COMBINED AUTHORITY BOARD

Date:Wednesday, 08 June 2022

Democratic Services

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

72 Market Street
Ely
Cambridgeshire
CB7 4LS

10:00 AM

Annual Meeting - Civic Suite, Pathfinder House, St Mary's Street, Huntingdon PE29 3TN
[Venue Address]

AGENDA

Open to Public and Press

Possible variation to meeting start time

This meeting will begin at 10.00am, or following the conclusion of the Extraordinary meeting of the Combined Authority which was adjourned on 20 May 2022.

Part 1 - Governance Items

1.1	**Announcements, Apologies for Absence and Declarations of Interest**	
1.2	**Minutes - 30 March 2022 and and Action Log**	**1 - 28**

1.3	**Petitions**	
1.4	**Public Questions** Arrangements for public questions can be viewed in Chapter 5, Paragraphs 18 to 18.16 of the Constitution which can be viewed here - Constitution	
1.5	**Membership of the Combined Authority 2022-23**	**29 - 34**
1.6	**Appointments to Executive Committees, Committee Chairs and Lead Members**	**35 - 42**
1.7	**Appointment of the Overview and Scrutiny Committee**	**43 - 50**
1.8	**Appointment of the Audit and Governance Committee 2022-23**	**51 - 58**
	Part 2 - Mayoral Decisions	
2.1	**Local Highways Maintenance Grant Allocation 2022-23**	**59 - 62**
2.2	**Mayoral Decisions Notices MDN24-2020 and MDN 32-2021**	**63 - 76**
	Part 3 - Combined Authority Decisions	
3.1	**Future Combined Authority Housing Purpose and Function**	**77 - 140**
3.2	**Climate and Strategy Business Cases**	**141 - 280**
3.3	**Levelling Up Fund Round 2**	**281 - 288**
3.4	**Active Travel - Peterborough**	**289 - 336**
3.5	**Expansion of the Careers Hub**	**337 - 340**
3.6	**Multiply Local Investment Plan**	**341 - 372**
	By recommendation to the Combined Authority	

Part 4 - Business Board recommendations to the Combined Authority

4.1	**Economic Growth Strategy**	**373 - 404**
4.2	**Local Growth Fund Recycled Funding Proposals**	**405 - 406**

Part 5 - Governance Reports

5.1	**Annual Report and Business Plan 2022-23**	**407 - 440**
5.2	**Independent Remuneration Panel Report**	**441 - 462**
5.3	**Audit and Governance Committee Annual Report 2021-22**	**463 - 480**
5.4	**Overview and Scrutiny Committee Annual Report 2021-22**	**481 - 498**
5.5	**Calendar of Meetings 2022-23**	**499 - 502**
5.6	**Annotated Forward Plan**	**503 - 546**

COVID-19

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

The Combined Authority Board comprises the following members:

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

Mayor Dr Nik Johnson

Professor Andy Neely

Councillor Anna Bailey

Councillor Chris Boden

Councillor Sarah Conboy

Councillor Wayne Fitzgerald

Councillor Lewis Herbert

Councillor Lucy Nethsingha

Councillor Bridget Smith

Councillor Edna Murphy (Non-voting Member)

Darryl Preston (Non-voting Member)

Jan Thomas (Non-voting Member)

Clerk Name:	Richenda Greenhill
Clerk Telephone:	01223 699171
Clerk Email:	Richenda.Greenhill@cambridgeshire.gov.uk

Agenda Item No: Item 2.1

Cambridgeshire and Peterborough Combined Authority: Minutes

Date:	Wednesday 30 March 2022
Time:	10.30am – 3.05pm
Venue:	Sand Martin House, Bittern Way, Peterborough PE2 8TY
Present:	Mayor Dr Nik Johnson A Adams - Chair of the Business Board (to 1.14pm), Councillor A Bailey – East Cambridgeshire District Council, Councillor C Boden – Fenland District Council, Councillor W Fitzgerald – Peterborough City Council, Councillor R Fuller – Huntingdonshire District Council, Councillor L Herbert – Cambridge City Council (left the meeting from midday to 1.02pm), Councillor L Nethsingha – Cambridgeshire County Council and Councillor B Smith – South Cambridgeshire District Council
Co-opted Members:	Councillor E Murphy – Chair, Fire Authority, D Preston – Police and Crime Commissioner and J Thomas – Accountable Officer, Clinical Commissioning Group (to 11.30am)
Apologies:	None

Governance items

162. Announcements, apologies and declarations of interest

The Mayor spoke of the courage of the people and politicians of Ukraine and the need to stand up against the tyranny which they were facing. He highlighted the luxury of the democracy and debate which was enjoyed in the United Kingdom.

Board members were reminded of the need to take care during the pre-election period to avoid using the platform of decision-making meetings for anything which might be interpreted as electioneering.

There were no apologies for absence or declarations of interest.

163. Minutes – 26 January 2022 and Action Log

The minutes of the meeting on 26 January 2022 were approved as an accurate record and signed by the Mayor. The action log was noted.

164. Petitions

No petitions were received.

165. Public questions

No public questions were received.

166. Budget Monitoring Report – March 2022

The Board was advised of the financial position as of 31 January 2022. Forecast underspends were separated into those relating to project slippage, where the Board's approval was sought to carry forward the funding, and those underspends or savings which would be returned to the Combined Authority's reserves. Approval was also sought for the additions to the capital programme and revenue medium term financial plan (MTFP) set out in section 6 of the report.

The revenue position set out in section 3 reflected the position as of the end of January. Forecast outturns based on more recent figures and activity indicated a favourable variance of around £5.4m, of which £1.5m was requested for carry forward. Those savings which were not ring-fenced would be returned to general reserves for re-allocation.

A summary of the in-year capital programme was set out in section 4. Including both approved and subject to approval budgets, the total forecast slippage on the capital programme was £49.7m, or 27% of the revised budget. There was an acknowledged optimism bias in forecasting, and this was being considered as part of an internal challenge process. The Green Homes Capital project accounted for £23.3m of this sum and if this was removed from the total capital slippage the figure dropped to 17% of the revised budget. Following discussions with BEIS the Green Homes grant agreement had been extended to June 2022, but it was proposed that £22m of grant funding which could not be allocated within this timeframe should be returned to BEIS. The Chief Executive stated that this return of grant funding was a national issue arising from local authorities' difficulty in finding contractors. The local Energy Hub was well-regarded by BEIS and was continuing to channel as much money as possible to delivery partners. £2m in capital savings had been identified for allocation to other projects.

Subject to approval projects remained largely unchanged and the impact of the inclusion of these projects was set out in the table at 6.6. The Chief Finance Officer stated that the package was affordable, left some headroom within the MTFP,

represented good value for money and would support growth across the region as a whole.

Councillor Smith voiced strong opposition to National Highways' decision to reject £1m of funds for ducting on the A428. Councillor Boden concurred, emphasising the CPCA's wider role in transforming connectivity. The Mayor stated that representations would be made at Ministerial level on behalf of the Combined Authority's collective leadership about the lack of joined-up thinking in relation to National Highways' decision to reject funds for ducting on the A428, which formed part of the CPCA's digital connectivity programme. This would be put in the context of the CPCA's wider strategic role in relation to transforming connectivity.

Councillor Murphy asked for more information about optimism bias and expressed the hope that the risks associated with increasing inflation rates were being taken into account. The Chief Finance Officer stated that that this was a perennial problem which was experienced across most local authorities. It had been a difficult year with programme delivery impacted by delays outside of the control of the Combined Authority and its delivery partners. The reasons for this were set out in Appendix 4. Officers had done their best to profile drawdown across the lifetime of projects and were analysing slippage where this had occurred to improve future budget profiling. The capital slippage described in the report rate was fairly consistent with that seen in the constituent councils. With regards to the increasing rate of inflation, many contracts had inflation assumptions built in.

Mr Adams welcomed the work which would be taking place to analyse and address the issue of optimism bias. However, he judged that a root cause analysis of slippage on two or three large capital projects should also be undertaken, and suggested the Chatteris Skills Centre as an example. Councillor Boden stated that Fenland District Council would give its full co-operation to a review of the Chatteris project and would like to see its findings reported back to the Board for learning. The Chief Finance Officer undertook to feed in the Board's request for a root cause analysis of the causes of slippage on two or three large capital projects to the team carrying out a planned Internal Audit review of the capital programme. Councillor Nethsingha's suggestion of a joint piece of work with the County Council on capital project slippage would also be passed on to the Internal Audit team. Officers further undertook to review the approach to the Green Homes initiative adopted by West Midlands Combined Authority and share any learning with the Board.

Councillor Fitzgerald expressed the view that the underspend was due to a lack of delivery and that the process had been poorly managed. He requested a simple report setting out the underspends across all business areas and the reasons why these had occurred. This should include all external funding steams. He further noted the reference to emerging strategic priorities, and questioned what those where and where they had been agreed. He expressed disappointment at the implied change in direction which he felt would lead to more delay.

Councillor Smith noted that some units on the MOD Ely site were being sold without refurbishment and asked whether this was in accordance with the loan agreement. The Chief Finance Officer confirmed that this was the case. Councillor Smith further noted a change to the amount of grant due for starting on site at the Affordable Housing

Scheme at Wisbech Road from 25% to 75% and asked for an explanation for this. The housing team would provide this outside of the meeting.

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

a) Note the financial position of the Combined Authority for the financial year to date.

b) Approve the forecast slippage of unspent project budgets on the capital programme of £49.7m and on the revenue budget of £2,278k.

c) Approve the execution of the revised MoU, and associated repayment of £22m, for the Green Homes retrofit programme phase 2 (LAD2) with BEIS.

d) Approve the additions to the capital programme and revenue MTFP as set out in section 6.

The votes in favour of recommendations b) and d) included at least two thirds of all Members appointed by the Constituent Councils, including the Members appointed by Cambridgeshire County Council and Peterborough City Council.

167. 2022-23 Financial Strategies

The Audit and Governance Committee had reviewed the revised Capital Strategy, Investment Strategy and Treasury Management Strategy at its meetings in January and March 2022 and its views were reflected in the report to the Board. In accordance with the Constitution, the Combined Authority Board was responsible for the adoption of, and any amendments to, the Financial Strategies. The Board was also required by the Department for Levelling Up, Housing and Communities (DLUCH) to approve a Minimum Revenue Provision Statement (MRP) each year to ensure that all capital expenditure was financed over a reasonable period. A summary of the changes proposed was included at paragraph 4 of the report.

Councillor Boden commented that budget setting should represent a best estimate of likely outcomes over a given period. However, future financial returns on equity investments represented a worse case scenario rather than the likely expected rate of return. According to the CIPFA code investment potential should be reviewed each year. The Chief Finance Officer stated that there was a distinction to be made with regards to investments in the medium-term financial plan (MTFP) which included treasury management investments and which were managed in accordance with the principles of security, providence and yield. The investments referenced in the report were those which were managed through the Business Board, and which were mainly used to support high growth companies. Those investments were made for service reasons rather than for their return. Mr Adams commented that from a financial management perspective it was sensible for the CPCA to assume no returns. There was though a need be cognisant of what returns were expected and to plan ahead, particularly if a bid was made for the £10m Equity Fund. The Mayor stated that

investments could go down as well as up and that there was a need to be transparent about the potential risks as well as the potential benefits.

Councillor Smith asked about the impact of investments managed by the Business Board on meeting the Combined Authority's growth ambitions. Officers were asked to produce a table for schemes managed by the Business Board and how these were contributing to the CPCA's growth ambitions, for example in the number of apprenticeships and new jobs created and business start-ups. Mr Adams stated that the Business Board's recent annual report had included all of this information and that a report covering this was taken to each meeting of the Business Board, but suggested it might be useful to pick this up at the planned workshop for members of the Combined Authority Board and Business Board.

Councillor Herbert commented that there had been detailed discussions around treasury management when the Combined Authority was first established, including how loans of benefit to the area might be considered. He felt there should be the aim of achieving a better return, but he did not want to take risks. The previous Finance portfolio holder had looked at this issue and Councillor Herbert felt there was a case for considering that role again given the large sums involved. Councillor Herbert asked whether a loan to Laragh Homes in March 2020 relating to Histon Road was part of the treasury management strategy. The Chief Finance Officer stated that no housing loans were made out of treasury management. This had been discussed, but the facility was not used.

Councillor Bailey commented that there had been previous discussions about investing in housing and she would like to see that considered again, particularly in relation to community-led development proposals.

Councillor Fuller asked how the Mayor was discharging his role as portfolio holder for finance and ensuring that financial KPIs were being met. The Mayor stated that he worked with the finance team on a regular basis. The Chief Finance Officer stated that the Audit and Governance Committee also had oversight of financial matters and that three reports were submitted annually to that committee to report on performance against the prudential indicators.

Councillor Murphy asked whether there was an assumption of future pension fund deficits, whether consideration had been given to adopting environmental, social and governance (ESG) polices in relation to the investment strategy and whether there was a total return strategy in relation to directly held equity and the active management of shares. The Chief Finance Officer stated that an annual review of the pension fund was carried out by the Combined Authority's actuaries. There had been significant deficits in the past and if the actuaries felt that the deficit was not being met they would advise an increase in the CPCA's contribution rates. Most of the Combined Authority's cash investments were with other local authorities and could be considered in that context in relation to ESG. The Combined Authority did not have equity investors. If it did this would follow the prudential code of prudence, liquidity and yield.

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

a) Approve the following financial strategies:

   i. The Capital Strategy 2022-23

   ii. The Investment Strategy 2022-23

   iii. The Treasury Management Strategy 2022-23

b) Approve the Minimum Revenue Provision statement for 2022-23

Combined Authority Decisions

168. Sustainable Growth Ambition Statement

The Constitution identified the Growth Ambition Statement as a key document for the Combined Authority Board's approval. The six capitals approach featured prominently in the Government's Levelling Up White Paper and was consistent with the approach proposed for the Sustainable Growth Ambition Statement.

Councillor Bailey asked that the Board should not lose sight of projects which it had agreed with Government it would deliver, like rail track doubling for Soham and improvements to the A10.

Councillor Smith commented that things had changed since the original Devolution Deal was agreed. She felt that there was a need to review those original commitments to ensure that the Combined Authority's priorities reflected the new landscape in which it was operating.

Mr Adams stated that the concerns which he had raised on behalf of the Business Board when the Sustainable Growth Ambition Statement (SGAS) had been discussed at the Board's January meeting had now been addressed. He described the diagram contained in the appendix to the report as a clear image of what the Combined Authority was about and expressed the expectation that this would be used extensively and consistently by the CPCA.

The Mayor thanked Board members and the Business Board for their input in shaping the report.

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

Adopt the Sustainable Growth Ambition Statement attached at Appendix 1.

The meeting was adjourned from 11.22 to 11.31am.

169. University of Peterborough Phase 2 novation of a Design Contract between CPCA and Mace Ltd to PropCo2 (Peterborough R&D Property Company Limited)

The Board was invited to approve the novation of the design contract between the Combined Authority and MACE Limited from CPCA to PropCo2 (Peterborough R&D Property Company Limited). This had been overlooked when the original decision was taken to approve the allocation of Getting Building funding into the University of Peterborough Manufacturing and Materials Research and Development Centre project in November 2020. The request before the Board would rectify that omission and put the necessary governance arrangements in place.

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

> Delegate authority to the Director of Housing and Development (in consultation with the Monitoring Officer and Chief Finance Officer) to novate the design contract between CPCA and MACE Limited from CPCA to PropCo2 (Peterborough R&D Property Company Limited).

170. Combined Authority Office Accommodation

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

The Combined Authority had vacated its operational office accommodation in Alconbury Weald during summer 2020, retaining only a small office in Ely. An officer group had conducted a search of public sector accommodation within the Combined Authority area. Accommodation options at Pathfinder House, Huntingdon and Sand Martin House, Peterborough had been short-listed. Both offered high quality office accommodation, were affordable, had facilities for public meetings and offered savings in comparison to the previous accommodation at Alconbury Weald. However, Pathfinder House was recommended to the Board as the preferred option because the overall cost was less, it was located more centrally within the CPCA's geography, and it offered the option of sub-letting part of the premises to an organisation providing services to the CPCA which offered the potential to generate income.

Councillor Smith expressed herself content to support the officer recommendation of Pathfinder House as this was the preferred option for Combined Authority staff. However, she was unclear why it was proposed to retain separate office accommodation in Ely and would like to see this decision revisited in a year's time, if not now. Councillor Fitzgerald concurred, stating his belief that the Mayor's office should be co-located with the corporate centre. The Monitoring Officer stated that the Ely office was financed from the Mayoral budget and as such was not a decision for the Board. The Mayor stated that his use of the Ely office would be reviewed on a regular

basis, and noted Councillor Bailey's request for an early discussion with East Cambridgeshire District Council if any changes were proposed.

Councillor Bailey endorsed the re-establishment of a staff base and expressed her support for Pathfinder House. She stated that a request she had made previously for an organogram of the CPCA, annotated to show leavers, staff vacancies and interim appointments, had not yet received a response. The Chief Executive undertook to follow this up.

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

a) Identify Pathfinder House, Huntingdon, as the preferred option for corporate office accommodation.

b) Authorise the acquisition of a leasehold property interest and delegate authority to the Chief Executive to finalise tenancy terms in consultation with the Mayor.

c) Authorise the acceptance of a tenancy at will to facilitate operational occupation until formal lease documentation can be finalised.

d) Delegate authority to the Chief Executive to approve a preferred layout and design, and to incur associated expenditure to implement that design.

[Ms Thomas left the meeting at 11.30am]

171. Climate Change Action Plan

The Climate Change Action Plan had been developed by a multi-sector working group and proposed actions for the next three years. It highlighted areas for further work in relation to emerging Government policy and included proposals for establishing appropriate monitoring arrangements.

Councillor Smith, Lead Member for the Environment and Climate Change, expressed her thanks to officers for their work and for the support provided to the working group. The proposals had been presented to the Overview and Scrutiny Committee (O&S) earlier in the week and had been subject to robust and constructive scrutiny. The Committee had been pleased to see that the Combined Authority was now working in close partnership with constituent councils, drawing on their experience and expertise and looking to share learning. She would reflect with officers on the issues which O&S had raised. Councillor Smith emphasised that the action plan represented a starting point for looking at what additionality the Combined Authority could bring. The region faced a significant risk from global warming and there was a need to work collectively to mitigate this in addition to the positive work already being done by individual member organisations. The identification of clear measurables would also help lever in additional Government funding.

Councillor Boden commented on the need to recognise the different economies which existed in different parts of the county and to avoid generalisations. In his judgement, the limiting factor in achieving the Combined Authority's environmental ambitions would

be the lack of money. The key objective should therefore be to get the best value from the limited funds which were available. He saw no recognition within the report of how project costs and impact would be measured, which he had raised previously and believed to be key to the most effective utilisation of limited resources. He felt that there was also a lack of measurable outcomes which would enable projects to be compared or details of the value for money for mitigation efforts it was proposed to fund. For this reason, he would not be supporting the recommendation.

[Councillor Herbert left the meeting at midday and returned at 1.02pm]

Councillor Bailey commented that whilst she was supportive of the action plan, she was disappointed that the discussions which had taken place amongst Leaders were not in her view reflected in the report before the Board. Her understanding was that projects which worked across the whole of the Combined Authority's geography were going to be prioritised. The report also included a number of projects where the business case had not yet been costed and approved. In her view, the Combined Authority's role was to put in place building blocks on the climate change agenda across the whole of its geography rather than focusing on projects in individual areas, but the climate change projects approved in January were primarily located in Cambridge City and South Cambridgeshire. She would like to see more information included to engage the public. Councillor Bailey asked whether the Climate Change Commissioners had been approached for their views on whether the action plan met their recommendations and the future role of the Climate Change Commission and whether it was being retained. Officers stated that the action plan contained a mixture of building blocks and individual projects, which reflected what had been agreed by the Board in January. Work was underway on a public engagement strategy to help local residents and businesses identify what they could do, and this message would be co-ordinated with constituent councils. The Chair of the Climate Change Commission was involved in the climate working group. Consideration was also being given to the future role of the Commission and proposals would be shared with Board members. Further reports on the action plan would be brought to the Board annually.

Mr Adams declared himself to be broadly supportive of the proposals, which he considered represented good progress. However, he judged that there was a need to be careful not to make commitments where supply chains did not currently exist and suggested that a gap analysis of the technologies and supply chains required should be carried out now.

Councillor Nethsingha was supportive of the report. In her judgement it would be important to look not only at outcomes in terms of CO2 emissions. Cambridgeshire County Council was adopting a more holistic approach which included looking at financial, social and environmental impacts and she would like to see something similar at the Combined Authority in the longer term. The Mayor stated that environmental and climate change implications and public health implications would be included in all reports going forward.

Councillor Fuller commented that he would support the recommendation, but that he believed that it was important to separate the process from the substance. It was also important to recognise the work already taking place within individual authorities and the shared desire to make progress, and in his judgement those proposals with the

widest impact would have the greatest effect. Councillor Fuller welcomed the proposed pilot projects and was keen that the learning from these should be shared with all constituent councils and member organisations. However, he felt that the way in which these pilot projects had been chosen had not been done in a structured and strategic way to ensure best value for money. Councillor Fitzgerald concurred, emphasising his wish to see the Combined Authority's work complimenting rather than replacing the good already being done by its constituent councils.

The Police and Crime Commissioner asked that road safety partnerships should be involved in the work being planned and highlighted the importance of road safety initiatives and security for bikes.

The Mayor stated that it was inherent on the Board to show collective leadership towards levelling up across the region, but that this must also be a just transition.

On being proposed by the Mayor, seconded by Councillor Smith, it was resolved by a majority of members present and voting to:

Agree the Climate Action Plan.

172. Market Towns Programme – Approval of Recommended Projects (Funding Call 8 - March 2022)

The Board was invited to approve a bid received under the Market Towns programme from East Cambridgeshire District Council (ECDC) for Soham and to consider requests from ECDC and Huntingdonshire District Council (HDC) to extend the approval timelines for remaining budget allocations for Littleport, Huntingdon and St Ives. To date, there had been six funding calls under the Market Towns programme. These had resulted in 46 projects being approved by the Board, awarding a total of £11,297,850 in grant funding and attracting a further £11,755,295 in partner match funding.

Councillor Fuller commented that HDC's request to extend the approval timelines for projects in Huntingdon and St Ives was to ensure that the best projects were selected and that these could leverage in additional investment. He did not understand the rationale for the apparently arbitrary September deadline proposed which would put unnecessary pressure on district council officers and could lead to project options being missed. It would also impact on the time available for consultation with local residents and stakeholders. Officers stated that they were seeking to establish a timeframe for delivery and that they deemed it appropriate to seek the Board's views on this. They would continue to work closely with district council colleagues and were appreciative of the time which they spent developing project proposals.

Councillor Fuller, seconded by Councillor Bailey, proposed that recommendation bi) be amended to read:

bi) Approve the request and extend the deadline for project bids to ~~September 2022~~ **31 March 2023**

[Additional text shown in **bold**, text to be removed shown as ~~struck through~~]

Councillor Nethsingha judged that it was reasonable to ask the Board to take a view on the timeframe for the delivery of the remaining Market Towns projects, given the concerns expressed earlier in the meeting around capital project slippage. However, she would not want to create artificial deadlines which could hinder delivery of the best possible projects. On that basis she has comfortable with the amendment.

Councillor Boden shared the reservations expressed around the setting of artificial project submission deadlines and was content to extend the project deadline to 31 March 2023 under current project criteria.

Councillor Bailey commented that ECDC officers had been working towards a September deadline in good faith and felt that the goalposts had been moved on timing. Littleport was the most deprived area in East Cambridgeshire, and she would not want to see it lose its share of Market Towns programme funding.

Councillor Fuller commented that there no suggestion of any reduced level of scrutiny of the proposals. HDC might be in a position to submit its proposals by September, but extending the deadline to March 2023 would allow time for proper consideration of consultation responses.

On being put to the vote the amendment was carried by unanimously by those present and voting.

The substantive recommendation was opened to debate.

Mr Adams commented that there was a balance to be struck between ensuring good governance and transparency and the need for decisions to rest with those best placed to deliver them. An inordinate amount of the Board's time had been spent debating relatively low cost, low risk projects and in bringing three options to the Board for debate rather than a clear officer recommendation.

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

a) Approve the project bid received under Market Towns Programme for the town of Soham in East Cambridgeshire to the sum of £330,000.

b) Consider the request received from Huntingdonshire District Council and East Cambridgeshire District Council to extend the approval timeline to secure remaining programme budget allocations for Huntingdonshire (£802,150 for the towns of Huntingdon and St Ives) and East Cambridgeshire (£1m for the town of Littleport), and agree to:

    i. Approve the request and extend the deadline for project bids to 31 March 2023.

Councillor Herbert re-joined the meeting at 1.02pm.

173. Transforming Cities Fund Report

The Grant Determination of March 2018 stated that the Transforming Cities Fund was designed to boost productivity, transform intra-city connectivity and reduce congestion through investment in public and sustainable transport in Cambridgeshire and Peterborough. The Board was invited to note the Annual Transforming Cities Fund (TCF) Report and delegate authority for its submission to the Department for Transport (DfT) to the Chief Executive. The report contained a spreadsheet showing expenditure to date and the Board was further invited to support the principle of using TCF capital underspend to support sustainable transport schemes like Active Travel and bus improvements. Officers recommended potential negotiations with the DfT regarding deadlines beyond March 2023.

Councillor Bailey asked for an update on A10 junctions and dualling. The Head of Transport stated that the County Council would be recruiting to a dedicated post to take this forward. Constructive discussions were taking place with the DfT and there was a positive move forward.

Councillor Fitzgerald commended the proposal to consider project swaps to ensure that all available funding was used. The Head of Transport suggested a report be brought to the next Board meeting setting out potential schemes that could be delivered quickly.

Councillor Boden commented that the Combined Authority had spent significant sums on land acquisition for the Wisbech Access Strategy and would want to see that scheme progress.

Board members expressed their thanks and good wishes to the Head of Transport who would be leaving the Combined Authority before the Board met next.

Summing up, the Mayor stated that the Board had given a clear message to officers that it wanted to see action on this and to ensure that the available funding was spent in full.

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

a) Note the contents of the Annual Transforming Cities Fund Report (Appendix 1) for submission to Department for Transport (DfT).

b) Support the principle of utilisation of TCF Capital underspend to support Sustainable Transport schemes (Active Travel & Bus Improvements) as agreed in future budget reports.

c) Delegate authority to the Chief Executive Officer to submit the Transforming Cities Fund Report to DfT.

174. Skills Bootcamps Wave 3

This key decision report was added to the Forward Plan on 21 March 2022 under General Exception arrangements.

The Board was advised that its proposal to the Department for Education for the delivery of Wave 3 Skills Bootcamps in the Combined Authority area had been successful and it was invited to accept a grant offer of £4.9m for 2022/23. It was anticipated that around 1700 learners would benefit from this funding.

Councillor Nethsingha, Lead Member for Skills, welcomed the grant funding which would help the Combined Authority continue to deliver its skills ambitions. The Mayor endorsed this.

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

a) Accept the Grant offer of £4,891,985 from the Department for Education (DfE) to deliver Wave 3 Skills Bootcamps for the 2022- 23 financial year and approve the addition of a corresponding budget for delivery of the Bootcamps in the 2022-23 budget.

b) Delegate authority to the Chief Executive, in consultation with the Chief Finance Officer and Monitoring Officer, authority to:

    i. Make awards to and enter grant agreements with existing training providers to deliver Skills Bootcamps where procurement rules allow; and,

    ii. Make awards to and enter into grant agreements with new providers for Wave 3 following an appropriate appointment exercise.

The meeting adjourned from 1.14pm to 1.35pm. Mr Adams left the meeting at 1.14pm.

By recommendation to the Combined Authority Board

Recommendations from the Transport and Infrastructure Committee

175. A141 and St Ives

The Combined Authority was continuing to work with Cambridgeshire County Council to develop a costed proposal and programme for the A141 and St Ives Outline Business Case in order to seek the drawdown of funds to ensure that the schemes were progressed in timely way. The St Ives Local Improvement Study would build on the highway improvements identified in the A141 and St Ives Transport Study Options Appraisal Report 2020. Five packages of schemes were planned, and it was anticipated that the programme would run from approximately April 2022 to August 2023. Consultation would be undertaken as part of this work.

Councillor Fuller welcomed the progress which had been made and the recognition that these were Combined Authority projects. However, he expressed reservations about a press release which had been issued in relation to the St Ives Improvement Study which had created some concern locally. He wanted to make clear that no decisions had been made at this stage and emphasised the importance of consulting with constituent councils when issuing information of this type to avoid misunderstandings.

On being proposed by Councillor Fuller, seconded by Councillor Nethsingha, it was resolved unanimously by those present to:

a) Approve the drawdown of £2.3 million for the consultation and commencement of the St Ives Local Improvement Schemes.

b) Delegate authority to the Head of Transport and Chief Finance Officer to agree a Grant Funding Agreement with Cambridgeshire County Council.

The vote in favour included at least two thirds of all Members appointed by the Constituent Councils, including the Members appointed by Cambridgeshire County Council and Peterborough City Council.

176. Demand Responsive Transport

The Board was invited to note that the Demand Responsive Transport (DRT) trial had been extended and would now run until the end of July 2022 rather than the end of April as originally planned. The service would be retendered to allow a smooth transition from the original contract to the new contract.

Councillor Fuller sought clarification of the decision before the Board as the published report stated that it was for noting, but a press release had stated that it was a Board decision. The Monitoring Officer stated that the extension of the trial was within the approved funding envelope for the DRT trial, so the decision had been one for the Transport and Infrastructure Committee. It was before the Board for noting. The press release stating that the extension of the DRT trial was a Combined Authority Board decision would be corrected.

Councillor Smith asked that the next report on DRT should include cost per journey information and whether it was driving modal shift. The Head of Transport confirmed that these points would be included. At present, around 110 passengers per day were using the service and it was proving popular with a younger demographic who liked the offer of relatively cheap independent transport. The extended trial would also provide important learning on the use of DRT in a rural area, whether it provided additionality to timetabled services, potential public health and socio-economic benefits and whether it contributed to an integrated transport solution across the Combined Authority area and the potential for a single ticketed public service network.

Councillor Bailey shared the view that trying new thing was something the Combined Authority should be doing. DRT was expensive, but the financial cost of the service should not be the only consideration. DRT might form part of a transport solution, but she would not want it assumed that it would necessarily be better than a local

scheduled service. She would be interested to see whether DRT could deliver modal shift in comparison with hourly services like the Ely Zipper, and would also like to see the Zipper model explored in other areas. The Head of Transport stated that the Bus Service Improvement Plan (BSIP) and DRT could be part of a transport solution, but would not be the whole solution. There would be a need for new models like DRT to integrate with existing transport solutions like scheduled bus services.

Councillor Fuller expressed his support for the trial. However, at a cost of around £480k per year it was not a model which could be rolled out across the whole of the Combined Authority area. He was concerned about potentially putting on a service and encouraging people to use it and then taking it away at the end of the trial period. He also felt that the press release describing 10,000 journeys costing £2 was misleading as this was not the actual cost to the Combined Authority of providing the service.

Councillor Boden felt that the trial would offer some valuable data, but that there were some fundamental issues with the way Ting had been set up.

The Mayor stated that he saw value in taking time for the Board to discuss this subject. He expressed his thanks to the community of West Huntingdonshire who had embraced the Ting and who had found that it had responded to their needs.

The Board noted that the DRT trial has been extended from ending in April to ending in July. The service would be retendered to allow a seamless transition from original contract to new contract.

177. March Area Transport Study: Broad Street Scheme

The Mayor stated that there had been some debate about the approval process for the full business case when this report had been considered by the Transport and Infrastructure Committee on 14 March 2022. For clarity, the Board would want to be aware that the monies that were requested in advance of the completion of the Full Business Case were to enable procurement of the contractor to maintain the programme by undertaking this activity in advance. The funds relevant to that procurement would not be released until an independent value for money statement had been conducted on the Full Business Case (FBC) and that FBC had been considered by the Board. Recommendation b) made this explicit.

The report summarised work on the March Area Transport Study (MATS) and the March Future High Street Fund (FHSF), with the recommendation that £586k of Combined Authority FHSF monies should be re-purposed to undertake some early tasks as part of the MATS Broad Street construction stage. Approval was also sought for the drawdown of £3,780k for construction of the MATS Broad Street scheme, subject to independent evaluation and Board approval of the Full Business Case. Following this assurance £586k of funds would be re-purposed back to the Combined Authority's FHSF budget.

Councillor Nethsingha expressed herself reassured by the Mayor's clarification of the FBC sign-off process given the concerns which had been expressed at the Transport and Infrastructure Committee meeting.

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

a) Re-purpose £586,205 of CPCA Future High Street Fund monies to undertake the initial phases of the March Area Transport Study Broad Street construction.

b) Approve the drawdown of £3,780,387 for the construction of March Area Transport Study Broad Street scheme, in full (subject to the independent evaluation and sign off of the Full Business Case by the Combined Authority Board at a future meeting).

c) Delegate authority to the Head of Transport and Chief Finance Officer to enter into Grant Funding Agreements with Cambridgeshire County Council in relation to the March Area Transport Study.

The vote in favour included at least two thirds of all Members appointed by the Constituent Councils, including the Members appointed by Cambridgeshire County Council and Peterborough City Council.

178. E-Scooter Trial and E-Bike Update

The Board was advised that Voi had notified the Combined Authority on 14 March 2022 that immediately following the Russian invasion of Ukraine, Voi ceased all business arrangements in Russia and that its supply chain no longer passed through Russia.

Voi confirmed it had completed a full audit of its investors, highlighting to the Combined Authority three Russian investors. Two of these Russian investors were shareholders, and one held a convertible loan. None of the investors had been, or currently were, under sanction. The two Russian investors holding shares in the company had transferred their voting rights to Voi's CEO.

The Combined Authority's legal team had confirmed that the three Russian investors were not on the sanctions list. BEIS had advised that the current Government position was that contracting authorities subject to Section 17 of the Local Government Act 1988 should note that they were prohibited from considering non-commercial considerations in their procurement decisions, including the location of any country or territory of the business activities or interests of contractors, or from terminating contracts for non-commercial reasons. The Government was not mandating any course of action by local authorities beyond those set out in the published sanctions.

The Department for Transport (DfT) had requested an extension to the existing e-scooter trials to fill data gaps. E-bikes had returned to Peterborough, which was welcomed. The Board had agreed in principle to expanding e-bikes to market towns in September 2021. The next step would be to conduct market engagement to ensure that the procurement specification delivered a sustainable operating model.

The Police and Crime Commissioner commented that the request to extend e-scooter trials had come from the DfT and must therefore be respected. However, Cambridgeshire Constabulary had concerns about e-scooters in private use. His understanding was that the data being obtained through the e-scooter trial would be

used to inform future legislation on micro-mobility. There had been a number of incidents in Cambridgeshire and Peterborough, and he would like to see the Combined Authority pressing the DfT for guidance and legislation on micro-mobility. Councillor Nethsingha endorsed this suggestion, noting the issues which also existed in relation to micro-bikes. Officers stated that the DfT was aware of the issues raised and was working with the Home Office on how best to mitigate them. A report was expected in the Spring. The Mayor stated that he and the Transport team would write to the DfT on behalf of the Board about the need to produce draft regulations for all types of micro-mobility vehicles.

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

a) Approve the extension of the e-scooter trial to 30 November 2022.

b) Approve market engagement and a procurement process to enable the expansion of the e-bike service region wide.

c) Delegate authority to the Head of Transport in consultation with the Chief Finance Officer and Chief Legal Officer to enter a contract with the successful tenderer.

Recommendations from the Skills Committee

179. Adult Education Budget Funding Allocations 2022/23 and Proposed Funding Policy Changes

The Combined Authority would receive around £12m for adult learning and skills in 2022/23 as part of the Devolution Deal and £995k for the delivery of lifetime skills courses. The report set out the proposed funding allocation approach. Independent and third sector providers would be able to bid for contracts in 2022/23. The funding policy would be reviewed as part of a three-year evaluation.

Councillor Boden thanked the Senior Responsible Officer for Adult Education for his work and his responsive to suggestions. However, he had some concerns about the additional flexibilities and enhancements proposed for 2022/23 and felt that the 4% uplift for areas of deprivation was tokenistic and should be looked at again as part of the evaluation process. He asked that details of the percentage of the total budget which went to the 20% most economically deprived sub-regions should be provided outside of the meeting. The Mayor stated that this was an important challenge and endorsed the request.

Councillor Nethsingha, Lead Member for Skills, commented that the adult learning and skills budget was spent almost entirely on those in challenging circumstances. She was content for officers to look again at the uplift, but she wanted to be clear that the funding was already going to those in need.

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

a) Approve the funding allocations for the 2022/23 academic year, from the devolved Adult Education Budget (AEB) to the grant-holders, set out in Table A to the report.

b) Approve the funding allocations for the 2022/23 academic year from the delegated National Skills Fund for level 3 courses, to the grant-holders set out in Table A to the report.

c) Delegate authority to the Interim Associate Director of Skills in consultation with Chief Finance Officer and Monitoring Officer, to enter into multi-year grant funding agreements with the grant holders set out in Table A to the report, for a three-year period. d) Approve the funding policy changes and flexibilities for the 2022/23 academic year.

180. Recommendations from the Business Board

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

181. Local Growth Fund Management Budget

The Board's approval was sought to reprofile the Local Growth Fund's management top slice from 2022/2023 into 2023/2024. This top slice was used to support staffing costs, evaluation and monitoring, some Business Board remuneration, procurement, and programme reports. The recommendation had been considered by the Business Board on 14 March 2022 and endorsed unanimously.

Officers had reviewed the forecast budget and, with a mix of savings obtained due to unspent legal costs, a reduction in travel expenses and other reduced costs, it was anticipated that there would be sufficient funds available to finance the staffing costs for a further year.

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

> Approve the reprofile of the Local Growth Fund's management budget into 2023/2024.

Governance Reports

182. Annual Report and Business Plan 2022/23

The Business Plan was driven by the themes set out in the Sustainable Growth Ambition Statement and included projects with budget lines in the Medium-Term Financial Plan agreed by the Board in January 2022. The report had been re-published

on 23 March 2022 to correct a formatting error, and Board members had been sent a copy of the revised report electronically.

Councillor Bailey commented that there was no reference to double tracking of the Soham rail line to facilitate an hourly train service. The Devolution Deal update report in January 2022 had shown this project as in progress so she was unclear why there were no costings for this in the business plan. Given that the business plan included a number of uncosted and unapproved projects her preference would be to defer consideration of the report until there was more clarity on those projects. The Mayor stated that officers would provide an update on double tracking the Soham rail line outside of the meeting. A guarantee was needed in relation to the Ely area junction and the importance of this had been stressed at all meetings with Network Rail.

Councillor Boden commented that in his view a business plan should consist of agreed and scoped plans. On that basis, he would prefer to defer the report until the business cases for the projects listed had been considered.

The Mayor stated that he wished to make progress and would vote against any proposal to defer the business plan.

Councillor Herbert commented that he saw real value in sharing the full range of projects being considered by the Combined Authority with the wider community.

Councillor Smith described the business plan as a useful document which recognised the Combined Authority's achievements and ambition and one which she could support.

Councillor Fitzgerald commented that he expected the business plan to reflect Board members' priorities.

One being put to the vote the recommendation to approve the 2022/23 Annual Report and Business Plan fell for want of a majority. The Mayor asked that it should be brought back to the Board for consideration at the earliest opportunity, and that Board members should provide their comments on the current draft in writing so that officers could consider these fully.

183. Performance Management of the Sustainable Growth Ambition Statement

The Board considered proposals to revise the format of future performance management reports to include a wider set of key performance indicators (KPIs) which would align with the Sustainable Growth Ambition Statement. Reports would be submitted on a quarterly basis with the opportunity to update and refine the information it contained as required.

Councillor Boden expressed reservations about the usefulness of the data provided given that much of it was out of date by the time it was considered by the Board. The Analysis and Evaluation Manager stated that this issue had been raised collectively with the Office of National Statistics by Combined Authorities. The ONS was behind on its data schedule due to Covid, but had promised an improvement in the speed of data

release. Until this happened, interim indicators would be used where these were available.

The Mayor stated that 29 performance indicators and sub-measures were proposed under the new arrangements compared to the previous three KPIs, and welcomed the enhanced level of scrutiny and rigour.

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

a) Adopt the approach to performance management summarised in section 4 of the report.

b) Adopt its initial set of strategic indicators as shown in table 1, Appendix 1.

c) Agree future reporting timescales set out in section 5 of this report, including the removal of the 'key projects' profile element of the Performance Dashboard.

184. Local Assurance Framework

The Board was invited to approve the proposed amendments to the Local Assurance Framework (LAF) in order to align it with updates to the National Local Growth Assurance Framework. There were no significant changes to LAF obligations, but a small number of areas had been amended to improve clarity, reflect Combined Authority decisions and correct inaccuracies. A new set of Exemptions had also been issued offering temporary adjustments to compliance requirements. The LAF would be reviewed again following the outcomes of the governance review, review of the Constitution and the LEP review.

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

> Approve the amended draft of the Local Assurance Framework and to delegate authority to the Monitoring Officer (in consultation with the Chief Finance Officer and Chair of the Audit and Governance Committee), to make the relevant changes to the Local Assurance Framework.

185. Forward Plan

The Board reviewed the Forward Plan for March 2022. Councillor Bailey asked for confirmation of whether all Mayoral Decision Notices and Officer Decision Notices had now been published on the Combined Authority website, whether the decision to support the Wisbech Tesco bus service had been a Mayoral Decision or an Officer Decision, and whether all Mayoral Decisions had been reported to the Combined Authority Board. The Monitoring Officer stated that he had been assured that all Decision Notices had been placed on the website, but that he would confirm this with his team outside of the meeting. If any Mayoral Decision Notices had not been shared with the Board this would be reported back and resolved.

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

Approve the Forward Plan for March 2022.

(Mayor)

Agenda Item 1.2, Appendix 1

Combined Authority Board – Minutes Action Log

Purpose: The action log contains actions recorded in the minutes of Combined Authority Board meetings and provides an update on officer responses.

