sufficient to match its forecast rates for employment growth - delivery would need to significantly increase and be maintained over the long-term (though CPIER also recognised the need to consider wider issues such as environmental capacity, alongside economic growth aspirations).

Collectively, emerging/approved Local Plans include targets for over 100,000 homes by 2036, with a large stock of planning permissions already granted for new homes. Housing trajectories prepared by Councils and informed by developer response assess that future delivery could, if the market permits, double in the next few years. If this was to be achieved, it would be significantly above the highest rates seen over the last 15 years and come in at the top end of the CPIER housing rates (around 8,000 homes pa):



Making sure that the full range of housing needs is catered for is also vital. There is significant demand for affordable housing in the CPCA area, yet a mixed picture of provision, with only 23% of dwellings being affordable housing in 16/17. The financial viability calculations of development sites have a large bearing on this performance.

Accelerating delivery

Given the current position of permitted development and allocated sites, the Combined Authority considers that delivery can be accelerated. As well as a crucial role in funding transport infrastructure and feasibility studies, the Combined Authority in its Housing Strategy sets out a suite of innovative measures it would take to raise housing delivery rates. These include:

- Delivering affordable housing using the Devolution deal funding
- Taking a direct development role through an investment fund and housing delivery company
- A discounted market home ownership scheme that would make available homes to be purchased for a low multiple of salary by low income working families.
- Supporting a more consistent approach to site viability discussions

The Skills Strategy will consider construction and specialist skills (already the Business Board have made investments in specialist training facilities), and supporting innovation is a core thread of the Local Industrial Strategy.

The Combined Authority can also play an enabling role to bring different parties together, and is already working with partners including those delivering housing to improve delivery rates.

Strategic sites also bring specific challenges around delivery in addition to the need for infrastructure, the need to build a sense of community, and ability of the housing market to 'absorb' enough new homes in the same location. The independent Letwin Review¹² recently looked at the build out rates of large developments and found a range of interventions to increase rates, including that new market sectors needed to be encouraged on such sites, providing accommodation for a wider range of households (although this can have implications on viability calculations). Section 5 of this document discusses the need to build healthy, inclusive communities. One advantage of larger sites is that once underway they can provide a reliable and continuous supply over the long-term, especially in times of economic difficulties. The Combined Authority has established a Land Commission to bring together a range of partners with expertise in strategic site development to advise and assist on these issues.

¹²

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/752124/Letwin_review_web_version.pdf

By setting a long-term strategic framework and investing in a transport system fit for the future, the Combined Authority is paving the way for accelerated delivery. This is not just about securing increased investment in infrastructure, although that is important – it requires major changes to the way new development is approached and brought forward (for example how large sites could encourage a wider range of developers to be active at any time).

The Combined Authority is also supportive of new models of public/private partnership, so there is a more consistent way to use uplift in values arising from development to fund necessary infrastructure and public services.

It is important that the planning system remains supportive and responsive to sustainable growth. This framework is based on a commitment to a plan-led approach, not speculative development. Councils in the Combined Authority area are proactive, with four of the six Local Plans having either been recently approved, or in the final stages of formal examination. Reviewing Local Plans can be a resource intensive process. It is vital therefore that as Local Planning Authorities bring forward Local Plan reviews the planning system enables them to be tested and delivered in a timely manner, and the Combined Authority will work with government, the Planning Inspectorate and Councils to achieve this.

SECTION 5

SUSTAINABLE GROWTH CHALLENGES AND OPPORTUNITIES

Introduction

The Combined Authority is committed to sustainable growth; integrating social, environmental and economic aspirations. For the spatial framework this means delivering inclusive growth that tackles the economic and social disparities across the area, promotes healthy living as an integral part of development, makes the best contribution to combating and adapting to climate change, and improving our natural environment. A healthy, biodiversity-rich and accessible environment is an essential component of a quality way of life. It improves our health, both physically and mentally. It also impacts on food, water and how we approach new development in a sustainable way.

Other strategies and local action also carry forward this theme.

If we are to meet our local growth ambitions, if we are to attract high quality jobs to the area, where productive workers are healthy and happy, then we have to focus energy on improving the environment and social infrastructure as well as supporting business growth. Across Cambridgeshire and Peterborough we have some fantastic natural assets, some of which, such as the Nene and Ouse Washes, are of international importance for biodiversity. However, whilst pockets of great assets do exist, large parts of our area have been degraded over the centuries, with a steady (and continuing) decline of some key habitats, tree cover and biodiversity. Access to high quality open space for residents is also limited in many parts of our area. As well as improving our local environment for our own benefit, the Combined Authority is committed to making a clear and substantial contribution to minimising greenhouse gas emissions and moving towards a net-nil carbon producing area by 2050, whilst responding to the challenges posed by our changing climate.

This section sets out in a little more detail what we intend to do.

Clean growth and Climate Change

Clean growth means growing our economy and incomes while cutting greenhouse gas emissions and adapting to our changing climate. Achieving clean growth, while ensuring an affordable energy supply for businesses and residents, is at the heart of both the UK's [Industrial Strategy](#) and the Combined Authority's Local Industrial Strategy. It will increase our productivity, create good jobs, boost earning power for people, and help protect the climate and environment upon which we and future generations depend. Collectively, we contribute, directly or indirectly, to daily emissions of global warming greenhouse gases. Even one of our greatest assets to sustaining human health in this country, namely our rich fenland soils for growing crops, release greenhouse gases as the peat soils are farmed.

The UK target is to reduce greenhouse gas emissions to 80% of 1990 levels by 2050¹³. In May 2019 the government's official climate advisers said that this target needed to be revised to net-zero emissions by 2050. By the way the area grows (i.e. 'how' and 'where' growth happens), the Combined Authority wants to cut the harmful emissions we make, moving towards the area as a nil-net carbon emitter by 2050. Particular targets for cutting emissions are in the transport, business and industrial sectors, as well the emissions created by heating our homes and businesses, which account for almost a third of UK emissions. If done in the right way, cutting emissions in these areas can benefit us all through reduced energy bills, which will help improve this area's productivity, tackle inequalities by reducing fuel poverty and improving air quality, while the innovation and investment required to drive these

¹³ Climate Change Act 2008

emissions down can create more jobs and more export opportunities. Supporting the delivery of the energy infrastructure for generating renewable and low carbon energy is also important.

However, we also acknowledge that climate changes are happening over our lifetime and will continue into the lifetime of our children and grandchildren. As such, the Combined Authority is ready to support proposals which help us to adapt to a changing climate and its consequences such as increase in flood risk, waters shortages and overheating. This links in with other priority areas for the Combined Authority including green infrastructure.

Natural environment

Cambridgeshire and Peterborough needs a world class environment where nature and people thrive, and businesses prosper. The Combined Authority supports Natural Cambridgeshire Local Nature Partnership (LNP), ambition to double the area of rich wildlife habitats and natural greenspace by 2050 in order to become a world-class environment where nature and people thrive, and businesses prosper.

By putting nature at the heart of growth we can secure better:

- Air and water quality
- Quality of life and public health
- Resilience to flooding and climate change
- Carbon sequestration
- Long term financial gains
- Ownership of the vision and growth agenda by local communities through an enhanced 'sense of place'

Putting nature at the heart of Cambridgeshire & Peterborough's ambitious growth agenda is fundamental to both the success of the local economy and to quality of life and well-being. It is also essential for attracting and retaining the skilled workers required for growth over the next 30 years. This is in line with Defra's 25-year Environment Plan which reflects national ambitions for nature recovery, net biodiversity and environmental gain through development. As part of the OxCam area, the Combined Authority will also be part of the national pilot project on Local Natural Capital investment planning.

One of the fastest growing economies in the UK will need to be matched by one of the fastest nature recovery programmes. We need to do this because in parts, nature is in decline and health and well-being is impaired by poor air and water quality and low-grade environments.

Doubling the area of rich wildlife habitats and green-space from around 8.5% to 17% will require focusing efforts to enhance existing, and create new, large areas of rich wildlife habitat and accessible green space, and ensure these are better connected. Strategic scale examples of what might be involved are:

- Enlarging two areas of natural fen (Great Fen & Wicken Vision), potentially as the core of a UNESCO Biosphere, alongside the Nene and Ouse Washes.
- Increasing tree cover and the network of woodlands, hedgerows, and water bodies.
- Expanding the flower-rich grasslands on the limestone plateau west of Peterborough and the clay plateau west of Cambridge and the chalk downs environment on the southern fringes of Cambridge
- Extending wetlands either side of the Ouse and Nene Washes

- Creating natural habitats by restoring mineral workings, including the gravel workings in the Ouse Valley
- Enhancing the meadows of the Nene, Ouse and Cam river valleys
- Connecting landscape-scale natural areas with enhanced natural corridors along major fen-land waterways.
- Improving the ecological potential of the extensive drainage channels in the fens.

Delivering this vision to extend and enhance natural areas will require working in partnership with:

Statutory partners - Preparing a Cambridgeshire-wide Local Nature Capital Investment Plan (LNCIP) to inform strategic and economic decision making in order to maximise opportunities for enhancing the area's natural environment

Developers - Working with developers so that strategic scale development contributes to strategic scale nature gains, both on-site and off-site, and ensuring all new developments achieve net gains for nature, becoming part of nature corridors where possible.

Residents - Ensuring that everyone has access to high quality natural green spaces within appropriate distance of home and encouraging existing property owners to incorporate wildlife friendly features in their gardens, buildings and land.

Farmers - Increasing the proportion of productive farmland benefitting the environment through agri-environmental schemes and innovative ways of sustainable land management.

Landowners - Ensuring 90% of our richest wildlife areas are in good ecological condition.

Private investors - Working with the emergent natural capital investor sector to maximise opportunities, identified in the LNCIP, for investing in the area's natural capital

Businesses – Encouraging and supporting local businesses to sign up to the Natural Capital Coalition's Protocol and use the Natural Capital Accounting Framework to measure, value and understand their dependencies on the natural environment

Academic institutions – Ensuring our plans and actions are informed by the best available knowledge.

Water

Water is precious resource. Successfully delivering growth means managing water and flood-risk issues. Cambridgeshire and Peterborough is a water-stressed area, as a result of rainfall only around a third of the UK average and low-lying topography. Yet it is also at risk of tidal, fluvial and surface water flooding incidents. Three major river catchments cross our area: the Nene, Ouse and Cam. The Fens are managed landscapes being actively drained, whilst to the west the river and streams over chalk can be seasonal/have low flows. A high quality water environment provides quality of life benefits, whether that is supporting wildlife, local economies and economic growth, or resilience to climate change. It also makes places attractive to live in, with related physical and mental health benefits. If water is not managed in a positive, integrated way, we risk water shortages, flooding or environmental damage.

There are a range of organisation involved in water management, in terms of provision of water for industry and agriculture, provision of drinking water, flood risk management, and water recycling. The Combined Authority will work with all organisations to identify the need and ensure the delivery of water infrastructure that enables economic growth, and contributes to net environmental gain.

Demand for potable (clean drinking) water will be reduced by maximising the use of water efficiency/re-use measures, and supply-side improvements brought forward where necessary

Water management will be integrated across water supply, reuse and management for flood risk.

We will aim to deliver a net reduction in flood risk through a combination of investment in strategic flood management solutions, and the location and design of development.

Water resources

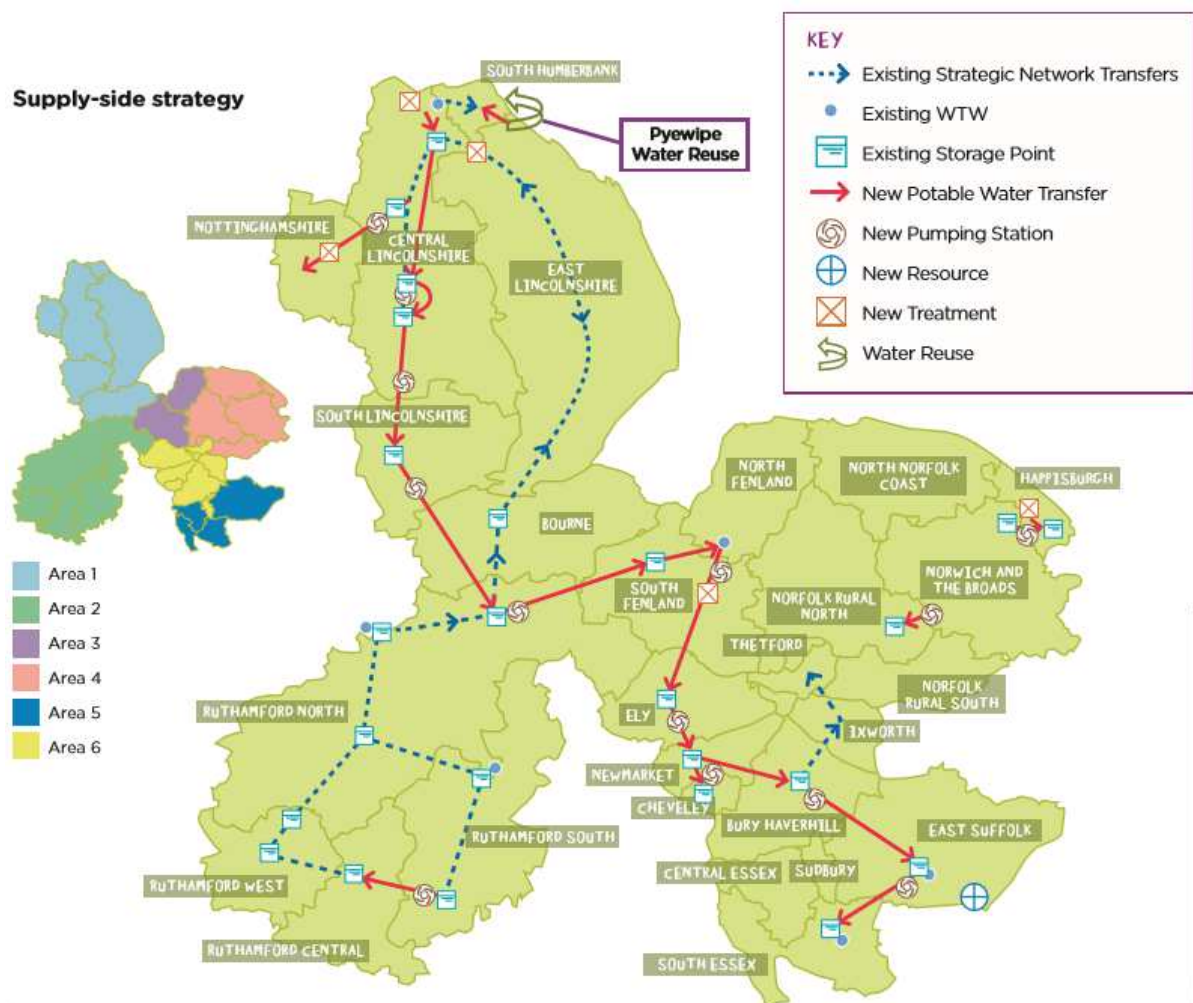
Water companies including Anglian Water¹⁴ and Cambridge Water who serve the Combined Authority area plan how they will maintain a sustainable balance between water supply and demand over a 25 year planning period. This is achieved through a combination of demand management and the development of new water resources. Although the expectation is that demand management measures are considered before developing new water resources Anglian Water consider it like that major new water resource assets will be needed in the next 25 years¹⁵.