Minute	Report title	Lead officer/s	Action	Response	Status
92.	ZEBRA Phase 2	Steve Cox/ Tim Bellamy	The Mayor stated that he would be happy for a joint letter from himself and the Lead Member for Public Health to be sent to Minsters on this issue. He would also be happy to raise it with his mayoral colleagues.	Letter sent setting out the CPCA ambition to see the next phase of ZEBRA come to this area. Mayor and Interim Head of Transport met with Baroness Vere on 19 May 2022to discuss ZEBRA Phase 2 and the outcomes of the BSIP application.	Closed

Minute	Report title	Lead officer	Action	Response	Status
96.	Intra-Group Agreement between the CPCA and Cambridgeshire and Peterborough Business Growth Company Ltd (Growth Co)	Jon Alsop/ Robert Parkin/ Alan Downton	Officers confirmed that there was no strategy at present to ensure that none of the CPCA's subsidiaries made a profit and so became liable to corporation tax. The Director of Business and Skills would look at this with the Chief Finance Officer and Monitoring Officer.	None of the Combined Authority's subsidiary companies have so far generated any Corporation Tax liability. Our financial advisors have been commissioned to review the tax status of all these companies, to look at the potential for consortium tax relief and to review any Corporation Tax related risks and opportunities. Their report will be brought to a future Leaders' Strategy meeting for consideration and review.	Closed
156.	Employment and Skills Strategy and Action Plan	Fliss Miller	A Member asked to see the data explaining the population trends referenced in the report.	24.05.22: Briefing note circulated to the Board.	Closed
166.	Budget Monitor Report March 2022	Paul Raynes	To make representations at Ministerial level about the lack of joined-up thinking in relation to National Highways' decision to reject funds for ducting on the A428, which formed part of the CPCA's digital connectivity programme. This should be put in the context of the CPCA's wider strategic role in relation to transforming connectivity. The Mayor stated that representations would be made on behalf of the CPCA's collective leadership.	06.05.22: A letter has been sent.	Closed

Minute	Report title	Lead officer	Action	Response	Status
		Jon Alsop/ Fliss Miller	The CFO to feed in the Board's request for a root cause analysis of the causes of slippage on two or three large capital projects to the team carrying out a planned Internal Audit review of the capital programme. The suggestion of a joint piece of work with the County Council on capital project slippage would also be passed on to the Internal Audit team.	Internal Audit have been tasked to progress this.	Open
		Jon Alsop/ Fliss Miller	Requested that the Chatteris Skills Centre project should be reviewed and learning reported back to the Board.	The Chatteris Skills Centre building was completed to time and on budget ready for a September 2022 intake of students. However, the original scope of A141 road junction improvements to enable access to the site have increased significantly and the project owner is completing a business case seeking additional support from CPCA to enable the works to be completed so as to not hinder opening.	Open
		Roger Thompson	Officers to review the approach to the Green Homes initiative adopted by West Midlands Combined Authority and share any learning with the Board.	Work is on-going with BEIS to look at improvements to the net zero hub.	Open
		Jon Alsop/ Directors	A report was requested setting out the underspends across all business areas and the reasons why these have occurred. This should include all external funding steams.	This information was included as part of the outturn report.	Closed

Minute	Report title	Lead officer	Action	Response	Status
		Roger Thompson	Affordable Housing Scheme, Wisbech Road: An explanation was requested in relation to the amount of grant due for starting on site, which had changed from 25% to 75%.	24.05.22: A copy of the report to the Housing and Communities Committee on 9 March on 2021-22 Affordable Housing Programme Scheme Approvals - Wisbech Road, March - Sage Housing was sent to Board members.	Closed
167.	2022-23 Financial Strategies	Alan Downton	Officers were asked to produce a table for schemes managed by the Business Board and how these were meeting the CPCA's growth ambitions, for example number of apprenticeships and new jobs created/ business start-ups etc.		
168.	Sustainable Growth Ambition Statement	Directors/ CPCA Comms team	Asked that the diagram contained in appendix to the report with doubling GVA at its centre should be used extensively and consistently by the CPCA.	Noted.	Closed
170.	CPCA Office Accommodation	Eileen Milner/ Karen Grave	A Member request for an organogram of the CPCA annotated to show leavers, staff vacancies and interim appointments was noted. The Chief Executive undertook to follow this up.		
		Roger Thompson/ Nick Sweeney	Cllr Bailey requested an early discussion regarding the Ely office if any changes were proposed.	23.05.22: If there is an intention to relocate from the current premises at Market Street Ely we will endeavour to give as much notice as possible to ECDC.	Closed
173.	Transforming Cities Fund	Steve Cox/ Tim Bellamy	The Head of Transport suggested a report be brought to the next Board meeting setting out potential schemes that could be delivered quickly.		

Minute	Report title	Lead officer	Action	Response	Status
176.	Demand Responsive Transport	Rowland Potter/ Emily Butler	The press release stating that the extension of the DRT trial was a CA Board decision to be corrected.	09.05.22: This has been corrected.	Closed
		Steve Cox/ Tim Bellamy/ Oliver Howarth	The next report on DRT to include cost per journey information and whether it is driving modal shift.		
178.	E-Scooter Trial and E-Bike Update	Steve Cox/ Tim Bellamy/ Anna Graham	The Mayor and Transport Team to write to the DfT on behalf of the Board about the need to produce draft regulations for all types of micro-mobility vehicles.	09.05.22: Letter sent.	Closed
179.	AEB Funding Allocations 2022/23 and Proposed Policy Changes	Fliss Miller/ Parminder Singh Garcha	To provide details of what percentage of the total budget goes to the 20% most economically deprived sub-regions.	The most recent full year data available is for 2020/21 academic year. In 2020/21, 32% of Adult Skills funding went towards those areas in Cambridgeshire and Peterborough which fell into the top 20% most relatively deprived in England. In Peterborough, it made up the majority of spend (60%). 18% of Community Learning enrolments also fell into the 20% most relatively deprived areas. In Peterborough, the majority (52%) of Community Learning enrolments were for residents from the 20% most deprived areas.	Closed
181.	Annual Report and Business Plan 2022/23	Steve Cox/ Tim Bellamy	To provide an update on double-tracking of the Soham rail line.	09.05.22: Response sent.	Closed

Minute	Report title	Lead officer	Action	Response	Status
184.	Forward Plan for March	Robert Parkin/ Jodie Townsend	To confirm that all Mayoral Decision Notices and Officer Decision Notices have now been published on the Combined Authority website.	All ODNs and MDNs received have now been published where sign off has been provided.	Closed
		Robert Parkin/ Jodie Townsend	To advise on whether the decision to support the Wisbech Tesco bus service was a Mayoral Decision or an Officer Decision.	This was an Officer Decision Notice and is available to view on the Combined Authority website.	Closed
		Robert Parkin/ Jodie Townsend	The Monitoring Officer undertook to check that all Mayoral Decision Notices had been reported to the Combined Authority Board.	The Governance team have reviewed all Mayoral Decision Notices (MDNs) and identified two which had not been reported to the Combined Authority Board. These were MDN 24-2020: X3 Bus Service between Huntingdon and Addenbrookes and MDN 32-2021: Change to the Officer Delegated Authority under MDN 28-2020. Both of these MDNs will be reported to the Combined Authority Board on 8 June 2022.	Closed

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

Agenda Item No: 1.5

Membership of Combined Authority 2022-23

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	8 June 2022
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	Robert Parkin, Chief Legal Officer (Monitoring Officer)
Key decision:	No
Forward Plan ref:	n/a

Recommendations: The Combined Authority Board is recommended to:

a) note the Members and substitute Members appointed by constituent councils to the Combined Authority for the municipal year 2022/2023 (Appendix 1)

b) confirm that the following bodies be given co-opted member status for the municipal year 2022/23:

(i) The Police and Crime Commissioner for Cambridgeshire.
(ii) Cambridgeshire and Peterborough Fire Authority.
(iii) Cambridgeshire and Peterborough Clinical Commissioning Group.

c) Note the named representative and substitute representative for each organisation as set out in the report.

d) Agree that any late notifications of appointments to the Monitoring Officer shall take immediate effect.

Voting arrangements:
a) No vote required
b) Two-thirds majority of members present and voting
c) No vote required

d) Two-thirds majority of members present and voting

To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor.

1. Purpose

1.1 To note the Members and substitute Members appointed by the Constituent Councils as set out in Appendix 1.

1.2 Recommend continued co-opted member status to the organisations listed below at paragraph 2.4 and note the named representative and substitute representative of those co-opted member organisations.

2. Background

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 2022. The Members and substitute Members appointed by the Constituent Councils are set out in Appendix 1

Co-opted Members

2.3 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 2022/23. The Combined Authority Board is asked to agree that these organisations continue their co-opted member status for the municipal year 2021/22 and for future years until the Board decides otherwise.

Organisation	**Named Representative**	**Substitute Member**
The Police and Crime Commissioner for Cambridgeshire	Darryl Preston	J Peach
Cambridgeshire and Peterborough Fire Authority	Vice Chair of the Cambridgeshire and Peterborough Fire Authority	TBC
Integrated Care System/Partnership	Jan Thomas	Louis Kamfer

2.4 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.

2.5 The Cambridgeshire and Peterborough Fire Authority does not meet until 16th June 2022 and therefore the named representative and substitute will be brought to the next Combined Authority Board meeting for confirmation.

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. Public Health Implications

5.1 None

6. Environmental and Climate Change Implications

6.1 None

7. Other Significant Implications

7.1 None

8. Appendices

8.1 Appendix 1 – Members and Substitute Members of the Combined Authority appointed by constituent councils for 2022-23

9. Background Papers

9.1 Council reports of each of the Constituent Councils. Available on Constituent Council websites.

Membership of the Combined Authority Board 2022/23 – Constituent Councils

Nominating Body	Member	Substitute
	Mayor Dr Nik Johnson	Statutory Deputy Mayor
Cambridge City Council	Cllr Lewis Herbert	Cllr Mike Davey
Cambridgeshire County Council	Cllr Lucy Nethsingha	Cllr Elisa Meschini
East Cambridgeshire District Council	Cllr Anna Bailey	Cllr Joshua Schumann
Fenland District Council	Cllr Chris Boden	Cllr Jan French
Huntingdonshire District Council	Cllr Sarah Conboy	Cllr Tom Sanderson
Peterborough City Council	Cllr Wayne Fitzgerald	Cllr Steve Allen
South Cambridgeshire District Council	Cllr Bridget Smith	Cllr Brian Milnes

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

Agenda Item No: 1.6

Appointments to Executive Committees, Committee Chairs and Lead Members

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	8 June 2022
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	Robert Parkin, Chief Legal Officer (Monitoring Officer)
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	The Combined Authority Board is recommended to:

a) Note and agree the Mayor's nominations to Lead Member responsibilities and the membership of the committees including the Chairs of committees for 2022/23 as set out in Appendix 1

b) note the Committee Members and substitute Members appointed by constituent councils to the Combined Authority for the municipal year 2022/23 (Appendix 1).

c) Note and agree the Membership for the Employment Committee for 2022/23 (Appendix 1)

Voting arrangements:	a) Simple majority of all Members. To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor.

1. 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.

1.2 A review of Governance was reported to the Combined Authority Board meeting on 25 September 2019 with amendments agreed as at section 2.2 below. This report asks the Board to agree the Mayor's nominations to Lead Member responsibilities and the membership of the committees for 2022/23.

2. 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 reviewed its governance arrangements at its meeting on 25 September 2019 and resolved that the Combined Authority Board shall appoint the committee and substitute members. Also, that with the exception of the Chair, Board members may nominate another member from their constituent council to be a member of the committee in their place. The Board member shall also nominate a named substitute member.

2.3 Nominations are in consultation with the Mayor and subject to approval by the Board. In principle, neither the Mayor nor the Board will seek to exercise their voting rights to veto or vote against the appointment of constituent council members to executive committees. These amendments took effect on 1 November 2019.

2.4 The Mayor has allocated Lead Member responsibilities and membership of committees are set out in Appendix 1 (to follow). The Board is asked to agree these allocations for 2022/23.

Employment Committee

2.5 At the meeting held on 30 September 2020 the Board agreed the constitutional changes to the Employment Committee including the membership. The Terms of Reference require the Employment Committee to be made up of eight members to include the Mayor or his/ her nominee and a Board Member from each of the seven constituent councils or their nominee. The Chair must be a Board member.

2.6 The Constitution states that the Combined Authority Board shall appoint the members of the Committee, and their substitute members. With the exception of the Chair, Board members may nominate another member from their constituent council to be a member of the Committee in their place. The Board member shall also nominate a named substitute member. Nominations are in consultation with the Mayor and subject to approval by the Board. In principle, neither the Mayor nor the Board will seek to exercise their voting rights to veto or vote against the appointment of constituent council members to the Committee or the Sub-Committees. These amendments took effect in November 2020.

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. Public Health Implications

5.1 None

6. Environmental and Climate Change Implications

6.1 None

7. Other Significant Implications

7.1 None

8. Appendices

8.1 Appendix 1 – Lead Member Responsibilities, Executive Committee membership and membership of the Employment Committee.

9. Background Papers

9.1 Report and decisions of the Combined Authority Board 25 July 2018

9.2 Report and decisions of the Combined Authority Board 26 September 2018

Lead Member Responsibilities and Committee Membership: June 2022

Lead Member Responsibilities	Board Member
Mayor, Chair of the Combined Authority Lead Member for Policy Lead Member for Governance	Mayor Johnson
Lead Member for Economic Growth	Cllr Herbert
Lead Member for Skills Chair of Skills Committee	Cllr Nethsingha
Lead Member for Investment & Finance	Mayor Johnson
Lead Member for Housing Chair of Housing and Communities Committee	Cllr Herbert
Lead Member for Transport Chair of Transport Committee	Mayor Johnson
Lead Member for Environment & Climate Change	Cllr Smith
Lead Member for Public Health	Cllr Boden

Committee Allocation

Transport Committee (8 seats)

		Lead Member Responsibilities/Member	Board Member	Substitute
1	Chair	Lead Member for Transport	Mayor Johnson	Cllr Herbert
2	Member	Member for Cambridge City Council	TBC	TBC
3	Member	Member for Cambridgeshire County Council	Councillor N Shailer	Councillor R Howitt
4	Member	Member for East Cambridgeshire District Council	Councillor I Bovingdon	Councillor D Brown
5	Member	Member for Fenland District Council	Councillor Seaton	Cllr Boden
6	Member	Member for Huntingdonshire District Council	Cllr Wakeford	Cllr Davenport-Ray
7	Member	Member for Peterborough City Council	TBC	TBC
8	Member	Member for South Cambridgeshire District Council	Cllr McDonald	Cllr Smith

Skills Committee (7 seats)

		Lead Member Responsibilities/Member	Board Member	Substitute
1	Chair	Lead Member for Skills	Councillor L Nethsingha	Councillor C Daunton
2	Member	Member for Cambridge City Council	TBC	TBC
3	Member	Member for East Cambridgeshire District Council	Cllr L Every	Cllr J Schumann
4	Member	Member for Fenland District Council	Cllr Seaton	Cllr Mason
5	Member	Member for Huntingdonshire District Council	Cllr Sam Wakeford	Cllr Tom Sanderson

6	Member	Member for South Cambridgeshire District Council	Cllr McDonald	Cllr Smith
7	Member	Member for Peterborough City Council	TBC	TBC

Housing and Communities Committee (7 seats)

		Lead Member Responsibilities/Member	Board Member	Substitute
1	Chair	Lead Member for Housing	Cllr L Herbert	TBC
3	Member	Member for Cambridgeshire County Council	Councillor A Whelan	Councillor L Nethsingha
4	Member	Member for East Cambridgeshire District Council	Cllr David Ambrose Smith	Cllr Anna Bailey
5	Member	Member for Huntingdon District Council	Cllr Tom Sanderson	Cllr Ben Pitt
6	Member	Member for Peterborough City Council	TBC	TBC
7	Member	Member for South Cambridgeshire District Council	Cllr Batchelor	Cllr Smith
		Member for Fenland District Council	Cllr Laws	Cllr Boden

Notes

(a) Lead Member should also be Chair

(b) Vice Chair to be agreed by committee as and when required

Employment Committee

		Member	Board Member	Substitute
1	Chair		Mayor Johnson	
2	Member	Member for Cambridge City Council	Cllr Herbert	TBC
3	Member	Member for Cambridgeshire County Council	Councillor L Nethsingha	Councillor E Meschini

4	Member	Member for East Cambridgeshire District Council	Cllr Anna Bailey	Cllr Josh Schumann
5	Member	Member for Fenland District Council	Cllr French	Cllr Davis
6	Member	Member for Huntingdonshire District Council	Cllr Sarah Conboy	Cllr Tom Sanderson
7	Member	Member for Peterborough City Council	TBC	TBC
8	Member	Member for South Cambridgeshire District Council	Cllr Smith	Cllr Rippeth

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

Agenda Item No: 1.7

Appointment of the Overview and Scrutiny Committee 2022/23

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	8 June 2022
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	Robert Parkin, Chief Legal Officer (Monitoring Officer)
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	The Combined Authority Board is recommended to:

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 2022/23.

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 Overview and Scrutiny Committee for the municipal year 2022/23 as set out in Appendix 2.

d) to request that the Overview and Scrutiny Committee consider the co-option of an independent member from a Constituent Council.

Voting arrangements:	A simple majority of all Members present and voting To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor.

1. Purpose

1.1 The purpose of the report is to ask the Board to confirm the size and membership of the Overview and Scrutiny Committee and to agree the political balance and consider whether the Committee should appoint a co-opted independent member from a Constituent Council.

2. 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 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.

2.4 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 the 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.

2.5 Constituent Councils have nominated the members and substitute members listed in Appendix 2 for the municipal year 2022/23 based on the political balance set out in Appendix 1.

2.6 In previous years, discretion had been used to provide independent members a seat on the Overview and Scrutiny Committee, as well as the Audit and Governance Committee. Recognising the process operated through the exercise of such discretion 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.

2.7 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 2022/23 only.

Significant Implications

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. Public Health Implications

5.1 None

6. Environmental and Climate Change Implications

6.1 None

7. Other Significant Implications

7.1 None

8. Appendices

8.1 Appendix 1 – Political Balance on the Overview and Scrutiny Committee

8.2 Appendix 2 - Nominations from Constituent Councils (to follow)

9. Background Papers

9.1 Constituent Councils AGM reports:
Cambridge City Council
Cambridgeshire County Council
East Cambridgeshire District Council
Fenland District Council
Huntingdonshire District Council
Peterborough City Council
South Cambs District Council

APPENDIX 1

Overview and Scrutiny Committee of 14

POLITICAL BALANCE ACROSS THE COUNTY as at 5 May 2022

	Total	Vacancy	Conservative	Labour	Liberal Democrats	Independent	Green	St. Neots Independent	**Total (exc. Ind)**	Entitlement
CAMBRIDGESHIRE	2		28	9	20	2		2	**59**	1 Con; 1 Lib Dem
CAMBRIDGE CITY	2			29	9	1	3		**41**	2 Lab
EAST CAMBS.	2		16		10	2			**26**	1 Con; 1 Lib Dem
FENLAND	2		27		2	9	1		**30**	2 Con
HUNTINGDONSHIRE	2		22	4	10	11	1	4	**41**	1 Con; 1 Lib Dem
PETERBOROUGH	2		28	17	8	4	3		**56**	1 Con; 1 Lab
SOUTH CAMBS.	2		8		37				**45**	2 Lib Dem
TOTAL	**14**	**0**	**129**	**59**	**96**	**29**	**8**	**6**	**298**	
POLITICAL BALANCE %			43.29	19.80	32.21		2.68	2.01		
Seat allocation			**6**	**3**	**5**	**0**	**0**	**0**	**14**	
Committee seat allocation	14		6.0606	2.772	4.5094	0	0.3752	0.2814		

Overview and Scrutiny Committee Membership

Council	Member	Substitute
East Cambs DC	Cllr Sharp Cllr Dupre	Cllr Hunt Cllr Cane
Fenland DC	Cllr Hay Cllr Miscandlon	Cllr Tierney
Huntingdonshire DC	Cllr Dew Cllr Hassall	Cllr Neish Cllr Mickelburgh
South Cambs DC	Cllr Van de Weyer Cllr Harvey	Cllr Fane
Peterborough City Council	Cllr Coles Cllr Iqbal	Cllr Farooq Cllr Ali
Cambridge City Council	Cllr Robertson Cllr Baigent	Cllr Smith
Cambridgeshire County Council	Cllr Goldsack Cllr Atkins	Cllr Count Cllr Coutts

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

Agenda Item No: 1.8

Appointment of the Audit and Governance Committee 2022/23

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	8 June 2022
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	Robert Parkin, Chief Legal Officer (Monitoring Officer)
Key decision:	No
Recommendations:	The Combined Authority Board is recommended to:

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.

b) to agree the political balance on the committee as set out in Appendix 1;

c) confirm the appointment of the Members and substitute Members nominated by Constituent Councils to the Committee for the municipal year 2022/23 as set out in Appendix 2.

d) appoint the Independent Person as Chair for the municipal year 2022/23 and delegate the election of the Vice Chair to the Audit and Governance Committee.

Voting arrangements:	A simple majority of all Members present and voting, To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor.

1. Purpose

1.1 The purpose of the report is to ask the Board to confirm the size and membership of the Audit and Governance Committee and to agree the political balance and the appointment of the Independent Person as the Chair for the municipal year 2022/23.

2. 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 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 Since 2017/18, the Board has 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 follow) for the municipal year 2022/23 based on the political balance calculation.

2.6 In previous years, discretion has been used to provide independent members a seat on both the Audit and Governance Committee and the Overview and Scrutiny Committee. Recognising the process operated through the exercise of discretion in previous years 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.

2.7 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 2022/23.

Chair and Vice Chair

2.8 In accordance with the Constitution, the appointment of the Chair and Vice-Chair of the Audit and Governance Committee is reserved to the Board.

2.9 The Board has previously agreed that Mr Pye as the Independent Person for the Committee should be appointed as Chair of the Committee and has previously delegated the decision of electing a Vice Chair to the Audit and Governance Committee to take place at their first meeting.

2.10 The Board are asked to appoint the Independent Person as Chair for the municipal year 2022/23 and delegate the election of the Vice Chair to the Audit and Governance Committee.

Significant Implications

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.

3.2 The appointed independent person will receive an allowance of £3,068 per annum.

4. Legal Implications

4.1 These are dealt with in the report.

5. Public Health Implications

5.1 None

6. Environmental and Climate Change Implications

6.1 None

7. Other Significant Implications

7.1 None

8. Appendices

8.1 Appendix 1 – Political Balance of the Audit and Governance Committee

8.2 Appendix 2 - Nominations from Constituent Councils (to follow).

9. Background Papers

9.1 Constituent Councils AGM reports:
Cambridge City Council
Cambridgeshire County Council
East Cambridgeshire District Council
Fenland District Council
Huntingdonshire District Council
Peterborough City Council
South Cambs District Council

APPENDIX 1

Audit and Governance Committee of Seven

POLITICAL BALANCE ACROSS THE COUNTY as at 5 May 2022

	Total	Vacancy	Conservative	Labour	Liberal Democrats	Independent	Green	St. Neots Independent	**Total (exc. Ind)**	Entitlement
CAMBRIDGESHIRE	1		28	9	20	2		2	**59**	1 Liberal Democrat
CAMBRIDGE CITY	1			29	9	1	3		**41**	1 Labour
EAST CAMBS.	1		16		10	2			**26**	1 Conservative
FENLAND	1		27		2	9	1		**30**	1 Conservative
HUNTINGDONSHIRE	1		22	4	10	11	1	4	**41**	1 Conservative
PETERBOROUGH	1		28	17	8	4	3		**56**	1 Labour
SOUTH CAMBS.	1		8		37				**45**	1 Liberal Democrat
TOTAL	**7**	**0**	**129**	**59**	**96**	**29**	**8**	**6**	**298**	
POLITICAL BALANCE %			43.29	19.80	32.21		2.68	2.01		
Seat allocation			**3**	**2**	**2**	**0**	**0**	**0**	**7**	
Committee seat allocation	7		3.0303	1.386	2.2547	0	0.1876	0.1407		

Appendix 2

Audit and Governance Committee Membership

Council	Member	Substitute
East Cambs DC	Cllr David Brown	Cllr David Ambrose Smith
Fenland DC	Cllr Ian Benney	Cllr Hoy
Huntingdonshire DC	Cllr Steve Corney	Cllr Marge Beuttell
South Cambs DC	Cllr Harvey	Cllr Atkins
Peterborough City Council	Cllr Imtiaz Ali	Cllr Amjad Iqbal
Cambridge City Council	Cllr Simon Smith	Councillor Richard Robertson
Cambridgeshire County Council	Councillor Graham Wilson	Councillor Michael Atkins

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

Agenda Item No: 2.1

Local Highways Maintenance Grant Allocation 2022/23

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 8 June 2022

Public report: Yes

Lead Member: Mayor Dr Nik Johnson

From: Jon Alsop, Chief Finance Officer

Key decision: Yes

Forward Plan ref: KD2022/16

Recommendations: The Combined Authority Board recommended to:

a) Note and comment on the Mayor's intention to allocate grants totalling £27,695,000 to Cambridgeshire County Council (CCC) and Peterborough City Council (PCC) in line with the Department for Transport formula for determining each council's share; and

b) Note that subject to any comments made by the CA Board arising from a), that Mayor is being recommended to allocate the grants as set out below,

	Total
Cambridgeshire County Council	£21,955,000
Peterborough City Council	£5,740,000
Total	**£27,695,000**

Voting arrangements: No vote required. Allocation of Highways Grant funding is a Mayoral decision.

1. Purpose

1.1 The Department for Transport (DfT) has published capital funding allocations towards local highways maintenance for the 2022/23 financial year online. 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 (ITB), the Highways Maintenance Block (HMB) Needs Element, HMB Incentive Element, and the Pothole Fund.

1.3 The Combined Authority has received the funding, but has not yet been issued with the grant determination from DfT which sets out any terms and conditions.

2. Background

2.1 The DfT issues the Highways Maintenance grants on an annual basis to the Combined Authority.

2.2 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 local highways authorities. Before making that decision, the mayor is required to consult the Combined Authority Board.

2.3 The allocations of this funding, divided by grant stream, 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.

£'000	**Pothole Funding**	**HMB – Needs**	**HMB – Incentive**	**ITB**	**Total**
CCC	£8,329	£8,329	£2,082	£3,215	£21,955
PCC	£1,921	£1,921	£480	£1,418	£5,740
Total allocation	**£10,250**	**£10,250**	**£2,562**	**£4,633**	**£27,695**

2.4 The allocation of funding to the Combined Authority in 2022/23 is the same as it was in 2021/22. The allocation of funding from the Combined Authority to Cambridgeshire County Council and Peterborough City Council has been calculated on the same basis as for the previous year.

2.5 The Department for Transport have published allocations of these grants for the next three years, to 2025-26, and the allocations are for the same cash value for the whole period. Given the current level of inflation this will create a significant real-term cut in highways maintenance funding over the next 4 years as materials and labour costs increase while funding remains flat.

2.6 The Incentive Fund scheme is to reward councils who demonstrate they are delivering value for money in carrying out cost effective improvements, however areas which have Combined Authorities automatically receive the maximum allocation.

2.7 While the terms and conditions of the 2022-23 grant award have not yet been received, it is standard with these annual grants for the Chief Executive and Chief Internal Auditor of the Combined Authority to be required to sign and return a declaration to DfT by the end of September in the following year (2023) to provide an opinion that the conditions attached to the funding have been complied with.

2.8 Assuming the same conditions as have been applied by the DfT historically, the grant agreements issued by the Combined Authority to the Local Highways Authorities will include a requirement for each of them to provide the necessary assurances in writing to the Combined Authority to enable the Chief Executive and the Chief Internal Auditor to sign and return the declaration by the due date.

2.9 As the conditions of these annual grants are generally unchanged year on year it is proposed that payment of the allocations to PCC and CCC be made after this decision, with grant offer letters to follow once the Combined Authority has received the overall grant determination from the DfT. The risk of this is considered minimal as the Combined Authority has already received the funds, and the purpose of the grants has not changed from prior years.

Significant Implications

3. Financial Implications

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

4. Legal Implications

4.1 The proposal is in line with the requirements of 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.

5. Public Health Implications

5.1 The report recommendations have neutral implications for public health.

6. Environmental and Climate Change Implications

6.1 The report recommendations have neutral implications for the environment and climate change.

7. Other Significant Implications

7.1 There are no other significant implications which have not been dealt with under the legal or financial implications.

8. Appendices

8.1 None

9. Background Papers

9.1 Link to Highways maintenance and ITB funding formula allocations, 2022 to 2025

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

Agenda Item No: 2.2

A MDN 24-2020: X3 Bus Service between Huntingdon and Addenbrookes and MDN 32-2021: Change to the Officer Delegated Authority under Mayoral Decision Notice 28-2020

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	8 June 2022
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	Robert Parkin, Chief Legal Officer and Monitoring Officer
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	The Combined Authority Board is recommended to: a) Note Mayoral Decision Notice MDN 24-2020: X3 Bus Service between Huntingdon and Addenbrookes. b) Note Mayoral Decision Notice MDN 32-2021: Change to the Officer Delegated Authority under MDN 28-2020
Voting arrangements:	To note only. No vote required.

1. Purpose

1.1 To provide the Board with an update on Mayoral Decision Notices (MDNs) as per the request made by the Board at its meeting of 30 March 2022.

2. Background

2.1 The Combined Authority's Monitoring Officer undertook to check that all Mayoral Decision Notices (MDNs) had been reported to the Combined Authority Board.

2.2 More generally, as part of the governance review the interim Head of Governance has devised and implemented a new approach to the registering, publication, and notification to the CA Board of MDNs, and specifically commissioned a retrospective review to identify any MDNs which had not been reported to the CA Board. The omissions in these instances arose as a result of misunderstanding and miscommunication among officers.

2.2 The Combined Authority Governance team have reviewed all MDNs and identified two which had not been reported to the Combined Authority Board. These were MDN 24-2020: X3 Bus Service between Huntingdon and Addenbrookes; and MDN 32-2021: Change to the Officer Delegated Authority under MDN 28-2020. Both decisions were taken under the general power of competence of the Mayor.

2.3 A Mayoral Decision (MDN 24-2020) was taken to agree to pay Cambridgeshire County Council £186,981, by way of a grant. This was taken as an urgent action the detail for which can be found at Appendix 1. The X3 is a strategically important bus route which runs seven days a week providing direct links to Addenbrookes Hospital from Huntingdon, Hinchingbrooke, Godmanchester, Papworth and Cambourne. The service is operated by Whippet Coaches.

2.4 A Mayoral Decision (MDN 32-2021) to change the officer delegated authority was made under MDN28-2020. A revision was sought to change the delegation to: The Mayor, in consultation with the Combined Authority Board, delegate authority to the Interim Programme Manager, in consultation with the Lead Member for Finance, the CPCA's Section 73 Officer and Monitoring Officer, authorise the release of the balance of the £14,295,833 Getting Building Funds subject to the project producing the documents listed as terms and conditions in the external appraiser's report. The delegated authority would consequently sit with the Interim Programme Manager. Appendix 2 includes the detail of the MDN.

Significant Implications

3. Financial Implications

3.1 This item is for noting only so there are no direct financial implications.

3.2 Of the two MDNs reported here only 24-2020 has any financial implications and, as noted in the decision notice itself, the spend approved was fully funded by the BetterDeal4Buses revenue grant from the Department for Transport and so created no additional pressure on wider Combined Authority resources.

4. Legal Implications

4.1 No Legal comments.

5. Public Health Implications

5.1 There are neutral public health implications related to the recommendations in this report.

6. Environmental and Climate Change Implications

6.1 There are no environmental and climate change implications arising from this report, and the MDNs reference

7. Appendices

7.1 Appendix 1 – MDN 24-2020

7.2 Appendix 2 – MDN 32-2021

8. Background Papers

8.1 MDN 24-2020, and MDN 32-2021

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY | JAMES PALMER CAMBRIDGESHIRE & PETERBOROUGH MAYOR

Officer Decision/Mayoral Decision No.:	MDN24-2020
DECISION TITLE: **X3 Bus Service between Huntingdon and Addenbrookes**	
NAME OF OFFICER/MAYOR EXERCISING DELEGATED POWERS: **Mayor James Palmer**	
DATE OF OFFICER/MAYORAL DECISION: **8.7.2020**	

Responsible Director/Mayor:	*Mayor James Palmer*
Report Author and contact details:	*Oliver Howarth, Bus Strategy Manager, 07923 218438* *oliver.howarth@cambridgeshirepeterborough-ca.gov.uk*
Is it a key decision?	No
All reports will be published on the CA website. Does your report include exempt or confidential information?	No
KEY DECISIONS ONLY	**This section only needs to be completed if the decision is a key decision. Only the Mayor can make key decisions**
Insert forward plan ref number	
Date when Mayor intend to make decision.	
Date report published on the website	
Implementation Date	
Does the report have any annex that contains exempt information?	

Decision taken	**The Mayor** 1. Agrees to pay Cambridgeshire County Council £186,981 (by way of a grant) to enable a bus service to be funded to operate between Huntingdon, Cambourne and the Cambridge Biomedical Campus. 2. This is an urgent action because putting the contract details in the public domain before the contract has been signed with the bus company would be commercially imprudent; and so that the bus service can commence at the start of the new school year.
Authorisation *(delete as appropriate)*	This decision has been taken under: **General Functions of the Mayor** 1. Chapter 3, paragraph 1.4.1 – Payment of a grant to Cambridgeshire

	County Council to meet expenditure incurred by them as the Highways Authority (pg 12)
Background Information	It is an objective of the Combined Authority, reflected in the Local Transport Plan, that there should be better public transport links between Cambourne and major employment areas in Cambridge. In the longer term this will be achieved by the Cambridge Autonomous Metro. The Mayor wishes, in the short term, to provide a bus service to meet this need. This bus link will reduce congestion, address emissions targets and promote economic growth at the sites served. https://cambridgeshirepeterboroughcagov.cmis.uk.com/Document.ashx?czJKcaeAi5tUFL1DTL2UE4zNRBcoShgo=EiGhhWUSTulk51SUwLeNLsXKYmrbzoVe%2boq%2fV6lnNV2QBsnmtCrTsA%3d%3d&rUzwRPf%2bZ3zd4E7Ikn8Lyw%3d%3d=pwRE6AGJFLDNlh225F5QMaQWCtPHwdhUfCZ%2fLUQzgA2uL5jNRG4jdQ%3d%3d&mCTIbCubSFfXsDGW9IXnlg%3d%3d=hFflUdN3100%3d&kCx1AnS9%2fpWZQ40DXFvdEw%3d%3d=hFflUdN3100%3d&uJovDxwdjMPoYv%2bAJvYtyA%3d%3d=ctNJFf55vVA%3d&FgPlIEJYlotS%2bYGoBi5olA%3d%3d=NHdURQburHA%3d&d9Qjj0ag1Pd993jsyOJqFvmyB7X0CSQK=ctNJFf55vVA%3d&WGewmoAfeNR9xqBux0r1Q8Za60lavYmz=ctNJFf55vVA%3d&WGewmoAfeNQ16B2MHuCpMRKZMwaG1PaO=ctNJFf55vVA%3d The Cambridgeshire County Council, on the CPCA's behalf, has conducted a tendering exercise to create an enhanced bus link which meets these objectives, commencing in August 2020, at a cost to the Combined Authority of £186,981 over twelve months. The DfT, under its BetterDeal4Buses has granted CPCA funding of £383,877 to create new bus links or enhance existing bus routes; such services need to start in 2020/21 and this strategic bus route will be funded out of this grant.
Alternative options considered.	The options considered were: Do Nothing – which would fail to support our environmental, congestion or economic growth agendas; Wait for the C2C scheme to be delivered - which would not be soon enough to meet the congestion, environmental or growth agendas either; Tendering for a new, directly appointed service by CPCA; The provision of funding to CCC to adjust and enhance an existing service to meet these needs rapidly. The last course was chosen as most financially efficient and most rapidly achievable during Covid-19 lockdown..
Financial Implications	*Please include the total costs and how the project will be funded. Please include budget codes for your directorate* **Costing** Split GCP £35,000 **CPCA £186,981** **Value for Money consideration** £ **17.96** per bus journey £ **3.23** per passenger – which places it in the second quintile of CCC bus contracts on the basis of lowest support revenue per passenger, and therefore meets the Value For Money criteria. **This is to be funded from the DfT BetterDeal4Buses grant of £383,877**
Consultation	*Discussions have been held with CCC and PCC officers as well as with the CPCA Transport Strategy Manager.* — *Agreed through the regular Bus Officers Meetings* *Portfolio Holder* — *Mayor James Palmer as Chair of the Transport & Infrastructure Committee*

	Responsible Director/Chief Officer	*Paul Raynes*
	Monitoring Officer	*Robert Parkin*
	S73	*Jon Alsop*
	Portfolio Holder	*James Palmer*
	Other	
Declarations / Conflicts of Interests (only if the decision falls under the 'Express Authorisation' category)	*List the names of any member who has been consulted on and declared an interest in relation to the decision.* *none*	
Supporting documentation	*BetterDeal4Buses letter from DfT*	

Officer/Mayor signature	Mayor James Palmer [SIGNATURE REDACTED]	**Date** **16.07.2020**

DECISION NOTICE - OFFICER/ MAYORAL

To grant a permission or a licence, affect the rights of individuals, to award a contract or incur expenditure over £250k, to amend budgets, or apply a Key Decision over £500k.

DECISION INFORMATION – to be completed by Project Owner for all Decisions	
1. DECISION TITLE	Change the Officer delegated authority under MDN28-2020
2. DECISION No.	MDN32-2021
3. DECISION DATE	
4. FORM AUTHOR	Steve Clarke steve.clarke@cambridgeshirepeterborough-ca.gov.uk
5. DESCRIPTION OF DECISION (please select the required decision and delete the rest)	Change the officer delegated authority under MDN28-2020. Section 10 of MDN31-2021 currently states that: The Mayor, in consultation with the Combined Authority Board, delegate authority to the Senior Responsible Officer (Deputy Chief Officer) for Business Growth Service, in consultation with the Lead Member for Finance, the CPCA's Section 73 Officer and Monitoring Officer, authorise the release of the balance of the £14,295,833 Getting Building Funds subject to the project producing the documents listed as terms and conditions in the external appraiser's report. A revision is sought to this delegation as detailed below: The Mayor, in consultation with the Combined Authority Board, delegate authority to the **Interim Programme Manager**, in consultation with the Lead Member for Finance, the CPCA's Section 73 Officer and Monitoring Officer, authorise the release of the balance of the £14,295,833 Getting Building Funds subject to the project producing the documents listed as terms and conditions in the external appraiser's report. The delegated authority would consequently sit with the **Interim Programme Manager**
6. AUTHORITY FOR DECISION (please select the required authorisation – this should be the same bullet number as for box 5 above - then delete the rest)	Chapter 3 Paragraph 1.5 – **General Power of Competence** by the Mayor
7. DECISION TYPE	Mayoral

DECISION NOTICE - OFFICER/ MAYORAL

To grant a permission or a licence, affect the rights of individuals, to award a contract or incur expenditure over £250k, to amend budgets, or apply a Key Decision over £500k.

8. DECISION OWNER (please selected based on 6 above and delete the rest)	Mayor	
9. KEY DECISION INFORMATION (only complete where implementing the delegated authority of a Key Decision)	FORWARD PLAN DATE	N/A
	FORWARD PLAN NUMBER	
	DATE OF DECISION	
	DATE REPORT PUBLISHED	
	APPROVAL HYPERLINK	
	IMPLEMENTATION DATE	
	EXEMPT INFO/ ANNEX	
DECISION OVERVIEW – to be completed by Project Owner for all Decisions		
10. SUMMARY OF REQUIREMENTS	Change the officer delegated authority under MDN28-2020	
11. PROJECT BACKGROUND	See MDN28-2020	
12. FINANCE INFORMATION	VALUE OF DECISION	0
	BUDGET CODE(S)	0
	BUDGET DESCRIPTION(S)	0
	FUNDING TYPE	0
	FUNDING APPROVAL	0
	FUNDS AVAILABLE	0

DECISION NOTICE - OFFICER/ MAYORAL

To grant a permission or a licence, affect the rights of individuals, to award a contract or incur expenditure over £250k, to amend budgets, or apply a Key Decision over £500k.

	OTHER COMMENTS	-
13. PROCUREMENT CONSIDERATIONS	DIRECT AWARD JUSTIFICATION	
	REGULATION RISKS	
	VFM JUSTIFICATION	
14. LEGAL CONSIDERATIONS	LEGAL RISKS	None
	CONTRACT/ GRANT INFORMATION	See MDN28-2020
15. CONFLICTS OF INTEREST/ MITIGATION	None	
16. SUPPORTING DOCUMENTATION	MDN28-2020 and supporting documents.	
17. CONFIDENTIAL INFORMATION	N/A	

DECISION APPROVAL/ CONSULTATION- to be completed by consulted officers for all Decisions		
PROCUREMENT	NAME	
	DATE	
	COMMENT	
FINANCE	NAME	Jon Alsop
	DATE	26.03.2021
	COMMENT & APPROVAL SIGNATURE	No financial implications as this is purely a name change for the delegated authority. [redacted]
LEGAL	NAME	Rochelle Tapping

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY | JAMES PALMER CAMBRIDGESHIRE & PETERBOROUGH MAYOR

DECISION NOTICE - OFFICER/ MAYORAL

To grant a permission or a licence, affect the rights of individuals, to award a contract or incur expenditure over £250k, to amend budgets, or apply a Key Decision over £500k.

	DATE	18.03.2021
	COMMENT	The decision relates only to a change of officer delegated authority under MDN28-2020. There are no legal implications associated with this decision.
CHIEF OFFICER/ DIRECTOR	NAME	Robert Parkin
	DATE	26th March 2020
	COMMENT & APPROVAL SIGNATURE	The substantive decision made via MDN28-2020 remains. This decision seeks only to change the officer delegated authority under MDN28-2020 from Senior Responsible Officer (Deputy Chief Officer) to the Interim Programme Manager. There are no legal implications arising from the change of officer. The Mayor is advised to make this decision. R PARKIN 26.03.2021
OVERALL APPROVAL		
DECISION MAKER	NAME	James Palmer
	DATE	26.03.2021
	SIGNATURE	[redacted]

Please ensure all red guidance notes are removed before final sign off and adding to the ODN/ Contract Register

TO BE COMPLETED BY LEGAL/ PROCUREMENT POST APPROVAL

ACTION	DATE	COMPLETED BY
Reported to board		
Published on Website		
Contract award notice published on contracts finder		
Contract award notice published FTS		

DECISION NOTICE - OFFICER/ MAYORAL

To grant a permission or a licence, affect the rights of individuals, to award a contract or incur expenditure over £250k, to amend budgets, or apply a Key Decision over £500k.

Notification to Framework Owner		
Decision added to Decision Register		
Contract signed		
Contract added to Contract Register		

Officer or Mayoral Decision Notice

Where an officer or the Mayor makes a decision, including under specific delegation from a meeting of a decision-making body, the effect of which is

(a) to grant a permission or licence,

(b) to affect the rights of an individual; or

(c) to award a contract or incur expenditure, the decision-making officer must produce a written record of the decision as soon as reasonably practicable after the decision has been made.

Key Decisions

1. A "key decision" means a decision, which in the view of the Overview and Scrutiny Committee is likely to:

(a) result in the Combined Authority spending or saving a significant amount, compared with the budget for the service or function the decision relates to;

or (b) have a significant effect on communities living or working in an area made up of two or more wards or electoral divisions in the area.

2. When assessing whether or not a decision is a key decision, Members must consider all the circumstances of the case. However, a decision which results in a significant amount spent or saved will not generally be considered to be a key decision if that amount is less than £500,000.

3. A key decision which is considered to have a 'significant' effect on communities should usually be of a strategic rather than operational nature and have an outcome which will have an

effect upon a significant number of people living or working in the area and impact upon: (a) the amenity of the community or; (b) quality of service provided by the Authority

4. Subject as below, a key decision may not be taken by the decision maker unless: (a) it is in the Forward Plan on the Combined Authority's website; (b) at least 28 clear days' notice has been given, or if this is impracticable, the decision has complied with the provisions set out in paragraph 12 or 13 below as they may apply; and (c) notice of the meeting has been given in accordance with these rules.

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

Agenda Item No: 3.1

Future Combined Authority Housing Purpose and Function

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	8 June 2022
Public report:	Yes. However, Appendix 7 is exempt from publication under Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed (information relating to the financial or business affairs of any particular person (including the authority holding that information). The public interest in maintaining the exemption outweighs the public interest in publishing the appendices.
Lead Member:	Councillor Lewis Herbert, Lead Member for Housing
From:	Roger Thompson, Director of Housing and Development
Key decision:	Yes
Forward Plan ref:	KD2021/070
Recommendations:	The Combined Authority Board is recommended to:

a) Note the proposed role for the Combined Authority in supporting the future delivery of housing, specifically to;

   i. Maintain the oversight of the build out of the affordable housing programme and the re-payment of the Loan Book.

   ii. Maintain a housing expertise and skills presence, retaining housing officer capability and skills providing capability to respond to future housing Initiatives and Opportunities, including those identified at the Member workshop.

iii. Task the Chief Executive to consider how best to reorganise resources to deliver these functions as part of the Even Better transformation programme.

b) Approve the Community led Housing policy as previously approved by the Housing and Communities Committee on 10 January 2022 (attached in Appendix 4 to this report).

c) Instruct officers to prepare a report for a future Combined Authority Board meeting on options for, and impacts, of the closure and winding up of Angle Developments (East) Limited and Angle Holdings Limited.

d) Refer the report to the Housing and Communities Committee to consider the future role for the Combined Authority on funding co-ordination, skills and community housing.

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

Any vote in favour must include the vote of the Mayor, or the Deputy Mayor acting in place of the Mayor, to be carried.

1. Purpose

1.1 This paper is seeking to present Members with the potential opportunities that may exist to carry forward progress and momentum around the delivery of housing in our geography. A number of activities are presented for consideration and discussion. It may be that some synthesis of a number of these represents the most suitable way forward.

1.2 The CA housing activities have been reliant on the support of Government grant monies up to this point. That has been fine while money was being made available, but now decisions are required about reviewing the level of CA Housing impact and areas of focus in line with the more limited resources available in the immediate future.

2. Background

2.1 The Government funded Affordable Housing Programme came to an end on 31st March 2022 and a document summarising the outcome is shown in Appendix 3. The objective now is to look ahead at what sort of involvement the CA Board want to have in the housing arena over the next few years.

2.2 Workshops have been held with officers from throughout the CA area and Leaders. A summary of key points from the Leaders workshop held on 6 April 2022 is shown in Appendix 1. The key housing challenges were identified as being skills, specifically including those required for modern methods of construction and housing retrofit, strategic co-ordination around specialist housing, co-ordination with infrastructure planning, development viability and funding.

2.3 Feedback from the officer and partners workshop held on 29 March 2022 is shown in Appendix 2.

2.4 There is a need to be cognisant that in order to work most impactfully in the housing arena, we will have to make decisions around the capacity and capability that would be needed within the organisation and across the CA's partners to deliver a refocused and purposeful CA commitment to housing.

2.5 The CA holds no resources in property or land. It has, unlike other public sector bodies, no inherited legacy of assets which it could use to make a direct impact on housing availability if funding could be secured.

2.6 Compassion, Co-operation and Community are the Mayor's priorities. Access to affordable and good quality housing is an entrenched challenge in the CA area – whether it is social housing or through home ownership. Absence of this impacts on health, well-being and economic activity and poor housing stock is typically bad for the environment (for example through high energy usage). The objective is to help those least able to afford housing, including an ambition to focus where possible on affordable rent delivery.

2.7 There should be increased co-operation and outward partnership working by the CA, particularly with local councils, and with the whole range of Cambridgeshire affordable housing providers.

2.8 The idea is to identify what sort of role the Mayor and Council Leaders, in discussion with partners, want the CA to have in housing and then resource with the right skills to that

through the Even Better transformation programme, including the potential to harness the expertise and support from across the partner network.

Context of Current Housing Challenges

2.9 The housing workshops identified multiple challenges currently existing that are affecting housing development, some being;

- Control and cost of land
- Construction materials availability and cost
- Construction skill availability and cost
- Forecasting in a volatile inflationary environment
- Securing permissions
- Achieving viability alongside modern sustainability and zero carbon standards
- Getting developers to build in the less valuable or attractive parts of the CA area

2.10 The CA area covers very different housing markets that do have different issues. This needs to be acknowledged, and any CA policy needs to be flexible to adapt to local needs or conditions.

2.11 A current pipeline of schemes in the CA area as supplied by the local council housing teams is attached in Exempt Appendix 7.

3. Potential CA Housing Activities

Maintain the oversight of the build out of the affordable housing programme and the re-payment of the Loan Book, but not do much more

3.1 This involves the retention of skills and capacity to support the completion of the delivery of the affordable housing programme for the housing schemes that were in the previous programme, having started on site before March 2022. That programme will require resources and skills for at least 1-2 years further to manage the delivery of grant terms and payments as grant supported affordable housing schemes are completed. This includes managing the remaining housing loan schemes through seeing the schemes completed and the loans re-paid. It is those repayments which provide much of the funding for the future grant payments. The officer capability should be incorporated into the CA transformation programme. This resourcing may only have a modest capability to monitor and respond to any new opportunities.

Maintain a housing presence, retaining housing officer capability and potential influence with more capability to respond to future housing Initiatives, opportunities and potential impact upon stalled sites

3.2 In addition to above, officer resources could offer a capability to influence and impact on housing policy and delivery, including reasonable capability to react to and lead bids to any future housing initiatives or funding opportunities like a future HIF round. The CA has convening power and could act as an enabling body for local strategic housing leadership, though that needs to be further tested through more consultation with all local housing stakeholders to see if that is genuinely welcome and value adding.

3.3 This would involve more discussion with Homes England Directors to identify any areas where working in partnership could create more positive outcomes and add value. Cambridge City Council have also had some discussion with Homes England. Engaging that discussion at a wider CA level may present a stronger case, although up to this point there has been no suggestion that HE are prepared to offer any funding other than for individual schemes, as each scheme is presented and considered by Homes England on its own merit.

3.4 There is a potential role to offer skills to the CA constituent councils, specifically some strategic leadership and visibility of future bids and bid submission around that.

3.5 This should include engaging the wider capability of the CA transport, business and skills capabilities around the different elements involved in creating 'Places', specifically looking at what is required to engage and support the delivery of strategic schemes and if there are strategies or approaches to help unblock or accelerate difficult sites. This should be engaged as part of the Even Better transformation programme.

3.6 Consideration should be given on how best to enhance the existing linkage to the sub-regional housing board and also if there is a role to pick up from the Ox/Cambs Arc in promoting regional housing growth, development and any specific sites.

Enhance links to Skills, Growth and Infrastructure

3.7 There are linkages to be enhanced within the area of skills and economic growth. This might be in the areas of supporting modern methods of construction, capability around zero carbon development and the retrofitting of the housing stock via the upcoming sustainable warmth programme. The enhancement of these links should be structured as part of the Even Better Transformation programme. This also has overlap to the Climate change plan and seeking to articulate policy support around more efficient and sustainable housing development in the future.

Continue to Support Community Led Housing Initiatives

3.8 The CA has a current position to support community led housing initiatives, including Community Lands Trusts. On 10 January 2022 the CA Housing and Communities Committee approved a community led housing policy, as shown in Appendix 4. The role proposed is without great cost for the CA in continuing to support community led housing opportunities so if the Board want to continue to support in this space some existing officer capability should be retained to do this in managing and supporting Eastern Community Homes who are the external supplier delivering that service (excluding East Cambridgeshire who have their own bespoke team). At present 13 community led groups outside of East Cambridgeshire are being supported.

Apply the 8 Core Housing principles previously considered at the September 2021 CA Housing Committee

3.9 The Chair of the Housing and Communities Committee proposed a three zone strategy for affordable housing delivery, being Peterborough, Rural Cambridgeshire and Greater Cambridge. Opportunities for funding and investment would be engaged with Councils and registered providers, with a focus on particular needs to include community housing, tackling homelessness and rough sleeping. Part of this would look at ways to identify and, where possible, address market failures in skills, offer support for modern methods of

construction (MMC) and potential partnering with developers focusing on larger sites, though the CA will need to consider what value it can add.

3.10 Without any funding source to create influence, having an impact maybe challenging and require certain expertise and skills capability to be brought into the CA so that expertise and knowledge can be offered. Encouraging MMC and zero carbon development links into business and skills, with potential business support and initiatives through that route.

3.11 Eight draft core principles were consulted on with various councils in August 2021 and then presented, discussed but not endorsed at the September 2021 CA Housing and Communities Committee. These are listed in Appendix 5 and the previous consultation document referred in Appendix 6.

Other Possible Options

3.11 We have looked at what other Combined and Local Authorities have done. This has included securing a long-term housing investment fund from DLUHC (Manchester), building and acquiring affordable housing units directly themselves (Leicester City Council) and a scheme to build affordable units, offer occupation and then sell for £1 after 25 years (West Midlands). These are only possible because access to finance was available.

3.12 There might be opportunities to approach market investors and there is particular investor and institutional interest in the PRS market at present. Some major employers are also considering the possibility intervening in the market to deliver supply for their own future employees, particularly where there is significant business growth. The key issue with both in the availability of land for which securing planning permission is likely to be successful and having access to capital resources.

Background to Development Companies Angle Holdings and Angle Developments (East)

3.13 Angle Developments (East) Ltd was set up to act as a vehicle for the CA to engage in either direct housing development or joint ventures, using proposed revolving fund monies from the affordable housing programme to be recycled indefinitely through supporting affordable housing development. The company would manage risk and act as the vehicle for the CA housing team to enter into such activities. Schemes were considered in various locations and opportunities reported to housing committee and board in Huntingdon, Peterborough and Manea in Fenland (where approval to buy a site was given under conditions that subsequently could not be met). It has not conducted any trading (for example buying and selling land) business.

3.14 Angle Holdings Ltd was set up to act as a holding vehicle for a number of companies that were being considered, but is the parent company for Angle Developments (East) Ltd.

4. Significant Implications

4.1 As part of the Even Better transformation programme, the current role of the director of housing and development should be ended. The new future housing role could be transformed into part of the brief for a future Director of ‘Place’. The existing housing officer skills and resources below director level should be retained to form part of that future Directorate of Place.

4.2 To reflect this new direction, the terms of reference of the Housing and Communities Committee should be reviewed to consider its functions.

5. Financial Implications

5.1 There will need to be a write off of the costs of setting up and operating the following companies: Angle Developments (East) Ltd and Angle Holdings Ltd. The total costs to be written off will be approximately £42,000 if both companies are agreed to be wound up. Checks are to be made to find out if Angle Holdings Ltd still has 1 share Growth company, before Angle Holdings would be wound up, and a further report to the CA Board will be provided.

5.2 Depending on the Board's decision as to the Combined Authority's future role there will be resourcing implications as mentioned in the body of the report. As the required resourcing of any future role would be included in the Even Better workstream, detailed costing of the options is not known at this stage, but it would be expected that the larger the role the Combined Authority wishes to play the larger the cost – such costs would likely be met out of the general fund as there is no future housing specific grants on which to draw so need to be considered in light of any other competing priorities for revenue funds.

6. Legal Implications

6.1 As the CA has no direct route to funding, or ambition to engage in either direct development or potential joint ventures, then it has no reason to retain and maintain the internal company structure that was set up under the previous mayoral administration for that potential purpose.

6.2 The two companies set up for that purpose were:

Angle Developments (East) Ltd; and
Angle Holdings Ltd

7. Public Health implications

7.1 There are no immediate public health implications. Access to good and modern future standards of housing are known to produce better health outcomes for occupants. A future CA housing strategy will seek to address what types of policies and potential outcomes the CA Board might want to support.

8. Environmental and Climate Change Implications

8.1 There are no immediate environmental or climate change implications. As part of a future CA housing strategy ways in which the CA could seek to support and secure improved environmental and climate change outcomes from housing can be addressed.

9. Other Significant Implications

9.1 There are no other significant implications.

Appendices

8.1 Appendix 1 – Summary of key points from member workshop on 6th April 2022

8.2 Appendix 2 – Feedback from Housing partner workshop 29th March 2022

8.3 Appendix 3 – Outcome of the revised affordable housing programme to 31st March 2022

8.4 Appendix 4 – Housing Committee Approved Community Homes Strategy (10th Jan 2022)

8.5 Appendix 5 – Housing Core Principles (Sept 2021)

8.6 Appendix 6 – Housing Principles Consultation Responses (Aug 2021)

8.7 Appendix 7 – Housing Pipeline (Commercially Exempt)

9. Background Papers

9.1 None:

The Future of CPCA Housing

Member Workshop Wednesday 6th April 9am to 11am Zoom

Summary of key points

The workshop was attended by Members and officers from each local authority plus non- voting members of the CPCA and from the Business Board.

Session One: Common housing challenges for Cambridgeshire and Peterborough

The meeting split into two randomly selected breakout groups and considered the main housing challenges facing the Cambridgeshire and Peterborough area identified at the officer's workshop the preceding week. Members concluded that the key housing challenges for Cambridgeshire and Peterborough included: -

1. Skills – lack of joining up across sectors including MMC and housing retrofit

2. Specialist housing – poorly coordinated at a strategic level and missed opportunities to meet housing needs

3. Infrastructure – input necessary to unlock schemes, delaying the delivery of homes in some cases and putting pressure on finite amounts of S106

4. Viability of development – conflicting priorities of different stakeholders and preventing delivery of new homes

5. Funding – no centralised bidding to bring in additional resources from government, HE or private sector

Session Two: The future roles of the CPCA on housing

The meeting separated into the same breakout groups and there was consensus on there being strategic, financial, and coordinating roles for the CPCA. This included bringing in additional government and private sector funding and in convening partners and stakeholders to overcome blockages on major housing schemes by addressing viability issues. These roles should be seen as adding value to and supporting the housing functions of individual housing authorities where the responsibility for maintaining and delivering housing clearly sat. The level of support for the CPCA carrying out the three roles in future was predicated on a need for greater confidence and trust in how the CPCA transformation programme aligns its thematic functions, how they interface with local authorities and other partners, and the cohesion of the political support for them.

It was agreed that the CPCA had an ongoing role in ensuring the remaining housing grant funding was monitored effectively and that it required a continuity of expertise in how that was managed, but also that it could be absorbed into a wider programme monitoring and/or place team. It was also suggested that the function could be carried out directly by a partner agency such as of the local authorities. There was also support for a continuation of the Community Housing Trust programme and for the CPCA to have a coordinating and monitoring role.

Any future housing role should sit alongside the other strategic functions of the CPCA and would need to be joined up with the skills agenda, viability issues, transport, the economy and delivering on climate change priorities. Housing could sit inside a wider directorate of place and would form an integral part of the strategic approach of the CPCA rather than as a separate workstream.

Housing could form part of a wider role of the CPCA, and three roles could be foreseen:

1. Strategic. Where local authorities and other partners require intervention to bring sites forward to deliver affordable housing and other public benefits the CPCA could take on a convening and investing role.
   Where partners agree collectively that they wish to innovate and develop new ways of working then the CPCA could support this approach through funding and commissioning work i.e. Modern Methods of Construction.
   Specialist housing and difficult to build housing might be another strategic role that the CPCA convened and supported with some funding to ensure that the right type of specialist housing is available to communities in the future.

2. Finance. Linked to its strategic role the CPCA could identify opportunities for bidding and/or securing new sources of funding to deliver the housing ambitions of the CPCA partners. This could be bringing groups of authorities together to bid for funding or helping develop collaborative programmes that attract private sector finance.

3. Coordinating. Some areas that directly impact on the delivery of more housing and zero carbon are poorly coordinated across the Cambridgeshire and Peterborough areas and there could be a role for the CPCA in supporting better coordination of skills and the development of increased capacity particularly in relation to retrofit and planning.

Next Steps

It is proposed that this note form the basis of the paper to the CPCA Board in June and that a small group of officers from local authority and other partners support the drafting of that paper.

The Future of CPCA Housing Workshop 29th March 2022

Summary of key points

Attended by 39 participants including 7 local authorities, RPs, Developers, and other housing partners.

Session One: what are the challenges ahead and our joint ambitions?

1. Lack of funding and affordability is the biggest challenge both in terms of viability due to high cost and scarcity of land and building inflation, plus cost-of-living crisis for tenants of affordable housing.
2. Planning is another big challenge due to government changes including First Homes. Plus slow speed of planning decision making and other claims on S106 as costs inflate.
3. Environment and the challenge to reach carbon zero targets not just in terms of new build but retrofit in terms of existing stock.
4. Lack of skills and capacity to deliver, particularly in relation to skills for all building trades and retrofit.

Gaps highlighted included collaborative approach between housing and health and well-being, particularly provision of specialist housing

Session Two: What might be the role of the CPCA?

Consensus that whatever role the CPCA has it must add value, support and not duplicate and any policy needs to be sufficiently adaptable to have effect, in different ways, upon the different markets across the CA.

Ideas suggested included:

1. Lobbying central government and bodies on common issues and challenges, particularly planning policy changes including Net Zero.
2. Taking a coordinating role on areas not currently being addressed effectively i.e., Housing skills agenda, bid writing to lever more funding into CPCA area (Green agenda, HIF3?) coordination of specific projects on health and well-being including specialist housing and other “hard to deliver” housing.
3. Strategic liaison role with Homes England Land.
4. Connecting housing with infrastructure and transport issues plus business and skills strategies.
5. Also mentioned was the CPCA taking on a more strategic role joining up strategy. Developing a joint narrative. Taking a convening role. No suggestion of CPCA delivering housing directly.

Note on the outturn of the 2017/22 Affordable Housing Programme

To: Housing and Communities Committee & Board Members

From: Lead Officer Roger Thompson, Director of Housing and Development

1. Purpose

1.1 This note is to update Housing Committee and Board members on the outcome of the affordable housing programme to 31 March 2022.

2. CPCA Programme April 2017 to March 2022

2.1. The Combined Authority's Affordable Housing programme ran until 31 March 2022 with the original ambition under the devolution deal to deliver 2,000 new affordable homes from £100m of funding.

2.2. DLUHC determined that the programme in its previous form ended with effect from 31st March 2021. DLUHC offered a new programme of support for additional affordable housing for the period April 2021 to March 2022 with conditions that the CPCA accepted. This included the principle that no new money above the £55m originally forwarded would be made available unless the CPCA could evidence additional units having started on site to justify claiming additional housing grant monies.

AFFORDABLE HOUSING PROGRAMME DELIVERY

2.3. The 'original' Affordable Housing Programme that ended 31st March 2021 has 37 schemes with allocated funding, totalling 733 housing units started on site. 451 of those homes have now completed. See schedule of schemes in Appendix 1.

2.4. The schemes in the programme to March 2021 have £26.1m of grant committed to them and include the 5 loan schemes originally intended to be part of a revolving fund, repayments from which are now being used to fund the grant programme.

2.5. The Affordable housing programme for the period April 2021 to March 2022 had 18 potential schemes provisionally identified, looking to deliver up to 1,188 units. We have delivered 716 units from 8 schemes, evidencing to DLUHC appx £1.1m of additional grant funding above the original £55m provided. This is now in the process of being paid to CPCA by DLUHC. The programme of schemes for 2021/22 is shown in Appendix 2.

2.6 Brining the two together, **the additional affordable housing unit numbers delivered within the original period April 2017 to March 2022 is 1,449 units**. (calculation; 733 programme to Mar 2021 + 716 in the 2021/22 programme). We have therefore delivered 72.5% of the targeted additional affordable housing unit numbers and utilised 56.1% of the £100m capital that it was advised by government under the Devo deal.

2.7 The average grant rate per affordable housing unit is appx £38,700.

CONTEXT IN WHICH THE PROGRAMME HAS BEEN DELIVERED

2.8. Between April 2017 and May 2018 an initial 'early win's' programme was approved. This achieved 68 units started on site in the first 18 months of the programme up until September 2018.

2.9. Between Sept 2018 to April 2019 the CPCA was not able to offer any funding support for additional affordable housing as new legislation was required to enable the CPCA to legally offer grant support for additional affordable rental and shared ownership units. This resulted in the CPCA programme incurring significant reputational damage and having to effectively try and re-launch itself from May 2019.

2.10 Brexit caused uncertainty and the loss of skilled labour and trades in the construction industry.

2.11 Covid initially shut the construction industry down from March to May 2020. It has caused significant supply chain issues and another period of severe disruption due to the Omnicom variant occurred between Nov 21-Feb 22.

2.12 For the 2021 -22 Programme DLUHC did not approve the proposed CPCA programme until Sept 22, leaving CPCA 6 months to work with partners to get schemes started on site. In addition, a cap on the grant rate of £45,000 per unit was applied which effectively restricted the geographical area in which the CPCA programme could effectively function.

2.13 Over the past 12 months there have been significant construction cost inflation implications, resulting in several medium and small sized housing schemes in our 2021-22 programme not starting on site in time because tender returns exceeded the level of pre-approved or delegated authority with the developers.

Although we have clearly encountered what might be described as 'headwinds' in seeking to deliver the programme, none of this can take away some frustration and disappointment felt by the Housing team that the full target under the devo deal has not been achieved.

3. Appendices

3.1 Appendix 1 – Affordable Housing Programme - Approved and Started on Site Schemes period to March 2021

3.2 Appendix 3 – Affordable Housing Programme – Approved and Started on Site Schemes period April 2021 to March 2022

APPENDIX 1 - Original £100 million Affordable Housing Programme SOS by Mar 21 **04/04/2022**

Affordable Housing Grants

Scheme Name	Provider / Lead Partner	Local Authority	No. of Units Enabled (Whole Scheme)	No. of units funded	Funding Approved Date	Start on Site Date	Start on Site - Units Claimed	First Handover Date (if known)	Final Completion Date	Actual Completions to Date	CPCA Funding	Paid to Date	RAG & Contracted (C)	Notes:	SOCIAL RENTED	RENTED	SHARED OWNERSHIP	Remaining Amounts to make 2021/2022	Dates 2021/2022	Dates 2022 onwards
Soham	PGH	East Cambs	8	8	26/07/2017	01/09/2017	8	31/08/2018	31/08/2018	8	£ 120,000	£ 120,000	C	Completed		8				
Littleport	CHS	East Cambs	16	5	26/07/2017	01/08/2017	5	31/10/2018	18/11/2018	5	£ 97,500	£ 97,500	C	Completed			5			
Victoria Way, Melbourn	CHS	South Cambs	24	8	26/07/2017	01/08/2017	8	01/05/2019	30/06/2019	8	£ 133,000	£ 133,000	C	Completed			8			
Willingham	CKH	South Cambs	22	15	26/07/2017	31/03/2018	15	01/05/2019	15/07/2019	15	£ 525,000	£ 525,000	C	Completed		15				
Burwell	Hastoe	East Cambs	8	8	26/07/2017	15/02/2018	8	30/09/2019	19/12/2019	8	£ 330,000	£ 330,000	C	Completed		8				
Perkins, Phase 1, Newark Road, Peterborough	CKH	Peterborough	104	54	26/07/2017	31/10/2018	54	01/02/2020	30/06/2020	54	£ 1,700,000	£ 1,700,000	C	Completed		54				
Snowley Park	CKH	Fenland	37	24	26/07/2017	01/10/2017	24	31/05/2019	09/12/2019	24	£ 150,000	£ 150,000	C	Completed		24				
Belle Vue Stanground	Medesham	Peterborough	30	21	29/05/2019	31/05/2019	21	30/11/2019	14/02/2020	21	£ 735,000	£ 735,000	C	Completed		21				
Luminus HDC Sites	Chorus (Luminus)	Huntingdonshire	14	14	26/06/2019	27/01/2020	14	31/12/2020	31/05/2022	13	£ 618,800	£ 464,100	C	Funding agreement completed on 1st Feb and started on site, first claim 6/3/2020 for half of grant. Oak St, Stilton complete September 2020. Further 4 units completed 5/3/21. Second claim made for 25% - £154,700. 11/3/21. One plot outstanding other plots have been completed. 17/9/21. One plot still outstanding due to contractor pulling out, delay on unit. 3/2/22	14			£ 154,700	Jul-21	
Crowland Road, Peterborough	Medesham	Peterborough	35	25	31/07/2019	31/07/2019	25	01/06/2020	19/06/2020	25	£ 875,000	£ 875,000	C	Completed Jun 2020		25				
Drake Avenue, Peterborough	CKH	Peterborough	33	33	31/07/2019	19/01/2021	33	01/09/2022	01/09/2022		£ 1,430,154	£ 715,077	C	GFA signed. Contractors on site preparing site & SOS. 19/1/21. First claim in 15/3/21.		33		£ 715,077	Oct-22	
Whaddon Road, Meldreth	Settle (NHH)	South Cambs	5	5	09/10/2019	23/11/2020	5	30/09/2021	28/02/2022	5	£ 215,000	£ 215,000	C	First grant draw down made 1/12/2020. Paid on 23/12/20. Completions on 9/3/22, final claim approved for payment 23/3/22.		4	1	£ -	Oct-21	
94 Great Whyte, Ramsey	Platform Housing	Huntingdonshire	32	15	11/11/2019	17/03/2020	15	30/06/2021	30/11/2021	15	£ 600,000	£ 600,000	C	SOS 17th March 2020. £300,000 paid in grant draw down. All units completed, PC recd and awaiting final claim. 11/1/22. Second & final payment request recd 28/2/22.		15		£ -	Jul-21	
Middlemoor Road, St Mary's, Ramsey	Places For People (ex-Chorus) (Luminus)	Huntingdonshire	11	11	13/01/2020	25/03/2021	11	31/03/2022	31/05/2022		£ 509,000	£ 254,500	C	SOS due on 25/3/2021. 8/3/21. 3 milestone payments requested. 21/4/21. **GFA signed 2/8/21.** Ist claims recd 10/9/21. Progressing well 3/2/22.	8		3	£ 509,000	Mar-22	
Bretton Court, Bretton Centre	Medesham	Peterborough	45	45	11/11/2019	16/09/2020	45	30/09/2022	30/09/2022		£ 1,687,500	£ -	C	Potential option for demolition & new devt being considered. Asbestos work & strip out commenced 16/9/20, with the purpose of refurb or demolition. **GFA final signed 25/8/21.**		45		£ 1,687,500	May-21	Nov-22
Alconbury, Alconbury Weald/ Manderville Place, Brampton	Heylo	Huntingdonshire	22	22	13/01/2020	31/01/2018	22	20/06/2020	31/6/2021	22	£ 819,800	£ 819,800	C	GFA signed 14/5/20. Units partially completed. 18 units from Alconbury Weald and 4 from Manderville Place. 22 units in total. 4 Manderville sold, 11 from A/W 7/10/2020. Paid invoice 22/12/20. 16 build and complete, sale in September 21. **10/8/21**			22			
Alconbury Weald, Parcel 4, Ermine Street, Alconbury Weald.	CKH	Huntingdonshire	13	7	09/03/2020	01/02/2020	7	30/09/2020	31/10/2020	7	£ 245,000	£ 245,000	C	Units completed 28th of September 2020. Claim form recd 19/10/2020.			7			
Brampton Park, Brampton, Hunts	ReSI	Huntingdonshire	39	6	27/04/2020	01/02/2020	6	30/09/2020	30/09/2020	6	£ 270,002	£ 270,002	C	Completed			6			
St Thomas Park, Ramsey, Hunts. (Linden Homes)	Heylo/Linden Homes	Huntingdonshire	94	10	27/04/2020	01/01/2020	10	31/08/2020	30/03/2021	10	£ 476,997	£ 476,997	C	Completed docs to follow, 9 sold or STC, 1 reserved. All build complete. 7/10/20. Grant claim recd 16/3/21			10			
Whittlesey Green, Fenland/ Harriers Rest, (Lawrence Rd) Wittering & Sandpit Road, Thorney, Peterborough & Cromwell Fields, Bury, Hunts	Heylo/Larkfleet	Fenland/ Peterborough/Hunts	430	32	27/04/2020	01/02/2020	32	01/01/2021	01/04/2022	19	£ 1,367,766		C	**completed by Aug 21, sale complete for Sandpit Road. 1 build Cromwell Fields, all build complete Oct/Nov 21.** Harriers Rest completion Oct/Nov 21 and Mar 22. Whittlesey Green 6 built and sold, 1 STC and further 3 due to be built next year. 10/8/21 A further 5 signed up 18/1/22.			32	£ 1,367,766	Jun-21	Jun-22
Roman Fields, Paston, Peterborough.	Keepmoat	Peterborough	457	23	27/04/2020	01/01/2018	23	01/03/2022	01/06/2022	23	£ 1,000,500	£ 750,375	C	GFA completed 10/8/2020. Grant draw down recd, for 75% of the grant. Paid 1st claim 17/9/20. 6 sold 1/2/21. 19 sales and complete, 1b&c in July and 1 B & C in Aug 21, 2 B &C Jan 22. 10/8/21.			23	£ 250,125		Aug-22
JMS, Damson Drive, Peterborough, PE1	Keepmoat	Peterborough	116	10	27/04/2020	09/02/2018	10	01/04/2021	14/04/2021	10	£ 412,998	£ 412,998	C	GFA completed 10/8/2020. Devt completion 14/4/21. Claim form recd, clawback has been deducted, grant claim in for £90k+, new amended final payment is £90,123. Total sum £412,998. **Completed**			10	£ 90,123	Apr-21	
Roman Fields, Paston, Peterborough.	Heylo	Peterborough	457	20	22/06/2020	01/01/2018	20	01/07/2020	01/08/2020	20	£ 645,000	£ 645,000	C	Completed			20			
Alconbury Weald, Parcel 6, Alconbury.	MAN GPM	Huntingdonshire	94	94	22/06/2020	07/01/2021	94	30/06/2021	31/10/2022	19	£ 4,425,000	£ 2,212,500	C	Signed GFA 7/1/21, units started on site. Ist half of grant claim recd. Paid towards s/o units. 3/3/21. Other claim form in, to be paid week 8/3/21. **Slippage therefore PC is Oct 22. 20 tenanted plots with Longhurst. 19 CPCA funded. 19/1/22.**		65	29	£ 2,212,500		Aug-22
Wicken, East Cambridgeshire	Cambridge Housing Society	East Cambs	16	16	09/11/2020	31/03/2020	16	30/09/2021	31/10/2021	16	£ 640,000		C	Site is completing and PC next week. **22/10/22**. **GFA signed. 27/1/22.**		11	5	£ 640,000	May / Dec 21	
More's Meadow, Great Shelford,	CLT/Parochial Charity	South Cambs	21	21	09/11/2020	13/01/2021	21	31/03/2022	31/10/2022		£ 1,008,000	£ 504,000	C	**GFA signed on 12/1/21.** Contractors appointed, finishing design and build, site being cleared & prepared. 13/1/21. 1st Grant claim recd. 15/3/21. **Some labour shortages. 11/1/22, 6 months in.**		21		£ 504,000		May-22
All Angels Park, Highfields, Caldecote.	Heylo	South Cambs	5	5	09/11/2020	01/04/2020	5	01/10/2021	01/10/2021	4	£ 247,999		C	Units already started on site. **GFA signed 2/8/21**, 4 units completed.18/1/22.			5	£ 247,999	Dec-21	
HUSK sites (5 infill sites)	CKH	Peterborough	19	19	09/11/2020	22/03/2021	19	31/03/2022	31/03/2022		£ 665,000		C	GFA to be agreed, hoarding due up by Monday and letter of intent agreed with Mears. **Signed GFA 25/8/21**		19		£ 665,000	May-21	May-22

Sandpit Road, Thorney, Peterborough	Heylo/Larkfleet	Peterborough	5	5	09/11/2020	01/02/2020	5	01/05/2021	01/05/2021	5	£ 237,804		C	**GFA signed on 12/1/21**. Units will be sales complete Aug 21. Sandpit Road completed, 18/1/22.			5	£ 237,804	Jun-21	
PFP HDC Sites, Phase 2	Chorus (Luminus) PFP	Huntingdonshire	15	15	11/01/2021	05/03/2021	15	31/03/2022	31/05/2022	4	£ 749,000	£ 374,500	C	HCC to agree for monies to be given. 10 units have started on site, with the further 5 later this month. 5/3/21. 3 milestone payments requested. 21/4/21. **GFA Signed 2/8/21. 1st grant claim recd, 10/9/21.** Further 2 completions 3/2/22. A further 5 before March 22, one plot delayed as contractor issues. 3/2/22.	15			£ 749,000	May-21	Jun-22
Heylo 4 sites, Bayard Plaza, Pemberton Park, Alconbury Weald & Judith Gardens	Heylo	HDC,PCC, ECDC	60	60	15/03/2021	01/01/2021	60	31/03/2022	31/03/2022	27	£2,168,625		C	Approved at Committee, need to agree GFA and sign. 2 sold and complete in AW. PP - 7 completed, Judith Gardens 10 completed, B Plaza 8. 18/1/22. B Plaza not selling well.			60	£ 2,168,625	May-21	May-22
Alconbury Weald	Rentplus	Huntingdonshire	22	22	15/03/2021	01/01/2019	22	31/03/2021	31/05/2021	22	£989,325	£989,325.00	C	Approved at Committee, need to agree GFA and sign. **GFA signed 30/9/21**. Payment made on 5/1/22.			22	£ 989,325	Jul-21	
			2309	**678**			**678**			**415**	**£ 26,094,770**	**£ 14,614,674**			37	368	273	**£ 13,188,544**		
Loan or other Toolbox Investments												**Net Drawdown**									
Haddenham CLT (Loan)	ECTC/PGH	East Cambs	54	19	27/06/2018	05/09/2019	19	30/06/2020	31/03/2023	14	£ 6,500,000	£ 3,922,586	C	Variation to facility completed, ongoing monthly drawdowns, 14 affordable units completed. 33 sales completed (incl affordable & plot 39), 10 others reserved,some before PC and exchanging shortly.		17	2				
Ely MOD Site (Loan)	ECTC/PGH	East Cambs	92	15	28/11/2018	31/07/2019	15	30/11/2019	31/03/2023	15	£ 24,400,000	£ 19,178,307	C	Variation to facility completed. ongoing monthly drawdowns, all affordable units completed, 22 market units sold , 12 market units reserved, 6 units rented out, all 15 affordable units preparing for sale/transfer			15				
Alexander House (Forehill) Ely (Loan)	Laragh Developments	East Cambs	25	4	26/06/2019	07/01/2020	4	31/01/2021	07/02/2022		£ 4,840,000	£ 4,840,000	C	First drawdown made 07/1/20, ongoing monthly drawdowns. Variation to facility completed. Market unit sales all reserved and 13 units exchanged, 4 additional affordable homes included, completion expected May 22.			4				
Linton Road, Great Abingdon (Loan)	Laragh Developments	South Cambs	15	7	27/11/2019	28/02/2020	7	31/03/2021	13/12/2021	7	£ 5,780,000	£ -	C	Repayment of Loan and interest completed 13th Dec 2021		2	5				
Histon Road, Cambridge (Loan)	Laragh Developments	Cambridge City	27	10	25/03/2020	08/04/2020	10	31/08/2021	07/05/2023		£ 9,647,000	£ 6,081,093	C	Ongoing monthly drawdowns, variation to facility completed.PC original target Oct 2022, now expected Mar 23.		7	3				
Sub-total Loan book Investments			**213**	**55**			**55**				**£ 51,167,000**	**£ 34,021,986**			0	26	29				
Programme Totals			**2522**	**733**			**733**			**451**	**£ 77,261,770**	**£ 48,636,660**			37	394	302				

Scheme Name	Brief Description	Provider / Lead Partner	LA	No. Units in whole scheme	No of additional affordable housing units to be funded and claimed by CPCA AHP within 2021/22	Status P = Proposed PA = Pipeline & CPCA Approved C = Contracted	CPCA Funding approval date (if approved)	Target CPCA Funding approval date (i.e. Housing committee)	Target DLUHC Approval Date (ASAP or other)	Starts on Site date	Completion Date	Proposed funding	Payment Phasing	Expected mid phase payment date	Final Payment Date same as completion date (detail if different)	Intervention rate for Scheme (=M/F)	Social Rented	Rented	Shared Ownership	CPCA assessed Additionality* 'test' met	CPCA assessed Start on Site* achievable by 31 March 2022.	Notes
CPCA HOUSING COMMITTEE APPROVED SCHEMES 2021-22																						
Wisbech Road, March	development on greenfield site	Sage/United Living	Fenlands	118	118	C	11/11/2019	11/11/2019	30/04/2021	30/03/2022	30/09/2024	£ 5,248,700	25/50/25	n/a	Yes	£ 44,481		98	20	Yes	Yes	Started on site on 30th March 22
Stanground, Peterborough	brownfield site	CKH	Peterborough	26	26	C	22/06/2020	22/06/2020	28/05/2021	31/03/2022	30/06/2023	£ 1,170,000	50/50	n/a	Yes	£ 45,000		26	0	Yes	Yes	Started on site 31st March 22
British Sugar Way, Oundle Road, Peterborough	brownfield site	CKH	Peterborough	70	70	C	09/11/2020	09/11/2020	28/05/2021	18/12/2021	01/06/2024	£ 2,830,000	50/50	n/a	Yes	£ 40,429		38	32	Yes	Yes	Started on site Dec 2021
Perkins, Phase 2, Newark Road, Peterborough	brownfield site	CKH	Peterborough	96	96	C	09/11/2020	09/11/2020	30/04/2021	10/09/2021	30/06/2023	£ 3,740,000	50/50	n/a	Yes	£ 38,958		38	58	Yes	Yes	Started on site Sept 21
Great Haddon, London Road, Yaxley, Peterborough. TO BE REVISED	urban extension	CKH	Peterborough	347	49	C	11/01/2021	11/01/2021	30/04/2021	14/03/2022	30/06/2023	£ 1,886,500	50/50	n/a	Yes	£ 38,500			49	Yes	Yes	Started on site 14th March 2022
sub-total					359							£ 14,875,200										
Northminster, Peterborough	new development	PIP	Peterborough	315	315	C	21/06/2021	21/06/2021	09/06/2021	15/03/2022	30/12/2025	£ 12,521,250	50/25/25	TBC	yes	£ 39,750		315		Yes	Yes	Started on site 15th March 22.
14-16 High Street, Girton, Cambridge. CB3 0PU	new development	CLT	South Cambs	15	15	C	21/06/2021	21/06/2021	09/06/2021	02/08/2021	30/11/2022	£ 675,000	50/50	n/a	Yes	£ 45,000		15		Yes	Yes	Started on site August 21.
Heylo 2 sites (SN Developments & Larkfleet)	new development	Heylo	ECDC, PCC & Fenland	27	27	C	06/09/2021	01/07/2021	09/06/2021	already started	30/03/2023	£ 1,209,000	25/25/25/25	TBC	yes	£ 44,700		0	27	yes	yes	Started on site Sept 21
sub-total					357							£ 14,405,250										
TOTAL					716																	

Units in 2017/21 programme 733

Total 2017/21 & 21/22 Programme Units 1449

Total 21/22 Programme Funding £ 29,280,450

Average Intervention Rate for Programme (**not** accounting for tenure)	£ 40,894	0	530	186

COMMUNITY HOMES STRATEGY

Introduction – What is community-led housing?

Community-led housing (CLH) involves local people playing a leading and lasting role in solving housing problems, creating genuinely affordable homes and strong communities. It can involve building new homes, returning empty homes to use and managing existing homes. These homes are usually either owned by the community or by the residents themselves.

CLH is a different approach to mainstream housing development in terms of development process, ownership of land and the end management of homes. Whilst there are several different approaches to CLH development they all have several things in common. They usually all have qualitative, social benefit and environmental features within a scheme, are not-for profit and are designed to involve residents in addressing the local and/or their own housing needs. CLH schemes are for the benefit of a community, whether that is defined geographically such as with Community Land Trusts (CLTs) or an *intentional* community of like-minded people, such as with cohousing schemes.

The national organisations representing the community-led housing sector have agreed on what constitutes a community-led housing scheme. It can be summarised as follows:

- A requirement that meaningful community engagement and consent occurs throughout the process.
- The community does not necessarily have to initiate and manage the development process, or build the homes themselves, though some choose to do so.
- The local community group or organisation owns, manages or stewards the homes and in a manner of their choosing.
- Includes a requirement that the benefits to the local area and/or specified community must be clearly defined and legally protected in perpetuity; e.g. through asset lock.

Community Homes, CLT's and the Devolution Deal

The devolution deal under the section on New Homes and Sustainable Communities stated that to support delivery of the commitments the Combined Authority and Government agreed under section 22.e. to:
Work with Community Land Trusts to deliver new schemes recognising the benefits these schemes bring to the community.

And under 22.d.

Work with local areas' ambitions for new housing settlements. This includes …….a new Community Land Trust Scheme in East Cambridgeshire (Kennett 500 – 1,000 new homes)

CPCA Policy Position and Strategy to Date

The combined authority's Housing Strategy of September 2018 recognised a need to deliver genuinely affordable housing across the combined authority area. CLTs were referenced as a mechanism that could enable the combined authority to contribute towards meeting housing objectives.

On 27 January 2021 the combined authority board received and approved a full CLT business case. Board also approved the Medium-Term Financial Plan (MTFP) 2021 – 2025, which included a budget of £100,000 per annum for 2 years towards project costs including the provision of £5,000 community homes start-up grants and the former £100K Homes project that has now closed. The draft MTFP for 2022-23 includes a revised budget for community housing of £70K per annum until 2025 – 2026 to reflect the closure of the £100K Homes project.

Recent and current activity

Potential community housing groups are recognised in the majority of constituent authority areas in Cambridgeshire and Peterborough. There are formally established CLT's in East Cambridgeshire, South Cambridgeshire, Cambridge City, and Huntingdonshire.

Following the election of Mayor Dr Nik Johnson in May 2021 East Cambridgeshire District Council (ECDC) became aware of a pending resourcing issue with all of the then CPCA Community housing team leaving in August and September 2021 and did not wish to lose impetus on the development of CLTs within their district, so they recruited a dedicated officer to continue this work themselves at local district level.

As the staff from the Community Homes team left the combined authority the CPCA put into place an interim support arrangement with an existing CPCA officer resource from the wider CPCA housing team. CPCA has looked at support options and identified that support services could be provided to an equivalent or better standard externally by Eastern Community Homes (ECH) that specialise in supporting community homes groups across eastern England. This also has the benefit of being an independent external supplier for purposes of impartiality and transparency.

Authority has been obtained to appoint ECH to provide support to Community Homes groups across the combined authority's area (excluding ECDC who still intend to offer direct support) from November 2022 to April 2023.

Objectives and Activities

Eastern Community Homes are to provide support services to community groups independently from the Combined Authority.

Technical support shall be provided by an accredited community-led housing advisor to community groups from project inception to completion and typical activities shall include:

- Advising groups on establishing themselves as an appropriate legal entity.
- Promoting the community housing start-up grant of £5,000 per group available through, and administered by, the Combined Authority.
- Supporting groups to obtain further grant/loan funding to deliver community housing schemes.
- Assisting with the development and delivery of community engagement strategies.

- Providing independent informal guidance, or access to professional advice relating to planning matters and partnership building.

- Providing advice on occupation and management of properties.

The agreed objectives of the support services to be provided by ECH are summarised in the table below:

Objective	Actions	Outputs	Outcomes
Work with existing portfolio of 13 community-led housing groups and identify delivery priorities	Contact all existing community-led housing groups within the Combined Authority's portfolio.	Contact made with all groups to establish relationship and build on the work already done.	Existing groups are reassured that high quality advice and support remains available.
	Assess each group's needs and devise plan of action to support.	Identify the number of groups requiring support at each stage of the Community-Led Housing process (Group, Site, Plan, Build, Live).	Groups receive appropriate support relative to the stage of their project.
	Sign-up groups to Eastern Community Homes.	Support given to groups in priority order to ensure continued development of community-led housing schemes.	Community-Led Housing Advisor is able to prioritise workload to ensure group receive the support they need at the point they need it.
	Deliver identified support.	Quarterly Report made to Combined Authority on support provided on its behalf to existing groups.	Combined Authority is able to report on how its support for community-led housing in contributing to meeting its housing agenda.
Identify and support new community-led housing groups within the Combined Authority area	Promote community-led housing as a concept to communities so they understand how they might step forward to lead development.	Online webinar delivered to local councils and community groups within Combined Authority area to introduce them to concept of community-led housing.	New and potential CLH groups have an improved understanding of how to deliver their projects.

	Sign-up groups to Eastern Community Homes.	General advice and support provided	CLH groups are supported throughout their community-led housing journey and able to progress their projects right through to 'live' stage.
	Advise groups on how to progress their community-led housing project.	Technical advice provided to groups.	Local authorities see an increase in community-led housing development in their Districts.
	Signpost groups to relevant technical advice including legal incorporation, business planning and viability assessments.	Links made to local authority officers and members.	
	Assist groups in accessing funding to support their project.	Quarterly Report made to Combined Authority on support provided on its behalf to new groups.	
	Facilitate discussions with relevant parties e.g. local authorities, developments, registered providers.		