The Environment Agency is reviewing future abstraction to ensure that is on a sustainable footing. This may involve reducing the 'headroom' on some existing abstractions, and the use of temporary abstraction to review future availability alongside the effectiveness of demand and mitigation measures.

Anglian Water and Cambridge Water are proposing a series of demand management measures including further leakage reductions and increased use of metering to encourage customers to use less water. At Newmarket, just outside the Combined Authority area, Anglian Water have an "Innovation Shop Window" - where they are driving innovation through collaboration across their business, supply chain and the entire man-made water cycle. They are encouraging properties in the Shop Window area to reduce their water usage by over a third, to as little as 184 litres per property per day. This broadly translates to 80 litres per head per day, in comparison to the current national average of 150 litres. However, alongside demand management Anglian Water are also proposing supply-side infrastructure improvements to accommodate long-term growth. The following graphic is from their draft Water Resources Management Plan 2019, and shows the intention to develop an integrated strategic grid to utilise existing water resources and transfer water from areas that currently are in surplus to other parts of the company area.

¹⁴ <https://www.anglianwater.co.uk/siteassets/household/aw-strategic-direction-statement-2020-2045.pdf>

¹⁵ <https://www.anglianwater.co.uk/siteassets/household/revised-dwrmp-2019.pdf>



Anglian Water are also undertaking pre-planning activities for a number of other supply-side options, which will ensure that these schemes are ready to implement if they emerge in later plan periods. This includes winter storage reservoirs in Fenland and southern Lincolnshire, desalination plants, and resource sharing to the west and south west of the area.

Cambridge Water is planning further investment relating to water treatment at their existing groundwater sources. Anglian Water's Water Recycling Long Term Plan (September 2019) sets out a long term strategy which identifies the need for further investment by Anglian Water at existing Water Recycling Centres or within foul sewerage catchments to accommodate the anticipated scale and timing of growth to 2040.

The Combined Authority will actively promote the implementation of increased water efficiency/re-use in new development proposals as well as behavioural change.

Water quality

Water quality planning does not follow local authority boundaries. Cross-boundary working will involve Local Authorities, the Environment Agency and water companies to ensure that the quantum and distribution of growth is achievable within environment limits, and avoiding pumping water over long distances and energy intensive treatment processes.

The Combined Authority and partners will take account of existing and proposed wastewater infrastructure that operates within the capacity of the water environment. There are existing evidence sources such as the River Basin Management Plans and Anglian Water's Long Term Water Recycling Plan/DWMP. These could feed into an 'Integrated Water Management' study. That study

would identify and plan for wastewater infrastructure to support growth, taking into account infrastructure feasibility and the timings/phasing of development.

Given the regional water resource and water quality pressures from existing populations, it is likely that new techniques such as green water recycling will need to be used to deliver further planned growth. Whilst these techniques are not commonly used in current development, the Combined Authority will encourage the trialling of techniques such as rainwater harvesting and non-potable water re-use on a large scale.

Flood risk

Many of the major towns and cities within Cambridgeshire and Peterborough have been built around rivers. Water has shaped the landscape and enabled prosperous places. However, this does mean that, along with the drained Fens, nearly 35% of Cambridgeshire and Peterborough is at risk of flooding from the rivers and sea. A complex and extensive (several thousands of assets) network of flood risk management infrastructure owned and maintained by the Environment Agency, other Risk Management Authorities and landowners, reduces the risk of flooding to tens of thousands of properties as well as a large amount of the most productive agricultural land in the country. Much of this infrastructure is nearing the end of its design life and will require significant investment to keep fulfilling its function. It is estimated that around £500 million would be required just to maintain the existing standard of flood defences within the Fens in Cambridgeshire and Peterborough over the next 100 years – and those standards may need to be increased. Investment in flood risk management offers high returns in respect of benefits gained and damages avoided. Flood infrastructure needs to be recognised a key enabling infrastructure for growth.

In order to plan future flood risk management the Environment Agency and partners are leading a study to investigate the feasibility of providing flood storage in the upper parts of the Great Ouse, Cam and Nene catchments. Implementing any recommendations from the study is likely to require collaboration between the public and private sector and between neighbouring authorities. For example recommendations for reducing the risk of flooding in Cambridgeshire and Peterborough may involve works taking place upstream in Bedfordshire and Northamptonshire. Funding and implementing strategic scale flood risk management will also be challenging. Currently Government funding for flood risk management is focused on protecting existing homes, and not for enabling new development.

Action on water

In order to achieve this net reduction in flood risk, and reduction in demand for treated water, we need to improve our understanding. This will involve identifying strategic scale investment needs for water infrastructure for the Combined Authority area.

This needs to be supported by specific studies. One proposed is a strategic plan, jointly owned by all organisations with an interest in flood and water management in the Fens, reviewing all options that could manage flood risk in the Fens, taking into account climate change and sea level rise and recommending actions that will be the best/ most appropriate way of managing flood risk in the Fens over the next 50-100 years. Secondly, an assessment of large scale flood storage options across the River Great Ouse catchment to make the case for major flood risk infrastructure, combined with an assessment of how the conveyance of the whole Great Ouse catchment works.

Energy

Strategic energy issues for the area are set out in the Local Energy East Strategy, which develops the wider Clean Growth Strategy for the UK. This sets out four key objectives: 1) clean economic growth,

2) housing growth and commercial site infrastructure, 3) secure, local, affordable, low carbon consumption and 4) the need to support clean transport networks.

As part of managing demand, the Combined Authority will be encouraging new development to support the national target of at least halving the energy usage of new buildings by 2030¹⁶ through new technologies and modern construction practices. As part of the “clean growth and grand challenge mission”, the aim is also to halve the energy costs for the existing building stock - both domestically and commercially. Heat and power for buildings currently account for 40% of national energy usage. We will also encourage innovative approaches that help to deliver net zero carbon development by 2050.

Although energy supply issues currently affect development locations such as North West Cambridge (and site viability calculations) the lack of available capacity is a threat to the overall quantum of growth. The area has good generating potential (solar, wind, bio-fuels, anaerobic digestion) but requires grid reinforcement and smart energy solutions to unlock its full potential. The Combined Authority will work with government, the industry and other partners to tackle this issue. It has already been instrumental in supporting the establishment of the South East Local Energy Hub project, which is working to increase the number, quality and scale of local energy projects being delivered.

There is potential for pioneering land-owners/developers to deliver new forms of low energy developments that might mitigate the grid connection and supply constraints. Examples of these communities are already emerging via the planning process in neighbouring areas, such as Tresham Garden Village¹⁷ in East Northamptonshire.

Air Quality

In this section, by ‘air quality’ we mean local air quality, rather than wider issues such as global greenhouse emissions. Generally speaking, air quality across Cambridgeshire and Peterborough is relatively good. However, a number of ‘hotspots’ do exist, and the worst of these areas have been designated as ‘Air Quality Management Areas’ (AQMA).

Poor air quality is the largest environmental risk to public health in the UK¹⁸. It is recognised as a contributing factor in the onset of heart disease and cancer, and is known to have more severe effects on vulnerable groups, including the elderly, children, and people already suffering from pre-existing health conditions. There is also often a strong correlation with equalities issues, because areas with poor air quality tend also to be less affluent. In turn, air pollution has social and economic costs. Individuals taking time off work due to air pollution-related health problems costs time and money through lost productivity¹⁹.

Government has published strategic documents that set out the approach to ensuring clean economic growth²⁰, and cutting exposure to air pollutants (and reducing greenhouse gas emissions). Any area in which air quality standards or objectives will not be met by a prescribed date must be designated an Air Quality Management Area (AQMA) by local authorities. Then a local Air Quality Action Plan (AQAP) will be developed to sets out measures to reduce pollution levels.

¹⁶<https://www.gov.uk/government/publications/industrial-strategy-the-grand-challenges/missions>

¹⁷ <http://www.treshamvillageuk/our-proposals/>

¹⁸ Source: [Clean Air Strategy](#) (Department for Environment, Food & Rural Affairs, 2019)

¹⁹ Source: [Valuing the impacts of air quality on productivity](#) (Department for Environment, Food & Rural Affairs, 2015)

²⁰ Source: [The Clean Growth Strategy](#) (Department for Business, Energy and Industrial Strategy, 2017)

The location of AQMAs are shown on the map and table (correct as at April 2019). These are primarily due to emissions from vehicles on the road network, but also include some industrial emissions. The main pollutants of concern, associated with road traffic, are oxides of nitrogen (NO_x) and particulate matter (PM) at locations close to busy, congested roads where people live, work or shop. AQAPs to address pollution have been developed by councils^{21, 22}.

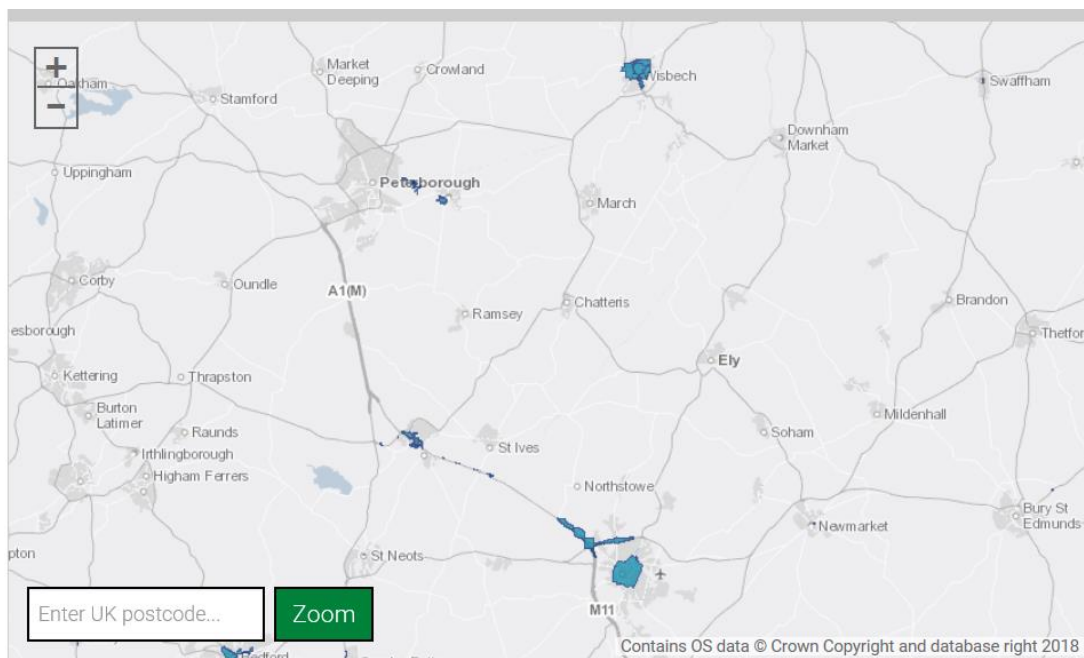


Table 1: Air Quality Management Areas in the Combined Authority area²³

AQMA Area	Year Declared	Pollutants	Main Source
Cambridge City Centre	2004	NO ₂	Vehicles
Central Huntingdon	2005	NO ₂	Vehicles
High Street and New Street, St. Neots, Huntingdonshire	2005	NO ₂	Vehicles
Lynn Road, Wisbech	2006	NO ₂	Vehicles
Areas adjacent to A14 in Brampton, Huntingdonshire	2006	NO ₂	Vehicles
Areas along the A14 from Hemingford to Fenstanton	2006	NO ₂	Vehicles
Areas adjacent to the A14 from Bar Hill to Milton	2008	NO ₂ , PM ₁₀	Vehicles
Whittlesey, and areas near Flag Fen	2006 and 2007	SO ₂	Brickworks
Area in central Wisbech	2001	SO ₂ , PM ₁₀	Industrial process

Challenges and opportunities within the Combined Authority area

Whilst levels of air quality within the Combined Authority have been improving slowly, overall, there is a risk this trend will not continue and could deteriorate. Travel through the area, particularly road freight, already contributes a disproportionate amount of polluting emissions in terms of vehicle numbers²⁴. Economic and population growth will result in an increased demand for travel to, from and within the Combined Authority area. It is important that the long-term strategy and future Local Plans

²¹ Source: [Cambridge City Council Air Quality Action Plan 2018-2023](#), 2018

²² Source: [Joint Air Quality Action Plan for the Cambridgeshire Growth Areas](#), 2009

²³ Source: <https://uk-air.defra.gov.uk/aqma/>

²⁴ Source: [Third Cambridgeshire LTP 2011-2031](#), page 3-15.

continue to address air quality issues, both within the AQMAs and across the area. By developing the NSSF alongside the Local Transport Plan the long-term transport strategy provides sustainable transport improvements that can support the growth ambitions.

Through the Local Transport Plan, the Combined Authority is also creating conditions that will change travel behaviour and bring about the use of cleaner vehicles. Reductions in vehicle mileage by removing journeys altogether and moving remaining journeys to sustainable modes such as walking, cycling and public transport is important, but needs to be achieved alongside improvements to the transport infrastructure and vehicle fleet to enable sufficient uptake of lower emission transport modes.

The Local Transport Plan sets out a range of specific measures to improve air quality, such as a potential Clean Air Zone in Cambridge city centre (including the feasibility of pricing mechanisms to encourage a reduction in usage of polluting private vehicles, coaches and heavy commercial vehicles), providing unified freight consolidation centres, or the area-wide delivery of residential, non-residential and taxi-only electric vehicle rapid charging infrastructure.

The Combined Authority will also work in partnership with the local authorities to develop policies, through the Local Plan process, so that Health Impact Assessments (HIA) are undertaken at the pre-application stage for major developments. Promoters of transport schemes need to demonstrate assessment of air quality impacts through appropriate and robust techniques.

Sustainable growth and the role of public services

The Combined Authority wants to ensure growth can be supported by decent public services, whether that is education provision, 'blue light' services of police, health and fire or public health. Section 2 includes the clear principle that essential infrastructure needs to be available from when it is needed and not lagging behind the growth of new businesses or increase in residents. However, it is more than that – the Combined Authority sees development as a catalyst for new improved ways of meeting future needs. This could be through challenging the norms of what a vibrant community of the future would look like, innovation in how public services are provided, or working in partnership with the private sector to improve outcomes.

A key concern is often whether the provision of appropriate affordable housing, education, health, transport, green infrastructure or other services impact on the financial viability (and hence deliverability) of development. However, this need not be the case. Examples already exist of measures that deliver multiple outcomes (for example essential flood risk mitigation being incorporated into public green space) without necessarily increasing costs. Delivery at the right scale also helps: strategic sites and new settlements generally provide a more efficient mechanism for funding infrastructure. A long-term view can be taken of requirements, landowners have a better expectation of infrastructure contributions, and area-wide solutions can be integrated at scale into the design. Smaller developments often seek to rely on existing capacity, which may not be available.