Monitoring and Review

The out-sourcing arrangement with ECH is to be controlled by a memorandum of understanding and monitored regularly by the Housing team with reports issued by ECH each quarter and at financial year end. The overall performance of ECH and the requirement for continued support to community groups shall be reviewed at 2022 – 2023 financial year end.

Grant Application Process

Community Groups interested in applying for a community homes start-up grant for up to £5,000 should contact Eastern Community Homes for initial guidance and support. A grant application can then be submitted to the Housing team and an example of an application form can be found at Annex A.

The combined authority will require a commitment for groups to form a legally incorporated organisation if they have not already done so, and funding will only be released when this status is achieved. This condition applies to ensure that funding is spent responsibly and for intended purposes.

Some community homes groups are likely to be in their infancy and may not have determined their preferred legal status when applying for a start-up grant. This presents a 'chicken and egg' complication that has been considered in detail by the combined authority.

In order to alleviate any burden to community housing projects the costs of legal incorporation are included as eligible expenditure that can be incurred from the date grants are approved by the Housing and Communities Committee. Therefore, a representative of a community housing group that is not yet incorporated can still apply for a grant. The group may then meet its own costs of legal incorporation, and these costs may be recoverable from grant funding that is paid to the group at a later stage when it becomes legally incorporated.

Strategic Direction

The CPCA will be considering its wider Housing strategy in the context of updating Mayoral priorities, organisational objectives and the existing affordable housing programme coming to an end in March 2022.

As part of that new housing principles are being considered by the combined authority as part of a future strategy evolution to support housing in future years .

It is envisaged that there will be an ongoing focus on supporting community groups to deliver affordable housing, but with revised expectations on outputs and governance. Supported groups shall be community-led and focused on the greatest affordable housing challenges in their location as central objectives.

Support for community homes is already part of the existing housing strategy and this community homes strategy is likely to continue to be a significant part of the wider future CPCA Housing strategy for 2022 and beyond.

Annex A – Example Application Form.

Annex A

Application Form

Community Homes Start-Up Grant Funding

The community homes start-up grant of up to £5,000 is intended to assist with the initial stages of community housing projects. Funding can be used to contribute towards professional fees and technical costs associated with legal incorporation, developing business plans, and costs associated with preliminary investigations of potential development sites.

The Combined Authority has appointed Eastern Community Homes to provide support to community housing groups across Cambridgeshire and Peterborough except for proposals within East Cambridgeshire that are to be supported by East Cambridgeshire District Council.

Community groups interested in applying for a start-up grant should seek support from Eastern Community Homes who can provide guidance through the application process.

Eastern Community Homes can be contacted by the following means:

Telephone: 01353 860850

Email: enquiries@easterncommunityhomes.com

Post: Eastern Community Homes, c/o Cambridgeshire ACRE, e-space North, 181 Wisbech Road, Littleport, Ely, Cambridgeshire, CB6 1RA.

To be eligible for a set-up grant a community-based organisation should meet the following criteria:

1. Applicants must demonstrate a clear intention to form an independent group that is legally recognised, and funding may only be released to legally incorporated organisations. Further detail on this can be found in the Community Homes Strategy.

2. The applicant group must be representative of the community, with an open democratic membership structure.

3. The applicant group must have clear objectives directed towards serving their local community.

4. Any assets that are to be retained by the CLT in the long-term are expected to be permanently affordable for local people on local wages.

5. The organisation must intend to embark on meaningful public engagement and demonstrate their proposals have general community support.

Any available supporting documentation such as a vision or mission statement, evidence of need, letters of support, etc, will assist the application process.

Applications received may then be submitted to the Combined Authority for processing where they may then be presented to the Housing & Communities Committee for a final decision.

If a grant application is approved, then funding will only be released on completion of a formal grant agreement between the Combined Authority and the applicant.

Completed applications are to be submitted by email to: housing@cambridgeshirepeterborough-ca.gov.uk

ABOUT THE ORGANISATION		
COMMUNITY GROUP		
LEGAL STATUS Please confirm whether the group is legally recognised as an independent organisation, and if so, provide those details below. If the group is not yet legally recognised, please provide details of the principal representative acting as Applicant. The group **is / is not** legally recognised as an independent organisation. (Please delete as appropriate)		
APPLICANT		
ADDRESS		
MAIN CONTACT		
TELEPHONE		
EMAIL ADDRESS		
POSITION HELD		
GROUP MEMBERSHIP (if not yet incorporated)	NAME	POSITION

ABOUT THE PROJECT	
LOCATION	
PARISH COUNCIL	
DOES A NEIGHBOURHOOD PLAN EXIST?	
BRIEFLY DESCRIBE YOUR PROJECT Please specify the number and type(s) of affordable community homes your organisation is looking to deliver.	
PROJECT JUSTIFICATION Please describe why the project is necessary and provide any supporting documentation, e.g., the results of a housing needs survey.	

INITIAL SHORT-TERM OBJECTIVES Please indicate your objectives for the first six months following the award of a funding allocation.
MEDIUM TERM OBJECTIVES Please indicate your objectives from the first six months until a period of three years following the award of a funding allocation.

FUNDING REQUIRED Please state the amount of funding required and describe the anticipated items of expenditure.

POTENTIAL DEVELOPMENT SITE OPPORTUNITIES Please advise if any potential development sites have been identified; and if so, provide ownership, occupier and current site use details.

COMMUNITY ENGAGEMENT
ACTIVITIES Please provide details of any previous or proposed activity that demonstrates active engagement with the local community.

LOCAL SUPPORT Please provide detail to demonstrate how the proposal is supported by the general local community, e.g., expressions of support form an external body such as a Parish Council.

ADDITIONAL INFORMATION
Please list additional documents submitted as part of this application.

Please add any further relevant information in support of this application.

DECLARATION	
I confirm that all information provided in support of this application is accurate and correct.	
Name	
Signature	
Date	
Position	

Appendix 5

Housing Principles

ISSUE

Although the Principles listed below as a whole were not approved by housing committee in September 2021, many of the individual principles did appear to have majority support. With further variation and consultation many of these principles could help form the basis for a future housing strategy;

1. Affordability for those on lowest incomes as top priority, plus quality of new indoor environments and the contribution of new housing to enhance and create community will be assessed on all Phase Two projects.

2. The core focus is additionality to delivery by others, to maximise additional new affordable housing in line with
a) funding opportunities and requirements, including any support from DLUHC to assist from the original 2017 funding allocation if not fully expended if DLUHC are prepared to agree
b) the adoption of an updated and revised CA housing strategy
c) additionality opportunities to be identified, including assisting councils review upwards affordable housing %s where worth reviewing on major developments.

3. The CA will be realistic about what it can best add, and communicate that clearly to Government, partners and the whole community.
It will follow on from winning DLUHC confidence in the quantity, value and quality of Phase One delivery, followed by discussions on further Government funding for CA AH delivery, including from DLUHC, Homes England and the Arc. Depending on funding anticipated to be available, the CA will engage councils, Registered Providers and Housing Associations/charities particularly local ones, developers and other providers of AH but only where the CA can support real additionality.

4. Where it can add value and this is supported by councils/developers, the CA will offer reviews with Local Planning Authorities, councils, developers and others for larger developments on maximising the % of affordable housing in other development in the CA area as a central part of developer contributions, recognising that %s of up to 50% are possible in some high value locations with additional potential development value, plus potential for higher %s in most other CA areas too. Discussion on re-phasing such schemes to achieve earlier development of AH is a further opportunity.

5. There will be an additional focus on
- co-operation with partners and councils, including in helping secure external funding and resources, land or scheme approvals
- working with existing partnerships. Councils, voluntary organisations and funding sources to assist people who are unintentionally homelessness, and to assist rough sleepers off the streets.
This will be an additional proposal to Government seeking funding plus building on established support and generosity from several developers, and the wider development sector
- a CA-wide strategy and dataset with all partners that recognises the wide ranging other AH challenges including key worker housing, and opportunities for employers with land directly to assist their staff.

6. There will be an ongoing focus on Community Land Trusts plus housing co-operatives that deliver affordable housing, but with revised expectations on outputs and governance, so they are community-led and focused on greatest AH challenges in their location as their two central objectives, and existing CLT projects and commitments by the CA will be reassessed against a new set of principles.

7. The earlier CA work on modular housing delivery will be reassessed and the CA will target opportunities for partnerships along with district councils, social enterprises/charities and private sector partners, with the aim of producing low carbon, improved living and community environments for tenants and residents, and with a particular focus on opportunities with constituent councils to help
- single people and couples
- people made unintentionally homeless or in temporary accommodation or currently rough sleeping and make use of land which would not otherwise be available for housing, permanently or temporarily.

8. There will be an increased focus on achievement of net zero carbon, and low energy usage in all future development that the CA funds, assisted by expected improved Government regulations and incentives, and improved design and technology opportunities.

This might be tied in to supporting the Great Homes Upgrade to seek to lower energy bills and Reduce carbon emissions

APPENDIX 6

DRAFT AFFORDABLE HOUSING PRINCIPLES

CONSULTATION RESPONSES FROM THE SEVEN CA LOCAL AUTHORITIES

10 August 2021

The Combined Authority's (CA's) current Affordable Housing Programme will expire in April 2022. At a recent leader's strategy meeting it was proposed that the CA should adopt eight affordable housing delivery principles that will support a bid for Government funding to deliver affordable housing from 2022 to 2025.

Constituent authorities were consulted about the proposal on 29 June 2021 using an internet platform called 'Smart survey'. Subsequent informal workshop meetings were then offered to each consultee to ensure that issues and observations were understood and recorded clearly. Final responses were invited by 30th July 2021.

The table below summarises the responses that were received and the content of each response can be found in this document.

Consultee	Officer Contact	Written response	Workshop	Pages
Cambs County	Emma Fitch	Received	16 July 2021	2-7
SCDC	Peter Campbell	Received	Not requested	8-11
Cambridge City	Claire Flowers	None submitted	22 July 2021	12-14
FDC	Dan Horn	Received	Not requested	15-19
HDC	Frank Mastrandrea	Received	Not requested	20-23
ECDC	Kim Langley	Received	Not requested	24-26
PCC	Michael Kelleher	Received	Not requested	27-30

CONSULTATION RECORD

DRAFT AFFORDABLE HOUSING PRINCIPLES

Consultee: Cambridgeshire County Council

A written submission was received from Cllr Nethsingha, Leader of the Council and a follow up workshop was attended by Emma Fitch, Assistant Director – Planning, Growth and Environment, Place and Economy.

The following comments were made in response to each of the proposed draft principles:

1. Affordability for those on lowest incomes as top priority, plus quality of new indoor environments and the contribution of new housing to enhance and create community will be assessed on all Phase Two projects.

Consultee comments:

A balance will need to be made to address housing needs across all those unable to afford housing, rather than just those on low income. The mix of tenure will also influence the level of associated infrastructure requirements, which will in turn impact on the Section 106 (S106) contribution provision sought (see our response to Principle 2 'Additionality' and Principle 4 'Reviews and developer contributions in other areas of the CA' below).

It would be helpful to understand what is meant by 'quality of new indoor environments', as this could relate to minimum space standards and / or accessibility standards – including access to digital infrastructure etc.; so it would be helpful to clarify.

The County Council is committed to addressing social immobility, eradicating poverty, and ensuring there is equality of opportunity for our residents to thrive. Fundamental to that is the ability for residents to live in warm, affordable, permanent, and secure housing, in communities that feel, and are, safe and connected. We want all of our residents to live in a community that gives them security and social interaction, and where they can access services and support locally in ways that make most sense to them.

This proposed core principle is key to achieving this ambition. Those on the lowest incomes are often in vital frontline roles, including those in the health and care sectors, the hospitality industry, and in the distribution and supply chain sector. These sectors require a stable and secure workforce spread across all of the CPCA footprint, with genuinely affordable housing being at the very core of achieving this.

Affordability must also cover Fuel Poverty. If the Affordable Housing (AH) provision is not viewed from the lens of energy efficiency and decarbonised heating systems, the vulnerable and poor in our society will have unnecessary future costs for fuel.

In principle 8 below on Net-Zero Carbon, we suggest it is ranked the highest priority in this list. The vulnerable and poor are the most at risk communities from the costs and impacts of climate change impacts yet the least able to pay.

2. The core focus is additionality to delivery by others, to maximise additional new affordable housing in line with

a) funding opportunities and requirements, including any support from MHCLG to assist from the original 2017 funding allocation if not fully committed

b) the adoption of an updated and revised CA housing strategy

c) additionality opportunities to be identified, including assisting councils review upwards affordable housing %s where worth reviewing on major developments.

Consultee comments:

This is something that Cambridgeshire County Council officers have been suggesting for some time on S106 sites in Fenland, where the District Council prioritises affordable housing over infrastructure. We have seen this most recently with the Wisbech Road, March development, where the Education service is being asked to cross-subsidise the Housing Association to provide affordable housing in excess of policy. In cases like this it is entirely right, as we have suggested, that agencies like the Combined Authority (CA), Homes England (HE) and local housing authorities step up and provide the grant and gap funding to deliver projects and their policy objectives and not pass the cost to other organisations; particularly where the S106 contributions increase based on the tenure and can deem projects unviable.

To help clarify what is being proposed and in what circumstances it would also be helpful to understand if the reference to 'major developments' in point c) will be taken from the planning definition for housing set out in the Town and Country Planning (Development Management Procedure) (England) Order 2010 (as amended) i.e. (c)(i) the number of dwellinghouses to be provided is 10 or more; or (ii) the development is to be carried out on a site having an area of 0.5 hectares or more and it is not known whether the development falls within sub-paragraph (c)(i); or whether this has an alternative meaning in this context? Also, whether the driver is seeking to address under provision levels in some areas or more to address viability?

3. The CA will be realistic about what it can best add, and communicate that clearly to Government, partners and the whole community.

It will follow on from winning MHCLG confidence in the quantity, value and quality of Phase One delivery, followed by discussions on further Government funding for CA AH delivery, including from MHCLG, Homes England and the Arc. Depending on funding anticipated to be available, the CA will engage councils, Registered Providers and Housing Associations/charities particularly local ones, developers and other providers of AH but only where the CA can provide real additionality.

Consultee comments:

In addition to the eight key core principles set out and the opportunities that exist within them to support the viability and delivery of affordable housing, we would recommend that six more areas are considered by either building them into the existing eight core principles or creating additional ones. These six areas are described at the end of this document*.

In addition to the above it would also be helpful to understand what is meant by 'only where the CA can provide real additionality' – once defined how will this be measured, and how will it influence what parts of Cambridgeshire will receive such support?

4. Where it can add value and this is supported by councils/developers, the CA will offer reviews with Local Planning Authorities, councils, developers and others for larger developments on maximising the % of affordable housing in other development in the CA area as a central part of developer contributions, recognising that %s of up to 50% are possible in some high value locations with additional potential development value, plus potential for higher %s in most other CA areas too. Discussion on re-phasing such schemes to achieve earlier development of AH is a further opportunity.

Consultee comments:

The County Council is often in a position where there is a challenging viability balance between

(i) policy compliant affordable housing, and
(ii) infrastructure requirements to enable sustainable/safe/capacious development.

A key example is Waterbeach, where officers have dealt with this challenge in two different ways, the first consent (Urban and Civic) leaning more to Affordable Housing (AH), and the second (RLW) providing mechanisms to help restore the infrastructure balance.

Our officers certainly support the AH mission and do what we can to unlock sites that can facilitate AH. However, we would emphasise that the planning gain pie is finite, and the County Council cannot avoid the other infrastructure cost burdens (transport/education) that are essential to enable credible development. Close work with the Local Planning Authorities (LPAs) and the CA will be key to ensure we all strike the right balance and deliver across the priorities.

Noting the challenge on viability set out above in relation to this core principle, the suggestion that the AH % can be increased in areas of high value is too simplistic. If the % is increased that is a cost to the developer. More affordable housing will not be paid for by increasing gross development value (GDV) on market units and will only be achieved by lower margins (which are effectively protected) or with a reduction in other planning gains. Perversely increased AH would lead to more school aged children than market housing but with less planning gain to mitigate, making “Additionality” important in high and low value areas, as already noted under core principle two above.

The delivery of AH should be the key emphasis here and support to the viability issues already set out in principle two above, to avoid the County Council needing to pick up the infrastructure bill as a result of this outcome. The Government methodology for viability economics for new developments are outdated, they do not reflect the existential crisis of Climate Change and Biodiversity Emergencies. It will be important to discuss with government a new model for development economics starting with AH.

5. There will be an additional focus on

- co-operation with partners and councils, including in helping secure external funding and resources, land or scheme approvals

- working with existing partnerships. Councils, voluntary organisations and funding sources to assist people who are unintentionally homelessness, and to assist rough sleepers off the streets.

This will be an additional proposal to Government seeking funding plus building on established support and generosity from several developers, and the wider development sector

- a CA-wide strategy and dataset with all partners that recognises the wide ranging other AH challenges including key worker housing, and opportunities for employers with land directly to assist their staff.

Consultee comments:

Reference is made to homelessness, rough sleepers and key workers, but there is currently no mention of Special Needs housing (elderly persons, dementia care, care leavers, disabled and mental health etc), all of which fall to some extent within the social care elements within the County Councils remit. More effort is therefore needed on delivering accessible and adaptable housing standards.

We welcome the commitment set out in this principle to work alongside and as part of existing partnership arrangements that seek to address and prevent homelessness. This is a complex area, with many people facing multiple challenges which, combined, result in their homelessness. For others, the impact of the pandemic on their employment, and the impending reduction in Universal Credit payments, will likely lead to a rise in homelessness presentations to local housing authorities. For some, the direct and immediate support of their local housing authority is sufficient to address their situation, but for many a more collaborative approach across the public and not for profit sectors is often required, and the CPCA's role in supporting this through the attraction of inward investment to increase housing supply, the support of the system to increase employability and earnings, and investment in community infrastructure to create opportunities would be very welcome.

The County Council also has statutory responsibilities for both adults and children's social care. For children, this includes those being cared for as they transition into adulthood and independence, and those with special educational needs and disabilities. For adults, this includes older people, people with additional needs or disabilities, victims of domestic abuse, and carers. In all cases, a joined-up strategy to meet the long term housing needs of these vulnerable groups is vital if we are to establish strong, diverse and resilient communities, and a county where all of our residents have an equal set of opportunities to succeed.

6. There will be an ongoing focus on Community Land Trusts plus housing co-operatives that deliver affordable housing, but with revised expectations on outputs and governance, so they are community-led and focused on greatest AH challenges in their location as their two central objectives, and existing CLT projects and commitments by the CA will be reassessed against a new set of principles.

Consultee comments:

Community Land Trusts (CLTs) represent just one option available to deliver AH, so alternative delivery opportunities should not be ignored at this stage. Furthermore, it would be helpful to understand what the 'new set of principles' is likely to include and if these will include access to green infrastructure and connectivity to existing community services etc.

7. The earlier CA work on modular housing delivery will be reassessed and the CA will target opportunities for partnerships along with district councils, social enterprises/charities and private sector partners, including tendering for a lead modular production and skills development partner, with the aim of producing low carbon, improved living and community environments for tenants and residents, and with a particular focus on opportunities with constituent councils to help

- single people and couples
- people made unintentionally homeless or in temporary accommodation or currently rough sleeping

and make use of land which would not otherwise be available for housing, permanently or temporarily.

Consultee comments:

All forms of modern methods of construction should be explored and linked in with principle eight below and the need to ensure that digital connectivity for such projects is not missed. This is closely linked to supply chain capability and capacity. Investment into the skills agenda, in particular for low carbon and environmental services for new developments as well as greater numbers of off-site manufacturing facilities, along with a better understanding of the carbon emissions reductions this can bring for the construction industry.

8. There will be an increased focus on achievement of net zero carbon, and low energy usage in all future development that the CA funds, assisted by expected improved Government regulations and incentives, and improved design and technology opportunities.

Consultee comments:

This core principle is fully supported and should appear higher up the list to avoid it being considered as a bolt on or lower priority, especially given the climate change aspirations of the County and the declared climate change emergency in our area. Local Area Energy Planning, including connections to district heating should be scoped for new AH. How will housing design and construction reduce energy demand, for example, passivhaus energy standards for AH to reduce future fuel poverty and where and how will low carbon energy supplies be planned and delivered on-site. It will be important to look for the opportunities to link to existing and proposed energy developments being brought forward by the County Council, and other organisations, through private wires; especially as it is noted that reducing the carbon footprint of new houses is expensive. The cost of carbon must be included in the economic models for AH and their development. This core principle must be factored into the other seven core principles. An understanding of how this core principle will be balanced with 'additionality' for example, particularly in areas of the county where viability is already an issue, will need to be explained further and new models found.

*Continuation of response to principle 3 above:

In addition to the eight key core principles set out and the opportunities that exist within them to support the viability and delivery of affordable housing, we would recommend that six more areas are considered by either building them into the existing eight core principles or creating additional ones:

1. Reference to digital infrastructure is currently missing. Without the inclusion of this important element of infrastructure delivery there would be a lost opportunity; especially as there is already poorer connectivity for social housing, which is why it should be specifically referenced. As the Housing and Communities is the overseeing Committee for Connecting Cambridgeshire, this important element of work needs to be added, and emphasis placed on its delivery.

2. Using our environment to create great places. Fundamentally people want to live in nice places. That means greening and culture. The County Council has had some great experiences with U&C planning to use heritage to develop a sense of place at Alconbury and Waterbeach. We would therefore also suggest promotion of open space, tying into the social and green prescribing agendas that are becoming more important by the day. The pandemic has also shown the importance of green and open spaces in peoples' physical and mental health and wellbeing, and this needs to be available to all if we are to deliver a sustained economic and social recovery. Adding high quality Natural Capital, e.g. trees and planting into places also helps manage heat island effect from Climate Change (urban areas overheating such as experienced in Canada this summer) which is likely to become more prevalent. This also helps with the natural capture and storage of carbon emissions.

3. Managing flood risk and climate change. We're being told that in the future most of our rainfall will come in two months of the year. Houses incorporating property level resilience (PLR) for example and natural flood risk management on major developments will therefore be key and link into our climate change emergency principles. Increasing foul drainage capacity, stopping development where the systems cannot handle it and stopping shared drainage solutions are also key to ensuring that we get the right infrastructure, in the right place, at the right time to support these AH principles.

4. Water. We need to manage our water resources properly and need to ensure our housing stock delivers this, with water capture, differentiation between grey and drinking water etc. We need a way of capturing heavy rainfall events for use, not shoving it all out to sea, so should all developments in future have large scale rainwater capture and storage as part of their flood management and natural capital such as trees and planting to capture and hold as much rainwater as possible to benefit locally. Given that many of the occupants of AH will be on lower incomes it is even more important to ensure that we get this element right from the outset.

5. The Biodiversity Emergency applies to all development. AH has a role delivering into biodiversity net gain and the 'Doubling Nature' commitment. This is an important element that must not be ignored when planning for the delivery of AH.

6. At present the core principles do not reference 'climate change' or the need to ensure that the AH delivered takes account of this.

CONSULTATION RECORD

DRAFT AFFORDABLE HOUSING PRINCIPLES

Consultee: South Cambridgeshire District Council

A written response was received from Peter Campbell, Head of Housing that was copied to Cllr John Batchelor, Lead Cabinet Member for Housing.

The consultee hopes these comments are helpful and seen as constructive, and looks forward to developing these issues further.

The following general comment was made:

Whilst we a pleased to see a set of principles for the Affordable Housing Programme and are pleased to be able to contribute to the consultation we feel that the principles are presented are mix of principles and potential policy actions.

We would prefer that the principles of the policy are set out initially and the policy actions derived from these.

We suggest that the principles of the Programme should be explicit and be based around:

1. Transparent Decision Making
2. Decision making backed by evidence.
3. Developing a strategy that establishes the priorities for the CA housing programme
4. Demonstrable value
5. Increased quality of new homes, and
6. Focussing on projects where the CA investment can make a difference.

In order to meet these principles, we suggest the following actions:

1. That priority is given to developing a CA housing strategy which will identify the priorities for the next five years. This recognise that differences exist across the CA region and look at a more flexible approach
2. That a scoring matrix (based on the agreed priorities of the CA and a common financial assessment) is developed for all requests for funding to ensure that all bids are assessed on the same basis.
3. That clear business cases are developed using a standard template and metrics and these, together with the scoring matrices, are presented to members to assist the decision making
4. Consideration should be given to a funding model that moves away from fixed grant funding and towards a more flexible system that considers gap funding to make supported schemes viable.
5. That the CA develop a standard minimum specification for new housing this could include, for example space standards, an assessment of accessibility and energy efficiency measures. This specification should be above any standards contained within local plans.
6. There needs to be consideration given to what is considered as additionality, does this just mean additional number of properties, or could it mean more energy efficient, more affordable (for example social rent rather than affordable rent) etc.

The following comments were made in response to each of the proposed draft principles:

1. Affordability for those on lowest incomes as top priority, plus quality of new indoor environments and the contribution of new housing to enhance and create community will be assessed on all Phase Two projects.

Consultee comments:

Yes we agree there should be a focus on lowest income. We are unsure what is meant by indoor environments, but if this suggests a move towards higher quality homes, we support this.

2. The core focus is additionality to delivery by others, to maximise additional new affordable housing in line with

a) funding opportunities and requirements, including any support from MHCLG to assist from the original 2017 funding allocation if not fully committed

b) the adoption of an updated and revised CA housing strategy

c) additionality opportunities to be identified, including assisting councils review upwards affordable housing %s where worth reviewing on major developments.

Consultee comments:

a. Agree
b. Agree
c. Assume that this means focussing on additionality above what can be achieved through s.106 agreements we agree, but please see the point above that additionality may be more that just an increase in numbers.

3. The CA will be realistic about what it can best add, and communicate that clearly to Government, partners and the whole community.

It will follow on from winning MHCLG confidence in the quantity, value and quality of Phase One delivery, followed by discussions on further Government funding for CA AH delivery, including from MHCLG, Homes England and the Arc. Depending on funding anticipated to be available, the CA will engage councils, Registered Providers and Housing Associations/charities particularly local ones, developers and other providers of AH but only where the CA can provide real additionality.

Consultee comments:

Agree, great communication and developing a joint vision are essential.

4. Where it can add value and this is supported by councils/developers, the CA will offer reviews with Local Planning Authorities, councils, developers and others for larger developments on maximising the % of affordable housing in other development in the CA area as a central part of developer contributions, recognising that %s of up to 50% are possible in some high value locations with additional potential development value, plus potential for higher %s in most other CA areas too. Discussion on re-phasing such schemes to achieve earlier development of AH is a further opportunity.

Consultee comments:

Whilst we support a move to increase the number of s106 affordable housing on schemes it is unclear what role the CA is proposing for itself. Further clarification is required.

5. There will be an additional focus on

- co-operation with partners and councils, including in helping secure external funding and resources, land or scheme approvals

- working with existing partnerships. Councils, voluntary organisations and funding sources to assist people who are unintentionally homelessness, and to assist rough sleepers off the streets.

This will be an additional proposal to Government seeking funding plus building on established support and generosity from several developers, and the wider development sector

- a CA-wide strategy and dataset with all partners that recognises the wide ranging other AH challenges including key worker housing, and opportunities for employers with land directly to assist their staff.

Consultee comments:

Agreed. However, in many cases there are established partnerships and joint working across the CA area. We welcome the opportunity to work with others, but recommend that where possible this is done through existing structures.

6. There will be an ongoing focus on Community Land Trusts plus housing co-operatives that deliver affordable housing, but with revised expectations on outputs and governance, so they are community-led and focused on greatest AH challenges in their location as their two central objectives, and existing CLT projects and commitments by the CA will be reassessed against a new set of principles.

Consultee comments:

It is unclear why CLTs are given particular attention. More clarification is required.

7. The earlier CA work on modular housing delivery will be reassessed and the CA will target opportunities for partnerships along with district councils, social enterprises/charities and private sector partners, including tendering for a lead modular production and skills development partner, with the aim of producing low carbon, improved living and community environments for tenants and residents, and with a particular focus on opportunities with constituent councils to help

- single people and couples

- people made unintentionally homeless or in temporary accommodation or currently rough sleeping

and make use of land which would not otherwise be available for housing, permanently or temporarily.

Consultee comments:

Whilst we agree that modular housing is a solution that can work to provide accommodation quickly and easily especially in confined sites in urban areas and meanwhile use, it is not always the beast option for all locations. We are also aware that there are several organisations offering this solution (including building their own homes) across the region.

Our preference would be to reword this issue along the line of “we will aim to support innovation solutions that offers accommodation to groups of people who have high or complex needs”. This feel this will give more flexibility.

The proposed new housing strategy should draw out the groups of people with high and unmet housing needs, but these may include people who are homeless, rough sleepers, gypsy and travellers and people fleeing domestic violence

We are also very aware that in some cases that capital spend on innovative new housing also needs to be matched by revenue funding to keep services running.

8. There will be an increased focus on achievement of net zero carbon, and low energy usage in all future development that the CA funds, assisted by expected improved Government regulations and incentives, and improved design and technology opportunities.

Consultee comments:

Agreed, reducing carbon use is increasingly important and we would hope that the standard minimum specification referred to earlier would reflect this.

CONSULTATION RECORD

DRAFT AFFORDABLE HOUSING PRINCIPLES

Consultee: Cambridge City Council

A workshop was attended by Claire Flowers, Head of Housing Development.

The following comments were made in response to each of the proposed draft principles:

1. Affordability for those on lowest incomes as top priority, plus quality of new indoor environments and the contribution of new housing to enhance and create community will be assessed on all Phase Two projects.

Consultee comments:

This principle is agreed. Cambridge City Council (Cambridge CC) would be willing to assist in developing an appropriate assessment methodology if required.

2. The core focus is additionality to delivery by others, to maximise additional new affordable housing in line with

a) funding opportunities and requirements, including any support from MHCLG to assist from the original 2017 funding allocation if not fully committed

b) the adoption of an updated and revised CA housing strategy

c) additionality opportunities to be identified, including assisting councils review upwards affordable housing %s where worth reviewing on major developments.

Consultee comments:

This principle is agreed.

3. The CA will be realistic about what it can best add, and communicate that clearly to Government, partners and the whole community.

It will follow on from winning MHCLG confidence in the quantity, value and quality of Phase One delivery, followed by discussions on further Government funding for CA AH delivery, including from MHCLG, Homes England and the Arc. Depending on funding anticipated to be available, the CA will engage councils, Registered Providers and Housing Associations/charities particularly local ones, developers and other providers of AH but only where the CA can provide real additionality.

Consultee comments:

This principle is agreed.

4. Where it can add value and this is supported by councils/developers, the CA will offer reviews with Local Planning Authorities, councils, developers and others for larger developments on maximising the % of affordable housing in other development in the CA area as a central part of developer contributions, recognising that %s of up to 50% are possible in some high value locations with additional potential development value, plus potential for higher %s in most other CA areas too. Discussion on re-phasing such schemes to achieve earlier development of AH is a further opportunity.

Consultee comments:

This principle is agreed.

5. There will be an additional focus on

- co-operation with partners and councils, including in helping secure external funding and resources, land or scheme approvals

- working with existing partnerships. Councils, voluntary organisations and funding sources to assist people who are unintentionally homelessness, and to assist rough sleepers off the streets.

This will be an additional proposal to Government seeking funding plus building on established support and generosity from several developers, and the wider development sector

- a CA-wide strategy and dataset with all partners that recognises the wide ranging other AH challenges including key worker housing, and opportunities for employers with land directly to assist their staff.

Consultee comments:

This principle is agreed.

6. There will be an ongoing focus on Community Land Trusts plus housing co-operatives that deliver affordable housing, but with revised expectations on outputs and governance, so they are community-led and focused on greatest AH challenges in their location as their two central objectives, and existing CLT projects and commitments by the CA will be reassessed against a new set of principles.

Consultee comments:

Cambridge CC officers consider that it may be appropriate for the Combined Authority (CA) to lead on CLT issues across the whole of the CA's area.

7. The earlier CA work on modular housing delivery will be reassessed and the CA will target opportunities for partnerships along with district councils, social enterprises/charities and private sector partners, including tendering for a lead modular production and skills development partner, with the aim of producing low carbon, improved living and community environments for tenants and residents, and with a particular focus on opportunities with constituent councils to help

- single people and couples

- people made unintentionally homeless or in temporary accommodation or currently rough sleeping

and make use of land which would not otherwise be available for housing, permanently or temporarily.

Consultee comments:

Cambridge CC officers agree the principle but identify a need to address construction skills as recognised in the construction agenda.

Cambridge CC has provided modular units on former garage sites to provide accommodation for homeless people and is willing to share knowledge of these initiatives.

8. There will be an increased focus on achievement of net zero carbon, and low energy usage in all future development that the CA funds, assisted by expected improved Government regulations and incentives, and improved design and technology opportunities.

Consultee comments:

This principle is agreed.

Cambridge City officers emphasise the need to support such schemes from pre-planning stages as costs have to be factored into initial design work.

Cambridge City have developed schemes that far exceed mandatory energy standards and would be willing to share knowledge.

CONSULTATION RECORD

DRAFT AFFORDABLE HOUSING PRINCIPLES

Consultee: Fenland District Council

A written response was received from Dan Horn, Head of Housing and Community Support and this was copied to Cllr Boden, Leader of the Council and Cllr Hoy, Portfolio Holder for Housing.

The following comments were made in response to each of the proposed draft principles:

1. Affordability for those on lowest incomes as top priority, plus quality of new indoor environments and the contribution of new housing to enhance and create community will be assessed on all Phase Two projects.

Consultee comments:

This principle is not agreed.

Fenland is pro housing growth and have ambitious plans to drive housing of all tenures in the area to raise the quality of life and ensure the growth is inclusive. the Combined Authority's principal remit is to achieve GVA Growth. The most effective way within the CPCA's Housing Policy to achieve that growth is not to give top priority to those on lowest incomes, but to give priority to those unable to access suitable housing who are in employment or seeking to move into or within the area for employment, which is a very different (although not mutually exclusive) target group. Such prioritisation would mean providing a broad range of affordable housing types, from social landlords and affordable rented products and below market rate private landlords, through part own-part purchase schemes, through to low cost affordable housing for purchase. Quality matters, including utilisation of space standards, are absolutely matters for each individual authority to decide upon, within the law. It should not be the function of the CPCA to seek to override those local decisions. Housing development in Fenland is more difficult to deliver than other parts of Cambridgeshire despite lower land values because house prices are lower alongside rapidly increasing construction costs remaining as high as other parts of the CPCA area. Therefore, cross subsidy is harder to achieve than other areas within CPCA and results in developers successfully reducing planning gain % levels for new affordable housing on new permissions. Despite the lower average house prices, we have great demand for affordable housing. This is because the average wage level in Fenland is lower than other parts of the CPCA area, so home ownership remains as out of reach for many Fenland residents as areas with much higher house prices. Many residents are on zero hours contracts, therefore, demand for affordable housing is growing rapidly as evidenced with our housing waiting list figures (HomeLink). In June 2020 there were 1682 Fenland HomeLink applicants (live and pending) rising to 2082 HomeLink applicants (live and pending) in June 2021, an increase of 24%. There is also significant pressure on residents being supported by the Council as they are at risk of homeless. At the time of writing we have over 24 households in bed and breakfast which is further evidence of the need for new supply to help meet the growing demand pressures. We are also concerned on new homelessness pressures falling out of the ending of the Furlough scheme leading to an increase in unemployment alongside the ending of the suspension of court action for rent arrears. As the grant supports investment over and above the planning gain obligations the grant is also important to our smaller to

medium size developers as they can risk manage the build out better through improved cash flow and reduced peak debt by a partnership with a Registered Provider partner who has secured CPCA grant. So alongside helping to meet significant demand pressures for Fenland residents in housing need it also helps drive our wider growth ambitions to deliver more market housing in the district. In summary CPCA grant investment helps speed up delivery of housing of all tenures.

2. The core focus is additionality to delivery by others, to maximise additional new affordable housing in line with

a) funding opportunities and requirements, including any support from MHCLG to assist from the original 2017 funding allocation if not fully committed

b) the adoption of an updated and revised CA housing strategy

c) additionality opportunities to be identified, including assisting councils review upwards affordable housing %s where worth reviewing on major developments.

Consultee comments:

This principle is neither agreed nor disagreed.

Fenland District Council has difficulties in securing policy level affordable housing % on new development for the viability issues highlighted above. As part of the local plan development the Council have received a viability report that concludes asking for any contribution for affordable housing north of the A47 at Guyhirn is not viable. Even in the rest of the District, contributions for affordable housing were shown by the viability report to be viable only at minimal levels. This reality needs to be accepted as our starting point. It's not a starting point which may be liked by anyone, but it is a reality. The only way in which any significant affordable housing of any type will be delivered in Fenland is through subsidy using cold, hard cash, whether that is generated via the CPCA or Homes England. Insistence upon developer funded policy compliant affordable housing contributions will only result in schemes not going ahead at all, or refusals being successfully appealed on viability grounds. The current co-operation between FDC Officers and CPCA Officers in identifying developments where additionality may be achieved through selective financial intervention is the most effective way to continue.

3. The CA will be realistic about what it can best add, and communicate that clearly to Government, partners and the whole community.

It will follow on from winning MHCLG confidence in the quantity, value and quality of Phase One delivery, followed by discussions on further Government funding for CA AH delivery, including from MHCLG, Homes England and the Arc. Depending on funding anticipated to be available, the CA will engage councils, Registered Providers and Housing Associations/charities particularly local ones, developers and other providers of AH but only where the CA can provide real additionality.

Consultee comments:

This principle is agreed.

Any funding available through the combined authority is welcome and in Fenland there are opportunities for additionality to be achieved through your funding to assist the Council and partners to increase the number of affordable homes to offset those lost through successful section 106

viability challenges. The low land / property values combined with build costs that are the same as elsewhere in the CPCA area sometimes means assessment of schemes in Fenland represent poor value for money by way of average grant rate compared to higher value areas. However the need is as great if not greater when linked with some of the deprivation challenges we face compared to higher value areas. Some form of weighting for Fenland schemes to offset such a disadvantage would help mitigate against this. A one-size-fits-all approach to the assessment of the financial viability of affordable housing support schemes across the CPCA area is clearly inappropriate given the massive differences in housebuilding viability across the Combined Authority area.

4. Where it can add value and this is supported by councils/developers, the CA will offer reviews with Local Planning Authorities, councils, developers and others for larger developments on maximising the % of affordable housing in other development in the CA area as a central part of developer contributions, recognising that %s of up to 50% are possible in some high value locations with additional potential development value, plus potential for higher %s in most other CA areas too. Discussion on re-phasing such schemes to achieve earlier development of AH is a further opportunity.

Consultee comments:

This principle is neither agreed nor disagreed.

In Fenland, there are relatively few large strategic residential development sites where this approach would potentially be helpful. Nevertheless, continuation of support from the CPCA on large strategic sites in Fenland would be welcome to assist the Council on achieving its policy objectives.

5. There will be an additional focus on

- co-operation with partners and councils, including in helping secure external funding and resources, land or scheme approvals

- working with existing partnerships. Councils, voluntary organisations and funding sources to assist people who are unintentionally homelessness, and to assist rough sleepers off the streets.

This will be an additional proposal to Government seeking funding plus building on established support and generosity from several developers, and the wider development sector

- a CA-wide strategy and dataset with all partners that recognises the wide ranging other AH challenges including key worker housing, and opportunities for employers with land directly to assist their staff.

Consultee comments:

This principle is agreed.

Co-operation with constituent Councils is always welcomed. CPCA to recognise that there are impending changes in the planning system that will lead to more home ownership products that constitute affordable housing for the purposes of the planning system and the resultant S106 agreements. We welcome that although this will contribute to meeting some need, and we wish to see such provision expand. However, there is also significant of the housing need in Fenland is for affordable rented as shown in the large waiting list number. The consequences of not providing enough new affordable rented is pressure on Fenland council financially to meet the needs of those threatened with homelessness, through silting up of our temporary accommodation through lack of

affordable homes supply coming available to rehouse. Therefore consideration of how additional CPCA funding can contribute to meeting this need would be welcome. We do not believe that the Housing Association Social Rented Model is the only route that should be used to address these pressures.

6. There will be an ongoing focus on Community Land Trusts plus housing co-operatives that deliver affordable housing, but with revised expectations on outputs and governance, so they are community-led and focused on greatest AH challenges in their location as their two central objectives, and existing CLT projects and commitments by the CA will be reassessed against a new set of principles.

Consultee comments:

This principle is neither agreed nor disagreed.

As yet we have no CLT activity in Fenland…instead we have had success in securing exception site development through support from RPs and parish councils. If a community would like to explore a CLT opportunity it is something the council would support through our enabling work.

7. The earlier CA work on modular housing delivery will be reassessed and the CA will target opportunities for partnerships along with district councils, social enterprises/charities and private sector partners, including tendering for a lead modular production and skills development partner, with the aim of producing low carbon, improved living and community environments for tenants and residents, and with a particular focus on opportunities with constituent councils to help

- single people and couples

- people made unintentionally homeless or in temporary accommodation or currently rough sleeping

and make use of land which would not otherwise be available for housing, permanently or temporarily.

Consultee comments:

This principle is not agreed.

The Council is currently working with an RP and a charity to develop 6 modular homes for rough sleepers and those at risk of rough sleeping and would be welcome to share the learning (subject to funding submission being successful). We have also been working with the CWA to explore new training centre to create opportunities for our residents to develop skills in MMC / green skills etc.

However, and contrary to the implication within this question, we do not view so-called "modular homes" as being second-class alternative housing provision for use of those excluded from all other housing opportunities. Modern Methods of Construction extend well beyond mere modularity. For example, for those areas with potential flooding issues, now or in the future, consideration needs to be given to homes constructed from metallic pre-constructed waterproofed shell-elements.

8. There will be an increased focus on achievement of net zero carbon, and low energy usage in all future development that the CA funds, assisted by expected improved Government regulations and incentives, and improved design and technology opportunities.

Consultee comments:

This principle is neither agreed nor disagreed.

Although supportive of the principle , the challenge in Fenland is that as a result of the viability issues mentioned earlier in this response, this principle will cost more and therefore will place pressure on average grant rates and therefore lead to further viability challenges. We would therefore suggest exploring what can be done towards net zero as an ambition rather than an absolute requirement to ensure the ability to maximise new affordable housing is not constrained.

CONSULTATION RECORD

DRAFT AFFORDABLE HOUSING PRINCIPLES

Consultee: Huntingdonshire District Council

A letter was sent directly to the Mayor from Cllr Ryan Fuller, Executive Leader of Huntingdonshire District Council who made the following comments:

Huntingdonshire welcomes proposals that will deliver additional affordable housing in our district but there is significant concern regarding some of the principles below, particularly where statements are made without the provision of evidence, such as achieving up to 50 per cent affordable housing.

The Combined Authority must recognise that planning powers sit with the individual local authorities, and the primacy of Local Plans in decision making. For that reason, the Combined Authority must be realistic in its ambition, ensure principles are deliverable and recognise the viability challenges across the whole geography in delivering much needed affordable housing and the necessary infrastructure to support our new and existing communities

The letter included an appendix with responses to each of the proposed draft principles:

1. Affordability for those on lowest incomes as top priority, plus quality of new indoor environments and the contribution of new housing to enhance and create community will be assessed on all Phase Two projects.

Response: Other - partial agreement

We would agree that there is a need for good quality affordable housing (AH) in the region. To achieve the level of numbers required to meet housing demand it is essential that we are not only supporting rented units, whether social or affordable, but recognising that low cost home ownership schemes including first homes and shared ownership play a role here. We also need to establish balanced communities, and this will not be achieved by purely supporting applications from the lowest income households.

We support the need for good design for internal and external environments, although not all authorities have adopted the optional space standards so there could be inconsistency in interpretation of this principle across the area; the optional standards need to be adopted through the local plan process. It will be important to understand how schemes will be assessed on this basis and whether there will be any similarity between other existing or evolving guides. For example, the NHF have published design guides, there are the HAPPI principles, and Homes England announced on the 29th June that they will be working with BRE and the Design Council (formerly CABE) to develop a framework of design principles. It would be helpful from a delivery perspective that there are not too many principles or design codes to follow, especially if this prevents the schemes that are brought forward by acquiring open market housing, which are then converted to AH that may not have satisfied these principles from the beginning.

2. The core focus is additionality to delivery by others, to maximise additional new affordable housing in line with

a) funding opportunities and requirements, including any support from MHCLG to assist from the original 2017 funding allocation if not fully committed

b) the adoption of an updated and revised CA housing strategy

c) additionality opportunities to be identified, including assisting councils review upwards affordable housing %s where worth reviewing on major developments.

Response: Agree

We agree that there would be a benefit in reviewing the CA Housing Strategy but would query the practicality and resource implications of proposal 2c) for reviewing upwards the AH percentage on major developments in terms of revisions to S106 agreements and the willingness of developers to commit to increasing the percentage of AH in a permitted scheme unless this can be achieved through securing the additionality before planning permission is granted.

3. The CA will be realistic about what it can best add, and communicate that clearly to Government, partners and the whole community.

It will follow on from winning MHCLG confidence in the quantity, value and quality of Phase One delivery, followed by discussions on further Government funding for CA AH delivery, including from MHCLG, Homes England and the Arc. Depending on funding anticipated to be available, the CA will engage councils, Registered Providers and Housing Associations/charities particularly local ones, developers and other providers of AH but only where the CA can provide real additionality.

Response: Agree

We are supportive of this principle although would need further detail to fully understand what is meant by additionality.

4. Where it can add value and this is supported by councils/developers, the CA will offer reviews with Local Planning Authorities, councils, developers and others for larger developments on maximising the % of affordable housing in other development in the CA area as a central part of developer contributions, recognising that %s of up to 50% are possible in some high value locations with additional potential development value, plus potential for higher %s in most other CA areas too. Discussion on re-phasing such schemes to achieve earlier development of AH is a further opportunity.

Response : Other- partial support

We are uncertain about the cross-over between this and principle 2c) and what the 'other development' being referred to is. We would welcome understanding your definition of larger sites and seeing evidence that 50 per cent affordable housing on open market sites is achievable in Huntingdonshire while also delivering necessary infrastructure. We would welcome reviews of large scale proposed developments with the CA whilst still in the outline planning stage to maximise opportunities for delivery of AH and where the CPCA can provide additionality whilst recognising the need to ensure viability of delivery and the balance between providing AH and other essential infrastructure necessary to support future residents. However, the Local Plan Viability Assessment for Huntingdonshire indicated that sites in large areas of the district, particularly previously developed ones, were not viable when seeking 40 per cent AH we therefore believe that the statement regarding 'potential for higher percentages in most other CA areas too' needs to be evidenced. The rephasing of schemes to allow for earlier AH delivery needs to take into account the desirability of balancing AH

provision with delivery of infrastructure and community facilities these are essential to start establishing new communities and sustainable transport patterns amongst residents; AH residents tend to be the bearer of issues in relation to build quality and defect management if they are the first to move on a new development and also have to live on a building site for longer than private residents.

5. There will be an additional focus on

- co-operation with partners and councils, including in helping secure external funding and resources, land or scheme approvals

- working with existing partnerships. Councils, voluntary organisations and funding sources to assist people who are unintentionally homelessness, and to assist rough sleepers off the streets.

This will be an additional proposal to Government seeking funding plus building on established support and generosity from several developers, and the wider development sector

- a CA-wide strategy and dataset with all partners that recognises the wide ranging other AH challenges including key worker housing, and opportunities for employers with land directly to assist their staff.

Response: Other – partial support

We support the emphasis on additional cooperative working where this can maximise effective AH delivery. We generally welcome points raised in this section but would need further clarity on the scope of the proposed dataset to avoid duplication of existing resources. The proposal for additional focus on 'opportunities for employers with land directly to assist their staff' raises issues of concern regarding the sustainability and suitability of where such homes might be located, their relationship with surrounding existing land uses, access to other services and facilities for potential residents and the potential impact on surrounding locations where these are free-standing employment sites in the countryside.

6. There will be an ongoing focus on Community Land Trusts plus housing co-operatives that deliver affordable housing, but with revised expectations on outputs and governance, so they are community-led and focused on greatest AH challenges in their location as their two central objectives, and existing CLT projects and commitments by the CA will be reassessed against a new set of principles.

Response: Other – partial support

We are supportive of CLT's in principle albeit take up in the district has been low as Huntingdonshire supports the innovative delivery of affordable housing through our rural exceptions policy. We are concerned that additional assessment against a new set of principles will further discourage their delivery. Neighbourhood plans (NP) provide an alternative route for community-led identification of sites for AH but despite encouragement to explore this option no NP group in Huntingdonshire has yet wished to take on the workload involved in site selection and promotion. We would suggest that it would be sensible to commit the new principles to only new CLT's after a stated date. We would also need to be involved in the establishment of the new set of principles.

7. The earlier CA work on modular housing delivery will be reassessed and the CA will target opportunities for partnerships along with district councils, social enterprises/charities and private sector partners, including tendering for a lead modular production and skills development partner, with the aim of producing low carbon, improved living and community environments for tenants and residents, and with a particular focus on opportunities with constituent councils to help

- single people and couples

- people made unintentionally homeless or in temporary accommodation or currently rough sleeping

and make use of land which would not otherwise be available for housing, permanently or temporarily.

Response: Other – partial support

Local Planning Authorities, and Registered Providers are encouraged to support use of modular homes to speed up housing delivery, so this would be supported in principle but districts will need to be involved in the procurement process in selecting a modular contractor. We believe that a framework rather than one individual contractor would be best for this, there are already organisations that have set up frameworks that contractors can be pulled from for example LHC or National Framework Partnership (supported by the G15). We also need to understand the planning implications, especially in the siting of any modular homes and quality of the residential environment provided which should be reflected as a priority. Use of modular forms of housing construction as a method of expediting housing delivery is being investigated by the Modern Methods of Construction Taskforce established through the Budget in March 2021; outcomes from this should be explored to assist with finalising the principle. The last element of the principle is of great concern where it refers to 'make use of land which would not otherwise be available for housing', this would lead to direct conflict with Local Plan development strategy policies throughout the CA area and could result in housing vulnerable people in less suitable locations.

8. There will be an increased focus on achievement of net zero carbon, and low energy usage in all future development that the CA funds, assisted by expected improved Government regulations and incentives, and improved design and technology opportunities.

Response: Agree

We would agree with this principle and be supportive of its implementation, it is in line with national carbon reduction commitments. The requirement for low energy usage will help reduce the running costs of the AH provided which will be of significant benefit to residents and help with fuel poverty initiatives. As stated in our response in Principle 4 we would not wish the AH residents to be the sole "guinea pigs" of new technology initiatives.

CONSULTATION RECORD

DRAFT AFFORDABLE HOUSING PRINCIPLES

Consultee: East Cambridgeshire District Council

The following comments were made directly to the Mayor by Cllr Anna Bailey, Leader of East Cambridgeshire District Council:

Thank you for giving East Cambridgeshire District Council the opportunity to respond to your proposed Affordable Housing Delivery Principles 2022-2025.

The Council is committed to ensuring that the widest range of tenures is available throughout the district and supports affordable rent, social rent, shared ownership and discounted market sale housing products. The district has a wide range of housing needs and it is not practical or appropriate to elevate one type of need above others. We also have a focus on delivering mixed communities, ensuring that our affordable housing is delivered alongside open market housing.

This is why the Council's preferred method of delivering affordable housing is through community led development. The land value capture mechanism enables the community to decide how that value should benefit their community and provides for well balanced developments with appropriate infrastructure as well as a wide range of affordable housing tenures to suit the needs of the local community.

Stretham is an excellent example of how Community Land Trusts (CLTs) work locally. It was the first genuinely community led development in East Cambridgeshire. It is a low density, high quality scheme providing additional open space, business space, a GP surgery and affordable housing that is genuinely affordable and prioritises the needs of the people of Stretham – providing them with an opportunity to live and work locally at prices they can afford. It provides housing for the local nurse, the postman, the local farm worker. Notably, it is done with no subsidy or grant from the public purse. The CLT charge rents that are lower than the Local Housing Allowance (social rent) level and the CLT has never increased the rent to their tenants. In recognition that their tenants had a difficult year because of COVID they gave a rent free December 2020 and they did this without any grant. The significant income from the CLT owned homes is used to benefit the local community and is available in perpetuity.

Kennett will be the largest CLT in the district. A high quality, low density, near carbon neutral, infrastructure first scheme that will deliver 150 mixed tenure affordable housing units with at least 60 of the units being owned and managed by the CLT. The scheme will deliver major highway infrastructure, a local centre, business use, a new primary school, protected space to improve visibility of an ancient monument, garden village principles and many other benefits. The infrastructure will commence ahead of the housing, ensuring that this is a true infrastructure first scheme.

There are many more examples of the fantastic work that is being done by our communities; Soham Thrift CLT, Haddenham CLT, Swaffham Prior CLT. Each community doing it the way they want to because that is the entire point, it is Community Led Development. The Council does not dictate to the community, they tell us what they want and we have a planning policy to support it. Our only requirement is that they demonstrate to us that the community is involved.

East Cambs was the first Local Authority in the country to adopt a Community Led Development policy through the local plan process and is undoubtedly leading the way on Community Led Development.

We have gone one step further as a Council. There are communities out there that want to do it but simply do not have the capacity or expertise within the community to bring about community led development. So, we enabled the establishment of East Cambs CLT. This is an umbrella CLT that operates for the benefit of people in need in East Cambridgeshire and the purpose is to support affordable housing to be secured for people who live and work locally. It does not operate in competition with other CLTs but supports areas that want to benefit from community led development. ECTC, our (Trading Company that is 100% owned by the District Council and includes the development arm Palace Green Homes), has transferred its affordable housing stock to East Cambs CLT from their developments in Ely because there isn't a CLT incorporated in Ely.

I could go on - there is much more to say - about CLTs and the many benefits that this model provides. I am a passionate advocate for Community Led Development, which is why it is frustrating, and I have to be honest Nik, also insulting to read in one of the proposed principles, that 'there will be an ongoing focus on Community Land Trusts…but with revised expectations on outputs and governance, so they are community-led…' This statement demonstrates that the author has absolutely no understanding of the actual principle of ***Community*** Led Development, (my emphasis). It is bottom up, not top down. The statement also implies that the existing CLTs are not community led which is wholly incorrect.

The Council recognises the importance of securing affordable housing but is realistic about what can reasonably be expected from a development. We build communities that have a balance of housing mix and infrastructure need. The latter is equally important. A well served development that enables people to live and work locally plays a huge part in reducing pressure on other aspects of social need.

Increasing affordable housing levels in a development would need huge levels of subsidy to off-set the loss of value from turning an open market house into an affordable housing unit and the level of subsidy required would depend on the tenure of the affordable housing unit; shared ownership needing the least amount and social rent needing the highest amount. The loss of open market value would make it difficult, if not impossible, to deliver other priorities within a given site, for example, community centres, GPs, green initiatives, cycleways, open spaces, etc. All of these things help us to deliver healthier more vibrant communities that cater to the needs of residents and we know it is what our residents expect and deserve.

I am sure that you are aware of the First Homes Policy, which in essence replaces the £100K Homes initiative as it is a broadly similar mechanism to secure discounted market sale housing. There is a mandatory requirement that 25% of the affordable housing to be delivered on-site must be a First Home and there is no discretion, it must be done. So, on a development delivering 4 affordable housing units, 1 of these must be a First Home. This will inevitably have an impact on scheme viability and delivering the differing priorities of a given site.

We already work closely and well with our development community to achieve balanced communities in East Cambridgeshire.

I just wanted to touch on a reference in the principles to homelessness and rough sleepers. Both of these issues pose a challenge for local authorities across the country and we must do all we can to address this challenge and end the problem for good. Indeed, back in 2013 my own authority was spending more than half a million pounds a year on bed and breakfast accommodation representing a significant percentage of our total budget. I am pleased to say that since 2013 we have not placed a single person in bed and breakfast accommodation. We have done this by focusing on prevention - getting to the route of the issue as early as possible and supporting people holistically and intensively, helping them to deal with the underlying issues in their lives, including support with financial issues that require licensed financial advice. We already have a strong and regular prevention presence in

our communities in all sorts of locations, where our approach is to find and support people and families early on, before they hit crisis. We are just about to go even further with this approach, and will soon be on the road visiting our communities with our new East Cambs Community Advice Bus. I would welcome the opportunity to share our prevention approach with you in more detail as it has been hugely successful in East Cambridgeshire.

As you are aware from my recent correspondence, the Council intends to present to you and your Chief Executive, a prospectus for joint working across our priorities, which will include how we can collectively deliver genuinely affordable housing across our District, housing that is right for East Cambridgeshire residents and communities.

We note your recent request for constituent Councils to put forward new schemes for possible funding from the future Affordable Housing Programme and of course we will consider submission of schemes in East Cambs as they come forward.

In addition to presenting this response to your consultation on your principles, my Council's representatives on the Housing and Communities Committee and myself, on the Board, will of course actively engage in discussions regarding the formulation of your revised Housing Strategy.

I do believe that collectively we should not lose sight of the vision that Cambridgeshire and Peterborough local authorities, businesses, and universities set out to achieve. Our collective bold vision includes doubling GVA and accelerating the delivery of the mix of new homes and sustainable communities that Cambridgeshire and Peterborough residents demand.

CONSULTATION RECORD

DRAFT AFFORDABLE HOUSING PRINCIPLES

Consultee: Peterborough City Council

A written submission was received from Michael Kelleher, Assistant Director of Housing. The following comments were made in response to each of the proposed draft principles:

1. Affordability for those on lowest incomes as top priority, plus quality of new indoor environments and the contribution of new housing to enhance and create community will be assessed on all Phase Two projects.

Consultee comments:

Housing for people on low income is important, but this shouldn't be a priority over housing for people in greatest need. Whilst low income and housing need are often linked, they are not the same, and there are many people on medium incomes who cannot afford to buy or rent accommodation for multiple complex reasons for whom subsidised housing is essential. It is important, therefore, for affordable housing to be available for people at all price points.

It would be helpful to understand what is meant by 'quality of new indoor environments', as this could relate to minimum space standards and / or accessibility standards – including access to digital infrastructure etc.; so it would be helpful to clarify.

2. The core focus is additionality to delivery by others, to maximise additional new affordable housing in line with

a) funding opportunities and requirements, including any support from MHCLG to assist from the original 2017 funding allocation if not fully committed

b) the adoption of an updated and revised CA housing strategy

c) additionality opportunities to be identified, including assisting councils review upwards affordable housing %s where worth reviewing on major developments.

Consultee comments:

Agree that additionality is crucial but what does this mean in practice over such a large geographic area given local cost differentials, existing delivery programmes and local housing need? Would a different metric, such as "return on public investment" or "cost to the public purse" be better?

What is meant by point c)? Is the reference to 'major developments' referring to the planning definition which means 10 or more dwellings or is it referring to large scale schemes like urban extensions? Is this relating to schemes where the intended affordable housing provision level is falling below policy compliant levels due to viability or just about increasing the % on schemes generally where this would be beneficial? Presumably, the assistance to local authorities would be grant funding although the funding would go to the relevant provider.

3. The CA will be realistic about what it can best add, and communicate that clearly to Government, partners and the whole community.

It will follow on from winning MHCLG confidence in the quantity, value and quality of Phase One delivery, followed by discussions on further Government funding for CA AH delivery, including from MHCLG, Homes England and the Arc. Depending on funding anticipated to be available, the CA will engage councils, Registered Providers and Housing Associations/charities particularly local ones, developers and other providers of AH but only where the CA can provide real additionality.

Consultee comments:

How will the CA determine what it can best add given that the local knowledge of housing markets and what is needed in local areas sits with each local authority? Yes, the CA will know how much funding is available and it will have funding criteria to follow, but it is only by having a mechanism of measuring the impact of its intervention at a local level that transparency on investment can be achieved. In other words, £1m in one location will not have the same impact as £1m in another location – how will these be measured and compared on an equal basis. Will local councils have the opportunity to inform how these decisions are made?

4. Where it can add value and this is supported by councils/developers, the CA will offer reviews with Local Planning Authorities, councils, developers and others for larger developments on maximising the % of affordable housing in other development in the CA area as a central part of developer contributions, recognising that %s of up to 50% are possible in some high value locations with additional potential development value, plus potential for higher %s in most other CA areas too. Discussion on re-phasing such schemes to achieve earlier development of AH is a further opportunity.

Consultee comments:

I am unclear how this principle is different from 2c) Also it talks about maximising the % of AH as a central part of developer contributions. If an increase is achieved as part of developer contributions, then the additional affordable dwellings achieved will not be eligible for grant so how will this work?

On site delivery of affordable housing should be the stated preferred position. Where a developer can demonstrate on an open book basis that viability is a block to on site provision, the off-site contributions should be ring fenced for that local authority area. As calculations for off-site contributions can, and often do, differ across local authority areas with each policy reflecting local needs and conditions it is unfair passport this to other areas. In extreme circumstances there could be time limits applied where, if off site contributions cannot be spent within the local authority in a specified time (e.g. three years) then it can be passported to another area.

5. There will be an additional focus on

- co-operation with partners and councils, including in helping secure external funding and resources, land or scheme approvals

- working with existing partnerships. Councils, voluntary organisations and funding sources to assist people who are unintentionally homelessness, and to assist rough sleepers off the streets.

This will be an additional proposal to Government seeking funding plus building on established support and generosity from several developers, and the wider development sector

- a CA-wide strategy and dataset with all partners that recognises the wide ranging other AH challenges including key worker housing, and opportunities for employers with land directly to assist their staff.

Consultee comments:

Agree with the additional focus on this. A CA wide strategy is essential for the success of this and the strategy should be developed in partnership with all local authorities and key delivery partners. This sounds as if the CA is looking to develop a more enabling role which could be beneficial. More detail on what this would involve would be helpful.

6. There will be an ongoing focus on Community Land Trusts plus housing co-operatives that deliver affordable housing, but with revised expectations on outputs and governance, so they are community-led and focused on greatest AH challenges in their location as their two central objectives, and existing CLT projects and commitments by the CA will be reassessed against a new set of principles.

Consultee comments:

CLTs represent just one option available to deliver affordable housing and should be supported where local communities identify a need, however, if local communities reject the concept in favour of other models those areas should not penalised. I would, therefore, recommend a wider review of local management options such as co-housing, tenant management organisations etc.

7. The earlier CA work on modular housing delivery will be reassessed and the CA will target opportunities for partnerships along with district councils, social enterprises/charities and private sector partners, including tendering for a lead modular production and skills development partner, with the aim of producing low carbon, improved living and community environments for tenants and residents, and with a particular focus on opportunities with constituent councils to help

- single people and couples

- people made unintentionally homeless or in temporary accommodation or currently rough sleeping

and make use of land which would not otherwise be available for housing, permanently or temporarily.

Consultee comments:

Alongside all forms of modern methods of construction, modular housing should be explored. Whilst MMC units are often more expensive to build (between 5% and 15%) they are often delivered in far shorter timeframes thereby generating income sooner and are built to precision standards which can help reduce fuel bills and the carbon footprint.

Schemes of modular units for homeless households, while a useful additional option and an attractive option in the short term. Over time if there are high concentration of such units in one area, issues with ASB and negative attention could follow. Schemes should be considered carefully and kept small.

8. There will be an increased focus on achievement of net zero carbon, and low energy usage in all future development that the CA funds, assisted by expected improved Government regulations and incentives, and improved design and technology opportunities.

Consultee comments:

This ambition – or core principle - is supported and should, in fact be the number one principle that feeds through everything else. Because reducing the carbon footprint of new houses is expensive, the cost implications of this core principle must be factored into the other seven core principles. So, for example, how will the principle of additionality compare to the principle of net zero carbon? If, for example, the CA can get more additionality by building traditional compared to the number it can achieve through MMC (which will have a lower carbon footprint), what will it aim for?

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

Agenda Item No: 3.2

Climate and Strategy Business Cases

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	8 June 2022
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	Paul Raynes, Director of Delivery & Strategy
Key decision:	Yes
Forward Plan ref:	KD2022/015
Recommendations:	The Combined Authority Board is recommended to:

a) approve the Business Case for Care Home Retrofit project and approve £2m from subject to approval line in the MTFP.

b) approve the Business Case for Logan's Meadow Local Nature Reserve Wetland Extension project and approve £280,000 from subject to approval line in the MTFP.

c) approve the Business Case for the Natural Cambridgeshire project and approve £210,000 from the subject to approval line in the MTFP.

d) approve the Business Case for the Nature and Environment Investment Fund project and approve £1m from the subject to approval line in the MTFP.

e) approve the Business Case for the Net Zero Villages Programme and approve £1m from the subject to approval line in the MTFP.

f) approve the Business Case for the Doubling Nature Metrics project and approve drawdown of £125,000 from the subject to approval line in the MTFP.

g) approve the Business Case for the City Portrait project and approve drawdown of £80,000 from the subject to approval line in the MTFP.

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

To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor.

1. Purpose

1.1 To seek approval for Business Cases and approve funding allocations from the subject to approval line of the MTFP.

1.2 The Full Business Cases can be found within the appendices of this report.

1.3 If approved the projects will have approved funding to move into the delivery phase of the project. Monitoring and evaluation will continue throughout the delivery phase.

2. Background

2.1 The below sets out the process these projects have been through to get to this stage.

2.2 **Step 1: Prioritisation**

2.2.1 Bids for inclusion in the CPCA budget were submitted by 31 December in response to the MTFP consultation.

2.2.2 For each bid a one-page summary document was provided by applicants.

2.2.3 The CA Analysis and Evaluation Manager completed an evaluation of the bids for their strategic fit with the CPCA policy framework (this is the first Critical Success Factor test in the Green Book approach to project selection); this involved:

i. scoring against the six capitals of the Sustainable Growth Ambition Statement and contribution to GVA.
ii. assessment for alignment with the policies in the relevant sector strategy, for example, Skills Strategy.
iii. evaluation of the bids for affordability.

2.2.4 Projects that passed through this stage were included within the MTFP as subject to approval allocations following Board approvals in January and March 2022.

2.3 Step 2: Project Initiation Documents (PID)

2.3.1 The CA Programme Office worked with project managers to support them in developing the one-page bids into a PID which are internal documents aimed to set out the scope in greater detail and the governance of the project.

2.3.2 The PIDs were taken to the March and April Performance and Risk Committee (PARC) meetings, internal officer review meetings, where each were assessed, and relevant changes made. Each project within the scope of this paper has an approved PID.

2.4 Step 3: Business Case

2.4.1 The CA Programme Office has worked with project managers to support them in developing PIDs into Business Cases. A series of workshops/meetings took place throughout the process. As part of these meetings, comments were reviewed and

improvements to Business Cases were suggested. The Programme Office would like to pass on its thanks to the project managers for engaging so thoroughly in this process.

2.4.2 A HMT Green Book compliant Business Case template was issued that included guidance to support project managers. The aim has been to ensure the Business Cases evidence value for money whilst also ensuring the document is proportionate to the size of the project and not overly burdensome to complete.

2.4.3 The Full Business Cases can be found within the appendices of this report.

3. Assessing Value for Money

3.1 The CA Programme Office reviewed the Combined Authority Assurance Framework, HMT Green Book (2020) and National Audit Office (NAO) guidance, and met with the Chief Finance Officer when deciding on the guidance for evidencing Value for Money.

3.2 The Assurance Framework states that to achieve value for money in spending public funds is through ensuring that all projects contribute to the objectives of the Combined Authority via adherence to the Green Book principles, specifically that unless fulfilling a statutory requirement, all business cases must demonstrate a strong fit with the strategic objectives of the relevant Board.

3.3 NAO uses three criteria to assess the value for money of government spending i.e. the optimal use of resources to achieve the intended outcomes:

- Economy: minimising the cost of resources used or required (inputs) – spending less;
- Efficiency: the relationship between the output from goods or services and the resources to produce them – spending well; and
- Effectiveness: the relationship between the intended and actual results of public spending (outcomes) – spending wisely.

3.4 The NAO guidance states that there must be a balance of inputs, outputs & outcomes, that ‘optimal’ is the most desirable possible given restrictions or constraints, and that the question of ‘what does good look like?’ has been answered.

3.5 Within the Strategic Case of each Business Case the scope of each project has been fully developed and there is a case for change section which assesses what do nothing looks like and what good looks like, linking to CPCA strategic objectives.

3.6 Within the Economic Case a Green Book Project Profile Tool was adapted for each project to link outputs to outcomes to impacts and to CPCA strategic objectives and metrics. A logic model has also been developed. Also included in the Business Cases is a Monitoring and Evaluation section that includes an evaluation plan and how progress against these inputs, outputs and outcomes will be measured.

3.7 Within the Economic Case there is also an assessment of options against costs and benefits including do nothing and do minimum which aims to assess which is the optimal use of resources.

3.7 The Chief Finance Officer has reviewed each Business Case and assesses them to represent Value for Money against the above criteria.

4. Timescales and next steps

4.1 If approved the above projects will have funding to move into the delivery phase of the project. Monitoring and evaluation will continue throughout the delivery phase.

4.2 For the outstanding projects that received a budget allocation at both the January and March CA Board, it is expected that the respective Business Cases will come to July Board for approval.

Significant Implications

5. Financial Implications

5.1 The Combined Authority Board approved, as part of the 2022/23 revenue budget, Capital Programme 2022/23 to 2025/26 and Medium-Term Financial Plan (MTFP) 2022/23 to 2025/26, a list of climate and strategy related projects, presented on 26 January 2022.

5.2 The initial allocation of subject to approval budgets within the MTFP was agreed at this Board, ensuring that funding would be available for these projects, should they be approved via the gateway stages and provide evidence as value for money.

5.3 There are no additional financial implications arising from the recommendations in this report.

6. Legal Implications

6.1 None

7. Public Health Implications

7.1 Please refer to individual business cases

8. Environmental and Climate Change Implications

8.1 Please refer to individual business cases.

9. Other Significant Implications

9.1 There are no other significant implications

10. Appendices

10.1 Appendix 1 – Care Home Retrofit Business Case

10.2 Appendix 2 – Logan's Meadow Local Nature Reserve Wetland Extension Business Case

10.3 Appendix 3 – Natural Cambridgeshire Business Case

10.4 Appendix 4 – Nature and Environment Investment Fund Business Case

10.5 Appendix 5 – Net Zero Villages Business Case

10.6 Appendix 6 – Doubling Nature Metrics Business Case

10.7 Appendix 7 – City Portrait Business Case

11. Background Papers

11.1 Combined Authority reports January 2022 - Sustainable Growth Ambition Statement, 2022/23 Budget and Medium-Term Financial Plan 2022 to 2026

11.2 Combined Authority Board March 2022

Business Case – Care Homes Retrofit

VERSION CONTROL

Document version	Publication date	Description of changes	Modified by
1	12 May 2022	Business Case	AC
2	25 May 2022	Amendments following PARC	AC

EXECUTIVE SUMMARY

STRATEGIC CASE

The retrofitting of care homes to reduce climate impacts aligns with objectives of the Sustainable Growth Ambition Statement. The Statement's climate objective is:

"Climate and Nature: restoring the area's depleted natural capital and addressing the impact of climate change on our low-lying area's special vulnerabilities"

By enabling businesses to take action and reduce risks to more vulnerable residents, the project will also deliver against the Statement's human capital objective.

By supporting investment in retrofit measures this will also help to build the local supply chain and skills capacity in that area.

The CPCA has agreed the Climate Action Plan that supports demonstration projects to encourage wider behaviour change. The CPCA has endorsed the Environmental Principles for the OxCam Arc, which includes tackling climate issues and other environmental outcomes. If the retro fit projects involve nature-based solutions then it may also contribute to the target to double the amount of rich wildlife area through the 'Vision for Nature'.

The programme is consistent with climate action priorities as set out in local Climate and Environment Strategies. It aligns with recommendations of the CPICC.

ECONOMIC CASE

A do-nothing approach would mean care homes would not be investing in projects that move towards net zero or will do so dependent on a market response or raising other sources of funding.

The individual projects will provide reductions in carbon emissions, that will have an economic benefit in reducing running costs and a social benefit via the cost of carbon saved. This can be calculated and monitored as part of the evaluation of the effectiveness of the programme. There will be a multiplier effect of other businesses learning from, and replicating, the types of investment made.

The programme will be run via a competitive prospectus approach. Appraisal of individual bids will include an assessment of economic benefit vs economic costs, including the match funding.

The works will help to increase capacity and skills in the retrofit sector.

FINANCIAL CASE

The £2m programme will be run as a competitive grant pot, with circa 40 awards around £50k (giving £100k average project size). Match funding is a requirement. The programme is focused on supporting change in those businesses that will have challenges in making the required investments. Care home businesses that have large asset bases are unlikely to meet that criteria. The Prospectus will define this business eligibility. The Prospectus bid criteria will also include weightings taking into account the relative vulnerability of the property and its residents to climate impacts.

COMMERCIAL CASE

The programme will be run as a CPCA programme, similar in operation to other CPCA grant programmes such as the LGF. A small element of the private sector match funding will be retained for administration of the programme.

MANAGEMENT CASE

The Programme is designed for two year programme of activity during 22/23 and 23/24 . Depending on the evaluation further iterations of the programme could be considered for future funding.

INTRODUCTION

The Cambridgeshire and Peterborough Independent Commission on Climate (CPICC) gathered evidence on the relative vulnerability of the area to future climate events, based on the geography and land-use. The CPICC also highlighted the heat and energy needs of existing buildings as a significant contributor to greenhouse gas emissions, and recommended demonstrator projects to encourage private sector investment.

There are circa 6,000 bedspaces of residential care, at over 170 locations in Cambridgeshire and Peterborough. There are a wide variety of accommodation from converted buildings to purpose-built. There is also a variety of ownership models, from independent single locations to national groups. Many of these properties have opportunities to reducing emissions from heat and energy needs. In addition, with the increasing likelihood of extreme summer heat events similar to that in 2018 there is likely to be future pressure to invest in cooling systems to protect vulnerable residents. There is an opportunity to look at nature-based solutions (such as cooling effect from trees) rather than technology based investment (and reducing the need for air-conditioning).

Given the difficult circumstances of the pandemic on the care sector it is likely to be a lower priority in the short term for the sector to invest in climate ready measures (even where over the long term they might pay for themselves in savings). Given the fragmented nature of the sector it is also likely to be limited capacity and expertise on appropriate measures, with reliance on external advice.

The aim of the programme would be to support 40 care home climate retrofit projects across the Combined Authority area. The programme will not be available for private dwelling homes (other grants may be available).

STRATEGIC CASE

INTRODUCTION

The purpose of the strategic case is to demonstrate alignment with local, regional and national policy objectives. Specifically, the strategic case should test the project fit with the CPCA's Sustainable Growth Ambition Statement.

STRATEGIC PRIORITY

The Care Home Retrofit programme aligns with objectives of the Sustainable Growth Ambition Statement. The Statement's climate objective is:

Climate and Nature: restoring the area's depleted natural capital and addressing the impact of climate change on our low-lying area's special vulnerabilities

By reducing climate risks to more vulnerable residents, the project will also deliver against the Statement's human capital objective:

People: building human capital - the health and skills of the population - to raise both productivity and the quality of life so that that people in our region are healthy and able to pursue the jobs and lives they want.

The programme is referenced in the adopted Climate Action Plan, which also supports demonstration projects to encourage wider behaviour change. The CPCA has endorsed the Environmental Principles for the OxCam Arc, which includes tackling climate issues and other environmental outcomes.

The programme is consistent with climate action priorities as set out in local Climate and Environment Strategies. It aligns with recommendations of the CPICC and the emerging Health and Wellingbeing Strategy.

By applying appropriate criteria to the bid scoring there is also an opportunity deliver against the reducing inequalities objective*: investing in the community and building social capital to complement improved skills and connectivity as part of the effort to narrow the big gaps in life expectancy and people's income between places.*

CASE FOR CHANGE

The driver for change is to avoid harm to residents from climate related events (specifically flooding or extreme heat) and reduce greenhouse gases emissions from buildings in the adult care sector. Each degree of increase in heat above a comfortable temperature correlates with a 1% increase in patients presenting to A&E.

Do-nothing scenario relies on private-sector led investment into preventative measures. The ability to achieve this is reduced by (a) impact of covid-19 pandemic on finances (b) lack of institutional knowledge on appropriate measures (c) fragmented nature of sector ownership.

CLIMATE CONSIDERATIONS

The programme would have a net positive effect on climate. Although construction and materials have an embodied carbon cost, net zero projects are likely to be focused on reducing energy use and therefore provide a net benefit over time. Energy efficiency measures also 'release' future expenditure that can be deployed for other purposes or reduce bills.

SMART OBJECTIVES

Objectives:

1. By end June 2022 to issue questionnaire to 170+ care homes to assess current position and opportunity, and raise awareness of the programme

2. July 2022 – September 2022 Prospectus and EoI Bidding Round
3. By end October 2022 to agree the initial 16 prospective projects to take forward to full bids
4. By end November 2022 baseline surveys of the 16 projects undertaken and bids approved
5. January 2023 launch second round, further 24 agreed projects
6. By end September 2023 12 upgrades completed
7. By end March 2024 further 28 upgrades completed

SPECIFIC DELIVERABLES/OUTPUTS

Match fund the retrofitting of 40 care homes by March 2024 to provide resilience to climate events and/or reduce greenhouse gas emissions.

PROJECT OUTCOMES/IMPACTS

Key success factors are that the programme has generated examples of achievable retrofitting projects to meet climate challenges, reduced cliamte risk to vulnerable residents, and increased awareness of the need for local action on climate change emissions and risks.

CPCA performance management metrics

The Programme will deliver an outcome monitored under **CPCA performance metric 6: Total Carbon Dioxide Emissions**.

The Programme may deliver an outcome under **CPCA performance metric 17: Health Index**

The Programme may also contribute to an outcome monitored under **CPCA performance metric 8: Climate and Nature - Land Area Providing Nature Rich Habitat (PNRH) by District**. Allowance will need to be made for the biodiversity outcome to increase over time, as habitats take time to establish.

1. KEY METRIC: Change in EPC ratings
2. KEY METRIC: Uptake of climate appraisals
3. OTHER LINKED METRIC: Increase in biodiversity through nature-based solutions
4. OTHER LINKED METRIC: Supply Chain capacity improvements

DESIGNS

Not applicable at this stage.

RISKS

Scope risks

1. The condition of the existing stock may not require upgrading [Mitigation – professional opinion from CCC is that there are many opportunities for upgrades; will undertake questionnaire survey prior to development of Prospectus]
2. Cost of measures do not allow 40 schemes to proceed [Mitigation – Undertake market testing of likely expenditure to inform the Prospectus; can adjust the Output measure of number of schemes]
3. Lack of private sector match funding [Mitigation – energy performance measures will pay back over time and that cost can be amortised to justify private investment]
4. State Aid [Mitigation – new UK arrangements; Prospectus to be competitive bids]

Operational risks (excluding standard risks such as project management)

1. Ability to undertake upgrades within timetable impacted by the needs of residents in care [Mitigation – ability to consider a longer delivery period; Will be a key requirement of an EoI to explain how the delivery will be achieved]
2. Supply chain risks [Mitigation – the programme is not setting up any additional contractors framework for supply of the retrofits (to be procured by care homes) so this removes risk around a single delivery contractor; discussions are underway about the potential to access the Warmer Homes/LAD3 framework should that offer efficiencies to the programme]

Opportunities

1. Link with greenspace schemes / Biodiversity Net Gain
2. Skills development in supply chain

CONSTRAINTS

No additional constraints.

DEPENDENCIES

Success is dependent on demand and capacity from care home businesses to undertake projects. Informal testing has demonstrated an appetite for this type of programme.

ECONOMIC CASE

INTRODUCTION

The National Audit Office state that good value for money is the optimal use of resources to achieve intended outcomes. This includes ensuring that:

- There is balance of inputs, outputs & outcomes
- 'optimal' is the most desirable possible, given restrictions or constraints
- what does good look like? has been answered

The Combined Authority Assurance Framework also states that we must achieve value for money through ensuring all projects contribute to the objectives of the Combined Authority via adherence to the Green Book principles. This means all business cases must demonstrate a strong fit with the strategic objectives of the Combined Authority Board.

This financial case includes a Logic Model, a Green Book Outcome Profile Tool linked to our Sustainable Growth Ambition Statement and a summary of economic benefits to ensure that the value for money question has been answered.

All projects delivered through the programme are specifically intended to reduce emissions (which have a shadow carbon cost that can be applied) or reduce exposure to climate risks. There will be economic benefits from (a) energy cost savings over time (b) reduction in adverse health outcomes (c) reduction in insurance risks. There will be a benefit to developing supply chain capacity but likely to be relatively small economic/jobs benefit given the scale of the programme. However, there are similarities with the domestic retrofit programme being rolled out by councils under the Action on Energy scheme so the programme builds momentum in the supply chain (although this is also a capacity risk as identified under Risks).

The programme will be a match-funded programme with private sector investment.

APPROACH TO ECONOMIC CASE

The Economic Case uses the outcome appraisal tool to establish the link to strategic objectives and assess the 'optimal' approach to the project.

OPTIONS ASSESSMENT

A Do-nothing approach would rely on care homes to fund and undertake improvements as part of future investment. Given the difficult circumstances of the pandemic on the care sector it is likely to be a lower priority in the short term for the sector to invest in climate measures (even where over the long term they might pay for themselves in savings). This will particularly be the case where the care home businesses are SMEs with small asset bases. Given the relatively fragmented nature of the sector there is also likely to be limited capacity and expertise on determining appropriate measures, with reliance on external advice.

An Option has been considered to provide 100% grant. This has been rejected as it would both reduce the overall number of projects, affect value for money, and does not reflect that as businesses, care homes ought to have long term property strategies and investment priorities.

Options have been considered and rejected to vary the preferred bid size to higher or lower than the proposed average of £50k. If significantly lower it increases administrative burdens and is likely to restrict meaningful capital works. If raised higher it reduces the number of schemes and would favour businesses more able to raise significant matching capital.

Options have been considered about focusing the programme to deliver the best value. It is considered that largescale care home businesses (that might be operating across many care homes) will have a significant asset base to raise funding (and deliver economies of scale). The reverse will be true for single site or smallscale care home businesses. The funding eligibility criteria will reflect this.

The Independent Commission on Climate looked at climate risks for the CPCA area. It found that the risks of flooding and overheating were higher than many other parts of the UK. The assessment criteria will include an element to reflect risk factors.

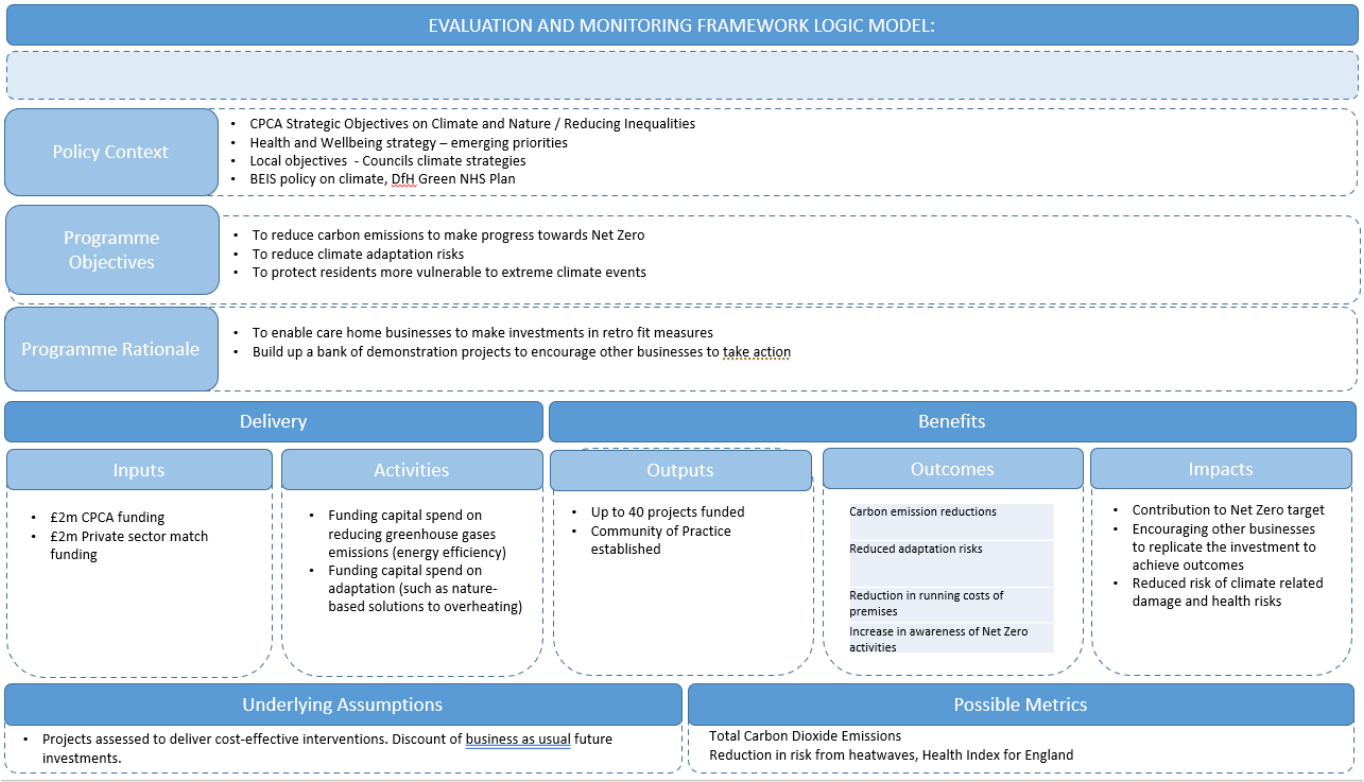
APPRAISAL SUMMARY TABLE

Not used.

OUTCOME PROFILE TOOL

Sustainable Growth Outcomes	Climate and Nature	Health and Skills
Other Programme Outcomes (optional)	Climate Action Plan (CPCA) District/Borough Climate Action Plans Cambridgeshire and Peterborough Flood Risk Management Strategy	Emerging Health and Wellbeing priorities
Project outcomes	Carbon emission reductions Increase in awareness of Net Zero activities Uptake in retrofit measures Increase in supply chain capacity	Reduction in climate related risks to health
Project outputs	Reducing carbon emissions in 40 care homes Capital investment to reduce adaptation risks Community of Practice established with case studies	Care bedspaces with reduced risk from overheating during extreme climate event
Project measures	Total Carbon Dioxide Emissions	Health Index for England
Limitations	Emissions need to be discounted by estimation of future 'business as usual' replacement/upgrade that the capital project has brought forward.	

LOGIC MODEL



ECONOMIC BENEFITS

The individual projects will provide reductions in carbon emissions, that will have a social benefit via the cost of carbon. This will be calculated and monitored as part of the individual project bids and evaluation of the effectiveness of the programme. There will be a multiplier effect of other businesses learning from,

and replicating, the types of investment made. There will be a health benefit from the reduction in risk from heatwaves on vulnerable residents.

DISPLACEMENT AND DEADWEIGHT

There is the potential for Deadweight if core work is funded that would be considered business as usual and therefore will not create added benefits. To consider this, the bid proforma will request information on planned and remaining lifecycle of existing infrastructure, to discount appropriately.