Particular attention needs to be given to how public services might evolve in the future. Solutions might need to be flexible over time as developments mature. The Combined Authority will work with landowners, developers and providers of the public services to ensure that this can be achieved, exploring new ways of working and models of funding.

Of course, it is not just new development that funds public services. Government is a major provider of infrastructure and sets the various funding formulae or spending limits of many public services. The Combined Authority will be working with government to ensure that funding for public services takes adequate account of fast-growing areas and actively support accelerating delivery, rather than become a potential constraint.

Health, Wellbeing and Ageing population

In the same way that the Combined Authority wants to embed nature as an integral part of growth, so should health and wellbeing. There is an opportunity to really challenge our thinking on how our built environment and businesses can assist in delivering healthy communities as the overall age profile of the population increases. This should not be narrowly defined in terms of public sector health infrastructure – instead health, and healthy ageing, should be an integral part of thinking across the full range of development, for example innovation over the design of new housing areas with walking and exercise routes, support for community enablers, provision of greenspace as part of water management solutions. The role of design in delivering healthy buildings will also play an important role.

The NHS Long term Plan²⁵ shows this direction of travel over the next 10 years; every patient will have the right to online ‘digital’ GP consultations and redesigned hospital support will be able to avoid up to a third of outpatient appointments. GP practices – typically covering 30-50,000 people – will be funded to work together to deal with pressures in primary care and extend the range of convenient local services, creating integrated teams of GPs, community health and social care staff. New expanded community health teams will provide fast support to people in their own homes as an alternative to hospitalisation, and to ramp up NHS support for people living in care homes. Funding of health and well-being also needs to cover a wider spectrum – as many interventions are now focused on prevention or different ways of treatment then the whole life approach of supporting residents and new communities should be considered. The ageing population is placing increasing demands on the social care system.

Cambridgeshire and Peterborough area is also a world-leading centre for health research as described in detail in the LIS.

We are also moving to digitally enabled future where predictive techniques will support local Integrated Care Systems to plan and optimise care for residents. And where secure linked clinical, genomic and other data support new medical breakthroughs and consistent quality of care.

Digital connectivity

Cambridgeshire and Peterborough is a leading digital area, with a bold vision²⁶ for investing in future facing connectivity to underpin the region’s growth and prosperity. The innovative Connecting Cambridgeshire digital programme is being extended with ambitious plans to improve mobile, broadband and public Wi-Fi coverage – particularly in market towns and rural villages. This builds upon the successful rollout of superfast broadband, which has already reached 96% coverage and is on track to achieve 99% by 2020. Over the next four years, the programme will target a significant increase in “full fibre” across the area, improvements in voice and data mobile coverage (2G & 4G), better public access Wifi and trials of 5G (next generation mobile).

This wide-ranging digital infrastructure strategy is being supported by a £5.6m investment by the Combined Authority and additional government funding: fibre upgrades to public buildings at 31 sites across the area; increase full fibre availability along a ‘digital innovation corridor’ from St Ives to Linton; and support businesses to access Gigabit fibre networks.

²⁵ <https://www.longtermplan.nhs.uk/online-version/>

²⁶ <https://www.connectingcambridgeshire.co.uk/wp-content/uploads/2018/07/Connecting-Cambridgeshire-Digital-Connectivity-Strategy-2018-2022.pdf>

As highlighted by the section on health, the modern economy (and how we live our lives) is now enabled by digital connectivity. It is increasingly a determinant of both business and residents views on the attractiveness of locations.

With the world-class level of businesses in our area, it is important that the connectivity of both broadband and mobile signals provides a similar world-class service. If not there is a danger that this will both affect business growth and inclusivity, especially as there are different economic conditions across the area. New development (including major infrastructure provision) provides the opportunity to reinforce the networks and enable more locations with a world-class provision. As much of the technology behind mobile communications owes its existence to innovations from the Cambridgeshire and Peterborough area there is great potential for the area to be at the forefront of new innovations. Any future network also needs to link with the rapid evolution of transport, and the resulting data needs. The area also has certain high capacity users – particularly the Universities and the research parks.

Quality Development

The Combined Authority recognises that the quality of development is essential, whether for businesses, residents or the environment. It is adopting a Cambridgeshire and Peterborough Quality Charter, which describes the approach under the themes of Community, Climate, Character, Connectivity and Cohesion. Much of this spatial framework echoes the recommendations under those themes. The principles in Section 2 also set out the need for inclusive growth and promoting growth in all three of the economic areas.

SECTION 6

ECONOMIC, EMPLOYMENT AND HOUSING GROWTH ISSUES

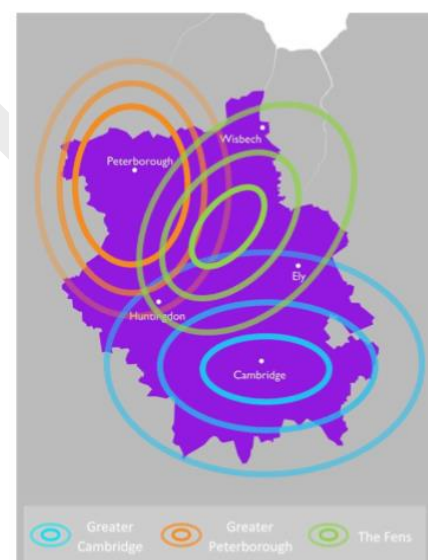
Introduction

The Combined Authority established an independent Economic Commission that reported in September 2018 (the CPIER report)²⁷. It found a general picture of thriving business sectors in the Combined Authority area. Over six years global business turnover had grown by over 2% per annum (in South Cambridgeshire this rises to over 10% per annum). Job growth has also been high. Whilst employment across Great Britain has been increasing at an average rate of 1.5% per annum, in the Cambridgeshire and Peterborough area this has been almost 1% more year on year at 2.4%. CPIER noted that employment growth could be higher still based on local evidence.²⁸

The CPIER reaches the conclusion that the Cambridgeshire and Peterborough area is not one but three economies – the Greater Cambridge area, the Greater Peterborough area, and the Fens²⁹. Boundaries are fuzzy, don't align clearly with local authority districts and stretch beyond the Combined Authority area (graphic to the right is an interpretation of this in the Local Industrial Strategy). This has implications for the spatial strategy explored later in this section.

After considering the evidence and consulting on an interim report, CPIER suggested three priorities for the area: continued high economic growth, a more inclusive economy, and a blended spatial strategy. It also made 14 key recommendations for action.

The Combined Authority responded to the CPIER with a Growth Ambition statement in November 2018 and accepted the key recommendations. This was followed by a Local Industrial Strategy (LIS) in March 2019.



Doubling the economy

Under the Devolution deal authorities in the area committed to almost double the size of the economy from £22 billion to over £40 billion in 25 years³⁰. This requires an average annual growth rate of 2.8%. Since 1998 the local economy has grown at around 2.5%. Viewed in this light doubling is a 'stretch target' – it requires the area going beyond what it has done before. The CPIER report considered this and found that future growth will have to involve elements of both employment growth and business productivity growth. Importantly, all three economies across the area will need to grow. It goes on to focus its recommendations on themes relating to productivity, such as those on health, skills and business culture. How well businesses achieve productivity gains will influence the need for additional labour force (and hence impact on demand for housing and transport). This shows the importance of this spatial framework being complemented by other strategies and interventions.

The Commission explored different scenarios of economic growth. The CPIER describes a range of economic forecasts, with its central case option forecasting recent high-growth rates to continue and then gradually reduce back to the underlying longer-term historic levels.

²⁷ Cambridgeshire and Peterborough Independent Economic Review, Sept 2018.

²⁸ See discussion on p44 of CPIER

²⁹ See description on p26 of CPIER

³⁰ As measured by GVA, subject to review

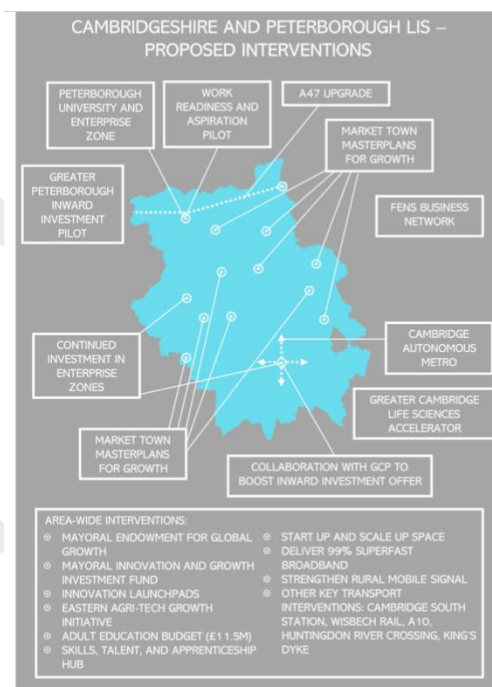
In their central case scenario (where the recent high economic growth rates gradually return to longer-term historic levels) CPIER also captured the extra costs to businesses if no changes were made to plans for housing and infrastructure development, such as needing to pay employees more to afford accommodation and delays due to impact on the transport network. If no changes were made they found that these costs started to impact on growth, with it slowing by 2021 and actually going into reverse beyond 2031. This was particularly evident in the Cambridge area.

Given an aspiration for similar rate of economic growth across the area, it does mean that those areas with a larger output already are relied upon to produce more of the absolute increase. This impacts on the spatial strategy – a dispersal strategy in particular would make achieving the target harder, due to location of jobs away from productivity hotspots.

The role of business productivity in growing the economy

CPIER is clear that future growth will have to involve both job growth and productivity growth, with an essential role for productivity improvement. Much of the CPIER report's focus is on themes relating to productivity, such as health, skills and business culture. It considers that an average productivity growth of 0.8% is challenging (given current stagnant productivity growth at a national level) yet achievable and uses this for its central case forecast.

This has implications for the spatial strategy - if businesses can grow by producing more per employee then there is less demand for new workers and hence less demand for new housing or commuting from outside the area. Despite the report's focus on productivity, the CPIER cautions against over-reliance on productivity growth at the expense of providing for housing. The LIS sets out particular interventions to drive up productivity in key sectors and more generally through investment in skills (such as the support for the new University of Peterborough.). It sets a short-term target by to catch up with, and overtake, the national average for GVA per hour worked by 2024.



How much housing to support economic growth?

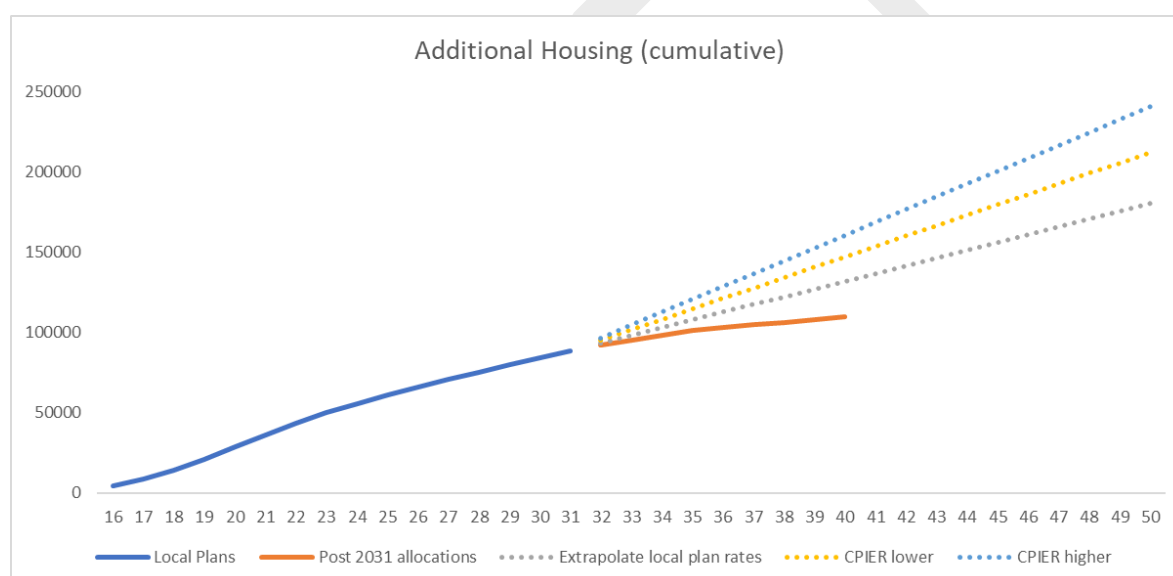
Government planning policy sets out a formula through which Local Planning Authorities can assess a 'minimum housing need' for their area. This includes a percentage adjustment to start to address any large disparities between incomes and housing prices. The methodology is based around past demographic performance and future household projections, so it can lock in short term trends at a local level. This can have unintended consequences, such as continuing the rate of suppressed household formation (seen as a negative because it implies people not able to meet their housing needs). National planning guidance³¹ says there may be circumstances where it is appropriate to consider whether actual housing need is higher than the standard method indicates. This includes growth strategies for the area that are likely to be deliverable, or strategic infrastructure improvements that are likely to drive an increase in the homes needed locally. Local Planning Authorities can also cooperate to determine any circumstances where need in one area might be met in another, for sustainable growth reasons.

Against this background, the CPIER's approach to future housing demand started with economic forecasts of future employment produced by Cambridge Futures. CPIER found that the rate of

³¹ <https://www.gov.uk/guidance/housing-and-economic-development-needs-assessments> para10

housebuilding required to maintain economic growth at the central case without inflationary pressure could be well above 8,000 homes per year. However, CPIER considers that a purely employment growth-driven housing model may overstate the case (as other factors, such as in and out migration, ageing, all need to be considered). CPIER therefore recommended that Cambridgeshire and Peterborough might need to build between 6,000 and 8,000 houses a year over the next 20 years³² if the forecast economic growth takes place. This compares to the standard methodology minimum need of just under 4,800 per year over the next 10 years and actual delivery of 3,750 homes per year achieved over the past five years. CPIER recommended a review of housing requirements in light of this.

On following diagram the Local Plan line shows what is current allocated, with some sites having delivery into the 2030's. The extrapolated line takes an average of local plan housing out to 2050. The CPIER upper line shows the impact of applying the housing requirements of economic growth based on the central case forecast from 2030. The CPIER lower line is based on a forecast where employment growth starts to be constrained in the longer term by lack of infrastructure and workers.



Based on returns from site developers, Councils assess that future delivery could, if the market determines it appropriate to do so, reach about 8,000 homes a year by the early 2020s.

Cambridgeshire and Peterborough Housing Assessment

In the Mayor's Growth Ambition Statement, the Combined Authority committed itself to conduct a review of possible future housing demand to inform the NSSF, taking into account both the future employment growth scenarios identified by the CPIER and affordability issues. GL Hearn was commissioned to undertake the work.

As part of the CPIER preparation, the Independent Commission considered analysis of different spatial patterns of economic growth, as well as a baseline which used current local plan distributions to roll forward the location of future growth. These conceptual approaches were: focusing most new homes and jobs within the cities of Cambridge and Peterborough by reusing land and constructing taller buildings ("urban densification"); large extensions to Cambridge and Peterborough ("fringe growth"); new development outside of the cities mainly in the market towns but also new towns and villages

³² See CPIER page 69

(“dispersal”); development along “transport corridors” with rapid transit into cities; and impact of digital ways of working. GL Hearn looked at the impact of these patterns on housing demand, whilst noting that the conclusion of CPIER was that none of these was a perfect model and a ‘blended’ approach drawing from these was needed.

The GL Hearn work also compared annual local housing need calculated according to the national standard methodology with this assessment based on forecast employment growth.

The assessment had three important components:

- future CPIER forecast jobs
- an assumption that commuting rates and patterns which establish how many of the people with jobs are likely to be travelling from another area will remain as they are recorded in the 2011 census³³,
- a household formation rate, which establishes how many of the people with jobs are likely to be the head of a household and in need of a home.

It would have been possible to adjust the projections in the assessment by making policy assumptions – for example, a different unemployment rate (which would change the relationship between the number of jobs and the number of houses required), or a different rate of people holding more than one job (for example, if more people were doing multiple jobs on zero-hours contracts, that would reduce the number of homes required for a given number of jobs), or a different commuting pattern (for example, assuming more commuting to London would increase the number of houses needed for a given number of local jobs).

One policy assumption has been made in the assessment. At the moment, 90 per cent of net new households in our area are formed by people over the age of 40. This is a symptom of the affordability problem people face – they have to wait too long to own their first home. We do not believe it is right to try to model housing demand on the basis that future homes will only be provided for older, wealthier people. So the assessment model assumes that the rate of household formation returns to the pattern of a decade ago (i.e. a higher rate) to help address this factor.

The results of the GL Hearn assessment are that the CPIER economic forecast gives a housing demand of between 6,600 and 8,700 new homes per annum from 2017-2050, depending on the CPIER scenario used to distribute the economic growth. This broadly correlates to the housing range set out in CPIER. The impact of testing one type of CPIER distribution pattern over another can be seen in the following range:

Densification scenario	= 6,600 homes per annum
Fringe scenario	= 7,400
Higher growth scenario	= 7,600
Transport corridors scenario	= 8,200
Dispersal scenario	= 8,700

As described previously, these annual housing targets are significantly above current planned rates and the rate suggested by the standard minimum methodology. The Higher Growth scenario (where future economic growth is mainly distributed according to current business locations) would require an annual rate of approximately 7,600 homes per annum.

³³ Commuting is, in fact, likely to have increased since 2011.

Different housing market conditions

The three economic areas identified by the CPIER also face different challenges in terms of their housing markets and housing delivery. In areas where unaffordability is worst, such as the Greater Cambridge economy, land values are correspondingly higher, but local infrastructure tends to be at or beyond capacity. This means developers are very willing to bring sites forward, but existing mechanisms like S.106 agreements and CIL are unable to raise enough money for major infrastructure upgrades and difficult trade-offs are needed between infrastructure contributions and conventionally-provided affordable housing. By contrast, low land values in the area referred to as the 'Fenland' economy by CPIER mean that developers are often slow to bring sites forward in the first place and viability is an ongoing challenge meaning that little, if any, affordable housing or additional infrastructure benefits can be realised.

The combination of an extensive rural area, high house prices and rapid economic growth around existing clusters has tended to increase the amount of commuting and congestion in the area, particularly into Cambridge from surrounding Districts. Peterborough, with its extensive Parkway road network and substantial development locations around the edge of the city, experiences this less but still has in-commuting from surrounding settlements. This, combined with the slower release of existing housing back onto the market due to an ageing population, and household changes increasing demand, has led to a situation in some districts where proposals for new housebuilding significantly exceeds the rate of employment growth in that district. East Cambridgeshire, for example, plans for about 2 homes for each new locally-generated job, while Cambridge plans about 2/3 of a home for each new local job. Whilst some of this can represent the different demographic pressures, or even where local authority boundaries lie in relation to homes and jobs, the difference between these ratios is can also be an indicator of extra commuting and extra pressure on transport infrastructure (and settlements becoming more of dormitory locations).

Neighbouring areas

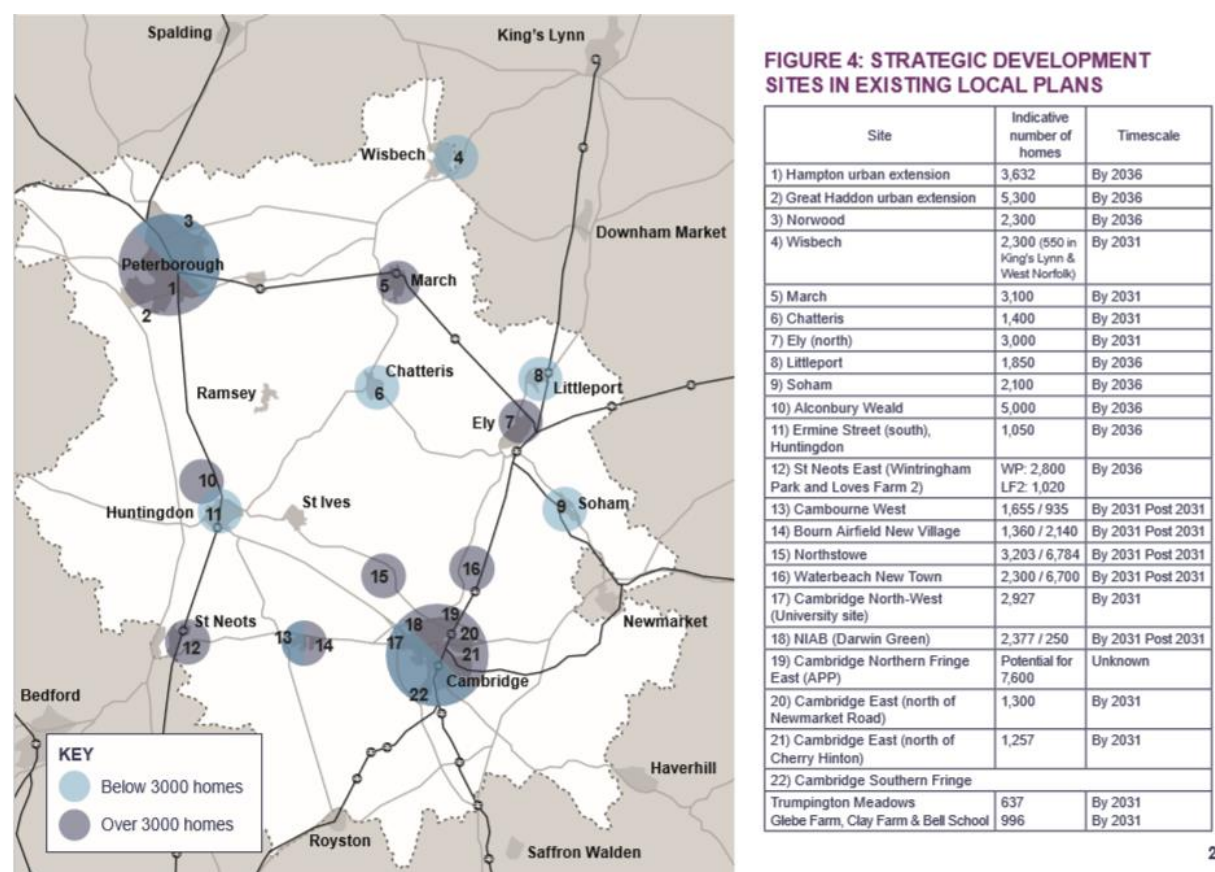
Our economic geography, housing markets and transport links do not stop at the county line, and Peterborough and Cambridge are commuting magnets for people from Rutland, West Norfolk, West Suffolk, Uttlesford, Hertfordshire and Bedfordshire. Many of these areas are now proposing significant developments, some of which are likely to contribute to the success of the functional economic area of Cambridgeshire and Peterborough, whether through workers commuting or provision of employment. The whole of Cambridgeshire and Peterborough is also included within the OxCam Arc. This shows the importance of working with neighbouring councils, LEPS, and partners on complementary strategies.

Blended spatial strategy

As described above, the CPIER examined different spatial patterns of employment and related housing growth. CPIER found that none of these patterns gave an optimal result by themselves. CPIER's recommendation was therefore to develop a "blended" spatial strategy where choices are made about a mix of approaches from each of the patterns. This would support the doubling of the economy whilst ensuring development is properly supported by infrastructure and delivering inclusive growth. The Combined Authority has accepted the recommendation that a blended spatial strategy will be required to deliver the ambitions for growth across the area. This blended approach will consider the potential of the two main cities, market towns, transport corridors and potential new settlements to deliver the homes and jobs to realise the economic ambition of doubling the economy. The draft Local Transport Plan has policies and investments designed to facilitate this.

The combination of existing local plan strategies to 2030 across Cambridgeshire and Peterborough can be described as already delivering elements of a blended spatial strategy. For example, there is significant growth allocated to Cambridge and Peterborough, both within and on the fringes of those cities. There are major extensions to market towns, several new settlements on brownfield sites in transport corridors, and selected village expansions.

Potential beyond existing local plan period is already signalled, with some of the strategic sites having potential longer term capacity in their allocations (subject to planning process). The situation in 2018 is shown below:



Other factors affecting growth

Market factors are not the only drivers of a differential spatial approach across the area. There are significant environmental issues as set out in section 5. For example, much of the area is high risk flood designation. This poses challenges for those areas' scope to grow and potentially constrains the development gains associated with improving transport in those areas. Other constraints (not an exclusive list) includes very high quality agricultural land, protected sites and habitats, utilities, and the Green Belt around Cambridge.

Apart from the significant growth of Peterborough on redundant brick workings, many of the larger-scale 'brownfield' redevelopment opportunities in Cambridgeshire and Peterborough arise outside the main employment locations. Much of this has historically been redundant military sites (principally airbases) in rural areas. As well as redevelopment sites, all recent Local Plans have identified greenfield expansion locations. Whilst there will continue to be redevelopment opportunities (for example ambitions for Peterborough central or the relocation of water treatment plant from Cambridge North East) the overall strategy will still need to consider significant potential greenfield locations that can

support the growth. These will need to be sustainable locations that minimise impacts and promote sustainable travel.

As described in Section 3, investment in infrastructure will both address existing challenges and potentially support new locations by offering increased capacity, sustainable transport options and/or other benefits such as reducing flood risk. Factoring in 'likely' infrastructure improvements on a corridor by corridor basis over the period gives an expanded choice of development locations. This approach needs to have regard to the opportunities and constraints posed by the strategic themes set out in Section 5 (water, energy, inclusion, green infrastructure etc).

It is important that the strategy responds to the CPIER recommendations on an inclusive economy, with tailored solutions to the needs of each of the three distinct economies. The Combined Authority is supporting the local evidence base through a series of economic masterplanning exercises for the market towns. CPIER also highlighted the tendency of businesses to agglomerate, where businesses cluster together. This can present a challenge to attracting businesses to areas with less of an existing presence. The Combined Authority is supporting some of these shifts through its Enterprise Zone programme and the Local Industrial Strategy. Again, opening up some additional locations through infrastructure improvements can increase the attractiveness of locations to new businesses.

Role of NSSF and local plans

The NSSF and local plans need to take a view across the area about how the pattern of future growth addresses these constraints and opportunities in light of the CPIER recommendations, the principles in Section 2, the approach to accelerated delivery in Section 4 and the issues in Section 5, particularly:

- changing demand on, and investment in, transport infrastructure
- role of development in facilitating new environmental gain
- the potential for future-proofing new homes against risks such as flooding and overheating
- the capacity of both the private and public sectors to innovate
- whether the pattern of growth supports the accelerated delivery opportunities in Section 4 (such as new delivery vehicles including development corporations).

Sections 3 and 4 have discussed these issues, and other opportunities through integrated planning.

As well as allocating strategic sites, Local Plans also set out the local approach for dealing with village growth, small sites and small site windfalls.

Garden Villages

Substantially improved sustainable transport corridors, particularly the CAM, would enable the option of Garden Villages to be explored as a solution to delivering significant housing growth in an innovative, sustainable manner. By designing from the ground up, Garden Villages offer substantial opportunities for energy self-sufficiency and the provision of significant environmental gains in terms of biodiversity and green infrastructure. They offer the opportunity to design in sustainable infrastructure such as electric car charging as an integral part of the settlement. Such Garden Villages might typically involve some 5-10,000 new homes, employment sites, with limited car use because of the effective connectivity provided by the investment in sustainable transport such as the CAM.

Green Belt

Any spatial strategy needs to take into account the Cambridge Green Belt, which is a specific planning policy that extends over part of Cambridge, South Cambridgeshire and East Cambridgeshire. This aims to “protect the unique character of Cambridge as a compact, dynamic city with a thriving historic centre, maintain and enhance the quality of the city’s setting, and prevent the city merging with the ring of necklace villages”³⁴.

National policy is that land can be released from the Green Belt in only exceptional circumstances. The Councils commissioned an independent Green Belt review in 2015. This concluded that beyond those locations already identified in local plans it was unlikely that any development could be accommodated without substantial harm to Green Belt purposes (in most locations around the edge of the City). The sustainability appraisal of broad locations undertaken as part of the Local Plan reviews demonstrated clearly that the proposed new settlements were the next most sustainable location for growth and that development in villages should be limited for sustainability reasons. It will be for the Councils to consider when any review is needed.

Statements of Common Ground

The distribution of growth will need to consider any cross-boundary adjustments and could be given effect through joint action between the LPAs in the form of one or more Statements of Common Ground (which the Combined Authority could facilitate). This would replace the former Memorandum of Cooperation between LPAs dated 2013 that saw a redistribution of housing provision from East Cambridgeshire and Fenland to Peterborough, reflecting at that time the economic potential, capacity and travel patterns, which has been set aside in recent decisions by planning inspectors.

NSSF

As it sets out a blended spatial strategy, NSSF should accompany that with clear statements to guide future local plans, reflecting the principles in Section 2 and the positions in Sections 3-5. These would include:

- a commitment that future development should follow infrastructure provision
- a shared aim to reduce unnecessary commuting and car use
- a commitment to net environmental gain
- a commitment to at least 30% affordable housing in new development, of which a proportion should be in the form of homes for private ownership priced at an affordable target multiple of earnings
- a commitment to require lifetime community health plans for new settlements and major strategic sites
- criteria for where a development corporation may be needed as a delivery vehicle.

³⁴ Page 22 <https://www.cambridge.gov.uk/media/6890/local-plan-2018.pdf>

SECTION 7

QUESTIONS

The NSSF will not be a statutory document, so the Combined Authority is not required to conduct a formal consultation. Nevertheless, we want to test the emerging Framework with our communities and stakeholders. The Combined Authority would welcome comments on this paper from councils, including especially parish and town councils, those with professional expertise in planning and housing development, and from residents.