ECONOMIC COSTS

The programme will be run via a competitive prospectus approach. Appraisal of individual bids will include an assessment of economic benefit vs economic costs, including any match funding. Retrofitting is likely to reduce running costs. There would only be an economic cost if money saved was then deployed in a way that increased carbon emissions elsewhere (such as increased use of energy).

NON-QUANTIFIABLE BENEFITS

Depending on the type of retrofit capital project there may be other benefits, such as increased biodiversity from nature-based solutions or making community facilities more cost effective to run, promoting other activities that contribute to wellbeing.

SUMMARY

The project shows a clear link from the strategic objectives of the CPCA (and health partners) to the optimal solution proposed and therefore can be expected to provide value for money, although this will be assessed at the level of individual bids.

COMMERCIAL CASE

INTRODUCTION
The objectives of the commercial case is to set out the commercial objectives and constraints for the project mainly relating to procurement.

The programme will be administered by the CPCA and delivered by businesses.

PROCUREMENT OPTIONS
The Programme would operate via a Prospectus and competitive bidding round. Successful projects would procure activity. After a competitive bid round, the successful projects will be responsible for procuring and managing suitable contractors to undertake the retrofit/improvements.

The ‘Action on Energy’ domestic retrofit programme under the Sustainable Warmth grant is currently establishing a procurement Framework with pre-approved contractors. That Framework is being designed to allow other programmes (such as this one) to potentially access that Framework. This option will continue to be explored as a potential option for successful project bids.

DELIVERY OF THE PROJECT
CPCA is the funding organisation. The programme will be operated internally, with bids assessed via a weighted assessment proforma. Provision for administration costs of £75,000 are made within the programmme.

PROCUREMENT STRATEGY
The grant scheme will run via a publicised prospectus. Care home businesses will need to provide evidence of quotes for activity in line with the CPCA’s procurement policies. The potential use of the Action for Energy Framework is highlighted above.

WIDER CONSIDERATIONS
Match funding with other public sector grants would be allowed.

FINANCIAL CASE

INTRODUCTION
The purpose of the financial case is to assess the financial implications of the options as laid out within the strategic case and consider financial risk. The financial case is to deliver the preferred option and follows the appraisal set out in the Strategic and Economic Cases.

APPROACH TO FINANCIAL CASE
The grant programme has been benchmarked against other CPCA grant funding programmes. The appropriate scale of grant has been discussed with the Net Zero Hub, and with operations managers familiar with the stock condition of care homes.

PROJECT COSTING TABLE

	Financial Year		2022-23	2023-24	2024-25
Project Costs	**Revenue**		25	50	
	Capital (£'000s)		975	2950	
	Total		**1000**	**3000**	

	Financial Year	2021-22	2022-23	2023-24	2024-25
Funding Stream	*CPCA*		500	1500	
	Private sector / Other match funding		500	1500	

Includes provision for £25K in 22/23 and £50K in 23/24 of revenue to cover professional fees and adminstration. This will be funded from the private sector match element of the programme.

The above costs assume an average £50k of CPCA investment per location (£100k average project size with match funding).

PROJECT COST BREAKDOWN TABLE

Sources	Value	Uses	Value
Combined Authority	£2m		
Private sector co-funding	£2m	Development Costs	£1.925m
		Operating Costs and Management Fees	£0.075m
Total Sources	**£4m**	**Total Uses**	**£4m**

The £2m Combined Authority contribution is in the MTFP (Subject to Approval), although the capital spend profile is adjusted to reflect a higher spend in the second year of the programme to allow for the programme initial set up.

AFFORDABILITY ASSESSMENT

The project is to be delivered in FY22/23 and FY23/24 has been costed as such. Any construction industry inflationary pressures would be accommodated within the financial profile by adjusting the total grant available per scheme (although this may impact on overall number of projects).

CHARGING MECHANISM / CLAIM/INVOICE PROCESS

Grants will be paid in arrears on proof of valid expenditures.

MANAGEMENT CASE

INTRODUCTION

The purpose of management case is to test that robust arrangements are in place to manage the delivery of the project.

PROJECT TIMELINE

1. By end June 2022 to issue questionnaire survey 170+ care homes to assess current position and opportunity, and raise awareness
2. July 2022 – September 2022 Prospectus and EoI Bidding Round
3. By end October 2022 to agree the initial 16 EoIs to progress to bids
4. By end December 2022 climate surveys undertaken and bids approved
5. January 2023 launch second round, further 24 agreed projects
6. By end September 2023 12 upgrades completed
7. By end March 2024 further 28 upgrades completed

EXIT STRATEGY

The Programme is designed for a 'focussed' one year push on activity. Depending on the evaluation further iterations of the programme could be considered for future funding. This could revisit the decision on match funding. Any ongoing requirement for monitoring of upgraded performance – to be included in contracts.

CHANGE MANAGEMENT

Project has the same change management process and tolerances set out in the 10-point guide and Risk Management Strategy

PROJECT MANAGEMENT

SRO: Adrian Cannard, Strategic Planning Manager
CPCA Project Manager: Principal Climate Change Officer [Vacancy]
External Project Managers: Care Home businesses to identify a lead Project Manager

R = Responsible A = Accountable C = Consulted I = Informed **Activities**	**Organisational Role**	**Director (Senior Responsible Officer)**	**Programme Director**	**Programme Manager**	**External Project Managers**		
Project initiation		C	A	R			
Delivery of the project		I	A	R	R		
Changes to cost and programme		I	C	A	R		
Compliance and assurance of operational data		I	I	C	A		
Technical assurance of the content and quality of data throughout the life of the project		I	I	A	R		

Content and quality of information data on a day to day basis	I	I	A	R		
Project closure	I	A	R			

RISK MANAGEMENT STRATEGY

The CPCA risk management approach will be put into place. Initial risks have been highlighted in the Strategic Case section.

STAKEHOLDER PLAN

A Prospectus will set out details of the scheme and bidding criteria. This will be dessimiated via direct contact (using database of care homes), Councils, and the social media channels of the CPCA and councils. A Community of Practice will be established for the sharing of projects and information. Engagement has been made with Cambridgeshire County Council in their role as commissioner and funder of adult social care, including residential care. Their networks and contacts will assist with the engagement with the care sector on the Prospectus and programme.

The County Council are designing and building a new care home (Ely) and experience with the design and costs of that facility will be drawn into the Prospectus and recommended measures.

ASSURANCE

The programme will be under the CPCA's assurance framework and constitution.

SUPPLY SIDE CAPACITY AND CAPABILITY

The delivery relies on a successful bid process and capacity in communities.

KEY CONSTRACTUAL AGREEMENTS

Grant agreements will be required with a legal entity per project.

MONITORING AND EVALUATION

The Programme will deliver an outcome monitored under **CPCA performance metric 6: Total Carbon Dioxide Emissions**.

The Programme may deliver an outcome under **CPCA performance metric 17: Health Index**

The Programme may also contribute to an outcome monitored under **CPCA performance metric 8: Climate and Nature - Land Area Providing Nature Rich Habitat (PNRH) by District**. Allowance will need to be made for the biodiversity outcome to increase over time, as habitats take time to establish.

There will be an interim evaluation of effectiveness of the programme management; Post completion evaluation.

Business Case – Logan's Meadow

VERSION CONTROL

Document version	Publication date	Description of changes	Modified by
1	25 March 2022	Template	Programme Office
2	11 May 2022	Business Case updated	Adrian Cannard

EXECUTIVE SUMMARY

STRATEGIC CASE

Logan's Meadow is a Local Nature Reserve owned and managed by Cambridge City Council. This project seeks to more than double the size of the LNR and create new fen, grassland and woodland habitats to help mitigate the biodiversity and climate crisis. The Logan's Meadow project aligns with objectives of the Sustainable Growth Ambition Statement. The Statement's natural capital objective is: *"Climate and Nature: restoring the area's depleted natural capital and addressing the impact of climate change on our low-lying area's special vulnerabilities"*

By enhancing the area for public access (and increase beneficial health outcomes), the project will also deliver against the Statement's human capital objective:

"People: building human capital - the health and skills of the population - to raise both productivity and the quality of life so that that people in our region are healthy and able to pursue the jobs and lives they want".

The CPCA has set a target to double the amount of rich wildlife area through the 'Vision for Nature'. The CPCA has also endorsed the Environmental Principles for the OxCam Arc, which includes the doubling of nature and other environmental outcomes.

The project is consistent with local priorities for biodiversity in the Cambridge Nature Network and Draft Cambridge City Council Biodiversity Strategy. Cambridge City Council has made declarations of both Climate and Biodiversity Emergencies.

ECONOMIC CASE

The project is at its core providing natural capital benefits (with some short term employment via construction), carbon sequestration, wellbeing, and social volunteering. Most of these benefits are not monetised so this Economic Case uses the outcome appraisal tool to establish the link to strategic objectives and assess the 'optimal' approach to the project.

FINANCIAL CASE

The project costs £320,000 with the majority sourced through a capital grant from the CPCA, with a smaller contribution from the Heritage Lottery Fund.

COMMERCIAL CASE

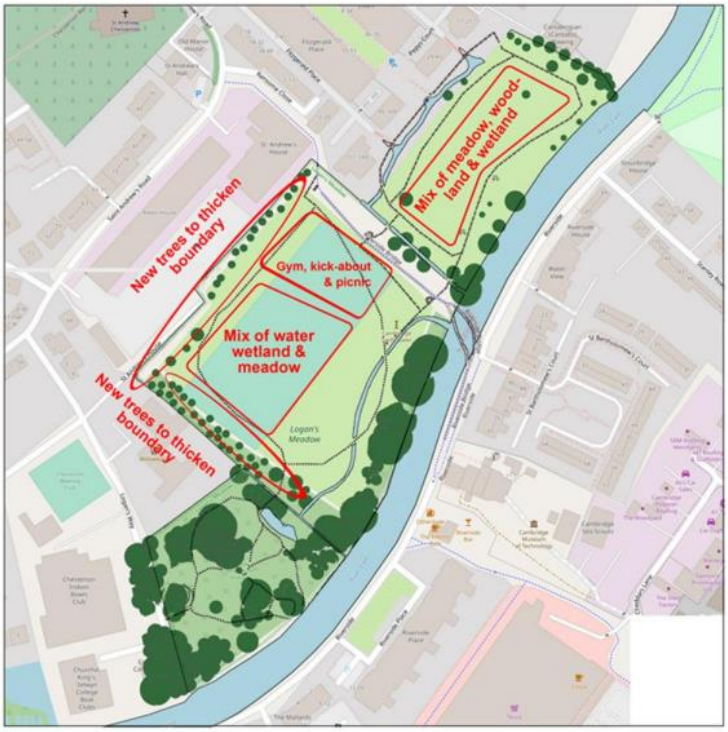
The City Council will project manage and deliver the project, undertaking a tendering process for delivery.

MANAGEMENT CASE

The project has been subject to public consultation. Planning permission is required. Start on site will taken place in autumn 2022 (subject to ground conditions) and complete in autumn 2023. Surveys of biodiversity before and after the project will provide the evaluation framework.

INTRODUCTION

Logan's Meadow is one of 12 Local Nature Reserves (LNRs) owned and managed by Cambridge City Council. The original reserve has previously been extended along the riverbank and a river backwater and reedbed installed in 2016 (funded through S106 contributions). This has established successfully, supporting targeted species such as reed warbler and water vole. In October 2020 the City Council, with support from The Friends of Logan's Meadow, consulted on a further extension of the LNR designation to include the adjacent football pitches and adopted land in front of the Vie flat development:



This project seeks to more than double the size of the LNR and create new fen, grassland and woodland habitats to help mitigate the biodiversity and climate crisis, whilst contributing towards the Cambridge Nature Network, CPCA/Natural Cambridgeshire's 'Doubling Nature Vision' and the City Councils ambitions to increase tree canopy cover.

A public consultation was widely publicised between 12th October and the 20th November 2020 and received 460 responses. There was broad support for extending the LNR designation and creation of the new habitats. The responses to the outline design have been used to create a detailed design that was consulted on in March 2022 to inform a subsequent planning application. Funding of £40,000 has been secured from the heritage Lottery Green Recovery Fund (secured in partnership with Cambridge Nature Network) toward reeded creation on the site by March 2023.

It is proposed that subject to consultation and planning permission the works are procured for delivery starting in September / October 2022.

STRATEGIC CASE

INTRODUCTION

The purpose of the strategic case is to demonstrate alignment with local, regional and national policy objectives. Specifically, the strategic case should test the project fit with the CPCA's Sustainable Growth Ambition Statement.

The strategic case demonstrates the fit of the Logan's Meadow project with CPCA, local and national policies. It sets out the proposed outputs, outcomes, and compares to a 'business as usual' / do nothing approach.

STRATEGIC PRIORITY

The Logan's Meadow project aligns with objectives of the Sustainable Growth Ambition Statement. The Statement's natural capital objective is:

"Climate and Nature: restoring the area's depleted natural capital and addressing the impact of climate change on our low-lying area's special vulnerabilities"

By enhancing the area for public access (and increase beneficial health outcomes), the project will also deliver against the Statement's human capital objective:

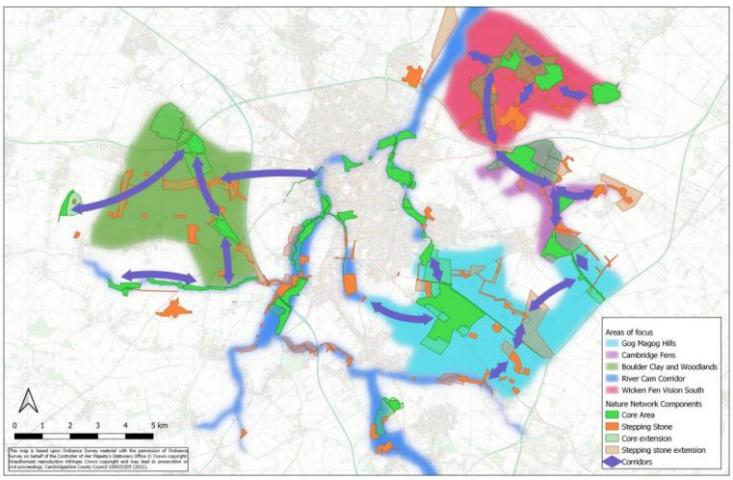
"People: building human capital - the health and skills of the population - to raise both productivity and the quality of life so that that people in our region are healthy and able to pursue the jobs and lives they want".

The CPCA has set a target to double the amount of rich wildlife area through the 'Vision for Nature'. The CPCA has also endorsed the Environmental Principles for the OxCam Arc, which includes the doubling of nature and other environmental outcomes.

The project is consistent with local priorities for biodiversity in the Cambridge Nature Network and Draft Cambridge City Council Biodiversity Strategy. Cambridge City Council has made declarations of both Climate and Biodiversity Emergencies.

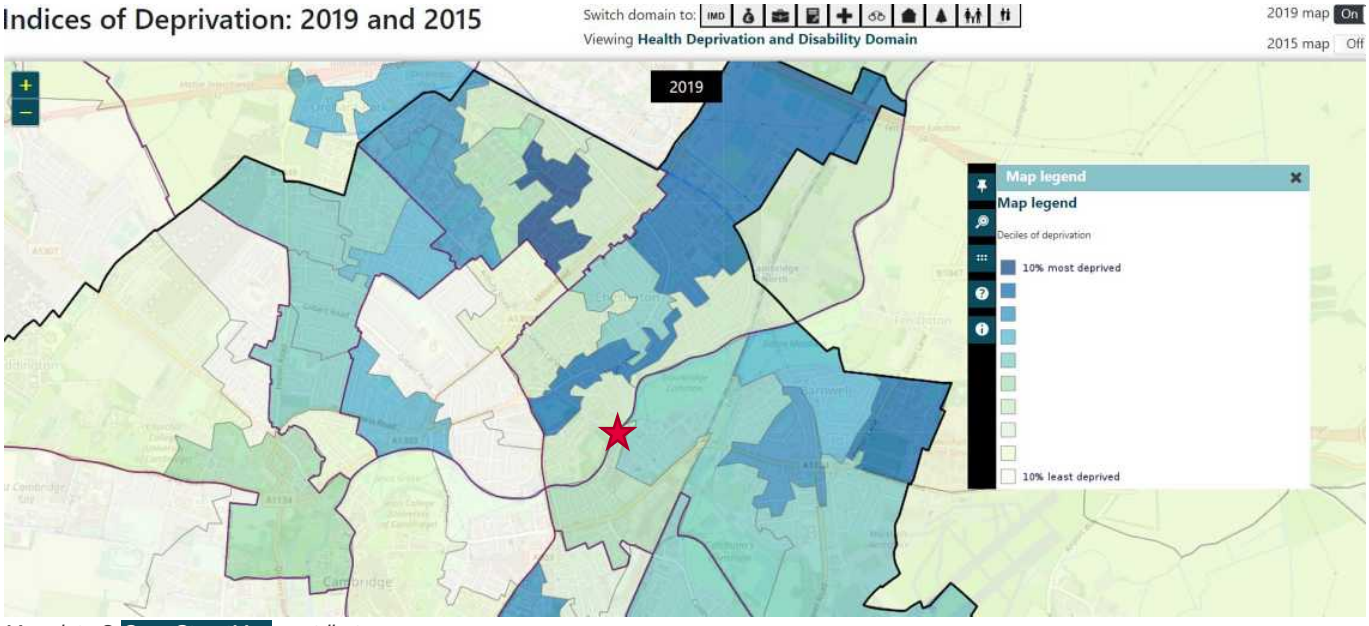
CASE FOR CHANGE

The project seeks to enhance riverside habitats identified within the Cambridge Nature Network and Draft Cambridge City Council Biodiversity Strategy. The Cambridge Nature Network identifies the existing LNR as part of the Core Network, and the extension will strengthen the linear corridor provided by the River Cam and other green space along it:



The proposals have been developed with strong support from the Friends of Logan's Meadow community group and were well supported (460 responses) during an outline proposal consultation in October 2020. Consultation responses welcomed new habitat creation with the retention of some of the existing sport pitches and amenity grassland for informal sports and recreation.

Access to greenspace and nature has been shown to have beneficial physical and mental health outcomes. Logans Meadow is located near parts of Cambridge recorded as more deprived for health and disability, as shown in the 2019 Indices of Deprivation (note the graphic is filtered to show the health and disability domain):



Map data © OpenStreetMap contributors

If the project is not implemented, then the existed amenity grassed habitats will remain of low biodiversity value. Opportunities to enhance the space for habitat, climate, flood resilience, recreation and increased wellbeing benefits will not be realised.

CLIMATE CONSIDERATIONS

Extension of the LNR and conversion of the existing amenity area to rich wildlife habitat will have both positive and negative carbon emission impacts. The new wetland habitat will provide long term source of carbon sequestration and help to slow flows during riparian flood events. Construction will have short term carbon emissions.

The new habitats will provide carbon sequestration as they grow and become established (assuming an appropriate habitat management regime). Research by Natural England[1] looked at a range of habitats and their ability to store carbon, and annual net gains or losses of greenhouse gases. This confirmed that native woodlands and trees provide an effective carbon sink, as did moving from managed grassland to semi-natural habitats. It also highlighted the need to protect and enhance existing semi-natural habitats.

The project will require power plant to dig the new wetlands and transport spoil from the floodplain (a requirement of the Environment Agency to ensure floodplain capacity is not

[1] NERR094 Edition 2 v2.1 Carbon storage and sequestration by habitat - A review of the evidence.pdf

reduced). The tender documents will request measures to reduce carbon impacts but use of diesel fuelled machinery/transport is likely to be unavoidable.

SMART OBJECTIVES

- Planting and earthworks to create new wetland/wet woodlands habitat by April 2023 as per attached plan (Appendix A) subject to any detailed amendments as an outcome of the further public consultation undertaken.
- 480 volunteer hours equivalent engaged in project consultation and delivery over the period from initiation to March 2023

SPECIFIC DELIVERABLES/OUTPUTS

The outputs are the new wetland/wet woodlands habitat, improved public access and reconfigured public amenity spaces as follows:

- increase existing area of wetland / wet woodland habitats from 1.9 hectares to total of 3.0 hectares (an increase of 1.1 hectares)
- extended Local Nature Reserve boundary to include sports pitches and land to north of cycle bridge
- retain one football pitch and area of surrounding amenity grassland
- new area of open water and reedbed connected to existing backwater channel to the south of the cycle bridge
- new channel, open water and reedbed to the north of the cycle bridge
- removal of soil offsite in line with Environment Agency requirements

PROJECT OUTCOMES/IMPACTS

Successful outcomes will be the increase in biodiversity (amount of rich wildlife area); increased public use of land (for walking and enjoyment of nature); mental and physical health improvements through accessing natural areas / increase in volunteering; and slowing of water flows during flood events. The LNR will further increase the riparian habitats which form a key link in the Cambridge Nature Network.

The works will be complemented by additional planned wetland creation projects at Stourbridge Common LNR and Jesus Green, funded through Green Recovery Fund and S106 contributions respectively. The LNR and greenspaces are being promoted by Cambridgeshire & Peterborough Parks[2] and its *#letsgetoutdoors* campaign.

CPCA performance management metrics

The Project will deliver an outcome monitored under **CPCA performance metric 8: Climate and Nature - Land Area Providing Nature Rich Habitat (PNRH) by District**. Allowance will need to be made for the biodiversity outcome to increase over time, as habitats take time to establish.

[2] Parks | Cambridgeshire and Peterborough Parks (cambsopenspace.co.uk)

Increasing public access and use of the enhanced LNR will provide opportunities to improve residents mental and physical health. Health outcomes are monitored under **CPCA performance metric 21: Health Index for England by District sub-areas.**

DESIGNS

See Appendix A.

RISKS

1. Proposals not supported through public consultation or planning application. MITGATION: This is deemed unlikely due to previous engagement and support from local community. Community engagement a key part of the delivery.
2. Planning permission denied. MITIGATION: Deemed unlikely due to previous extension of LNR approval and considered to meet Local plan policies.
3. Ground conditions prevent construction during autumn 2022 programme. MITIGATION: Potential to undertake works in March / April 2023 (would require change request for minor extension of programme completion date).

CONSTRAINTS

Requirement to remove excavated soil off site.

DEPENDENCIES

None.

ECONOMIC CASE

INTRODUCTION

The National Audit Office state that good value for money is the optimal use of resources to achieve intended outcomes. This includes ensuring that:

- There is balance of inputs, outputs & outcomes
- ‘optimal’ is the most desirable possible, given restrictions or constraints
- what does good look like? has been answered

The Combined Authority Assurance Framework also states that we must achieve value for money through ensuring all projects contribute to the objectives of the Combined Authority via adherence to the Green Book principles. This means all business cases must demonstrate a strong fit with the strategic objectives of the Combined Authority Board.

This financial case includes a Logic Model, a Green Book Outcome Profile Tool linked to our Sustainable Growth Ambition Statement and a summary of economic benefits to ensure that the value for money question has been answered.

APPROACH TO ECONOMIC CASE

The Logans Meadow project will transform an area of public amenity space with low biodiversity value into a nature reserve with high biodiversity value. It will also provide enhanced public accessibility to the reserve, and flood alleviation benefits.

The project is at its core providing natural capital benefits (with some short term employment via the construction), carbon sequestration, and social volunteering. Value for money is therefore covered by the Green Book Supplementary Guidance on 'Enabling a Natural Capital Approach' [3]. Natural capital is focused on natural assets in ecological terms (their quantity, condition and sustainability) and the social and economic benefits that derive from those assets. Most of these benefits are not monetised so this Economic Case uses the outcome appraisal tool to establish the link to strategic objectives and assess the 'optimal' approach to the project.

Value for money considerations for this project are covered by the Green Book Supplementary Guidance on 'Enabling a Natural Capital Approach' [4]. Natural capital is focused on natural assets in ecological terms (their quantity, condition and sustainability) and the social and economic benefits that derive from those assets. Most of those benefits are not monetised so this Economic Case uses the outcome appraisal tool to establish the link to strategic objectives and assess the 'optimal' approach to the project.

OPTIONS ASSESSMENT

The City Council has considered options for the extension of the LNR and tested the approach through public consultations. A 'do minimum' approach would be to not extend the LNR and retain the current extent of the underused amenity land. The 'do something' approach is to consider a change in land-use and habitats. Options are constrained by Local Plan policies on appropriate uses of the land, the requirement to preserve the capacity of the floodplain, and the intention to strengthen linkage with the core network of natural areas through the city.

The preferred option is to provide a scheme that increases the amount of wetland / wet woodland habitat, retaining a smaller, improved amenity area and improving public access. The habitats chosen are compatible with the role of the land for flood resilience.

APPRAISAL SUMMARY TABLE

The Business Case uses the Outcome Profile Tool and Logic Model rather than an Appraisal Summary Table. See next section.

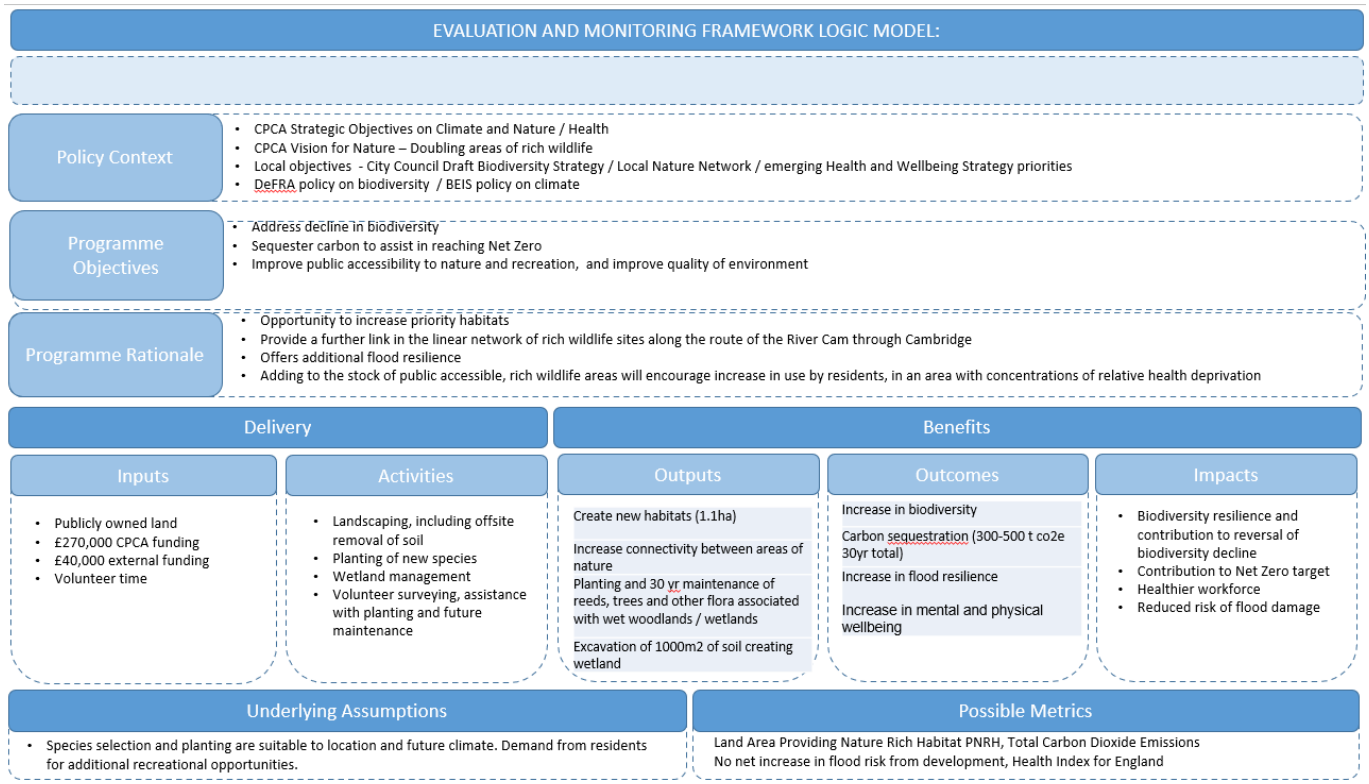
[3] Enabling a Natural Capital Approach guidance - GOV.UK (www.gov.uk)

[4] Enabling a Natural Capital Approach guidance - GOV.UK (www.gov.uk)

OUTCOME PROFILE TOOL

Sustainable Growth Outcomes	Climate and Nature	Health and Skills
Other Programme Outcomes (optional)	Climate Action Plan (CPCA) Draft Cambridge City Biodiversity Strategy; CPCA Vision for Nature; Local Nature Network Cambridgeshire Flood Risk Management Strategy	Draft Health and Wellbeing Strategy 2022-2030
Project outcomes	Increase in biodiversity Carbon sequestration (300-500 t co2e 30yr total) Increase in flood resilience	Increase in mental and physical wellbeing
Project outputs	Create new habitats (1.1ha) Increase connectivity between areas of nature Planting and 30 yr maintenance of reeds, trees and other flora associated with wet woodlands / wetlands Excavation of 1000m2 of soil to create wetland	Increase in residents visiting the LNR
Project measures	Land Area Providing Nature Rich Habitat PNRH Land Area Providing Nature Rich Habitat PNRH Total Carbon Dioxide Emissions No net increase in flood risk from development	Health Index for England
Limitations	1. Habitat will take time to increase species presences and biodiversity 2. Carbon reduction based on average values for mixed habitat, dependent on success in establishing the habitats.	Mental health benefits of access to nature are documented. However, attributing any impact of the project will be difficult to distinguish at the local scale due to other socio-economic factors on residents health.

LOGIC MODEL



ECONOMIC BENEFITS

Biodiversity is a core component of natural capital with multiple effects on social and economic welfare. Biodiversity:

- is core to the ecological condition and quality of ecosystems that support the services provided to people
- directly benefits people through species existence, through nature-based solutions and by enriching other benefits (like nature-based recreation)
- underpins the resilience of ecosystems to shocks and can provide insurance value

The project, as well as providing priority wetland/wet woodland habitat, provides another link in a 'chain' of rich wildlife sites existing and planned for the River Cam corridor through Cambridge. This magnifies the biodiversity opportunities and benefits. Although DeFRA's Biodiversity Metric allows comparison of before and after habitat changes the government is yet to set the national benchmark cost for individual biodiversity credits. A financial benefit has not therefore been calculated.

Given the mix of habitats and riverside management proposed in the project it is not straightforward to apply a single habitat assumption on carbon impact to derive a carbon benefit. Based on an assumption of 400 t of co2e sequestered over 30 years, the social benefit of carbon mitigated would be approximately £130,000[5].

DISPLACEMENT AND DEADWEIGHT

Some displacement may take place if residents are attracted to the location where otherwise they might have used another greenspace. However, the enhancements of public access and the local access to nature rich environment are likely to result in a net increase in usage by encouraging a wider range of residents. This is complemented by the get outdoors campaign of Cambridgeshire and Peterborough Parks.

ECONOMIC COSTS

The economic costs have been derived from the requirements for landscaping and planting. These have been benchmarked against comparable projects, including previous extension of the LNR.

NON-QUANTIFIABLE BENEFITS

The project encourages greater use of the site by residents. There are benefits to physical and mental health through access to nature. The site will be accessed in the majority by local residents walking and cycling, promoting active travel modes.

The project will deliver wetland habitat that contributes to the slowing of river flow, with associated flood resilience benefits.

SUMMARY

The project shows a clear link from the strategic objectives of the CPCA (and the local council) to the optimal solution proposed. There are significant quantifiable and non-quantifiable benefits arising from the project.

[5] Based on £2020 prices, source BEIS

COMMERCIAL CASE

INTRODUCTION

This section sets out the commercial objectives and constraints for the project mainly relating to procurement. The project will be project managed and delivered by Cambridge City Council on land it controls.

PROCUREMENT OPTIONS

Cambridge City Council will be responsible for securing consents and delivery of the project under its adopted procurement rules and guidelines.

DELIVERY OF THE PROJECT

Cambridge City Council will take responsibility for delivery of the project, working with appropriate contractors. They will work with the community group the Friends of Logans Meadow.

Friends of Logan's meadow, site users and residents have been engaged through the detailed plan consultation in March 2022. Signage will be posted on site to advise users of project progress and any necessary public access closures during construction. A further opportunity for consultation will be available through the planning process. Regular updates on the scheme will be available on the City Council LNR webpages and via the Friends Group website and social media.

PROCUREMENT STRATEGY

The main contractual works will be advertised as a Tender based on price and quality to ensure value for money.

WIDER CONSIDERATIONS

None.

FINANCIAL CASE

INTRODUCTION

The purpose of the financial case is to assess the financial implications of the options as laid out within the strategic case and consider financial risk.

The financial case is to deliver the preferred option and follows the appraisal set out in the Strategic and Economic Cases.

APPROACH TO FINANCIAL CASE

A detailed design plan has been developed for the extension of the LNR, and costs assessed against it. These have been benchmarked against other comparable projects undertaken by the City Council.

PROJECT COSTING TABLE

	Financial Year	2022-23	2023-24	2024-25	2025-26
Project Costs	**Revenue**				
	Capital	290	30		
	Total	**290**	**30**		

	Financial Year	2022-23	2023-24	2024-25	2025-26
Funding Stream	CPCA	250	30		
	National Lottery	40			

PROJECT COST BREAKDOWN TABLE

Sources	Value	Uses	Value
Combined Authority	£0.28m	Earthworks, Public realm, Landscaping/Planting	£0.28m
National Lottery	£0.04m	Additional planting (reedbed)	£0.04m
Total Sources	**£0.32m**	**Total Uses**	**£0.28m**

AFFORDABILITY ASSESSMENT

The project is to be contracted to start in 2022/23 and has been costed as such. Short-term inflationary pressures are therefore assumed within the financial profile.

CHARGING MECHANISM / CLAIM/INVOICE PROCESS

Two payments points: 50% on inception, and 50% upon satisfactory completion of project.

MANAGEMENT CASE

INTRODUCTION

The purpose of management case is to test that robust arrangements are in place to manage the delivery of the project. The project will be managed and delivered by the City Council.

PROJECT TIMELINE

A planning application will be submitted as soon as possible post the approval of business case (June-July). Concurrently, the Tender will be issued for contractors. Start on site is programmed for autumn 2022 (subject to ground conditions in autumn). Existing habitats and species will be surveyed and protected during works as part of the planning process.

EXIT STRATEGY

The new habitats are designed to be low maintenance but the future maintenance will fall within Cambridge City Council Local Nature Reserve revenue budget, supported by the existing streets and open spaces operations team and support through Local Nature Reserve volunteers.

CHANGE MANAGEMENT

The City Council as project manager will implement a suitable change management process and approach to tolerances/risk management. Cost increases would be the responsibility of the City Council as the CPCA is providing a fixed budget.

PROJECT MANAGEMENT

External Project Director: Alistair Wilson – Streets & Open Spaces Development Manager alistair.wilson@cambridge.gov.uk
External Project Manager: Guy Belcher, Streets and Open Space – Biodiversity Officer, Cambridge City Council
Internal CPCA Project Manager: Adrian Cannard, Strategic Planning Manager

R = Responsible A = Accountable C = Consulted I = Informed **Organisational Role** / **Decisions/Activities**	**CPCA Director (Senior Responsible Officer)**	**External Project Director**	**Internal Project Manager**	**External project manager**		**Community Group**
Project initiation	C	A	C	R		I
Delivery of the project	I	A	C	R		C
Changes to cost and programme	I	R	A			
Compliance and assurance of operational data	I	A	I	R		
Evaluation	I	A	C	R		
Project closure	I	A	C	R		
[Include more or delete decisions as appropriate]						

RISK MANAGEMENT STRATEGY

The project has strategic and management support, and has been subject to public engagement on deliverables. A suitable risk management approach will be put into place. Initial risks have been highlighted in the Strategic Case section.

STAKEHOLDER PLAN

Friends of Logan's meadow, site users and local residents have been and will continue to be engaged. The Friends Group will support with promotion of the project including social media, site notices and leaflet dropping. Signage will be posted on site to advise users of project progress and any necessary public access closures during construction. A further opportunity for consultation will be available through the planning process. Regular updates on the scheme will be available on the City Council LNR webpages and via the Friends Group website and social media.

ASSURANCE

The project will be progressed in line with the City Council's assurance framework. Regular reporting via a monthly Highlight Report to the CPCA is required.

SUPPLY SIDE CAPACITY AND CAPABILITY

The delivery relies on a successful tender process and capacity in the sector. The current challenges to global supply chains and the impacts locally are recognised. As the main requirement is for removal of soil and landscaping not manufactured goods exposure to these risks are lessened.

KEY CONTRACTUAL AGREEMENTS

Planning permission is required. The City Council has control of the land.

MONITORING AND EVALUATION

The City Council will arrange for an assessment of the existing biodiversity value will be undertaken prior to construction, and the assessment of increase will be undertaken after completion of groundworks and suitable period for establishment of habitat has elapsed (2 yrs and 5 yrs). Monitoring will record area of habitat created, survey of the establishment of aquatic and marginal vegetation, and species observation.

The Project will contribute to an outcome monitored under **CPCA performance metric 8: Climate and Nature - Land Area Providing Nature Rich Habitat (PNRH) by District**. Allowance will need to be made for the biodiversity outcome to increase over time, as habitats take time to establish.

The Programme will also deliver an outcome monitored under **CPCA performance metric 6: Total Carbon Dioxide Emissions**.

Business Case – Natural Cambridgeshire

VERSION CONTROL

Document version	Publication date	Description of changes	Modified by
1	May 2022	Draft Business Case for PARC	AC
2	24 May 2022	Amendments from PARC	AC
3	25 May 2022	Final version with contextual amendments	HD/AC

EXECUTIVE SUMMARY

STRATEGIC CASE

Natural Cambridgeshire is the Local Nature Partnership for Cambridgeshire and Peterborough. It brings together nature and environmental organisations active in the area with representatives of academia, business and the development industry. It established, and is delivering, the Doubling Nature ambition as part of its Vision for Nature, which also includes supporting local delivery of community-led nature projects. It also gives strong support to the benefits nature can bring towards improving health, mitigating climate change, water issues, more sustainable farming, and many others. It is a registered charitable incorporated organisation and relies on annual contributions to support its operational costs (employing a part-time coordinator) and delivery. It is currently co-designing the Doubling Nature Investment Fund proposal with the CPCA.

The project is to provide revenue funding of £70k per annum to expand the activities of Natural Cambridgeshire. This will provide surety of funding to enable Natural Cambridgeshire to set in place a multi-year programme of activity, further develop its capacity, and a basis from which to seek additional contributions from other sources.

ECONOMIC CASE

The project will deliver:

(a) Governance and administration support for a strong and robust LNP that draws environmental organisations, businesses, academia together to provide the CPCA and the area with a strong 'expert' voice and sounding board as the CPCA seeks the implementation of policies on biodiversity, nature, natural capital and green investment innovation.
(b) Capacity to assist in the development of funding bids to access local opportunities to advance the Doubling Nature ambition, with particular attention to 6 priority areas that have been identified around the County.
(c) Provision of advice to the CPCA and partners on the co-design of a forthcoming Local Nature Recovery Strategy process, and assist in its implementation.
(d) Help to make optimum use of Biodiversity Net Gain and help farmers and landowners take opportunities to enhance nature on their land.
(e) Improve capacity to assist the development of nature-based solutions to key issues, such as climate change.

FINANCIAL CASE

The project will receive £70k per annum of CPCA revenue funding, over the three years to YR 24/25.

COMMERCIAL CASE

The funding is focused on operational costs of Natural Cambridgeshire, who will recruit new role / procure services.

MANAGEMENT CASE

Natural Cambridgeshire is a registered charity with governance requirements from the Charities Commission.

There will be an annual review of service, evidence of impact, wider community engagement and cost effectiveness.

INTRODUCTION

PROJECT BACKGROUND

Natural Cambridgeshire was initially set up as a response to DeFRA's call for Local Nature Partnerships to be established across the country. It has led the creation of its Vision for Nature, which includes the Doubling Nature ambition. It also works with local authorities and most recently the Independent Commission on Climate. It has produced practical 'toolkits' for Community Nature Recovery and Developing with Nature. It is a charitable incorporated organisation that employs a part-time co-ordinator to support its Board and organises a variety of specialist interest working groups.

PROJECT SCOPE AND OUTCOMES

Natural Cambridgeshire draws together significant expertise that will be highly beneficial in support the CPCA's work on the climate and nature theme of wealth economics, plus future development of a Local Nature Recovery Strategy. It is developing the proposal on the Nature and the Environment Fund.

This project is to provide revenue funding over three years to expand the work of Natural Cambridgeshire. With the increased multiyear revenue support the Natural Cambridgeshire Board proposes to deliver the following objectives for YR 22/23:

1. To establish and launch the Doubling Nature Fund.
2. To assist the CPCA and local authorities with the development of a Local Nature Recovery strategy for the CPCA area.
3. To increase awareness and understanding (and ultimately take up) amongst landowners and tenant farmers within the six priority landscapes identified by Natural Cambridgeshire of the various subsidy and grant schemes available that will assist with nature-recovery and climate change adaptation, including ELMs and opportunities from BNG, forestry and water quality schemes.
4. To develop at least one landscape recovery project suitable for submission into the pilot Environmental Land Management schemes or similar large scale nature recovery projects.
5. To roll out Natural Cambridgeshire's community nature recovery toolkit across the CPCA area
6. To engage closely with health partners.
7. To continue to engagement through the Natural Environment Policy and Planning Forum, and with all those interested in doubling nature through the Natural Cambridgeshire Partnership Forum, and help developers discharge their biodiversity net gain obligations to the best advantage to nature.

STRATEGIC CASE

INTRODUCTION

The purpose of the strategic case is to demonstrate alignment with local, regional and national policy objectives. Specifically, the strategic case should test the project fit with the CPCA's Sustainable Growth Ambition Statement.

STRATEGIC PRIORITY

The project aligns with objectives of the Sustainable Growth Ambition Statement. The Statement's natural capital objective is:

"Climate and Nature: restoring the area's depleted natural capital and addressing the impact of climate change on our low-lying area's special vulnerabilities"

Natural Cambridgeshire's charitable objectives include enhancing nature and the benefits it offers. Where appropriate this can include improving public access, both to appreciate nature and for beneficial health outcomes. By supporting the work of Natural Cambridgeshire, the project will also deliver against the Statement's human capital objective:

"People: building human capital - the health and skills of the population - to raise both productivity and the quality of life so that that people in our region are healthy and able to pursue the jobs and lives they want".

The CPCA has set a target to double the amount of rich wildlife area through the 'Vision for Nature'. This was a result of The CPCA has also endorsed the Environmental Principles for the OxCam Arc, which includes the doubling of nature and other environmental outcomes. Support for Natural Cambridgeshire was a recommendation of the Independent Commission on Climate.

Developing local capacity and best practice will put Cambridgeshire and Peterborough in a better position to draw down funding for larger-scale projects in the future.

By running a quarterly forum with all its partners and sending out weekly news about environmental matters, it encourages wide participation in all Natural Cambridgeshire's aims. Its forum with local authority officers helps encourage exchange of expertise and collaboration in issues such as Local Nature Recovery Strategies, Biodiversity Net Gain and Local Plans.

CASE FOR CHANGE

One of the six dimensions of good growth in the Sustainable Growth Ambition Statement is Climate and Nature. Officer capacity within the CPCA specifically available for nature issues is limited and the CPCA has used the Local Nature Partnership to provide expert advice and as a forum for drawing together stakeholders to address key issues. Established as charitable incorporated organisation, Natural Cambridgeshire relies on an annual call for funding support to maintain its activities.

The do-nothing scenario relies on Natural Cambridgeshire continuing to secure annual contributions of similar amounts to previous years on an ad hoc basis. This impacts on its ability to expand its activities, set long term plans, develop its organisational resilience and attract additional funding.

CLIMATE CONSIDERATIONS

Nature and our environment are a fundamental aspect of climate related issues. As well as 'nature' adapting itself to climate change impacts, our natural environment has a key role to play in the climate agenda. Nature-based interventions can provide significant reductions in greenhouse gases, assist flood resilience, reduce overheating in urban areas, as well as a source of future innovations and alternative

products. Nature was a specific topic of interest for the Independent Commission on Climate. Government policy and funding is increasingly focusing on the role of nature and natural systems.

SMART OBJECTIVES

1. Cambridgeshire and Peterborough regarded as a leading area for its collective response to biodiversity crisis, nature and natural capital thinking by March 2023.
2. Natural Cambridgeshire increases its outputs for YR22/23 (as defined in the Deliverables section)
3. Natural Cambridgeshire moves to a sustainable financial position from April 2022 for the period to March 2025, with suitable exit strategy to maintain that position onwards.

SPECIFIC DELIVERABLES/OUTPUTS

With the increased multiyear revenue support the Natural Cambridgeshire Board proposes to deliver the following objectives for YR 22/23:

1. To establish and launch the Doubling Nature Fund and through a programme of outreach to attract up to £500K of additional investment/donations to the fund within the operational first year and have identified at least three potential projects that it can support.
2. To assist the CPCA and local authorities with the development of a Local Nature Recovery strategy for the CPCA area, that:
    - Supports the objectives of DEFRA's 25 Year Plan for the Environment
    - Provides a strategic framework for the delivery of the Doubling Nature ambition and for the implementation of biodiversity net gain policies that are locally focused
    - Is material and helpful to the emerging local plans of the area
    - Establishes the role the LNP might play in deploying BNG funds and the scenarios, if any, when such funds might be routed through the LNP.
3. To increase awareness and understanding (and ultimately take up) amongst landowners and tenant farmers within the six priority landscapes identified by Natural Cambridgeshire of the various subsidy and grant schemes available that will assist with nature-recovery and climate change adaptation, including ELMs and opportunities from BNG, forestry and water quality schemes.
4. To develop at least one landscape recovery project suitable for submission into the pilot Environmental Land Management schemes or similar large scale nature recovery projects.
5. To roll out Natural Cambridgeshire's community nature recovery toolkit across the CPCA area, providing advice, information and small grants to allow local communities to take action for nature in their area and to assist in addressing issues of inequality in terms of access to nature.
6. To engage more closely with health partners and engage them in the work outlined above, making clear the connections between health and wellbeing and a thriving natural world, again with a focus on those areas of the CPCA area that are least able to take advantage of these connections.
7. To continue to engage with officers from the local authorities through the Natural Environment Policy and Planning Forum, and with all those interested in doubling nature through the Natural Cambridgeshire Partnership Forum, and help developers discharge their biodiversity net gain obligations to the best advantage to nature.
8. The Board recognises that to achieve this work programme it needs a substantial increase in capacity, and has identified the recruitment of a Partnership Director as new post as a key priority.

PROJECT OUTCOMES/IMPACTS

That Natural Cambridgeshire is seen as the source of expertise that has informed local and national policy on Cambridgeshire and Peterborough nature issues. Its Doubling Nature Vision has been adopted by all the County's local authorities and it has begun to implement in 6 priority areas it has identified around the County.

1. KEY METRIC: Qualitative assessment of impact of Natural Cambridgeshire's convening and advice role
2. OTHER LINKED METRIC: Increase in amount of rich wildlife habitats and natural greenspace under the Doubling Nature ambition
3. OTHER LINKED METRIC: Identification of land-use opportunities to pilot new approaches to natural capital

DESIGNS

Not applicable

RISKS

Scope risks

1. Budget is insufficient to provide the level of support [Mitigation – the programme can draw upon partner resources for technical advice; core budget allows other philanthropic funding to be attracted]
2. Aims of Natural Cambridgeshire are not aligned to CPCA values [Mitigation – Shared agreement around the Vison for Nature / Doubling Nature ambition; CPCA has observer status on Natural Cambridgeshire Board]
3. Lack of stakeholder engagement [Mitigation – Natural Cambridgeshire has to date attracted a high level of engagement for its Board and its sub-groups]

Operational risks (excluding standard risks such as project management)

1. External challenges to the governance model of Natural Cambridgeshire [Mitigation – Natural Cambridgeshire is a registered charity with governance and reporting standards arising from that. Service level agreement to specify any additional considerations required by CPCA]

Opportunities

1. Nature-based solutions could open up additional co-benefits, from tourism, new crops or techniques, monetised ecosystem services such as flood resilience. Developing and supporting these may provide sources of income for Natural Cambridgeshire to fund its core costs.

CONSTRAINTS

Natural Cambridgeshire proposes to implement a Nature and Environment Fund (subject to a separate capital bid) from June 2022. It will also provide of expert advice on nature issues to the Combined Authority and consistent authorities. If the post of director is filled only part-time, the consequent savings could be used to cover any costs these may necessitate.

DEPENDENCIES

In addition to a contribution of £70k of revenue support from the CPCA, Natural Cambridgeshire would seek to find income of an additional £30K a year from other partner donations and grants.

ECONOMIC CASE

INTRODUCTION

Nature (natural capital) is one of the key dimensions of good growth ambition of the CPCA. The area is starting with a relatively low base, given it has one of the lowest proportions of rich wildlife habitats and natural greenspace. Nature based solutions are increasing seen as cost effective ways to tackle a variety of key issues such as climate related flooding risks, overheating, or mental and physical wellbeing. The actual but intangible benefits of a strong local capacity to understand and deliver on these issues are significant. Revenue support to Natural Cambridgeshire provides capacity to deliver on another CPCA priority project (the Nature Fund) and leverages expertise from Natural Cambridgeshire trustees.

The National Audit Office state that good value for money is the optimal use of resources to achieve intended outcomes. This includes ensuring that:

- There is balance of inputs, outputs and outcomes
- 'optimal' is the most desirable possible, given restrictions or constraints
- what does good look like? has been answered

The Combined Authority Assurance Framework also states that we must achieve value for money through ensuring all projects contribute to the objectives of the Combined Authority via adherence to the Green Book principles. This means all business cases must demonstrate a strong fit with the strategic objectives of the Combined Authority Board.

This financial case includes a Logic Model, a Green Book Outcome Profile Tool linked to our Sustainable Growth Ambition Statement and a summary of economic benefits to ensure that the value for money question has been answered.

OPTIONS ASSESSMENT

Do-nothing scenario relies on Natural Cambridgeshire continuing the precarious arrangement of securing annual contributions on an ad hoc basis. In contrast providing revenue support to the Local Nature Partnership provides a strategic advantage to the Cambridgeshire and Peterborough area for developing and drawing down funding opportunities.

An alternative option of funding a new post/s within the CPCA was discounted as it failed to offer the additional tangible and non-tangible benefits of the Local Nature Partnership structure and organisation. It also increased the risk of the LNP not being able to fufil its objectives.

APPRAISAL SUMMARY TABLE

This Business Case has used the Outcome Profile Tool to examine the economic case through the demonstration of fit with the strategic aims of CPCA, and not used the Appraisal Summary Table method.

OUTCOME PROFILE TOOL

Sustainable Growth Outcomes	Climate and Nature	Health and Skills
Other Programme Outcomes (optional)	Climate Action Plan (CPCA) CPCA Vision for Nature; Local Nature Network; emerging LNRS Cambridgeshire Flood Risk Management Strategy	Draft Health and Wellbeing Strategy 2022-2030
Project outcomes	Additional capacity to support nature-based solutions Increases market for investment in nature Maximise the benefits of this BNG statutory duty Increase in mental and physical wellbeing Increase in community led delivery Maximise the benefits of this LNRS statutory duty Enable biodiverse and climate friendly land management	Increase in mental and physical wellbeing
Project outputs	Create a new post of Director Project Manage the Nature Fund Support the Local Nature Recovery Strategy development Roll out Community Nature Recovery Toolkit Support implementation of BNG Support landowners within six priority landscapes Support the development of a landscape recovery project	Increase in residents accessing nature Engage with health partners around nature-based
Project measures	Land Area Providing Nature Rich Habitat PNRH Qualitative assessment of stakeholder engagement	Health Index for England
Limitations	1.Natural Cambridgeshire plays an enabling/convene role. Delivery of outcomes relies on wider system response.	Mental health benefits of access to nature are documented. However, attributing any impact of the project will be difficult to distinguish at the local scale due to other socio-economic factors on residents health.

LOGIC MODEL

EVALUTATION AND MONITORING FRAMEWORK LOGIC MODEL: Natural Cambridgeshire
This Logic Model focuses on the position of the project at the time of inception in 2022, and will be revised regularly, and at least annually

Policy Context	• The growing consensus across society that nature (in the form of natural capital and ecosystem services) underpins all other types of capital (i.e. economic and social) and provides the foundation on which the economy, society and prosperity is built. • The UK government's 25 Year Environment Plan (25 YEP) and the Green Growth, Clean Growth and Industrial Strategies set out the Government's approach to safeguarding the environment and future-proofing the economy by ascribing economic value to natural capital, since this is an essential basis for economic growth and productivity over the long term. • More recently, the Government, through implementation of the Environment Act (2021) has established key policies, including mandating Biodiversity Net Gain and Local Nature Recovery Strategies.
Programme Objectives	Natural Cambridgeshire is the Local Nature Partnership (LNP) for Cambridgeshire and Peterborough and a charitable incorporated organisation. It is an umbrella organisation that works with the County's local authorities and its other partners both to double the area and the quality of rich wildlife habitats, woodland and green spaces, and to increase the natural capital they provide. Revenue funding allows the LNP: • to provide robust governance and administration for the LNP, including attracting and securing additional funds to build the capacity of the organisation to deliver a multi-year programme; • to administer the Fund for Nature in collaboration with the CPCA, and to put systems and processes in place to stimulate both projects and investors to come forward; • to facilitate and provide opportunities for information exchange and knowledge sharing within and between natural environment and health organisations, local authorities,

	farmers, businesses and communities, and to provide regular information to them though forums, emails and toolkits; • to provide advice to the CPCA and partners on the design of a forthcoming Local Nature Recovery Strategy process, and assist in its implementation; • to help to make optimum use of Biodiversity Net Gain and help farmers and landowners take opportunities to enhance nature on their land.
Programme Rationale	Nature (natural capital) is one of the key dimensions of the good growth ambition of the CPCA. The area is starting with a relatively low base, given it has one of the lowest proportions of rich wildlife habitats and natural greenspace with only 8% of land managed for nature compared to 16% national average. The ambition to 'double nature' was endorsed and adopted by the CPCA and other local authorities in the area in 2019. As one of the counties with fastest growing economies, in addition to being a significant food producer (Cambridgeshire produces around 5.5% of the nation's crops from around 2% of the nation's cropped land area) plus climate change, our natural environment is under considerable pressure. Nature based solutions are increasing seen as cost effective ways to tackle a variety of key issues such as flooding risks, overheating, and to improve mental and physical wellbeing. The actual but intangible benefits of a strong local capacity to understand and deliver on these issues are significant. Financial support for Natural Cambridgeshire will enable the organisation to build its capacity to deliver a multi-year programme of activities and to lever in additional investment to secure the future for nature in the area in the longer term.

Delivery		Benefits		
Inputs	Activities	Outputs	Outcomes	Impacts
RESOURCES • Financial, including CPCA investment and fundraising (of at least £30k a year from other sources) • Volunteer time, including from trustees, advisors and others	WHAT THE PROJECT DOES • Builds the capacity of the organisation to support local authorities and other stakeholders to engage more deeply with the nature recovery agenda, including LNRS planning and implementation. • Sets up and oversees the administration of the Doubling Nature Investment Fund • Leverages and secures additional investment to support Doubling Nature ambitions.	WHAT THE PROJECT PRODUCES • A programme of regular facilitated fora, discussions and working groups, where participants are encouraged to share information and knowledge, are exposed to experts, and problem solve together. • A new Funding Programme that stimulates both projects to come forward and investors to invest; and that is externally evaluated. • Regular communications in the form of a news digest and other media. • An Annual Report of Activities that demonstrates organisational impact. • An Annual Report of the State of Nature in Cambridgeshire and Peterborough, that shows stakeholder contributions. • A website.	WHAT THE PROJECT ACHIEVES • Access to expert advice for policy makers, landholders and farmers, and increased knowledge and learning that substantially accelerates the doubling nature agenda. • Accelerated habitat restoration and creation that will help to store carbon. • Increased opportunities for people to access nature and to access high quality nature. • Engagement with key landowners to provide habitat improvement and creation. • Enhanced levels of take up of public funding opportunities and DEFRA-led environmental schemes. • Procurement of sustainable sources of long-term funding and developing expertise and knowledge around the investor market and the donor market. • Leadership for LNRS planning and implementation.	PROJECT'S CONTRIBUTION TO HIGHER LEVEL GOALS • **Health and Skills**: exposure to experts, and information sharing and knowledge exchange, leads to more and better partnerships that improve health and well-being, encourage volunteering, create jobs and improve skills. • **Climate and Nature**: the project is directly aligned with goals to improve the quality and quantity of nature, and reduce impacts of climate change. • **Infrastructure**: stronger and more robust networks are created within which local stakeholders value and build natural capital together. • **Innovation**: new partnerships and working relationship will be forged, enabling the area to be a leader in natural capital solutions. • **Reducing inequalities**: targeted support, through large and parish scale nature projects, helps to build social capital, improve skills, increase well-being, and reduce variation in social and health indicators. • **Financial and systems**: learning in how to set up and run a new funding programme, including how to leverage investment for nature projects.

Underlying Assumptions	Possible Metrics

That CPCA funds will be available over the three years; that the policy context remains favourable for the planned work; that additional funding for nature-based solutions comes on stream.	1. KEY METRIC: Qualitative assessment of impact of Natural Cambridgeshire's convening and advice role. 2. OTHER LINKED METRIC: Increase in quality and quantity of rich wildlife habitats and natural greenspace under the Doubling Nature ambition. 3. OTHER LINKED METRIC: Identification of land-use opportunities to pilot new approaches to natural capital.

ECONOMIC BENEFITS

Revenue support from the CPCA safeguards and increases the wide range of benefits as set out in the Logic Model. This is more than just the equivalent of employing a FTE within the CPCA, as it leverages the existing brand, presence and skills of the LNP and its Board. It also opens up the possibility of the LNP bidding for additional alternative sources of grant given its stable position over the next three years.

DISPLACEMENT AND DEADWEIGHT

Not applicable.

ECONOMIC COSTS

Salary costs have been benchmarked against similar positions.

NON-QUANTIFIABLE BENEFITS

There are substantial non-quantifiable benefits and these are set out in the logic model under the Outputs and Outcomes. The CPCA and the area benefit from a proactive LNP that is able to support Cambridgeshire and Peterborough's position with regard to government's deployment of the extensive range of new powers and grants arising from the 25 Year Environment Plan and the Environment Act. As a charitable body the LNP leverages significant 'goodwill' and voluntary support from all sectors, not just organisations focused on nature and the environment. The CPCA has indicated that it wishes to work with the LNP to co-design the forthcoming Local Nature Recovery Strategy.

SUMMARY

Revenue funding to the LNP is a cost effective intervention that delivers significant tangible and intangible benefits, in alignment with the strategic priorities of the CPCA and as recommended by the Independent Commission on Climate (incorporated into the Climate Action Plan).

COMMERCIAL CASE

INTRODUCTION
The objectives of the commercial case is to set out the commercial objectives and constraints for the project. In this Business Case they mainly relate to procurement of the additional staffing capacity.

PROCUREMENT OPTIONS
The project funding will be a revenue grant to the Natural Cambridgeshire. Staffing, research and other activity will be procured directly by Natural Cambridgeshire.

DELIVERY OF THE PROJECT
CPCA is the funding organisation. The project would be delivered by Natural Cambridgeshire, the registered charitable incorporated organisation.

PROCUREMENT STRATEGY
There will be open recruitment for any new posts.

WIDER CONSIDERATIONS
None.

FINANCIAL CASE

INTRODUCTION
The purpose of the financial case is to assess the financial implications of the options as laid out within the strategic case and consider financial risk. The below is based on the appraisal set out in the Strategic and Economic Cases.

APPROACH TO FINANCIAL CASE
Natural Cambridgeshire have estimated future revenue requirements on current spend, new activity, and recruitment to a newly established Director post. These have been benchmarked against existing and past spend, and an awareness of the recruitment market.

FINANCIAL OPTIONS ASSESSMENT

Councils and other partners have previously contributed small amounts to provide a minimal level of resources for the LNP, along with other partners. However, this has not been consistent, and relies on an annual process of requesting support with additional risk in business planning and continuity. Councils have indicated that they are not able to increase their contributions sufficiently high to fund any significant expansion of officer capacity at the LNP.

The proposed Strategic and Economic Cases set out the preferred option to increase the operational capacity of the LNP to deliver more. This would increase the overall budget. It assumes a similar level of other funding as currently received (a mix of local authority and private sector contributions) to maintain existing activity. The preferred option also seeks the additional funding over multiple years to enhance recruitment and retention.

The LNP could alternatively seek donations or grants to provide for the enhanced services. However, this has been the financial model for previous years and has not generated the required additional funding to deliver on the wider agenda. By the CPCA making a direct contribution to the operating costs of the LNP it would enable service support to be specified and provided through a service-level agreement. The Economic Case sets out how this leverages wider benefits than the CPCA seeking to add capacity through increasing its headcount.

PROJECT COSTING TABLE

	Financial Year		2022-23	2023-24	2024-25
Project Costs	**Revenue**		100	100	100
	Capital (£'000s)				
	Total		**100**	**100**	**100**

	Financial Year		2022-23	2023-24	2024-25
Funding Stream	*CPCA*		70	70	70
	Private sector / Other funding		30	30	30

PROJECT COST BREAKDOWN TABLE

Sources	Value	Uses	Value
Combined Authority	£0.07m	Operating Costs and Management Fees	£0.01m
External funding	£0.03m	Director	£0.05m
		Part time coordinator	£0.025m
		Comms and Engagement	£0.01m
		Contingency/Inflation	£0.005m
Total Sources	**£0.10m**	**Total Uses**	**£0.10m**

Per annum

AFFORDABILITY ASSESSMENT

The proposed organizational costs are considered appropriately scaled. The salary component will be tested through open recruitment. Failure to achieve the external funding would require changes to the staffing budget/outputs. A small contingency is included that is available to cover inflationary pressures.

CHARGING MECHANISM / CLAIM/INVOICE PROCESS

As the revenue funding is for running costs, there will be an annual grant payment, with annual performance review providing suitable breakpoints.

MANAGEMENT CASE

INTRODUCTION

The purpose of management case is to test that robust arrangements are in place to manage the delivery of the project.

PROJECT TIMELINE

1. June 2022 - decision
2. July 2022– Natural Cambridgeshire Board agree multi-year outline programme of work.
3. July 2022 ongoing - three monthly reports on progress

4. February 2023 and following - annual review of project performance

EXIT STRATEGY

The Programme is designed to provide ongoing support to March 2025. Natural Cambridgeshire to develop exit strategy to report back in summer 2024.

CHANGE MANAGEMENT

Project will adopt a change management process and tolerances comparable to those set out in the CPCA's 10-point guide and Risk Management Strategy

PROJECT MANAGEMENT

External Project Director: Chair, Natural Cambridgeshire until Director is in new post
External Project Manager Helen Dye, Co-ordinator, Natural Cambridgeshire
Project Board: Board of Natural Cambridgeshire
Internal Project Manager: Adrian Cannard, Strategic Planning Manager

R = Responsible A = Accountable C = Consulted I = Informed **Organisational Role** **Activities**	**Internal Director (Senior Responsible Officer)**	**External Project Director**	**Internal Project Manager**	**External Project Manager**	**LNP Board**	
Project initiation	I	R	A	C	C	
Delivery of the project	I	R	I	C	A	
Changes to cost and programme	C	R	A	C	C	
Compliance with grant agreement	I	I	C	R	A	
Development of exit strategy	I	R	C	C	A	
Project closure	I	C	A	R	I	
[Include more or delete decisions as appropriate]						

RISK MANAGEMENT STRATEGY

Risks and Opportunities:

Scope risks

1. Budget is insufficient to provide the level of support [Mitigation – the programme can draw upon partner resources for technical advice; core budget allows other philanthropic funding to be attracted]
2. Aims of Natural Cambridgeshire are not aligned to CPCA values [Mitigation – Shared agreement around the Vison for Nature / Doubling Nature ambition; CPCA has observer status on Natural Cambridgeshire Board]
3. Lack of stakeholder engagement [Mitigation – Natural Cambridgeshire has to date attracted a high level of engagement for its Board and its sub-groups]

Operational risks (excluding standard risks such as project management)

1. External challenges to the governance model of Natural Cambridgeshire [Mitigation – Natural Cambridgeshire is a registered charity with governance and reporting standards arising from that. Service level agreement to specify any additional considerations required by CPCA]

Opportunities

1. Nature-based solutions could open up additional co-benefits, from tourism, new crops or techniques, monetised ecosystem services such as flood resilience. Developing and supporting these may provide sources of income for Natural Cambridgeshire to fund its core costs.

STAKEHOLDER PLAN

The current Executive Board members and working groups can be found here: Natural Cambridgeshire - Executive and working groups

ASSURANCE

Natural Cambridgeshire is a charity and is bound by the requirements of the Charities Commission. An appropriate assurance process will be agreed with CPCA as part the grant agreement. An annual review will be undertaken in February prior to next staged payment.

SUPPLY SIDE CAPACITY AND CAPABILITY

None identified.

KEY CONSTRACTUAL AGREEMENTS

Grant and service-level agreement with Natural Cambridgeshire and CPCA.

MONITORING AND EVALUATION

There will be an annual review of service that will consider evidence of impact, wider community engagement and cost effectiveness.

A mid term evaluation will be undertaken by CPCA. This will assess the impact of the service on understanding/evidence base of nature issues; and the impact of the service on local capacity to develop effective response to biodiversity crisis.

Business Case – Nature and Environment Investment Fund

VERSION CONTROL

Document version	Publication date	Description of changes	Modified by
1	May 2022	Business Case Template	AC
2	24/05/22	Amendments arising from PARC	AC

EXECUTIVE SUMMARY

STRATEGIC CASE

The aim of the programme is to establish a Fund to attract additional investment into nature-based projects, building local capacity in green investment, and deliver projects on the ground across the CPCA area. There is currently market failure in utilising finance for investment in nature and the environment. Government is promoting new approaches to the natural environment that align with a Fund, including monetising ecosystem services (such as carbon credits); the new Environmental Land Management system of payments to the farming sector and Local Nature Recovery Strategies.

The Combined Authority has endorsed Natural Cambridgeshire's Vision for Doubling Nature, and this was reinforced by the recommendations of the Cambridgeshire & Peterborough Independent Commission on Climate, which identified nature as making an important contribution to climate change mitigation and adaptation. The Natural Capital Committee has made clear recommendations on the need to protect, enhance and invest in the natural environment, while the Government's 25-year Environment Plan sets out bold ambitions for nature recovery, and net biodiversity and environmental gain through development.

ECONOMIC CASE

The £1m fund will test the proposition that there is an appetite for private/third sector investment (whether to achieve market returns or for other considerations) in nature and nature-based solutions to tackle other problems. Through pilot projects the Fund will test the barriers and opportunities to this approach. After an initial set up phase the Fund will seek to scale external funding to a ratio of 3:1.

The nature projects will provide benefits through their enhancements in nature, in line with the ambition to double the amount of Cambridgeshire's rich wildlife habitats and natural green space from 8% to 16%. Depending on the project there could also be job increases attributed to the intervention.

A key purpose of the project is to determine how best to leverage additional funding - private sector investment, philanthropy, public and third sector.

FINANCIAL CASE

£1m CPCA capital investment matched with £2m external funding. Testing financial models to scale external funding to 3:1.

COMMERCIAL CASE

There will be a competitive bid process for nature projects.

MANAGEMENT CASE

Fund to be externally managed by Natural Cambridgeshire.

INTRODUCTION

The CPCA area has one of the lowest proportions of rich wildlife and natural greenspaces in the UK. However, it does have areas of national and international importance for nature, including distinctive habitats and landscapes, largely managed by a vibrant agricultural sector that is important economically and for food security.

Improvements in land managed for nature on agricultural land, have in recent years, also run alongside significant investment in sites owned and managed by nature organisations. These have included the extension of the Great Fen (WT), Wicken Fen (NT) and Wandlebury Country Park (CPPF), in addition to projects such as the Hanson-RSPB Wetland Project at Ouse Fen, a partnership aiming to transform a working sand and gravel quarry into a nature reserve. While agricultural land managed for nature is often reliant on countryside stewardship schemes and farmers who are ready to embrace the shift towards regenerative agricultural practices, investment specifically in nature sites has largely been reliant on the charitable sector, and in the form of “one-off” grants awarded to individual projects as they have come forward.

Natural Cambridgeshire, as the Local Nature Partnership for Cambridgeshire and Peterborough, recognised this issue and developed the Doubling Nature ambition, adopted by the Combined Authority. Subsequently, the organisation has proposed setting up a Fund to stimulate recurring investment into nature-based schemes. It has identified six priority landscapes across the area where early action can be focused for potentially best outcomes. The Independent Commission on Climate (CPICC) made a recommendation to establish such a Fund.

Government is promoting new approaches to the natural environment that align with a Fund, including monetising ecosystem services (such as carbon credits), the new Environmental Land Management system of payments to the farming sector, Biodiversity Net Gain for new developments, and Local Nature Recovery Strategies. All of these are at very earlier stages of development.

STRATEGIC CASE

INTRODUCTION

The purpose of the strategic case is to demonstrate alignment with local, regional and national policy objectives. Specifically, the strategic case should test the project fit with the CPCA's Sustainable Growth Ambition Statement.

STRATEGIC PRIORITY

The project aligns with objectives of the Sustainable Growth Ambition Statement. The Statement's natural capital objective is:

"Climate and Nature: restoring the area's depleted natural capital and addressing the impact of climate change on our low-lying area's special vulnerabilities"

By enhancing the natural areas with public access (and increase beneficial health outcomes), the project will also deliver against the Statement's human capital objective:

"People: building human capital - the health and skills of the population - to raise both productivity and the quality of life so that that people in our region are healthy and able to pursue the jobs and lives they want".

The CPCA has set a target to double the amount of rich wildlife area through the 'Vision for Nature'. The CPCA has also endorsed the Environmental Principles for the OxCam Arc, which includes the doubling of nature and other environmental outcomes.

The Fund's broad objectives are to support good projects that benefit the goal of Doubling Nature in the county. However, a particular purpose of the Fund is to learn how to develop the financial capacities of nature project developers and donors, sponsors and/or investors. This will build capacity so that the sector can move from a grants based approach an investment based approach.

Previously, the usual basis of providing capital to support nature projects has involved a "bare" capital grant from public bodies or a "bare" gift from private philanthropists. For example, a "bare" grant will be £100, and the recipient will then spend all the funds on the project. The nature charity or other landowner will then defray annual maintenance/ conservation costs out of other charitable funds or members' subscriptions. The nature charity will then look for further grants to pursue its goals.

The expansion of tree planting has increased the awareness of running maintenance/ conservation costs of nature reserves, typically at around £450 pa per hectare, related to watering, deer/other pest control, thinning and coppicing. As a result, there are now cases where grant providers and donors are open to offer "cost recovery" grants. For example, a "cost recovery" grant would be capital £100, plus £4 pa for 10 years to support the project, thereafter the maintenance/conservation costs would be defrayed by other charitable funds.

While these "cost recovery" grants defray the running costs of the project for a period, the more advanced nature charities, such as the National Trust, recognise that they can frame projects whereby they obtain "revenue generating" grants. For example, a "revenue generating" grant enables the charity to create a revenue stream from charges for access, parking, interpretation and catering or other activities associated with the project beyond the maintenance/conservation costs – capital £100 + (£10 revenues - £4 costs), producing a revenue surplus of £6 pa. The surplus would then accrue to the charity, which in turn could support other nature activities on a self-financing basis.

As the possibility of "revenue generating" projects has enhanced the capacity to generate self-financing surpluses, some charities can foresee the possibility of "refinanceable" grants or loans. For example, where the scale of revenues is such that the annual surplus is sufficient not only to cover the running costs of the project, but also to pay annual instalments to repay the original capital to the grantor or investors. Generating sufficient surpluses to service external capital beyond grants is therefore an objective of stimulating a sustainable green financing market through the Fund.

The emerging sources of revenues that can support these different types of grants beyond “bare” grants are: service charges for environmental services, typically based on “cost recovery” grants that may defray any initial capital outlay and primarily cover the ongoing maintenance/conservation costs; access charges for visitors to enter a closed site; or revenues created out of associated activities to the project, such as parking, catering, retail income or leisure services.

In terms of sources of capital, smaller philanthropic gifts and sponsorships provide capital on a “bare” grant basis; Biodiversity Net Gain investors are typically willing to provide “cost recovery” grants over extended periods, often capitalising the future cost recovery burden into an up-front extra grant; larger philanthropic gifts are increasingly expecting “revenue generating” grants, as are several public bodies; “refinanceable” grants or loans are emerging amongst green investors, and this may become an increasingly common expectation from public bodies.

Equity investments are usually inappropriate because although investors are willing to receive ongoing dividends from “revenue generating” projects, they also expect to be able to return their initial capital outlay by selling the project to a capital value uplift, which will not usually be allowed by charities reselling their assets. Private nature landowners may, however, be suitable investees.

So far, the focus on this range of capital infusions relates to the performance of individual projects. However, once a project has achieved the position where it can create a sustained financial surplus, it is then possible for the surplus to be amalgamated with other surpluses and other charitable sources to the point where the investee charity can start to consider repaying grants or loans from these broader revenues. To that degree, the amalgamation of “revenue generating” projects to provide repayments may create a less demanding approach than requiring an individual “effaceable grant” for a project, and this is the more likely approach of larger charities.

However, this draws in the issue of the overall borrowing capacity of the underlying charity, and in this regard the Charity Commission requires charities to adopt conservative controls over borrowing. That said, with care, there clearly exists an opportunity of charities adopting “revenue generating” funding to then bundle the surpluses of several projects enabling them to create a general capacity to repay grants or loans, which can be used to increase the overall scale of nature funding.

The Fund will be successful if it both educates nature project developers, landowners and charities about moving from “bare” grants towards “revenue generating” and “refinanceable” grant supported projects and beyond, and thereby also encourages more potential donors, sponsors, and investors to put more of their capital into a wider range of projects and investments.

Beyond these financial objectives, the Fund will align to the key themes of Climate and Nature, and Innovation and Finance. It can also contribute to themes of Reducing Inequalities, and Health (by improving resident access to the quality and quantity of greenspace and nature) and Skills. If the Fund brings forward sites that can be accredited for Biodiversity Net Gain, then there is the opportunity to link to the infrastructure activity of the CPCA.

Co-benefits:

1. Public health and well-being, so reducing the burden on the NHS and absences from work
2. Climate change mitigation and adaptation
3. Improved community cohesion
4. Natural and built heritage assets – so encouraging the visitor economy and the recruitment and retention by business of skilled staff.

CASE FOR CHANGE

The drivers for change are to: (a) stimulate a reverse of the biodiversity crisis and sustain and enhance nature; and to (b) find new ways and sources of stimulating investment in nature projects which do not depend on one-off public sector grants, and which help to develop financially self-sustaining revenue-generating projects, given constraints on public sector finances.

Currently most nature projects depend on repeated public sector or third sector grants. The Fund will

encourage new private donors, corporate sponsors, and particularly new funders, interested in supporting nature projects capable of creating self-sustaining revenues, as well as sustaining nature conservation, or the development by the private sector of new mechanisms for investment.
The ability to achieve the latter at present is reduced by avoidance of risk due to lack of proven investment models, and competition from other areas that may have alternative offers, including those overseas.

CLIMATE CONSIDERATIONS

Making investments in nature have a large positive impact on climate issues. There are significant carbon sequestration benefits as new habitats are established, a potential reduction in energy intensive inputs on agricultural land. There can be climate adaptation benefits such as slowing flood water flows, movement of nutrients or mitigating overheating.

SMART OBJECTIVES

Objectives:

- Through generating external additional donations, investments, and income streams, to have tested, assessed and demonstrated new models of investing, that will lead to financially self-sustaining nature projects and that will treble the CPCA's initial £1m contribution, .
- Account can be taken of contributions in kind and of natural-capital benefits such as flood mitigation or carbon storage and sequestration, and a value will have to be placed on these – that value will have to be quantified as part of the concurrent learning, monitoring and evaluation of each project.
- To identify at least three, and up to six, large-scale projects lasting up to three years that will over time enhance the quality and quantity of rich wildlife and nature green spaces in the six priority landscapes. Each will be set the target of matching its grant from the Fund from other sources, with a target of 2:1 leverage rising to 3:1 over time, including the value of any additional natural capital created. It is recognised that projects may come forward in a range of permutations, including a cluster within a landscape. Each project, or cluster of projects, that comes forward will be judged on their own merits, against a set of criteria agreed by the Fund board.
- To deliver a programme of small co-funded projects totalling £100k that stimulate community action on increasing nature, prioritising those areas where there is significant evidence of limited opportunity to access and benefit from nature, while ensuring ongoing nature conservation. Natural Cambridgeshire has developed a toolkit of simple, practical advice to help communities, both rural and urban, take small, co-ordinated steps to help nature recover.

SPECIFIC DELIVERABLES/OUTPUTS

The Fund will support co-funded projects that:

- Work with charities, landowners, and farmers to deliver up to six large-scale co-funded habitat creation projects in the areas of Natural Cambridgeshire's six priority landscapes (taking account of the priorities of the local nature recovery strategies), specifically projects that can demonstrate how they help nature recover.

- Promote health and wellbeing and support mitigation of, or adaptation to, climate change.

- Work with urban and rural communities across the entire CPCA area to deliver up to fifty smaller co-funded projects that support the doubling nature ambition, sustain conservation of nature, and build on the evidence base provided through the Future Parks Accelerator project. This programme will have a strong focus on building community capacity, including volunteering.

The Fund will be used as follows:

- Up to £850k to support up to six large-scale nature-recovery projects located within the priority landscapes, on either existing or new sites. Each will need to demonstrate at least equal additional co-investment (in cash and/or in kind) from landowners, tenant farmers, donors and investors, and that they would be in a position to start to generate revenue at the end of the funded period. Projects may come forward in years 1, 2 or 3.
- Upto £100k to support up to fifty smaller projects on a 'bare' grant basis, matched by £100k of external donations or sponsorships.
- £50k to support the establishment and administration of the Fund, including legal and financial advice. This will be supplemented as necessary by other resources available to Natural Cambridgeshire.

The large-scale nature-recovery projects will have to demonstrate additional investment/funding, initially on a 2:1 basis given the infancy of the market, showing how this would move towards 3:1 in time, inclusive of natural capital values. Sources of such matched funding could include:

- Long-term commitments of land that will be dedicated to nature recovery
- Environmental funding streams such as Countryside Stewardship, Environmental Land Management Schemes and BNG schemes. (These may not flow through the Fund itself but will have been enabled it. Natural Cambridgeshire will encourage and coordinate different projects to join together in applications, and a cluster of smaller projects working together could form one application.)
- Emerging investors in natural capital projects, perhaps most particularly related to wetland creation that supports flood mitigation or carbon capture
- Corporate sponsors who are keen to support biodiversity recovery and/or community cohesion and volunteering, either through general unrestricted donations or through support for specific charitable projects (i.e., without an expectation of commercial return on investment)
- Grant making trusts who will be approached for support for specific projects.elivery of six capital investment projects (aiming for one in each landscape priority area) that test and demonstrate investment models that can be replicated

PROJECT OUTCOMES/IMPACTS

Outcome 1: Proof of concept of a viable financial investment model that attracts private sector/third investment into nature. Specifically that the Fund has shown that other private sector donors or investors are willing to provide funding for nature projects, which are capable of generating self-sustaining revenues. This would provide a recurring mechanism for future investment in nature and nature-based solutions.

Outcome 2: Lead the development of a nature-based-solutions investment sector.

Outcome 3: The demonstrator projects initially funded create green jobs, tackle and build resilience to climate change, and protect and enhance nature.

KEY METRIC: Increase in quality and quantity of rich wildlife or natural green space

KEY METRIC: Number of co-investments, sponsorships and donations secured

KEY METRIC: Scale of self-generating revenues in supported projects vs investment secured

OTHER LINKED METRIC: Increase in carbon sequestration through nature-based solutions

OTHER LINKED METRIC: Improvements to the 'nature network' through linking appropriate habitats

OTHER LINKED METRIC: Significant increase in residents having good access to nature rich green space.

NOTE: Given that natural capital accounting is in its early days, it is envisaged that metrics for e.g. skills and health and wellbeing, and climate change mitigation and adaptation, may be developed and employed as and where appropriate, depending on the individual projects that come forward

CPCA performance management metrics

The Project will deliver an outcome monitored under **CPCA performance metric 8: Climate and Nature - Land Area Providing Nature Rich Habitat (PNRH) by District**. Allowance will need to be made for the biodiversity outcome to increase over time, as habitats take time to establish.

DESIGNS

Not applicable.

RISKS

Scope risks

1. Cost of measures do not allow 6 large schemes to proceed [Mitigation – softing test during FBC development has adjusted expectations on timing]
2. Lack of private sector match funding [Mitigation – the involvement of CPCA public funding reduces the risk element and as 'patient capital' can seek lower RoI on demonstrator projects]
3. Unable to achieve 2:1 leverage [Mitigation – early market engagement to test models]
4. Double counting of public investment if landowners receiving other payments for public goods such as from ELMs (Mitigation – liaison with DeFRA over co-benefits vs double counting)
5. Time lag between investment and nature benefits (Mitigation – CPCA patient capital, long term management requirements can be built into funding agreements)

Operational risks (excluding standard risks such as project management)

1. Lack of landowner interest due to competing economic returns [Mitigation – does not necessarily require the use of most productive land to uplift nature benefits; this is what the Fund is seeking to test]

Opportunities

1. Link with Biodiversity Net Gain and other regulatory requirements that drive nature-based investment
2. Market development in green investment finance

CONSTRAINTS

Nature investments may show returns over longer periods.

DEPENDENCIES

Progress on government specific requirements for ELM payments and BNG contributions.

ECONOMIC CASE

INTRODUCTION

The National Audit Office state that good value for money is the optimal use of resources to achieve intended outcomes. This includes ensuring that:

- There is balance of inputs, outputs & outcomes

- ‘optimal’ is the most desirable possible, given restrictions or constraints
- what does good look like? has been answered

The Combined Authority Assurance Framework also states that we must achieve value for money through ensuring all projects contribute to the objectives of the Combined Authority via adherence to the Green Book principles. This means all business cases must demonstrate a strong fit with the strategic objectives of the Combined Authority Board.

This financial case includes a Logic Model, a Green Book Outcome Profile Tool linked to our Sustainable Growth Ambition Statement and either a summary of economic benefits and / or a Green Book Appraisal Summary Table completed to ensure that the value for money question has been answered.

APPROACH TO ECONOMIC CASE

The Economics of Biodiversity review final report was published in Feb 2021 (The Dasgupta Review). This identified that demands on ‘nature’ far exceed its capacity to supply the goods and services we all rely on, and that this is endangering the prosperity of current and future generations. It recommends adoption of natural capital ‘accounting’ as part of determining wealth, but notes that much work needs to be done to arrive at consistent metrics. This Fund will test different methods of monetising or accounting for nature. In advance of testing those natural capital metrics, the Fund would demonstrate value for money through a target of attracting a minimum of twice the Fund initial contribution over time.

The Dasgupta Review identified that demands on ‘nature’ far exceed its capacity to supply the goods and services we all rely on, and that this is endangering the prosperity of current and future generations. It recommends adoption of natural capital accounting as part of determining wealth, but notes that much work needs to be done to arrive at consistent metrics. The Fund will test different methods of monetising or accounting for nature. In advance of testing those natural capital metrics, the Fund will demonstrate value for money through a target of attracting a minimum of twice the Fund’s initial contribution (including the value of any additional natural capital created).

Examples of co-invested projects could include:

- Capital projects that create site infrastructures from which nature park charities can generate ongoing revenues from public access, such as visitor centres, lavatory and parking facilities, catering facilities, retail facilities and leisure services, such as access to gardens, events, information/lectures, fitness classes, walks, weddings, bike rentals, or glamping.
- Capital projects that provide ongoing environmental services, such as drainage, flood control or other water management services, carbon sequestration, prevention of soil erosion, pest control, or coppicing, which can be provided by landowners, utilities, or public agencies. A mechanism will need to be put in place that estimate their value.
- Capital projects funded by large philanthropic donations or from Biodiversity Net Gain grants from developers, but which need to include ongoing revenues or other funding support to cover the ongoing conservation costs of the project.
- Revenue projects that form part of larger sponsorships of nature projects that provide grants to charities or communities, but which also include ongoing revenues or other funding support to cover the ongoing conservation costs of those projects.

Value for money considerations for this project are covered by the Green Book Supplementary Guidance on 'Enabling a Natural Capital Approach' [1]. Natural capital is focused on natural assets in ecological terms (their quantity, condition and sustainability) and the social and economic benefits that derive from those assets. Most of those benefits are not monetised so this Economic Case uses the outcome profile tool to establish the link to strategic objectives and assess the 'optimal' approach to the project.

OPTIONS ASSESSMENT

APPRAISAL SUMMARY TABLE

The Outcome Profile Tool has been used to assess the Business Case. The use of the Appraisal Summary Table will be considered for the individual projects as they come forward.

OUTCOME PROFILE TOOL

Sustainable Growth Outcomes	Climate and Nature	Health and Skills
Other Programme Outcomes (optional)	Climate Action Plan (CPCA)	Draft Health and Wellbeing Strategy 2022-2030
	CPCA Vision for Nature; Local Nature Network; emerging LNRS	
	Cambridgeshire Flood Risk Management Strategy	
Project outcomes	Increases market for investment in nature	Increase in mental and physical wellbeing
	Increase in biodiversity	
	Increase in flood resilience	
	Projects deliver wider ecosystem benefits	
Project outputs	Test investments model for large scale nature projects	Increase in residents accessing nature
	Fund up to 6 large scale nature projects	
	Fund match-funding investments in small scale nature projects	
	Increase in residents access to rich wildlife areas	
Project measures	Land Area Providing Nature Rich Habitat PNRH	Health Index for England
	Match funding secured	
	Total Carbon Dioxide Emissions	
	No net increase in flood risk	
Limitations	1. Habitat will take time to increase species presences and biodiversity 2. Carbon reduction dependent what habitats schemes are proposed.	Mental health benefits of access to nature are documented. However, attributing any impact of the project will be difficult to distinguish at the local scale due to other socio-economic factors on residents health.