Particular questions on which views are sought are:

1. Are the principles at Section 2 a good set of guidelines for the Non Statutory Spatial Framework? Is there anything we should also be including?
2. Have we reflected Cambridgeshire and Peterborough's relationship to other areas (the corridors) appropriately?
3. What are your views on how the transport investment can support housing and employment growth (Section 3)
4. Have we identified the right priorities for accelerating development (Section 4)?
5. Should the NSSF seek to recommend common policies which the area's Local Planning Authorities could reflect in their future Local Plans? If so, what topics should those cover?
6. Is it feasible to aim for net environmental gain from all development (and is the proposed approach to growth and the environment right) (Section 5)?
7. Are there any key strategic infrastructure improvements that growth to 2050 will require?
8. Is the proposed emphasis on making future housing affordable right?
9. Is the analysis of future housing demand in Section 6 ambitious enough?
10. Is the outline of a blended spatial strategy in Section 6 right?

[nb. details to be added of how to comment and a deadline for comments.]



CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD	AGENDA ITEM No: 3.7
29TH MAY 2019	PUBLIC REPORT

CONNECTING CAMBRIDGESHIRE - DIGITAL CONNECTIVITY PROGRAMME UPDATE

1.0 PURPOSE

- 1.1 The purpose of this report is to report on progress with the Digital Connectivity Programme over the last year, to seek endorsement for a new stretch target for full fibre coverage and the incorporation of fibre ducting in future transport schemes.

<u>DECISION REQUIRED</u>	
Lead Member:	Mayor
Lead Officer:	Paul Raynes, Director of Strategy & Assurance
Forward Plan Ref: N/A	Key Decision: No
The Combined Authority Board is recommended to: (a) Note the progress of the Digital Connectivity Programme during 2018/19 and outline objectives for 2019/20. (b) Endorse the proposal to include provision of fibre ducting in all future CPCA area transport schemes as part of the forthcoming Local Transport Plan. (c) Endorse the proposed increase to the full fibre coverage target to over 30% coverage by 2022 within the existing programme budget.	Voting arrangements Simple majority of all Members

2.0 BACKGROUND

- 2.1 In March 2018 the Cambridgeshire and Peterborough Combined Authority (CPCA) board allocated up to £5.6m funding over a four-year period to support better digital connectivity across the Cambridgeshire and Peterborough area.

The purpose of the funding was to supplement and broaden the work of the existing Connecting Cambridgeshire Programme with the establishment of additional work streams supporting better mobile and public access WIFI coverage and a better full fibre infrastructure for the area.

This report sets out progress to date, forthcoming plans and a proposed update to the current full fibre target for Cambridgeshire and Peterborough.

3.0 MAIN ISSUES

3.1 Progress in 2018-19

The digital connectivity infrastructure programme has progressed well and all milestone targets were achieved to time and budget for the year.

The key highlights are outlined below:

1. Partnership agreement and business plan with key milestones agreed and signed between the County Council and the CPCA.
2. Extended programme and prospectus launched by the Mayor in July at a high profile event in Cambridge with central government, telecommunications and industry representation.
3. Enabling Digital Delivery (EDD) Team rapidly established and having national as well as local impact. Significant commercial investments totalling over £80m across Cambridgeshire and Peterborough announced by telecommunications operators.
4. Cambridgeshire and Peterborough digital connectivity programme highlighted as exemplar by Mobile UK (mobile operators trade association) and Department for Digital, Culture, Media & Sport (DCMS) in recent reports.
5. Mobile coverage technical survey completed, demonstrating divergence from Ofcom data but confirming local anecdotal experiences – including “not spot” locations in some key market towns including Ely, Soham, Littleport and St Ives. Discussions regarding the findings are underway with Ofcom and the mobile operators.

6. Public access Wi-fi strategy in place, including plans for deployment to Fenland market towns and East Cambridgeshire District Council deployments in Ely and Soham supported. Further deployments to remaining East Cambridgeshire and Huntingdonshire market towns in planning and/or under discussion.
7. Interim Superfast Broadband target of 97% coverage by end 2019 achieved early and ahead of England average. Phase 4 target of over 99% on track with contract awarded and delivery in planning.
8. Full fibre coverage current ahead of target (at over 10%). Contributions to targets Include Government Local Full Fibre Network (LFFN) funded fibre upgrades to over 100 public buildings and joint venture with University of Cambridge to utilise fibre assets.
9. Stretch target proposed of over 30% coverage by 2022 within existing programme budget (further detail below).
10. Although ultimately not successful, a comprehensive bid was developed for submission to the DCMS 5G “Urban Connected Communities” funding competition covering Cambridge, Huntingdon and Peterborough.

3.2 Objectives for 2019-20

The updated business case and detailed programme plan for the year is under discussion with the CPCA’s Director of Strategy and Assurance and will be finalised in consultation with the Mayor as per the CPCA board’s delegation in March 2018. This is expected to be completed by June and the delivery plan will be published as part of the Connecting Cambridgeshire’s Digital Connectivity Review for 2019, with the following objectives:

Public Access WIFI

- a) Following early identification of need as part of Fenland market town master planning programme, initial deployment to Wisbech by August, closely followed by Chatteris, Whittlesey and March.
- b) Finalise plans for East Cambs and Huntingdonshire market towns by September.
- c) All market town deployments to be completed by December 2019, unless other timescales requested by district council partners.
- d) Funded via health service budgets, public access Wi-fi deployments in village halls and other community locations for at least 20 rural locations in areas of relative health inequalities across Cambridgeshire & Peterborough.

Mobile

- a) Working with Ofcom, DCMS and operators to develop a mobile improvement plan targeting 4G “not spots”, together with strategy and planning for 5G deployments.

- b) Supporting mobile operators in current 4G upgrade/additional infrastructure rollout plans.

Full fibre

Planning and design for deployment of fibre ducting in transport schemes anticipated to be in progress by 2022, including:

- a) Schemes supporting the CPCA's CAM proposals (e.g. Cambourne to Cambridge and Cambridge South East Transport route).
- b) Incorporating fibre ducting into the Highways England A428 upgrade programme from Caxton Gibbet to the Black Cat roundabout.
- c) Liaising with BEIS (Department for Business, Energy and Industrial Strategy), DCMS and the wider Ox-Cam stakeholder groups in relation to innovative approaches to digital connectivity infrastructure across the Oxford-Cambridge arc.

EDD & commercial investment

- a) Continued support for current commercial investments already planned/in progress in Cambridge & Peterborough.
- b) Working with providers and Huntingdonshire District Council colleagues to investigate opportunities and stimulate greater commercial rollout in Huntingdonshire market towns which are currently relatively poorly served with fibre infrastructure.

3.3 Fibre ducting in transport schemes

- 3.3.1 The opportunities presented by digital technology all ultimately rely on the physical deployment of fibre ducting and mobile networks. Whilst the requirements for electricity or water are well understood and infrastructure and new build housing schemes have been incorporating these utilities in a manner which has evolved over more than a century, the provision of fibre ducting has only become common over the last few decades. To date there has been a lack of a standard national approach to ensuring that appropriate fibre ducting is included in all infrastructure schemes.
- 3.3.2 The impact of this is significant as it's estimated that 90% of the civils costs for the deployment of fibre ducts are linked to retrofitting, even without taking into account the disruption, congestion and lost productivity caused by digging up roads and pavements to lay fibre ducting. Market forces as well as national planning policy are increasingly driving the delivery of full fibre infrastructure for new homes, however this does not happen by default for transport infrastructure schemes.
- 3.3.3 Fibre ducts have a long life (estimated to be 30+ years) and whilst new developments are expected in future years with regards to the manufacture and configuration of fibre-optic networking technology, current fibre installations are anticipated to have a very long lifespan. With the ducts in place, in the event that fibre needs to be replaced or augmented "pulling" or blowing new fibre is a relatively low-cost operation, as long as the relevant construction standards are adhered to.

- 3.3.4 As a high growth area, with a significant number of planned transport schemes as well as a high reliance on digital technology, Cambridgeshire is a natural location to be at the forefront of developing new practises and policies to ensure that leading edge digital connectivity is available to support the local economy and underpin flourishing communities over the next decades. In addition to supporting better connectivity for businesses, residents and public services, incorporating digital connectivity in all new transport schemes will help to ensure that our road, cycling and pedestrian routes are able to take advantage of emerging and next generation transport technology such as autonomous vehicles, Artificial Intelligence (AI) driven decision making and dynamic highways management.
- 3.3.5 Given that 90% of the cost of fibre ducting is associated with retrofitting, deploying ducting as part of transport infrastructure schemes is not only a significantly lower cost, it also minimises the disruption and potential damage to new roads/pathways as well as the additional congestion associated with retrofitting ducting.
- 3.3.6 The CPCA has already recognised the potential for increasing the fibre footprint by allocating funding to support the approach. Following this lead, in March this year, Cambridgeshire County Council and the Greater Cambridge Partnership have approved a new policy which will ensure that any infrastructure schemes commissioned will incorporate fibre ducting by default where possible, with a view to a similar approach being discussed with Peterborough City Council. This has also been incorporated in the CPCA's draft Local Transport Plan (LTP), which is due to be consulted on later this year.
- 3.3.7 In advance of the incorporation of the fibre ducting policy within the LTP, it is proposed that the CPCA adopt a resolution to incorporate the evaluation of the feasibility of incorporating fibre ducting as part of all schemes commissioned by the CPCA and where possible include ducting design and deployment as part of scheme delivery.

3.4 Increase full fibre footprint target to 30% by 2022

Last year the CPCA endorsed a target to triple the county's full fibre footprint, to take it from 4% coverage in January 2018 (in line with the UK average) up to 12% by 2022. As part of the CPCA funded activities in 2018/19 the Connecting Cambridgeshire Programme has been pursuing a multi-faceted approach to improving full fibre coverage, including facilitating private investment from commercial providers and combining EU and Government funding streams to deliver work streams which will collectively increase the fibre footprint across the county. This has included the establishment of the "Enabling Digital Delivery" (EDD) function which undertakes a liaison role with local authority teams and telecommunications providers to help resolve wayleaves, street works and planning issues – speeding up deployment activities and reducing the barriers to telecommunications infrastructure rollout.

- 3.4.1 By January 2019 the fibre coverage for Cambridgeshire and Peterborough had risen to 8.29%, edging above the England coverage of 5.69%. Over the next

four years, it is anticipated that the following initiatives/funding streams will help facilitate a further increase in fibre coverage across the county:

- i. The remaining the Superfast Broadband rollout will exclusively delivery full fibre to the premise (FTTP) going forward. The combination of contract clawback and additional funding from the Government's Department for Rural Affairs (DEFRA) Rural Broadband Scheme will help to contribute up to 5000 additional full fibre premises as part of the Phase 4 Superfast Broadband rollout, including to some of the more hard to reach rural areas.
- ii. The early successes of the EDD team have been complemented by commercial investment announcements over the last 12 months from City Fibre, Hyperoptic, Cambridge Fibre Networks and others – primarily in the dense urban areas of the county. The combined investments will make a significant contribution to the fibre footprint across the county.
- iii. The successful bid into the Government's Local Full Fibre Network Programme (LFFN) will also increase the fibre coverage across the county by developing the Council's fibre assets and extending access to fibre by connecting public buildings, particularly in the more rural locations of Huntingdonshire, East Cambridgeshire and Fenland where there is a currently low fibre availability.

3.4.1 Given the extensive plans to date and the success in drawing together additional funding streams it is considered that a more ambitious target would more properly reflect the needs of homes and businesses in the coming years. As a consequence of these factors Cambridgeshire County Council set a revised full fibre target in March this year, increasing the full fibre target from the current 12% with an aim to achieve over 30% coverage across Cambridgeshire and Peterborough by the end of 2022. This is to be achieved within the existing budget and will not require additional funding, beyond existing allocations, from either the County Council or the CPCA. This represents a challenging stretch target, requiring a strong focus on successful commercial as well as market intervention deployment. However, with the funding streams secured from multiple sources it is anticipated this can be achieved within the existing Connecting Cambridgeshire budget.

4.0 FINANCIAL IMPLICATIONS

- 4.1 There are no significant financial implications arising from the recommendations outlined in this report.

5.0 LEGAL IMPLICATIONS

- 5.1 There are no significant financial implications arising from the recommendations outlined in this report.

6.0 SIGNIFICANT IMPLICATIONS

- 6.1 There are no other significant implications arising from the recommendations outlined in this report

<u>Source Documents</u>	<u>Location</u>
n/a	n/a



CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD	AGENDA ITEM No: 4.1
29 MAY 2019	PUBLIC REPORT

FOR APPROVAL AS ACCOUNTABLE BODY:

- i. **GROWTH DEAL PROJECT PROPOSALS MAY 2019 (KD2019/008)**
- ii. **GROWTH PROGRAMME BUDGET MONITOR**
- iii. **ANNUAL DELIVERY PLAN**

1.0 PURPOSE

- 1.1. To consider and approve the following Business Board recommendations in the Combined Authority's role as Accountable Body. Copies of the full reports to the Business Board on 28 May 2019 can be viewed at:
<http://cambridgeshirepeterborough-ca.gov.uk/meetings/business-board-meeting-28th-may-2019/?date=2019-05-28>

<u>DECISIONS REQUIRED</u>	
Lead Member:	Chair of Business Board Portfolio Holder for Economic Growth
Lead Officer:	John T Hill, Director of Business and Skills
<p>The Combined Authority Board is recommended to approve the following recommendations shown in bold type in its capacity as the Accountable Body for the Business Board:</p> <p>1. GROWTH DEAL PROJECT PROPOSALS MAY 2019 (KD2019/008)</p> <p>a) Approve those schemes recommended by the Business Board at its meeting on 28 May 2019.</p>	<p>Voting arrangements</p> <p>Simple majority of all Members</p>

3.0 GROWTH PROGRAMME BUDGET MONITOR

- 3.1. The Greater Cambridge and Greater Peterborough Local Enterprise Partnership (GCGP LEP) negotiated three successive Growth Deals with Government between 2014 and 2017, securing £146.7m to deliver new homes, jobs and skills across the LEP area. This paper provides an update on the programme's performance since April 2015, a summary of the programme monitoring report to Government to end March 2019 for both the Growth Deal and Growing Places Funds combined.
- 3.2. Progress to 31 March 2019 shows;
- £79.1 million in Growth Deal payments made to date.
 - An additional three projects approved by the Business Board in January and March 2019 totalling £3.8 million.
 - forecast total contracted spend of £99.3 million.
- 3.3. Operational update on the following:
- (a) Pipeline assessment of current and expected projects
 - (b) Launch Project call for Investment projects based on LIS;
 - (c) Monitoring and evaluation of previous funded projects

4.0 ANNUAL DELIVERY PLAN

- 4.1. Achieving our collective ambition of ***Cambridgeshire and Peterborough being the leading place in the world to live, learn and work*** depends upon a thriving local economy.
- 4.2. The Business Board and Combined Authority have aligned to create one integrated programme that is more powerful in growing our economy and spreading prosperity further.
- 4.3. The Business and Skills team within the Combined Authority is responsible for delivering this integrated programme on behalf of both Boards, and this report brings forward the final version of the Business and Skills Annual Delivery Plan for Business Board consideration and comment.
- 4.4. The first draft, which was approved by the Business Board in January 2019, covered the period from April 2019 to March 2020. This final Plan meets the recommended format and appropriate reporting requirements as issued by Government via the LEP Network.

5.0 APPENDICES

- 5.1. None.

<u>Source Documents</u>	<u>Location</u>
Business Board reports 28 May 2019	http://cambridgeshirepeterborough-ca.gov.uk/meetings/business-board-meeting-28th-may-2019/?date=2019-05-28



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD	AGENDA ITEM No: 4.2
27 MARCH 2019	PUBLIC REPORT This report has an appendix which is exempt from publication under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed - information relating to the financial or business affairs of any particular person (including the authority holding that information).

GREATER PETERBOROUGH INWARD INVESTMENT PILOT

1.0 PURPOSE

- 1.1. The Business Board will be asked at its meeting on 28 May 2019 to consider and approve the arrangements for a one-year contract on Inward Investment support activity, subject to ratification by the Combined Authority Board, with the objective of creating new jobs and boosting productivity.
- 1.2. The Business Board will also be asked to note the mechanism through which this contract will be funded.
- 1.3. A copy of the full report to the Business Board is attached at Appendix 1.

<u>DECISION REQUIRED</u>	
Lead Member:	Chair of Business Board
Lead Officer:	John T Hill, Director, Business and Skills
Forward Plan Ref: Not applicable	Key Decision: No

<p>Full recommendations to the Business Board shown below. Recommendations for Combined Authority approval shown in bold type:</p> <p>a) Consider the proposal for a pilot one-year inward investment service for Greater Peterborough area; and</p> <p>b) Approve the one-year contract funds to Peterborough City.</p>	<p>Voting arrangements</p> <p>Simple majority of all Members</p>
--	---

2.0 Appendices

Appendix 1 – Report to the Business Board on 28 May 2019

Appendix 2 – Appendix 1 to the report to the Business Board on 28 May 2019.

This appendix is exempt from publication.

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

BUSINESS BOARD	AGENDA ITEM No: 2.3
28TH MAY 2019	PUBLIC REPORT <i>This report has a confidential appendix at item 2.3 of the Agenda</i>

GREATER PETERBOROUGH INWARD INVESTMENT PILOT

1.0 PURPOSE

- 1.1. The Business Board is asked to consider and approve the arrangements for a one-year contract on Inward Investment support activity subject to ratification by the CA Board with the objective of creating new jobs and boosting productivity.
- 1.2. The Business Board is asked to note the mechanism through which this contract will be funded.

<u>DECISION REQUIRED</u>	
Lead Member:	Chair of Business Board
Lead Officer:	John T Hill, Director, Business and Skills
Forward Plan Ref: 13	Key Decision: No
<p>The Business Board is recommended to:</p> <ol style="list-style-type: none"> a) Consider the proposal for a pilot one-year inward investment service for Greater Peterborough area; and b) Approve the one-year contract funds to Peterborough City Council and recommend to the Combined Authority Board for approval. 	<p>Voting arrangements</p> <p>Simple majority of all Members</p>

2.0 BACKGROUND

- 2.1. The Current Inward Investment provision at the CPCA has been reduced and across the partners in the CPCA area it is at variable and uncoordinated levels with Individual Districts and Cities providing some elements of service or support.
- 2.2. Future provision is being considered at present with developing proposals around the CPCA Growth Company and Cambridge & Partners project for Greater Cambridge area.

- 2.3. This Interim provision is proposed to support Peterborough City Council and its delivery partner Opportunity Peterborough deliver Inward Investment support and in doing so test/ pilot some of the ideas that the Growth company service is seeking to deliver.
- 2.4. Funding mechanism will be through direct award to Peterborough City Council.

3.0 PROPOSED INWARD INVESTMENT PROGRAMME

- 3.1 Key objectives for the pilot are to:
- a) Increase the number of inward investment enquiries being handled and therefore the number of project successes
 - b) Increase the number of projects identified and supported with existing investors
 - c) Increase the number of jobs created as a result of inward investment
- 3.2 Overall outputs to be delivered by the end of the pilot year 2019/20 include:
- a) A 30% increase in DIT enquiries across identified sectors resulting in an additional 2 projects confirmed.
 - b) 40 additional account management visits across the geography resulting in the identification of 10 additional projects.
 - c) Working on the historical average of 20 jobs per project this would equate to a pipeline of c.240 additional jobs to be created via these 12 additional projects.
- 3.3 The programme will be delivered by Opportunity Peterborough on behalf of Peterborough City Council and the activity, outputs and outcomes are all listed in the proposal at **Appendix 1**.

4.0 FINANCIAL IMPLICATIONS

- 4.1. The funding of £99,850 is allocated within CPCA budget and will be paid to Peterborough City Council under the Combined Authority Section 12 of the CPCA Order. Section 12 of the CPCA Order which allows the Mayor to award directly to constituent LA's in CPCA.
- 4.2. As PCC is the only shareholder in Opportunity Peterborough, then PCC can directly engage OP to provide the services under Teckal exemption and would not have to put the work out to competitive tender. Under this arrangement, the CPCA would pay PCC who in turn would pay OP.

5.0 LEGAL IMPLICATIONS

- 5.1 The arrangement for the operation of the pilot scheme will be evidenced in a formal agreement between the parties. Subject to this being in place there are no other significant legal implications

6.0 SIGNIFICANT IMPLICATIONS

- 6.1. None

7.0 APPENDICES

- 7.1. **Appendix 1** - (CONFIDENTIAL) Proposal

<u>Source Documents</u>	<u>Location</u>
--------------------------------	------------------------

None	Not applicable
------	----------------



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD	AGENDA ITEM No: 4.3
29 MAY 2019	PUBLIC REPORT This report has an appendix which is exempt from publication under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed - information relating to the financial or business affairs of any particular person (including the authority holding that information)

GROWTH COMPANY: STRATEGIC OUTLINE BUSINESS CASE

1.0 PURPOSE

- 1.1. The Combined Authority Board approved the Local Industrial Strategy at its meeting on 27 March 2019. This contained the creation of a new Growth Company for Cambridgeshire and Peterborough as a major new intervention.
- 1.2. The report to the Business Board on 28 May 2019 will present the Strategic Outline Business Case for the Growth Company to the Board, seeking comment and a steer to develop next stage Business Case and working towards a mobilisation of the Growth Company at the beginning of 2020.
- 1.3. The Growth Company will consist of three major services:
 - The Business Growth Service – targeted at the places and firms that will have the most impact on our goal to shift to a more inclusive growth dynamic across our three sub-economies.
 - The Inward Investment Service – for a new all-economy Foreign Direct Investment (FDI) and capital investment promotion service for the promotion of employment space and employment property development opportunities to investors and companies from the UK and overseas
 - The Skills Service – a digital and physical service connecting business with skills providers and talent, with targeted support to double the number of apprenticeships over five years.

- 1.4. The Growth Company sits within a range of interventions which were agreed as part of the Delivery Plan for the Local Industrial Strategy. These fall into four categories;
- Cambridgeshire and Peterborough Combined Authority (CPCA) activities already committed and underway
 - New activities that are being led directly by the CPCA
 - Partner activities that support the delivery of the LOCAL Industrial Strategy (LIS),
 - Bids that are invited to the next round of Local Growth Funding to support the delivery of the LIS
- 1.5. The above will be collated into an overall delivery plan that is coordinated by the CPCA (with the support of a partnership delivery group) and reported to the Board.
- 1.6. The Business Board report can be viewed in full at <http://cambridgeshirepeterborough-ca.gov.uk/meetings/business-board-meeting-28th-may-2019/?date=2019-05-28>. Recommendations to the Combined Authority Board are shown below in **bold type**.
- 1.7. For Board members' information the Executive Summary and Policy Context is included below.

<u>DECISION REQUIRED</u>	
Lead Member/s:	Chair of the Business Board Portfolio Holder for Economic Growth
Lead Officer:	John T Hill, Director of Business and Skills
Forward Plan Ref: 2019/039	Key Decision: Yes
<p>Recommendations to the Combined Authority Board are shown in bold type:</p> <p>(a) Comment on the Growth Company SOBC</p> <p>(b) Approve the development of an Outline Business Case for September 2019</p> <p>(c) Comment and approve the principle of using a Company Limited by Guarantee as the delivery vehicle for the three services, with details for its operation and governance to developed for an OBC</p>	<p>Voting arrangements</p> <p>Simple majority of all Members</p>

<p>(d) Authorise Officers to form a Company Limited by Guarantee in June 2019</p> <p>(e) Agree the funding strategy for the services and authorise Officers to:</p> <ul style="list-style-type: none"> i. Submit proposals for external funding to Local Growth Fund, Growing Places Fund, European social Fund and European Regional Development Fund ii. Submit, through the subsequent Outline Business Case proposals for internal funding from within the already agreed Medium Term Financial Plan of the Business Board and its Enterprise Zone receipts <p>(f) Feedback on how officers might strengthen the case for the OBC in July and FBC in October.</p>	
--	--

2.0 EXECUTIVE SUMMARY

Business Case Headlines

It is proposed to establish **three new business support services**, approved recently as part of the Local Industrial Strategy. These include:

1. **An Inclusive Growth Service**, to engage our highest potential growth firms to better support them to accelerate their growth, increase their capacity and capability for growth, sustain their period within growth, or all three. The service will be delivered in each of our three sub-economies in a tailored manner to better spread growth more evenly across our total economy.
2. **An Inward Investment Service**, to extend our reach into key global markets, to engage and persuade overseas firms to locate into our economy or invest in our strategic projects to increase our employment space, develop our transport infrastructure or establish a new university.
3. **A Skills Service**, to provide an effective brokerage between young talent and those retraining or progressing in a career, our employers and our skills providers, to improve the supply of skills to enable growth.

To finance the services, we have constructed a broad funding strategy that combines funding already allocated for use by the Business Board with external funding from BEIS and MHCLG. No additional CPCA funding is requested above and beyond the MTFP 2019-23.

To mobilise the services, it is proposed that a company is established to provide the appropriate managerial environment, commercial direction and business governance. To enable this, it is proposed that:

1. The legal entity takes the form of a TECKAL Company, established as a Company Limited by Guarantee (CLG), along similar lines to commercial businesses established by other Combined Authorities nationally and councils locally. It is proposed that the CLG has only one Member – The Combined Authority.
2. The Services provided, are carried out under three outcome-based contracts with the CA, and that the Company's performance against the agreed outcome metrics, is monitored and managed as a contractual relationship, through a Programme Delivery Board consisting of representatives of the CA and the three sub-economies; Greater Cambridge, Peterborough and the Fens; for which delivery will be targeted and tailored.
3. The business itself is managed by an appropriately skilled board of experienced business leaders and professional services experts, with the broader, non-contractual, interests of the Combined Authority being represented on the Board through the Chair and Chief Officer of the Combined Authority's Business Board.

Policy Context

The proposed portfolio of growth support could better enable our academic ideas and inventions to be more rapidly commercialised and spun-out, whilst ensuring our most exciting entrepreneurs are supported to scale-up new services, products and markets. Our economy is already home to a high concentration of high-growth firms, a highly skilled and entrepreneurial workforce and a dynamic business base. Crucially, there is potential to scale-up the operations of such firms given the right support and investment.

We propose working across the specificities of our three sub-economies as an integrated one-stop-shop service for businesses, to provide the key coaching and advice for firms to overcome their barriers to growth and maximise their opportunities for capability and capacity development, with the objective of becoming a world-leading economy for high-growth start-ups, spin-outs and scale-ups.

Central to the idea is building a network of growth companies that, when connected through innovation, skills, growth and inward investment support, become more than the sum of their parts. Together, this network of scale-ups will foster a breakthrough area for growth through innovation that will become a driver for inclusive growth across our economy. Cambridgeshire & Peterborough will become a network of well-connected businesses and clusters centred on key industries, connecting across boundaries and accessing a world-class portfolio of integrated growth support, through a single-front-door; The Growth Company.

When connected and enabled through a marketplace of support, coaching, mentoring and finance, economic hubs have the potential to interact within and between sectors

in ways that enhance their productivity, creativity and competitiveness. To achieve the envisioned network of scale-ups and the marketplace for support that will drive their growth, there is a clear role to be played by other organisations beyond the traditional players in the advisory marketplace, notably academic bodies and business schools.

By joining business growth, global market access, productivity, skills and inward investment support we can create the opportunity to better connect our places and business clusters and provide across them, the same quality of growth support that has made growing businesses inside Cambridge, so much faster and more sustainable than has been the case elsewhere in our economy. This means we must help to replicate some of the business support conditions that have made Cambridge globally successful. These include; dense business networks, the right balance of competition and collaboration, access to finance, and the provision of high-quality business growth, productivity, innovation and global market access support.

We will do this by ensuring that we expand and build on the growth support networks that have enabled Cambridge to become a global leader in innovative growth. New and innovative forms of growth support will encourage individual business leaders, sectors, and places to join to build an economy-wide business support eco-system to enable one another.

To be sustainable and scalable, it is important that the delivery mechanism includes the development of a commercial marketplace for growth, global market access, productivity, leadership and strategy coaching, harnessing the expertise, typically residing in Cambridge and other fast-growing cities. This should lead-on to a mentoring culture amongst supported entrepreneurs and small business leaders, willing to offer technical or subject matter mentoring and secondments between and from one business to another.

We have the opportunity of better connecting and networking firms and growth support expertise with the most exciting firms across the wider economy. We must, going forward, ensure all firms with growth potential have networked access, through clusters, sectors and place, to a growth support eco-system to help them maximize their opportunities and overcome leadership, organisation, or market access challenges to faster, greater and more sustainable growth.

However, it is crucial to ensure growth is inclusive, and important for us to set out clearly **what inclusive growth means to us**. This means delivering the benefits of economic growth to everyone across our economy. Currently, areas have high levels of disparity, with pockets of both urban and rural deprivation. The Local Industrial Strategy and its delivery is an opportunity to address the inequalities that are undermining economic growth. We will ensure that new growth in the future promotes an inclusive and diverse economy, with good jobs and greater earning power for all. We will ensure that all communities are able to benefit from the opportunities of economic growth and greater collaboration.

An inclusive growth strategy which improves absolute standards of living is vital for the long-term economic sustainability of our economy; as such it represents a risk mitigation strategy as well as an opportunity.

3.0 APPENDICES

3.1. Appendix A – Strategic Outline Business Case for C&P Growth Company - Exempt under paragraph 3 of Schedule 12a Local Government Act 1972

<u>Source Documents</u>	<u>Location</u>
Business Board 28 May 2019: Agenda and reports	http://cambridgeshirepeterborough-ca.gov.uk/meetings/business-board-meeting-28th-may-2019/?date=2019-05-28



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD	AGENDA ITEM No: 4.4
29 MAY 2019	PUBLIC REPORT

ASSURANCE FRAMEWORK

1.0 PURPOSE

- 1.1. The single Assurance Framework was agreed by the Business Board and the Combined Authority in March 2019. Final checks have now been made against the Government guidance and reporting requirements and an updated Assurance Framework produced. For completeness, this report brings forward the final version back to both Boards for final sign-off.
- 1.2. The full Business Board report is attached at Appendix 1 together with the Assurance Framework at Appendix 2 (with final changes highlighted in bold).

<u>DECISION REQUIRED</u>	
Lead Member:	Chair of Business Board
Lead Officer:	John T Hill, Director, Business and Skills
Forward Plan Ref: Not applicable Key Decision: No	
<p>Full recommendations to the Business Board shown below. Recommendations for Combined Authority approval shown in bold type:</p> <p>(a) Agree the revised single Assurance Framework, which is in line with the Ministry of Housing, Communities & Local Government's revised National Local Growth Assurance Framework for Mayoral Combined Authorities with a</p>	<p>Voting arrangements</p> <p>Simple majority of all Members</p>

Single Pot and Local Enterprise Partnerships. (Appendix 2 - amendments highlighted in bold)	
--	--

<u>Source Documents</u>	<u>Location</u>
Business Board Assurance Framework - Business Board Meeting Minutes 24 September 2018	http://cambridgeshirepeterborough-ca.gov.uk/business-board/meetings/business-board-meeting-24th-september-2018/?date=2018-09-24
Revised National Local Growth Assurance Framework - Guidelines for Mayoral Combined Authorities with a Single Pot and Local Enterprise Partnerships	https://www.gov.uk/government/publications/national-local-growth-assurance-framework
Combined Authority Board 27 March 2019 – reports and minutes	http://cambridgeshirepeterborough-ca.gov.uk/meetings/cambridgeshire-and-peterborough-combined-authority-board/?date=2019-03-27



THE BUSINESS BOARD

BUSINESS BOARD	AGENDA ITEM No: 3.3
28TH MAY 2019	PUBLIC REPORT

ASSURANCE FRAMEWORK

1.0 PURPOSE

- 1.1. The report asks the Business Board to approve a revised single Assurance Framework following the Ministry of Housing, Communities & Local Government's revised National Local Growth Assurance Framework for Mayoral Combined Authorities with a Single Pot and Local Enterprise Partnerships.

<u>DECISION REQUIRED</u>	
Lead Member:	Chair of Business Board
Lead Officer:	Kim Sawyer, Interim Chief Executive
Forward Plan Ref: N/A	Key Decision: No
<p>The Business Board is recommended to:</p> <p>Agree the revised single Assurance Framework, which is in line with the Ministry of Housing, Communities & Local Government's revised National Local Growth Assurance Framework for Mayoral Combined Authorities with a Single Pot and Local Enterprise Partnerships. (Appendix 1 - amendments highlighted in bold)</p>	<p>Voting arrangements</p> <p>Simple Majority of All Members</p>

2.0 BACKGROUND

- 2.1. In July 2014, the Government negotiated a Growth Deal with all 39 Local Enterprise Partnerships (LEPs), which awarded a significant proportion of the £12 billion Local Growth Fund to LEPs.
- 2.2. Government produced a National Assurance Framework to ensure that every Local Enterprise Partnership had in place the necessary systems and processes to manage the delegated funding from Central Government budgets effectively.
- 2.3. Each LEP then created a Local Assurance Framework which documented practices and standards which are necessary to provide Government and local partners with assurance that decisions over funding are proper, transparent, and deliver value for money.
- 2.4. Each LEP is required to review, refresh and sign off its Local Assurance Framework as the requirements set out in this Framework will be incorporated as a condition of funding in future Growth Deal grant offer letters.
- 2.5. LEPs must submit a letter from their relevant Section 73 Officer to MHCLG's Accounting Officer by 28 February each year, certifying that the LEPs Local Assurance Framework has been agreed, is being implemented and meets the revised standards set out in the National Assurance Framework.
- 2.6. The Greater Cambridge Greater Peterborough (GCGP) LEP's Assurance Framework was signed off as compliant by its old Accountable Body, Cambridgeshire County Council on the 28 February 2018.
- 2.7. To ensure that the Business Board was fully compliant with Government requirements, the Business Board on 24 September 2018 approved an interim Assurance Framework based on the previous GCGP LEP's agreed framework as the Government was due to publish revised guidance for Mayoral Authorities with a local enterprise partnership.
- 2.8. The Ministry of Housing, Communities & Local Government published revised Assurance Framework guidelines for Mayoral Combined Authorities in January 2019.
- 2.9. A single Assurance Framework for both the Business Board and the Cambridgeshire and Peterborough Combined Authority has been developed in line with the revised Government guidance. Previously both entities had separate Assurance Frameworks. The single Assurance Framework was agreed by the Business Board and the Combined Authority in March 2019. The Boards were advised that final checks needed to be made against the Government guidance and an updated Assurance Framework would be submitted to this meeting. The revised version is attached at **Appendix 1** and the changes are highlighted in bold.

2.10. By creating a single Assurance Framework, we will have a robust, singular framework that brings cohesion to the work of the single Officer team, ensuring clarity, transparency and openness for Government, partners and members of the public around our governance and compliance processes, and a singular approach to the recommendation and decision-making processes of both Boards.

2.11. The new Assurance Framework meets the criteria set out in the revised guidance.

3.0 FINANCIAL IMPLICATIONS

3.1. All of the work has been carried out in-house, therefore there are no significant financial implications to this activity.

4.0 LEGAL IMPLICATIONS

4.1. The approval of this document will ensure the Business Board is compliant with the requirements of Government.

5.0 APPENDICES

5.1. **Appendix 1** – Assurance Framework

<u>Source Documents</u>	<u>Location</u>
Business Board Assurance Framework - Business Board Meeting Minutes 24 September 2018	http://cambridgeshirepeterborough-ca.gov.uk/business-board/meetings/business-board-meeting-24th-september-2018/?date=2018-09-24
Revised National Local Growth Assurance Framework - Guidelines for Mayoral Combined Authorities with a Single Pot and Local Enterprise Partnerships	https://www.gov.uk/government/publications/national-local-growth-assurance-framework



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY



THE BUSINESS BOARD

Cambridgeshire and Peterborough Combined Authority Assurance Framework

March 2019

Contents

.....	1
1. Purpose of the Assurance Framework.....	4
1.1 Purpose	4
2. Cambridgeshire and Peterborough Independent Economic Review, Mayor's Growth Ambition Statement and Business Plan 2019-2020	7
2.1 Cambridgeshire and Peterborough Growth Ambition Statement and Local Industrial Strategy	7
2.2 Cambridgeshire and Peterborough Business Plan 2019-2020.....	8
2.3 Cambridgeshire and Peterborough Financial Strategy	9
3. Accountability and Transparent Decision Making.....	10
3.1 Roles and Responsibilities	10
3.2 Cambridgeshire and Peterborough Combined Authority	10
3.3 Business Board (LEP)	11
3.4 Decision Making for the Cambridgeshire and Peterborough Investment	20
3.5 Decision Making for the Adult Education Budget.....	25
3.6 Statutory Committees	25
3.7 Role of the Statutory Officers	26
4. Accountability and Transparent - Supporting Policies and Procedures	28
4.1 Working Arrangements, Meeting Frequency and Transparency.....	28
4.2 Publication of Financial Information.....	29
4.3 Remuneration and Expenses	30
4.4 Freedom of Information	30
4.5 Conflicts of Interest	30
4.6 Gifts and Hospitality	31
4.7 Complaints and Whistleblowing	31
4.8 Diversity Statement.....	32
5. Robust Decision Making.....	33
5.1 Principles.....	33
5.2 Separation of Development and Appraisal Functions	33

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

Document verification:

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

Version number:	2
File location:	Internal folder

1. Purpose of the Assurance Framework

1.1 Purpose

1.1.1. The Assurance Framework sets out:

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

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

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

- the Monitoring and Evaluation Framework;
<http://cambridgeshirepeterborough-ca.gov.uk/assets/Uploads/ME-Framework-Mar-2019.pdf>
 - the Combined Authority Medium-Term Financial Plan 2019-2023.
<http://cambridgeshirepeterborough-ca.gov.uk/assets/Uploads/2019-20-Budget-and-Medium-Term-Financial-Plan-2019-2023-FINAL.pdf>
- 1.1.3. All these documents can be found on the Combined Authority and Business Board websites under
<http://cambridgeshirepeterborough-ca.gov.uk/about-us>
<http://cambridgeshirepeterborough-ca.gov.uk/business-board/governance/>
- 1.1.4. This Assurance Framework replaces the last published Assurance Framework and takes on board the national guidance published by the Ministry of Housing, Communities and Local Government for National Local Growth Assurance Framework (January 2019).
- 1.1.5. The Assurance Framework covers all funds within the Cambridgeshire and Peterborough Medium Term Financial Plan, incorporating the Single Pot under the Cambridgeshire and Peterborough Devolution Deal agreed with government, and funds added to the Single Pot since the Devolution Deal, together with other sources of income such as Enterprise Zone business rates and loan repayments.
- 1.1.6. The Assurance Framework will be reviewed on an annual basis with any revisions in place for April of the following year. Any agreed changes that require amendments to the Combined Authority Constitution will be agreed at the Combined Authority AGM in May each year. The next annual review of this document will take place in December 2019.
- 1.1.7. The review will examine whether the assurance processes are operating effectively and identify any areas of improvement. Any changes to legal, funding, or other contextual changes that might require a change of assurance process will be taken into account, along with the impact on any other Combined Authority key strategies, policies or processes.
- 1.1.8. The remainder of this document is structured around the following sections:
- **Section 2** describes the Cambridgeshire and Peterborough CPIER and the Mayor's growth ambition statement, our One Year Business Plan 2019-2020 and clarifies the content of Cambridgeshire and Peterborough Medium Term Financial Plan and the role of the Assurance Framework.
 - **Section 3** describes the accountability and transparent decision-making processes and practices that we operate and the roles and responsibilities within it.
 - **Section 4** describes the supporting policies and procedures.
 - **Section 5** describes how we make robust and evidenced decisions.
 - **Section 6** explains the processes once programmes and projects are in the delivery phase.
 - **Section 7** explains how we will measure the success of our investments, realise the benefits of that investment and feed the evaluation outcomes

back into the investment planning, and strategy and policy development processes.

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

2.1 Cambridgeshire and Peterborough Growth Ambition Statement and Local Industrial Strategy

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



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

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

- Greater Cambridge
- Greater Peterborough
- The Fens

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

2.2 Cambridgeshire and Peterborough Business Plan 2019-2020

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

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

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

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

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

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

2.3 Cambridgeshire and Peterborough Financial Strategy

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

3. Accountability and Transparent Decision Making

3.1 Roles and Responsibilities

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

3.2 Cambridgeshire and Peterborough Combined Authority

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

Combined Authority Membership

- 3.2.6. The Combined Authority membership is as follows:

Mayor (Chair) - voting

Leaders of the seven constituent local authorities:

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

Role of the Mayor

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

Role of the Local Authority Leaders

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

3.3 Business Board (LEP)

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The Energy Hub has its own project assessment frameworks, monitoring and evaluation arrangements but these do link to the Combined Authority monitoring and evaluation framework.

3.3.28 Clean growth is one of the Grand Challenges in the Industrial Strategy. The transition to local low carbon energy is set out in the Local Energy East Strategy and the CPIER recognises the need for a roadmap to decentralised smart energy systems.

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

Membership of the Business Board

- 3.3.33 The Business Board has been reviewing its membership in response to the national Local Enterprise Partnership review (Mary Nay, 2017) and government’s response “Strengthened Local Enterprise Partnerships” (July 2018). The current membership (September 2018) comprises of nine members, which includes two public sector members and up to seven business representatives as follows:**
- The Mayor and the Portfolio for Economic Growth of the Cambridgeshire and Peterborough Combined Authority shall be non-voting members of the Business Board by virtue of their office. Thus ensuring close working relationship between the Combined Authority and the Business Board.
 - Seven private sector members appointed from amongst the key sectors across the Cambridgeshire and Peterborough area.
 - One of the seven private sector members is appointed specifically to represent the interests of the Small and Medium Sized Enterprises (SME) sector, one member represents the education sector and one member is appointed as an international business representative.
- 3.3.34 The Business Board membership meets the requirements for two thirds of the members to be private sector representatives and does not exceed the maximum of 20 members.¹**
- 3.3.35 Whilst all appointments to the Business Board have been made on merit, in**

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

accordance with Government requirements the Business Board will aim to improve the gender balance and representation of those with protected characteristics on its board with the following aims:

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

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

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

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

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

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

Chair and Vice-Chair of Business Board

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

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

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

3.3.43 “Strengthened Local Enterprise Partnerships” stipulated a maximum membership of 20 members with 2/3rds from the private sector and to aim to have a 50/50 gender balance by 2023. The Business Board aims to have a 50/50 gender balance by 2020 through the advertisement and appointment of new private sector members to sit on the Board and the appointment of co-opted membership. A recruitment campaign will be undertaken in 2019 for three new members to ensure gender balance and to ensure all members’ term of office does not end at the same time thus ensuring succession planning.

3.3.44 Following the revised Assurance Framework Guidance (January 2019), Higher

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

Education and Further Education will represent the private sector on the Local Enterprise Partnership.

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

Wider Business and Public Engagement

- 3.3.48 The Combined Authority and Business Board recognise that the private sector members cannot represent the views of all business in the Cambridgeshire and Peterborough area. Therefore, a variety of engagement mechanisms are utilised to ensure that the broader business community has the ability to influence strategy and policy development, our investment priorities and to be actively engaged in the delivery of some of our activities, particularly around supporting careers development with schools. This includes, through the business networks and groupings that officers of the executive engage with, as a part of their activity, as well as specific engagement sessions – such as business roundtables to inform strategy and policy development.
- 3.3.49 Strategy and policy documents are developed through engagement with partners and key stakeholders and are subject to consultation. Each consultation will vary depending on the topic but will meet any statutory requirements. However, drafts are formally considered in public at the Combined Authority Board with papers published in advance of the meeting.
- 3.3.50 **Evidence of effective public engagement includes the work on the CPIER and Local Industrial Strategy referred to in section 2. A review of engagement activity and impact will be undertaken annually as part of the annual delivery plan from 2020. The annual delivery plan will be published on the website**

Secretariat Arrangements

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

Local Area Agreement

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

3.4 Decision Making for the Cambridgeshire and Peterborough Investment

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

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

- 3.4.5. The Combined Authority Board provides the overall strategic direction for economic growth in Cambridgeshire and Peterborough, approving the CPIER and the Mayor's growth ambition statement and associated thematic strategies and plans.
- 3.4.6. The Combined Authority Board sets out the investment priorities for Cambridgeshire and Peterborough through the Medium-Term Financial Plan and the Business Plan. This includes named prioritised projects which are allocated against either revenue or capital funds. All projects, revenue or capital, are identified in the current year of the Business Plan and the Medium-Term Financial Plan.

Decision process for Business Board and Combined Authority Board projects

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

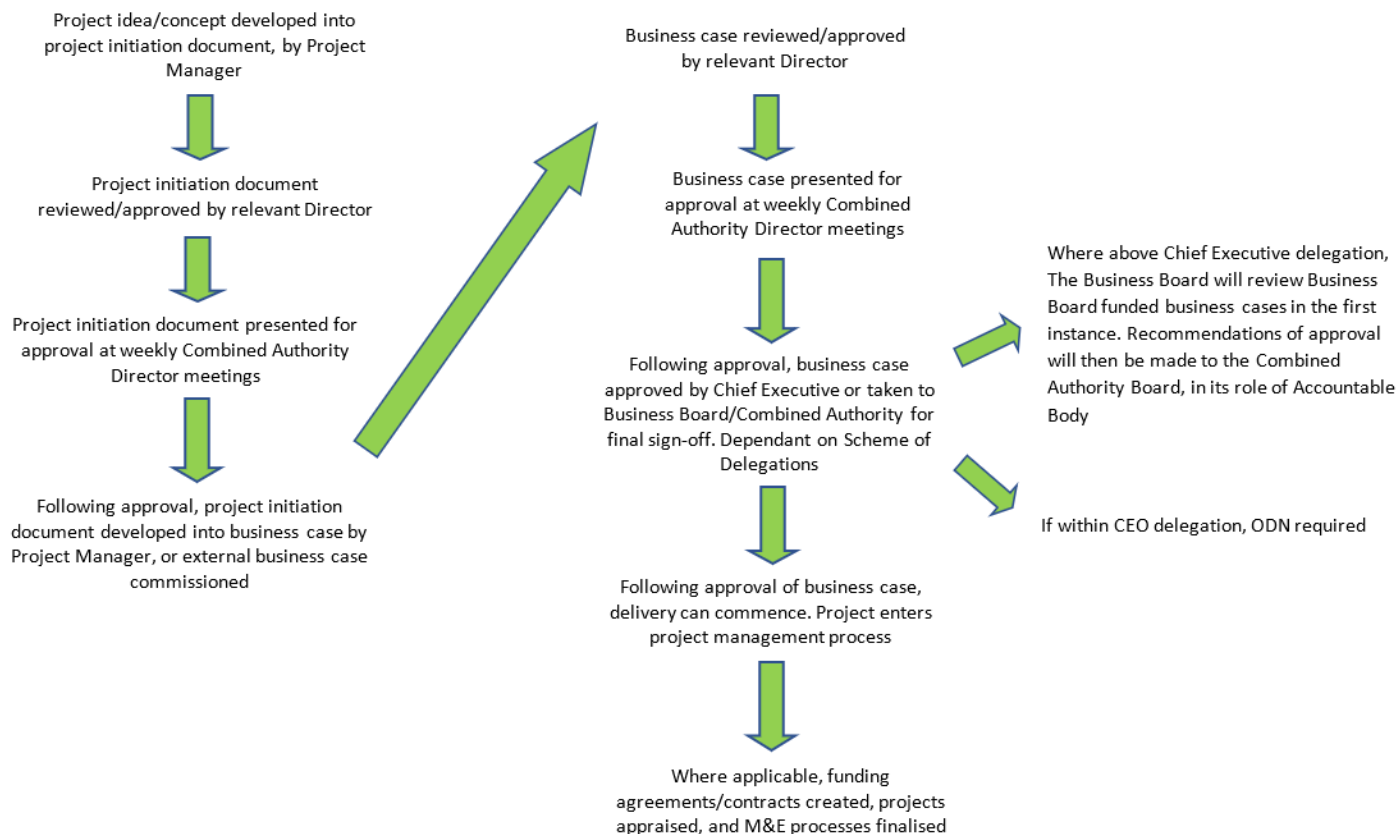
Decision process for Business Board

- 3.4.14. The Business Board will review the Business Case for Business Board funded projects and make recommendations to the Combined Authority Board, as Accountable Body, to approve the funding.

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

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

Decision making process



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

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

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

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

Role of the Cambridgeshire and Peterborough Management Team

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

3.5 Decision Making for the Adult Education Budget

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

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

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

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

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

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

3.6 Statutory Committees

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

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

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

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

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

3.7 Role of the Statutory Officers

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

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

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

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

4. Accountability and Transparent - Supporting Policies and Procedures

4.1 Working Arrangements, Meeting Frequency and Transparency

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

4.1.2. The Combined Authority Board:

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

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

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

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

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

4.2 Publication of Financial Information

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

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

4.3 Remuneration and Expenses

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

4.4 Freedom of Information

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

4.5 Conflicts of Interest

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

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

[Combined Authority Board Membership](#)

[Business Board Membership](#)

4.6 Gifts and Hospitality

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

4.7 Complaints and Whistleblowing

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

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

[CACP Complaints Policy](#)

[CACP Whistleblowing Policy](#)

[CA Business Board Complaints Procedure](#)

4.8 Diversity Statement

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

[CA Business Board Diversity Statement](#)

4.9. Government Branding

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

5. Robust Decision Making

5.1 Principles

5.1.1. This section details the processes and procedures that are in place to ensure we make robust investment decisions. These are in addition to those identified in the Accountability, Openness and Transparency section above. The processes and procedures will:

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

5.2 Separation of Development and Appraisal Functions

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

5.3 Expressions of Interest/Open Calls

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

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

5.4 Project Initiation Documents

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

5.5 Business Cases

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

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

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

5.6 Relationship with Project Managers – Development to Decision

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

5.7 Ensuring Value for Money

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

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

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

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

5.8 Value for Money for Transport Schemes

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

5.9 Project Approval – Funding Agreement

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

6. DELIVERY PHASE

6.1 Release of Funding, Cost Control and Contract Management

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

6.2 Performance Reporting

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

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

6.3 Risk Management

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

6.4 Change requests

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

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

7. Measuring Success – Realising the Benefits

7.1 The Importance of Monitoring and Evaluation

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

7.2 Programme and Project Monitoring

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

7.3 Project Evaluation

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

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

7.4 Adult Education Budget Monitoring and Evaluation

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



CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD	AGENDA ITEM No: 5.1
29 MAY 2019	PUBLIC REPORT

CREATION OF CAMBRIDGESHIRE & PETERBOROUGH EMPLOYMENT & SKILLS BOARD INCORPORATING SKILLS ADVISORY PANEL AND ADULT EDUCATION BUDGET GOVERNANCE ARRANGEMENTS

1.0 PURPOSE

- 1.1. This report requests approval from the CPCA Board for (a) the creation of a Cambridgeshire and Peterborough Employment & Skills Board; and (b) the proposed Terms of Reference for the Cambridgeshire and Peterborough Employment & Skills Board.
- 1.2. The Skills Committee agreed unanimously to adopt the following recommendation at its meeting on 3 April 2019. The Combined Authority Board will be asked, at its meeting on 29 May 2019, to approve the recommendations highlighted in bold below. The full report considered by the Skills Committee is available at the following link: [Skills Committee Meeting 03/04/2019](#)

<u>DECISION REQUIRED</u>	
Lead Member:	Councillor John Holdich – Portfolio Holder for Skills and Chairman of Skills Committee
Lead Officer:	John T Hill, Director of Business and Skills
Forward Plan Ref: 2019/025	Key Decision: Yes
The Combined Authority Board is recommended to: a) agree to the creation of a Cambridgeshire & Peterborough Employment & Skills Board	Voting arrangements Simple majority of all members

<p>b) agree to the proposed Cambridgeshire & Peterborough Employment & Skills Board Terms of Reference</p> <p>c) approve the proposed Terms of Reference and Governance.</p>	
--	--

<u>Source Documents</u>	<u>Location</u>
Skills Committee meeting 3 April 2019: Agenda, report and minutes	http://cambridgeshirepeterborough-ca.gov.uk/meetings/skills-committee-2/?date=2019-04-03



CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD	AGENDA ITEM NO: 5.2
29 MAY 2019	PUBLIC REPORT

**SKILLS BROKERAGE CONTRACT & FUTURE OF THE CAREERS &
ENTERPRISE COMPANY CONTRACT FOR CAMBRIDGESHIRE &
PETERBOROUGH**

1.0 PURPOSE

- 1.1. This report updates the Combined Authority Board on the Skills Brokerage Contract and progress of the Careers & Enterprise Company (CEC) contract for Cambridgeshire and Peterborough.
- 1.2. The Skills Committee agreed unanimously to adopt the following recommendation at its meeting on 3 April 2019. The Combined Authority Board will be asked, at its meeting on 29 May 2019, to approve the recommendations highlighted in bold below. The full report considered by the Skills Committee is available at the following link: [Skills Committee Meeting 03/04/2019](#)

<u>DECISION REQUIRED</u>	
Lead Member:	Councillor John Holdich – Portfolio Holder for Skills and Chairman of Skills Committee
Lead Officer:	Neil Cuttell Programme Manager (Skills)
Forward Plan Ref: 2019/032	Key Decision: Yes
The Combined Authority Board is recommended to: a) agree to the grant of £272,500 for Skills Brokerage to Peterborough City Council as accountable body for Opportunity Peterborough for the delivery of the Skills Contract.	Voting arrangements Simple majority of all members

<p>b) agree to a revised contract with CEC to August 2020 and linking the match funding provided to Peterborough City Council for Opportunity Peterborough.</p> <p>c) agree to the grant of £37,500 to Form the Future, funded via the revised CEC contract, to provide 50% funding for 1.5 Full Time Equivalents for Cambridge and South Cambridgeshire skills brokerage delivery.</p>	
---	--

<u>Source Documents</u>	<u>Location</u>
Skills Committee 3 April 2019 agenda, reports and minutes	http://cambridgeshirepeterborough-ca.gov.uk/meetings/skills-committee-2/?date=2019-04-03



CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD	AGENDA ITEM No: 5.3
29 MAY 2019	PUBLIC REPORT

UNIVERSITY OF PETERBOROUGH – OUTCOME OF REVIEW AND REFLECT LEADING TO THE PROGRESSION OF AN OUTLINE BUSINESS CASE

1.0 PURPOSE

The report to the Skills Committee provided the findings from recent independent reviews. It is recommended that the CPCA Board gives approval to move into the next stage of the project that will require concurrent work to achieve:

- (a) Agreement of a funding solution to:
- (b) Procure expert programme management consultants with experience and skills to deliver the University, and specifically the following activities to:
- (c) Run a University Delivery Partner selection process to confirm the best choice of academic partner to invest in, to develop and deliver the University defined by the Skills Strategy.
- (d) Carry out site assessments, planning preparation and permissions.
- (e) Work alongside CPCA officers to co-develop and produce the Outline Business Case (OBC) for the build.
- (f) Agree specific curriculum and delivery models to produce a resulting build specification.
- (g) Run a procurement competition for a design and build contractor.
- (h) Produce a Full Business Case with CPCA officers to lay down contracts for the build.
- (i) Initiate the build through integration and coordination with relevant spatial plans.

- 1.2. The Skills Committee agreed unanimously to adopt the following recommendation at its meeting on 3 April 2019. The Combined Authority Board is asked to approve the recommendations highlighted in bold below. The full report considered by the Skills Committee is available at the following link:
[Skills Committee Meeting 03/04/2019](#)

<u>DECISION REQUIRED</u>	
Portfolio Holder for Skills:	Councillor John Holdich
Lead Officer:	John T Hill – Director of Business & Skills
Forward Plan Ref: 2019/031	Key Decision: Yes
<p>The Combined Authority Board is recommended to:</p> <ol style="list-style-type: none"> 1. Note the findings of the reviews that recommend the way forward for the University of Peterborough to be developed to meet the outcomes of the Cambridgeshire and Peterborough Independent Economic Review, Local Industrial Strategy and Skills Strategy. 2. Approve: <ol style="list-style-type: none"> (i) Running an academic partner review, comparison and selection process that includes PRC, ARU and others. (ii) Release £300,000 of capital funding identified in the 2019/20 Capital Programme to deliver items 3 and 5 of the programme outlined in Table B in the report and power is delegated to the Chief Executive, in consultation with the Chairman of the Skills Committee, to approve/agree Officer Decision Notices to maintain the momentum in project delivery for items 3 of Table B – Timescales for commitment and spend of funding. Progress will be reported back to the Skills Committee in July. (iii) Approve the release of £235,000 from the non-transport feasibility funding in the revenue budget for 2019/20 to deliver items 1, 2, 4 and 6 in Table B in the report and power is delegated to the Chief Executive, in consultation with the Chairman of the Skills Committee, to approve/agree Officer Decision Notices to maintain the 	<p>Voting arrangements</p> <p>All members are required to be present for this item.</p> <p>Two thirds of the constituent council members must vote in favour to include Cambridgeshire County Council and Peterborough City Council.</p>

<p>momentum in project delivery for items 1, 2 and 4 of Table B – Timescales for commitment and spend of funding. Progress will be reported back to the Skills Committee in July.</p> <p>(iv) The Action plan and Timescales set out, noting they both enable meeting the original objective of 2000 students on the Embankment site by 2022.</p> <p>(iv) Officers procuring expert consultants to support the execution of that Action plan to these timescales.</p> <p>(vi) Agree to a review, through the Outline Business Case Process, of the current assumptions regarding:</p> <ul style="list-style-type: none"> a. The level of CPCA capital investment in the build; and b. The Governance Process of the University Programme. <p>3. Delegate authority to the Chief Executive to enter into the contractual relationships following the procurement of the external consultants required to undertake the activities specified.</p> <p>4. The definition of the University as set out in 2.5 of the report.</p>	
---	--

<u>Source Documents</u>	<u>Location</u>
Skills Committee 3 April 2019: Agenda, reports and minutes	http://cambridgeshirepeterborough-ca.gov.uk/meetings/skills-committee-2/?date=2019-04-03



CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD	AGENDA ITEM No: 5.4
29 MAY 2019	PUBLIC REPORT

SKILLS STRATEGY

1.0 PURPOSE

- 1.1 This report recommends that the Combined Authority Board approve and adopt the Skills Strategy.
- 1.2 The Skills Committee agreed unanimously to adopt the following recommendation at its meeting on 3 April 2019. The Combined Authority Board is asked to approve the recommendations highlighted in bold below. The full report considered by the Skills Committee is available at the following link: [Skills Committee Meeting 03/04/2019](#)

DECISION REQUIRED	
Chair of the Committee:	Councillor John Holdich
Lead Officer:	John T Hill, Director of Business and Skills
Forward Plan Ref: 2019/004	Key Decision: Yes
The Combined Authority Board is recommended to: (a) approve and adopt the Skills Strategy at Appendix A of the Business Board report.	Voting arrangements Simple majority of all members

<u>Source Documents</u>	<u>Location</u>
Skills Committee meeting 3 April 2019: Agenda, reports and minutes	http://cambridgeshirepeterborough-ca.gov.uk/meetings/skills-committee-2/?date=2019-04-03