LOGIC MODEL

EVALUTATION AND MONITORING FRAMEWORK LOGIC MODEL: FUND FOR NATURE AND THE ENVIRONMENT
This Logic Model focuses on the position of the project at the time of inception in 2022, and will be revised regularly, and at least annually

[1] Enabling a Natural Capital Approach guidance - GOV.UK (www.gov.uk)

Policy Context	• The growing consensus across society that nature (in the form of natural capital and ecosystem services) underpins all other types of capital (i.e. economic and social) and provides the foundation on which the economy, society and prosperity is built. • The UK government's Green Finance taskforce in its 'Accelerating Green Finance Report' (March 2018) challenged the prevailing view that managing and investing in nature is a cost "rather than an investment and return" for both nature and business, and maintains that investing in nature upfront is more cost-effective. • The UK government's 25 Year Environment Plan (25 YEP) and the Green Growth, Clean Growth and Industrial Strategies set out the Government's approach to safeguarding the environment and future-proofing the economy by ascribing economic value to natural capital, since this is an essential basis for economic growth and productivity over the long term. Specifically, the 25 YEP seeks "to build on the momentum for more private sector financing and drive further progress in the use of market mechanisms that capture the value of natural capital." • More recently, the Government, through implementation of the Environment Act (2021) has established key policies, including mandating Biodiversity Net Gain and Local Nature Recovery Strategies. Early learning and action will put Cambridgeshire on the front foot to implement these policies. • The CPCA's Sustainable Growth Ambition Statement (January 2022) has sustainability at its core, and includes the themes of: health and skills; climate and nature; infrastructure; innovation; reducing inequalities and finance and systems – this is consistent with HM Treasury's own Green Book principles. This project is aligned to deliver against those themes. (*References: Daly, Dasgupta Review, UK Government's Green Finance Strategy, 25 YEP, Natural Capital Committee)*
Programme Objectives	Over an initial 3-year start-up phase, the programme's objectives are to deliver: a) Developing, learning and assessing best practice and building capacity and expertise on green finance and investment. b) At least three and up to six landscape-scale natural capital projects c) A programme of community-led nature recovery programmes (natural capital projects at parish scale) d) Testing of return-on-investment metrics/systems e) Leverage of additional funding of not less than 1:1, but also establishing markets in ecosystem services that will attract further investment and philanthropic donations f) Various consequent natural capital benefits and learning on how to value them, for example: tree-planting for flood mitigation; adoption of wildlife friendly farming practices on soil health and farm economics; impacts on health and wellbeing in relation to access to more and better nature rich green and blue spaces.
Programme Rationale	Cambridgeshire is one of the most nature depleted counties in the country. The ambition to 'double nature' was endorsed and adopted by the CPCA and other local authorities in the area in 2019, with a view to increasing rich wildlife habitats and natural green space from 8% to 16%. We are also one of the counties with fastest growing economies, in addition to being a significant producer of the nation's food. The drivers for this programme are to: (a) stimulate a reverse of the biodiversity crisis and sustain and enhance nature; and to (b) find new ways and sources of stimulating investment in nature projects which do not depend on one-off public sector grants, and which help to develop financially self-sustaining revenue-generating projects, given constraints on public sector finances. Currently most nature projects depend on repeated public sector or third sector grants. The Fund will encourage new private donors, corporate sponsors, and particularly new funders and investors, interested in supporting nature projects capable of creating self-sustaining revenues, as well as sustaining nature conservation, or the development by the private sector of new investment mechanisms. The ability to achieve the latter at present is reduced by avoidance of risk due to lack of proven investment models, and competition from other areas that may have alternative offers, including those overseas. The UK Government believes significant investment from the private sector is possible/available for natural capital projects, and accepts process is still at an early stage but shows huge potential for growth. This presents an exciting opportunity for the CPCA to support the Government's ambition by galvanizing local businesses and investors keen to invest in the local economy, and to be on the front foot in implementing policy (Environment Act 2021).

Delivery		Benefits		
Inputs	Activities	Outputs	Outcomes	Impacts
RESOURCES • Financial, including CPCA investment and fundraising • Pro-bono, including legal and financial advice	WHAT THE PROJECT DOES • Sets up, implements and oversees the administration of the Fund • Stimulates landscape-scale natural capital	WHAT THE PROJECT PRODUCES • At **least three** and **up to six large-scale nature-recovery projects** are funded, each of which will demonstrate at least equal additional co-investment (in cash	WHAT THE PROJECT ACHIEVES • The viability of financially self-sustaining revenue streams from monetised natural capital projects, and the attractiveness of these projects to	PROJECT'S CONTRIBUTION TO HIGHER LEVEL GOALS • **Health and Skills**: funded projects will contribute to job creation, skills development and health and well-being.

• Volunteer time, including from trustees, advisors and others.	projects to come forward. • Stimulates green investment and investor markets. • Mobilises and incentivises communities to engage in local nature recovery. • Develops monitoring and evaluation tools, techniques and mechanisms to capture learning. • Employs appropriate information sharing and knowledge exchange systems and processes. NC Revenue (see separate Logic Model Framework submission)	and/or in kind) from landowners, tenant farmers, donors, and investors. Outputs would include: jobs created, volunteers recruited and trained, nature enhanced and its future secured for the longer-term through revenue generation. • Up to **fifty smaller parish scale** projects with potential to link to neighbourhood plans and local plans. • An independent evaluation report which informs next steps for the project at the end of the initial funding period.	external donors and investors. • Capacity and expertise in developing financially self-sustaining green projects and investment in them. • The benefits of co-investment in nature (such as for climate, health, and prosperity) are better understood and illustrated. • The quality and quantity of rich wildlife and natural greenspaces is increased. • Eco-system services, such as climate-change mitigation and adaptation, are better understood and improved.	• **Climate and Nature**: the project directly aligns with goals to improve the quality and quantity of nature, and reduce the impacts of climate change. • **Infrastructure**: water and soil are amongst the fundamental building blocks of life; this project will help to improve the health of our waterways and the condition of our soils. • **Innovation**: by learning how to create self-sustaining nature projects we will attract a vibrant workforce that can enjoy a high quality of life. • **Reducing inequalities**: targeted support for nature projects, particularly at community level, helps to build social capital, improve skills and increases well-being. • **Financial and systems**: learning in green finance and investment will inform and assist decision-making and future policy options.

Underlying Assumptions	Possible Metrics
That CPCA funds will be available and agreements put in place to draw funds down as projects with appropraite match funding become available; that co-investment, both in cash and kind will be secured; and that suitable projects which deliver the described benefits will come forward to be funded.	• KEY METRIC: Increase in amount (quality and quantity) of rich wildlife or natural greenspace area (using, for example, guidance from Natural England or the Treasury Green Book, including ENCA). • KEY METRIC: Amount of co-investments, sponsorships and donations secured for projects to generate self-sustaining revenue streams. • KEY METRIC: Scale of self-generating revenues in supported projects vs investment secured. • OTHER LINKED METRIC: Increase in carbon sequestration through nature-based solutions. • OTHER LINKED METRIC: Improvements to the 'nature network' through linking appropriate habitats. • OTHER LINKED METRIC: Significant increase in residents having good access to high quality nature rich green space. NOTE: Given that natural capital accounting is in its early days, it is envisaged that metrics for e.g. skills and health and wellbeing, climate change mitigation and adaptation etc may be developed and employed as and where appropriate, depending on the individual projects that come forward. See also: https://www.gov.uk/guidance/enabling-a-natural-capital-approach-enca

ECONOMIC BENEFITS

The projects funded will deliver significant biodiversity benefits. Biodiversity is a core component of natural capital with multiple effects on social and economic welfare. Biodiversity:

- is core to the ecological condition and quality of ecosystems that support the services provided to people
- directly benefits people through species existence, through nature-based solutions and by enriching other benefits (like nature-based recreation)
- underpins the resilience of ecosystems to shocks and can provide insurance value

DISPLACEMENT AND DEADWEIGHT

The Fund is exploring additional investment in nature and nature-based solutions. An assessment will be made at project level of any deadweight from investments that would have happened over time as part of business as usual. Past evidence suggests that this will only be limited impact on benefits.

ECONOMIC COSTS

The potential economic costs have been informed by the Doubling Nature Scoping Study, discussions with Greater Manchester Combined Authority (who have a previous EU-funded similar scheme) and inputs from government agencies and nGO environmental bodies who have experience of managing and operating existing nature-based projects.

NON-QUANTIFIABLE BENEFITS

The programme will support nature-based projects. These will have a range of benefits beyond biodiversity, including air quality, ecosystem services, and greater access to nature residents. There are corresponding benefits to physical and mental health through access to nature. The projects may deliver habitat change that contributes to flood resilience benefits.

SUMMARY

The project shows a clear link from the strategic objectives of the CPCA (and councils own priorities) on biodiversity to the Fund solution proposed. There are significant non-quantifiable benefits arising from the project.

COMMERCIAL CASE

INTRODUCTION

The objectives of the commercial case is to set out the commercial objectives and constraints for the project mainly relating to procurement.

The Programme will be delivered via Natural Cambridgeshire, a registered charity.

PROCUREMENT OPTIONS

The Fund will operate with competitive bidding rounds for the large-scale projects,via guidelines it will produce for applicants.

The small grants will operate as a lighter-touch direct application process, albeit that the Fund would still wish to see ongoing revenues or other funding support to cover the ongoing conservation costs of those projects. Opportunity will be taken to align with existing programmes operating at District Council level. Expertise to guide/assess impact on nature and the appropriateness of proposed activity will be given.

The Fund will also operate as a one-stop shop for those interested in making investments in natural capital, helping them decide the best investment choices. This covers philanthropic grants or commercial investments, and whether the funder wanted to ring fence their contribution to deliver specific outcomes.

DELIVERY OF THE PROJECT

The Fund will be overseen by Natural Cambridgeshire, the local nature partnership for Cambridgeshire and Peterborough, which is a registered charity. It will promote the types of projects and sources of funding described above and stimulate interest in investing and donating to nature projects. CPCA will be a funding partner, with other co-investors, corporate sponsors and philanthropists.

It is expected that proposals will come from nature organisations, landowners, or farmers.

Advantage will be taken of available expertise in the two universities. Volunteers will be encouraged to participate in all projects, where appropriate.

Any Natural Cambridgeshire trustee, or other person, having an interest in a project shall not participate in deciding on its support or its evaluation.

Two examples of the types of projects that the fund might support are:

a) Wetland Creation

A consortium of landowners commits to take thirty hectares of land close to a river for the creation of wetland and wet woodland. The land value is assessed at £150k. The Fund commits up to £150k for initial capital works, including public access footpaths, bird hides and fencing, and purchase of machinery to enable the long-term management of the land. The land is entered into a Countryside Stewardship Scheme which will migrate into the new ELM scheme and will generate an annual revenue. There will also be a small income from visitor facilities. Additional capital funding is provided by the Environment Agency, recognising the flood mitigation outcomes of the project.

b) Access to Nature

A partnership of charities, landowners and private investors develop a project to increase public access to land near one of the county's market towns. This will involve the creation of visitor and educational facilities, new permissive access paths and opportunities to view and learn about nature. It will also involve significant habitat creation, particularly wetland and woodland creation, and include demonstrator projects for wildlife friendly farming. Produce from the farming will be sold to visitors at a new farm-shop facility. The partnership invests £300k in the project. The Fund provides an upfront soft loan of £100k to help with capital costs and also identifies a private investor who will invest £100k and expect a return.

Projects will need to have adequate biodiversity benefits, practical implementation, financial viability and fit with Natural Cambridgeshire's and CPCA policy goals. The Fund will have to build up experience on how to decide on financial viability: the fact that the external co-funders will be providing finance will ensure that they also are engaged in the appraisal, but both parties – the fund and the co-funders – will have to make up their minds on commercial and financial viability.

The performance of the Fund will be assessed regularly by the Board of Natural Cambridgeshire, which also will approve annual reports.

PROCUREMENT STRATEGY

A grant agreement will be entered into with Natural Cambridgeshire. The project fund will be run by Natural Cambridgshire through a competitive process. Expenditure on projects would need to comply with public sector procurement principles specified by Natural Cambridgeshire and agreed with the CPCA as part of the Prospectus and would need to meet the target match funding objective.

WIDER CONSIDERATIONS

None.

FINANCIAL CASE

INTRODUCTION

The purpose of the financial case is to assess the financial implications of the options as laid out within the strategic case and consider financial risk.

Financial case based on the preferred option of the Fund, using the appraisal set out in the Strategic and Economic Cases.

APPROACH TO FINANCIAL CASE

The Fund has been designed on the basis of focusing on a limited number of larger projects. This reflects the need to work closely with prospective bidders and investors to develop these new markets, and that investors want to work at scale. Achieving six large projects across the area over time provides opportunities for each priority landscape area to bid into the Fund.

FINANCIAL OPTIONS ASSESSMENT

The initial commitment is be on a 2:1 basis, reflecting the immaturity of the market and level of risk investors may perceive. Further levels of commitment would depend on the success of the first tranche and on the range and types of projects that the co-investors come forward with, but the aim is to leverage future private sector commitments towards a 3:1 basis.

Most of the external funding of projects are likely to involve individual donations, corporate sponsorships, or "policy" contributions from developers, all of which will involve "once-time" funding commitments. However, some projects should be capable of creating a regular source of revenue, ongoing revenues or other funding support to cover the ongoing conservation costs of those projects such as environmental services like flood mitigation payments. Others might create sufficient additional revenues to repay the co-investors, such as building visitor catering or parking, or charging admission fees for curated nature sites, such as the example of Cambridge University Botanic Garden. Unsecured long term loan schemes for developing nature visitor attractions could also be considered, such as have been launched in Alnwick, Northumberland and elsewhere.

In the first instance, the Fund is most likely to be used to match “once time” grant co-funded proposals, but if a sustained flow of income-generating projects is built up the Fund would consider whether it can offer a further contribution on the basis of receiving a dividend, interest coupon or eventual repayment alongside the other co-funders rather than just making its contribution by way of capital grant.

The rate at which spend will be achieved will not be known until the project timelines have been agreed and so the split in amounts shown in FY 23/24 and FY 24/25 is tentative. This is a variation on the MTFP, which provided for the £1m in FY 22/23.

Large projects, especially if they rely on nature surveys and planting seasons, may extend in terms of completion beyond 24/25. Appropriate arrangements would be made to ensure continuity of payments.

Natural Cambridgeshire will provide day-to-day management, from its other CPCA funding in FY 22/23 to 24/25 and beyond that from the £50k provided for administration in this application (for capital accounting compliance rules this is to be drawn from the private sector contributions). It would draw upon CPCA legal expertise to avoid/reduce costs in terms of project grant agreements..

PROJECT COSTING TABLE

	Financial Year		2022-23	2023-24	2024-25
Project Costs	**Revenue**		0*	0*	50
	Capital (£'000s)			750	2200
	Total		**0**	**750**	**2250**

	Financial Year		2022-23	2023-24	2024-25
Funding Stream	*CPCA*			250	750
	Private sector / Other match funding /Natural capital enhancement		0	500	1500
	**PM revenue costs covered via separate Nat Cambs Project for 22/23 and 23/24*				

PROJECT COST BREAKDOWN TABLE

Sources	Value	Uses	Value
Combined Authority	£1m		
		Large Project Costs	£0.900m
		Smaller Project Costs	£0.100m
External co-funding	£2m	Operating Costs and Management Fees	£0.05m
		Large Project Costs	£1.850m
		Smaller Project Costs	£0.100m
…			
Total Sources	**£3.0m**	**Total Uses**	**£3.0m**

AFFORDABILITY ASSESSMENT

The Fund is developing a new financial model to increase investment in nature. This will test affordability assumptions as part of the project bidding process. A further aspect to be considered will be how the co-investment might be split between the fund and the co-investors: co-investors could prefer the Fund contribution to be by grant, while they obtain preference in returns or repayments. The Fund will need to develop experience in negotiating inter-creditor arrangements, usually on a pari passu (equal footing) basis, but because initially part of the policy role of the Fund will be to encourage new sources of external finance, some flexibility may be required from the Fund. Once more robust sources of finance arise and more viable projects are created, the Fund will evolve its policy with the expectation that most co-funding will be on a pari passu basis.

CHARGING MECHANISM / CLAIM/INVOICE PROCESS

Based on “once time” grant co-funding, the £1m capital commitment will be disbursed on an “as needs flow” basis from CPCA to the fund administrator, alongside similar co-investment flows which meet the match funding target ratios. Because the recipients of the funding may be charitable entities, and the funding of projects will involve at least two funders and the recipients (and quite often stage payments and other conditions), there will be an administrative need to oversee the disbursement of funds.

At such point where overlapping financial flows would involve larger stocks of funds, long term commitments, such as BNG 30-year monitoring or where personal legacies might create longer term charitable endowments, the administrative requirements would escalate and would be sought to be recovered through a management fee.

MANAGEMENT CASE

INTRODUCTION

The purpose of management case is to test that robust arrangements are in place to manage the delivery of the project.

General oversight by Natural Cambridgeshire Board, with programme responsibilities entrusted to a sub-group, to include a representative of CPCA and the Director of Natural Cambridgeshire. No member of the group, or of the Board, who has any interest in a project shall participate in decisions on its support or in its ongoing evaluation as it progresses.

Natural Cambridgeshire will provide day-to-day management, from its other CPCA funding in FY 22/23 to 24/25 and beyond that from the £50k provided for administration in this application

PROJECT TIMELINE

From the June decision to approve business case:

1. By end September 2022, agree governance and arrangement for bids appraisal.
2. By end September 2022 issue applicant guidelines for both large and small projects and advertise for expressions of interest for large projects and bids for small projects
3. By end December 2022, agree potential list of large schemes and invite full applications from them by end March 2023, during which time there will be dialogue with the bidders to guide them.
4. By end of September 2023 contract with at least three large and five smaller projects, to include timelines for the payments of money from the Fund.

5. By end May 2024 at least three large projects under way.

Repeat the project process every 3 months to deploy Fund.

EXIT STRATEGY

The Fund is designed to test methods for attracting investment in nature projects and showing landowners that they can create ongoing revenues or other funding support to cover the ongoing sustainment costs of those projects. The Fund will also encourage additional sources of capital for projects that can become self-sustaining through ongoing revenues.

CHANGE MANAGEMENT

Project will establish a change management process and tolerances that are compatible with the CPCA's 10-point guide and Risk Management Strategy.

PROJECT MANAGEMENT

General oversight by Natural Cambridgeshire Board, with programme responsibilities entrusted to a sub-group, to include a representative of CPCA and the Director of Natural Cambridgeshire. No member of the group, or of the Board, who has any interest in a project shall participate in decisions on its support or in its ongoing evaluation as it progresses.

Natural Cambridgeshire will provide day-to-day management, from its other CPCA funding in FY 22/23 to 24/25 and beyond that from the £50k provided for administration in this application

External Senior Responsible Lead: Chair of Natural Cambirdgeshire Board
External Programme Director: Natural Cambridgeshire Director [new post being recruited to]
Internal Programme Manager: Adrian Cannard, Strategic Planning Manager

R = Responsible A = Accountable C = Consulted I = Informed **Organisational Role** **Decisions/Activities**	**Internal Senior Responsible Officer**	**Internal Programme Director**	**External SRO**	**External Programme Director**	**Nat Cambs Board**	**Applicants**
Project initiation	C	A	C	C	I	
Delivery of the project	I	C	C	R	A	C
Changes to cost and programme	I	C	C	R	A	
Compliance and assurance of operational data	I	I	I	A	I	R
Evaluation	I	C	I	R	A	
Project closure	I	C	C	R	A	
[Include more or delete decisions as appropriate]						

RISK MANAGEMENT STRATEGY

Risks and Opportunities:

Scope risks

1. Cost of measures that do not allow six large schemes to proceed [Mitigation – to soft test during development - can adjust the number of schemes]

2. Lack of private sector match funding [Mitigation – the involvement of CPCA public matching funding reduces the risk element and encourages new sources of 'patient capital' and can seek lower returns on investment or more favourable terms on demonstrator projects]

3. Double counting of public investment if landowners receiving other payments for public goods such as from ELM (Mitigation – liaison with DEFRA over co-benefits vs double counting)

4. Time lag between investment and nature benefits (Mitigation – CPCA patient capital, long term management requirements built into funding agreements and regular reporting on project milestones)

Operational risks (excluding standard risks such as project management)

1. Lack of landowner interest due to competing economic returns [Mitigation – does not necessarily require the use of most productive land to uplift nature benefits; this is what the Fund is seeking to test]

2. Lack of interest from nature charities in adopting financially self-sustaining approaches to projects, in place of current expectations of once-time capital grants.

Opportunities

1. Link with Biodiversity Net Gain, Local Nature Recovery Strategies, and other regulatory requirements that drive nature-based investment

2. Market development in green investment finance

STAKEHOLDER PLAN

Natural Cambridgeshire is the recognized Local Nature Partnership for the area. It has substantial stakeholder links through its membership of the Board, its policy forum and experience of working in the area. It regularly engages with landowners and developers to promote enhancements in nature. It will work with its members and CPCA to publicise the prospectus for the Fund and target potential investors.

ASSURANCE

Natural Cambridgeshire is a charity and is bound by the requirements of the Charities Commission. An appropriate assurance process will be agreed with CPCA as part the grant agreement.

SUPPLY SIDE CAPACITY AND CAPABILITY

Project development capacity can be an issue in the nature sector, whether that is private landowners or environmental organisations. However, the large environmental nGO's are involved with Natural Cambridgeshire and can provide experience of similar project development.

KEY CONSTRACTUAL AGREEMENTS

CPCA will agree grant conditions with Natural Cambridgeshire as delivery body.

MONITORING AND EVALUATION

The Project will contribute to an outcome monitored under **CPCA performance metric 8: Climate and Nature - Land Area Providing Nature Rich Habitat (PNRH) by District**. Allowance will need to be made for the biodiversity outcome to increase over time, as habitats take time to establish.

The Programme will also deliver an outcome monitored under **CPCA performance metric 6: Total Carbon Dioxide Emissions**.

The will be an interim evaluation of effectiveness of the programme management in 2023/24; There will be post completion evaluation of programme outcomes. As the Fund is a demonstrator there will be ongoing evalution of the impact of the Fund on demonstrating robust investment models (opportunity for a link up with one of the Universities on this).

Business Case – Net Zero Communities

VERSION CONTROL

Document version	Publication date	Description of changes	Modified by
1	11 May 2022	Business Case	AC
2	12 May 2022	Completed Executive Summary	AC
3	25 May 2022	Amendments following PARC	AC

EXECUTIVE SUMMARY

STRATEGIC CASE

The aim of the programme is to fund small-scale community-led demonstration projects to move toward the net zero emissions target or tackle climate risks, whilst also delivering co-benefits on other CPCA themes. It would not cover investment on transport as that falls within the implementation of the Local Transport and Connectivity Plan. It would not cover investment into private dwellings, businesses or public sector property. It will include community assets that may be registered as businesses or within public sector.

The driver for change is the need for immediate action on the climate crisis, including reducing cumulative emissions. Demonstration projects can, whilst delivering climate mitigation or adaptation themselves, also encourage behaviour change and similar projects across communities

ECONOMIC CASE

A Do-nothing approach would mean projects that move communities towards net zero remain dependent on a market response or raising other sources of funding. A key barrier for smaller communities is the ability to raise match funding and, depending on location, there is less incentive for the market to prioritise that community (as has been seen with roll out of mobile phone and broadband coverage to rural communities prior to public sector-backed schemes). Such communities may also have fewer options for alternative means of reducing climate impacts, such as reduced access to public transport.

The individual projects will provide reductions in carbon emissions, that will have a social benefit via the cost of carbon. This will be calculated and monitored as part of the evaluation of the effectiveness of the programme. There will be a multiplier effect of other communities learning from, and replicating, the types of investment made.

The programme will be run via a competitive prospectus approach. Appraisal of individual bids will include an assessment of economic benefit vs economic costs, including any match funding. It is recognized that a small-scale grant programme will not generate large economies of scale.

FINANCIAL CASE

The £1m programme will be run as a competitive grant pot, with circa 50 awards between £15k and £30k. Match funding will not be a requirement but will be part of the weighted scoring analysis. The programme will be focused on demonstrating suitable projects in areas that may have more limited options to implement climate focused choices. The urban areas of Peterborough City, Cambridge City, and those towns receiving support through the Market Towns Programme will be excluded from the programme (as other funding routes are available/activities underway).

COMMERCIAL CASE

The programme will be run as a CPCA programme, similar to other CPCA programmes such as LUF. A small element of the programme funding is reserved for administration.

MANAGEMENT CASE

The Programme is designed for a ‘focussed’ one year push on activity during 22/23 (allowing for some tail of completions into 23/24 . Depending on the evaluation further iterations of the programme could be considered for future funding. This could revisit the decision on match funding.

INTRODUCTION

The CPICC highlighted that reaching Net Zero required action across all areas and all parts of society. It also found that this action needed to be front-loaded to minimise the cumulative build-up of carbon in the atmosphere. Residents indicated they wanted to get involved, but lacked knowledge about the actions available to them, or resources to take forward such action.

There are local examples of communities exploring alternative energy for domestic heating, local EV charging and energy efficiency projects. Existing grant schemes from government are mostly aimed at individual property owners or the public sector, rather than community schemes.

The aim of the programme would be to fund small-scale demonstration projects to move toward the net zero emissions target or tackle climate risks, whilst also delivering co-benefits on other CPCA themes. It would not cover investment on transport as that falls within the implementation of the Local Transport and Connectivity Plan. It would not cover investment into private dwellings, businesses or public sector property. It will include community assets that may be registered as businesses or within public sector.

STRATEGIC CASE

INTRODUCTION

STRATEGIC PRIORITY

The Net Zero programme aligns with objectives of the Sustainable Growth Ambition Statement. The Statement's climate objective is:

"Climate and Nature: restoring the area's depleted natural capital and addressing the impact of climate change on our low-lying area's special vulnerabilities"

By enabling local communities to take action, the project will also deliver against the Statement's human capital objective:

"People: building human capital - the health and skills of the population - to raise both productivity and the quality of life so that that people in our region are healthy and able to pursue the jobs and lives they want".

The CPCA has agreed the Climate Action Plan that supports demonstration projects to encourage wider behaviour change. The CPCA has endorsed the Environmental Principles for the OxCam Arc, which includes tackling climate issues and other environmental outcomes. If community projects involve nature-based solutions then it may also contribute to the target to double the amount of rich wildlife area through the 'Vision for Nature'.

The programme is consistent with climate action priorities as set out in local Climate and Environment Strategies. It aligns with recommendations of the CPICC.

CASE FOR CHANGE

The driver for change is the need for immediate action on the climate crisis, including reducing cumulative emissions. Demonstration projects can, whilst delivering climate mitigation or adaptation themselves, also encourage behaviour change and similar projects across communities.

A Do-nothing scenario relies on communities seeking funding from elsewhere or making no net zero interventions. Should schemes come forward then as ad hoc projects they won't build into a community of practice/demonstrators. This risks a lack of momentum on communities responding to climate change.

CLIMATE CONSIDERATIONS

The programme would have a net positive effect on climate. Although construction and materials have an embodied climate cost, net zero projects are designed to reduce energy use and provide a net benefit over time.

SMART OBJECTIVES

1. To grant fund 50 Net Zero community-led schemes by March 2023

SPECIFIC DELIVERABLES/OUTPUTS

Delivery of 50 capital projects that test and demonstrate community projects for greenhouse gases emission reductions or adaptation to climate risks.

PROJECT OUTCOMES/IMPACTS

Key success factors are that the programme has generated examples of achievable net zero projects that can be delivered at the community level, and increased awareness of the need for local action on climate change emissions and risks.

CPCA performance management metrics

The Programme will deliver an outcome monitored under **CPCA performance metric 6: Total Carbon Dioxide Emissions**.

The Project may also contribute to an outcome monitored under **CPCA performance metric 8: Climate and Nature - Land Area Providing Nature Rich Habitat (PNRH) by District**. Allowance will need to be made for the biodiversity outcome to increase over time, as habitats take time to establish.

DESIGNS

Not applicable.

RISKS

Scope risks

1. Cost of measures and poor VfM do not allow 50 schemes to proceed [Mitigation – soft programme testing during development of full Business Case to ensure the programme is correctly targeted; can adjust the Output measure of number of schemes]
2. Lack of understanding of what it means to deliver emission reductions [Mitigation – Prospectus to link to examples]
3. Lack of agreed metrics for adaptation outputs [Mitigation – metrics are used for the calculation of flood risk impact; develop additional metrics around overheating risks]
4. Lack of community capacity results in poor bids, or skews investment to areas with strong existing capacity (Mitigation – weighting of scoring matrix to reflect climate vulnerability areas; consider capacity support through third party)

Operational risks (excluding standard risks such as project management)

1. Small scale projects underestimate likely costs/barriers [Mitigation – clear Prospectus and bidding form to include a section for risks]
2. Contracting and managing with 50 communities overwhelms staff resources [Mitigation – clear ITT and standard Terms set out up front, use of model processes from existing CPCA grant programme, bid to corporate response fund if needed)
3. Supply chain risks [Mitigation – consider aggregating procurement across projects where appropriate]
4. Risk of capital grants being used for revenue purposes [Mitigation – Prospectus to set out allowable expenditure types; claims forms to identify spend]

Opportunities

1. Supply chain development

CONSTRAINTS

None.

DEPENDENCIES

Success is dependent on demand and capacity from communities to undertake small scale projects. Informal testing has demonstrated an appetite for this type of programme.

ECONOMIC CASE

All projects will be designed to reduce emissions (which have a shadow carbon cost that can be applied) or reduce exposure to climate risks. There will be additional benefits that would form part of the value for money, including volunteers time. A qualitative matrix will be designed to assess VfM.

Focusing on small-scale community projects at circa £18-20K per project will not deliver economies of scale, but will deliver early reductions in locations that otherwise may not be prioritised via the market, or national schemes. There will be actual but intangible benefit from the awareness raising and demonstration of progress at the community level.

Value for Money for the programme as a whole will be an aggregated forecast of these benefits – as no direct match funding is proposed then different approach to BCR required. The Economic Case uses the outcome appraisal tool to establish the link to strategic objectives and assess the 'optimal' approach to the project.

INTRODUCTION

APPROACH TO ECONOMIC CASE

The Economic Case uses the outcome appraisal tool to establish the link to strategic objectives and assess the 'optimal' approach to the project.

OPTIONS ASSESSMENT

A Do-nothing approach would leave projects that move communities towards net zero dependent on a market response or raising other sources of funding. A key barrier for smaller communities is the ability to raise match funding and, depending on location, less incentive for the market to prioritise that community (as has been seen with roll out of mobile phone and broadband coverage to rural communities prior to public sector-led schemes). Such communities may also have fewer options for alternative means of reducing climate impacts, such as reduced access to public transport.

An Option has been considered to increase number of projects (and hence communities) that can be supported by reducing the individual grant threshold below £10,000. This has been rejected as providing insufficient funding to support transformative capital projects and increasing the programme management costs to administer. An Option has been considered to increase the upper threshold of £30,000. This has been rejected as it reduces the total number of projects able to be supported to a level where there is limited opportunity to demonstrate and encourage climate action and behaviour change across the CPCA area.

An Option has been considered to make the Programme available to all areas of the CPCA. However, the projects are intended to act as demostrators to stimulate further projects. The CPCA area has many rural communities that could learn from, and replicate, the demonstrators. Smaller rural communities may also have fewer opportunities to take-up other actions in response to climate change (such as switching to public transport or access local services) due to their size and location. The programme will therefore focus on those areas and exclude the urban areas of Peterborough City, Cambridge City, and those towns receiving support through the Market Towns Programme (as other funding routes are available/activities underway). The Market Towns Programme covers Chatteris, Wisbech, March, Ely, Soham, Whittlesey,St Ives, St Neots, and Huntingdon.

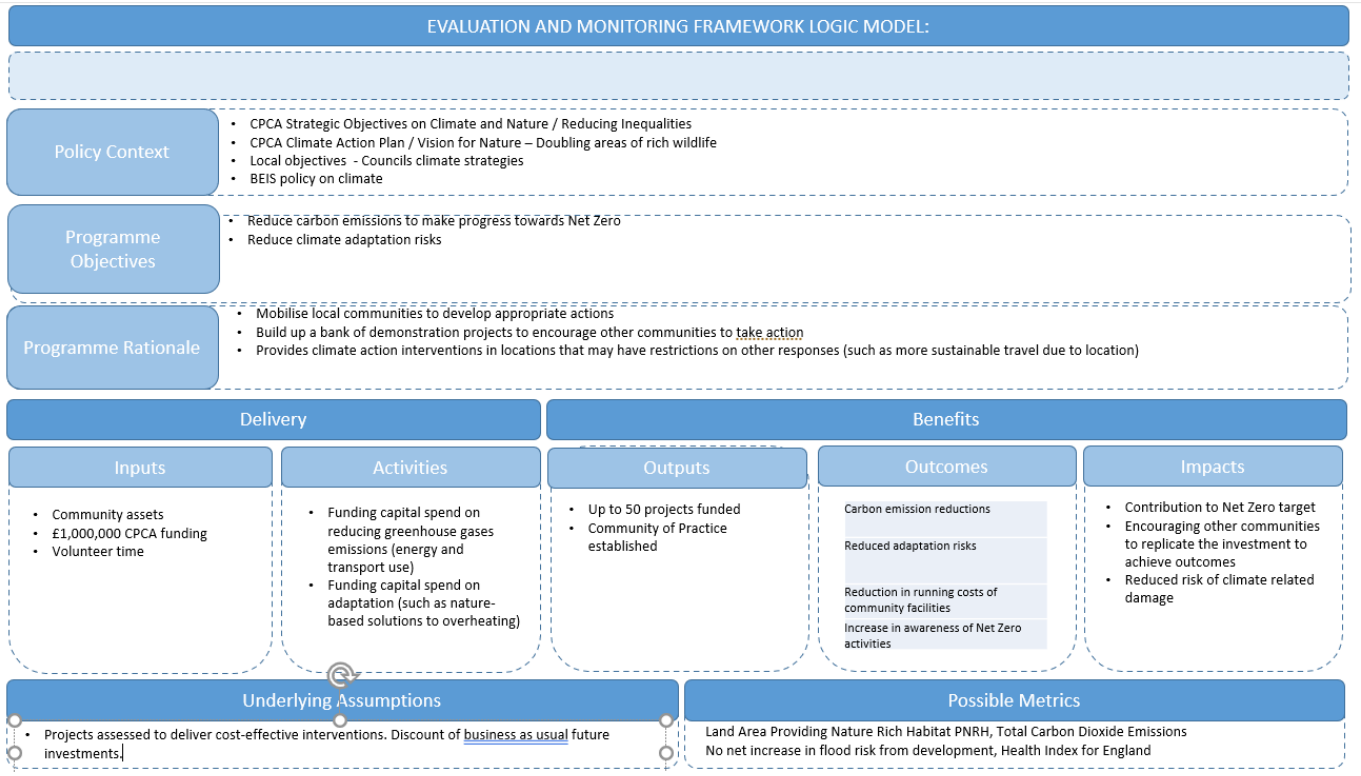
APPRAISAL SUMMARY TABLE

The Outcome Profile Tool and Logic Model approach has been used in preference to an Appraisal Summary table. See next section.

OUTCOME PROFILE TOOL

Sustainable Growth Outcomes	**Climate and Nature**
Other Programme Outcomes (optional)	Climate Action Plan (CPCA)
	District/Borough Climate Action Plans
	Cambridgeshire and Peterborough Flood Risk Management Strategy
Project outcomes	Carbon emission reductions
	Increase in awareness of Net Zero activities
	Reduction in running costs of community facilities
Project outputs	Capital investment to reduce carbon emissions
	Capital investment to reduce adaptation risks
	Circa 50 communities undertaking projects
	Community of Practice established with case studies
Project measures	Total Carbon Dioxide Emissions
	Land Area Providing Nature Rich Habitat PNRH
Limitations	Emissions need to be discounted by estimation of future 'business as usual' replacement/upgrade that the capital project has brought forward.

LOGIC MODEL



ECONOMIC BENEFITS

The individual projects will provide reductions in carbon emissions, that will have a social benefit via the cost of carbon. This will be calculated and monitored as part of the evaluation of the effectiveness of the programme. There will be a multiplier effect of other communities learning from, and replicating, the types of investment made.

DISPLACEMENT AND DEADWEIGHT

Any Deadweight from future requirement to invest in assets under business as usual will be discounted.

ECONOMIC COSTS

The programme will be run via a competitive prospectus approach. Appraisal of individual bids will include an assessment of economic benefit vs economic costs, including any match funding. It is recognized that a small-scale grant programme will not generate large economies of scale.

NON-QUANTIFIABLE BENEFITS

Depending on the community identified projects there may be other benefits, such as biodiversity from nature-based solutions or making community facilities more cost effective to run, promoting other activities that contribute to wellbeing.

SUMMARY

The project shows a clear link from the strategic objectives of the CPCA (and local councils) to the optimal solution proposed and provides a value for money programme.

COMMERCIAL CASE

INTRODUCTION
The programme will be administered by the CPCA and delivered by community groups/organisations.

PROCUREMENT OPTIONS
The Programme would operate via a Prospectus and competitive bidding round. Bids would need to be submitted via a valid legal entity (such as a parish council, district council or other organisation) for assurance purposes. Successful projects would procure activity via the named lead entity.

DELIVERY OF THE PROJECT
CPCA is the funding organisation. The programme will be operated internally, with bids assessed via a weighted assessment proforma. The MTFP Subject to Approval allocation is for capital only. Administration of the programme will be initially be undertaken within existing staff resources. Additional capacity will be provided from recruitment to the Climate Change officer post. Linkage will be made with the activities of the Net Zero Hub. Additional resource will be considered and a bid made to the corporate response fund if appropriate depending on the scope of the community projects proposed.

PROCUREMENT STRATEGY
No procurement requirements. The grant scheme will run via a publicised prospectus. Community organisations will need to provide evidence of quotes for activity in line with the CPCA's procurement policies.

WIDER CONSIDERATIONS
Match funding with other public sector grants would be allowed.

FINANCIAL CASE

INTRODUCTION
The financial case is to deliver the preferred option and follows the appraisal set out in the Strategic and Economic Cases.

APPROACH TO FINANCIAL CASE
The grant programme has been benchmarked against other CPCA grant funding programmes.

PROJECT COSTING TABLE

	Financial Year		2022-23	2023-24	2024-25
Project Costs	**Revenue**				
	Capital (£'000s)		750	250	
	Total		**750**	**250**	

	Financial Year		2022-23	2023-24	2024-25
Funding Stream	CPCA		1000		

The above costs assume £1m of CPCA investment (£18-20k average project size). The MTFP includes this as a Subject to Approval allocation in FY22/23. The capital spend profile has been adjusted to reflect claims for works completed extending into FY23/24.

This is a 100% CPCA grant without a requirement for match funding. The need to take early action on climate emissions reductions (and use schemes to encourage behaviour change) and deliver the starts on the programme within a year (to start reducing cumulative impacts) suggests that seeking community match funding is not suitable in this case. However, the bid appraisal will include a weighting to take account of matchfunding where that is proposed by communities, as this will increase the value for money of the programme.

PROJECT COST BREAKDOWN TABLE

Sources	Value	Uses	Value
Combined Authority	£1m		
		Grant scheme	£1.0m
Total Sources	**£1m**	**Total Uses**	**£1m**

AFFORDABILITY ASSESSMENT

The programme is to start in 2022/23 and has been costed as such. Short-term inflationary pressures are therefore assumed within the financial profile.

CHARGING MECHANISM / CLAIM/INVOICE PROCESS

Grants will be paid in arrears on proof of valid expenditures.

MANAGEMENT CASE

INTRODUCTION

The Management Case sets out the timing of the programme, project management and evaluation.

PROJECT TIMELINE

Following a June approval:

1. End June: Issue prospectus and seek EOI
2. July – September: Communities develop their capital project bids
3. October appraise bids and agree grants
4. November onwards delivery commences - by end March 2023 there will be 40 projects completed
5. By end July 2023 remaining 10 projects completed (this allows any projects that need statutory approvals additional time to complete)

EXIT STRATEGY

The Programme is designed for a 'focussed' one year push on activity. Depending on the evaluation further iterations of the programme could be considered for future funding. This could revisit the decision on match funding.

CHANGE MANAGEMENT

Programme has the same change management process and tolerances set out in the 10-point guide and Risk Management Strategy.

PROJECT MANAGEMENT

CPCA SRO: Paul Raynes
CPCA Project Manager: Adrian Cannard

R = Responsible A = Accountable C = Consulted I = Informed **Organisational Role** **Decisions/Activities**	**CPCA Director (Senior Responsible Officer)**	**Internal Project Director**	**Internal Project Manager**	**Communities**		
Project initiation	C	A	R	I		
Delivery of the project	I	A	R	R		
Changes to cost and programme	I	R	I			
Compliance and assurance of operational data	I	A	R	R		
Technical assurance of the content and quality of data throughout the life of the project	I	A	R			
Content and quality of information data on a day to day basis	I	A	R			
Project closure	I	A	R	C		
[Include more or delete decisions as appropriate]						

RISK MANAGEMENT STRATEGY

The CPCA risk management approach will be put into place. Initial risks have been highlighted in the Strategic Case section.

STAKEHOLDER PLAN

A Prospectus will set out details of the scheme and bidding criteria. This will be dessimiated via Councils, the Association of Local Councils and the social media channels of the CPCA and councils. A Community of Practice will be established for the sharing of projects and information.

ASSURANCE

The project will be progressed in line with the City Council's assurance framework. Regular reporting via a monthly Highlight Report to the CPCA is required.

SUPPLY SIDE CAPACITY AND CAPABILITY

The delivery relies on a successful bid process and capacity in communities.

KEY CONSTRACTUAL AGREEMENTS

Grant agreements will be required with a legal entity per project.

MONITORING AND EVALUATION

Monitoring will record community engagement, carbon saving achieved and wider benefits realised as set out in the Outcome Profile Tool. An evaluation of the programme will be carried out internally by CPCA.

The Programme will deliver an outcome monitored under **CPCA performance metric 6: Total Carbon Dioxide Emissions**.

The Project may also contribute to an outcome monitored under **CPCA performance metric 8: Climate and Nature - Land Area Providing Nature Rich Habitat (PNRH) by District**. Allowance will need to be made for the biodiversity outcome to increase over time, as habitats take time to establish.

Business Case
Doubling Nature Metrics

Version 1.0

Document version	Publication date	Description of changes	Modified by
1	May 2022	Doubling Nature Metrics, Business Case	Michael Soper

INTRODUCTION

PROJECT BACKGROUND

The project proposal has been developed jointly by Natural Cambridgeshire and CPCA Officers in response to widespread concern regarding the availability and accuracy of data to measure the stated ambition of both organisations to *"double the amount of land devoted to natures in Cambridgeshire and Peterborough".* Accurate information is needed to performance manage the ambition, to set a baseline and to accurately evaluation if local and national policy making and projects are making any impact on nature.

In addition, the Combined Authority will possibly be taking on responsibility, together with partners, for Local Nature Recovery Strategies[1].

> *"Local Nature Recovery Strategies (LNRS) are a flagship measure in the Environment Bill. They are a new system of spatial strategies for nature which will plan, map, and help drive more coordinated, practical, focussed action and investment in nature's recovery to build the national Nature Recovery Network."*

The strategy for Cambridgeshire and Peterborough will need considerable mapping and data on the current state of nature and land devoted to nature; this project proposal will meet that requirement.

PROJECT SCOPE

The project will have two main elements that will work together to vastly improve accuracy of the data available on natural habitats in Cambridgeshire and Peterborough:

- On the ground, field-survey work of many sites.
- Comprehensive work using Geographical Information Systems to organise and map the data.

Together this information will provide:

- A definitive baseline for the doubling nature ambition with classification for all nature sites[2] in Cambridgeshire and Peterborough
- An understanding of the change to the natural environment over time.
- Detailed mapping for each district / city in the Cambridgeshire and Peterborough area.

ABOUT THE BUSINESS CASE

This business case uses the CPCAs full template (which is able to accommodate planning for very large projects). It should noted that some of the sub-headings from that template are not used due to the scale and nature of this project.

[1] Shaping the future of Nature Recovery: Developing Local Nature Recovery Strategies - Natural England (blog.gov.uk)

[2] The definition of 'sites' is given later in the business case.

STRATEGIC CASE

Summary: There is a strong strategic case for the Doubling Nature Metrics project.

INTRODUCTION

The purpose of the strategic case is to assess the project's fit with local and national priorities. Here, the strategic case particularly considers the fit with the Combined Authority's Sustainable Growth Ambition Statement and the national strategy for Nature Recovery.

STRATEGIC PRIORITY

A significant number of local organisations have committed to 'doubling nature'. These include Cambridgeshire County Council (specifically on their County Farms Estate), South Cambridgeshire District Council and the Cambridgeshire and Peterborough Combined Authority. Several other local organisations with their partnership working through Natural Cambridgeshire are also fully supportive of the policy aim to increase the size and species density of the natural environment. Further afield this is also a stated policy aim of the Oxford to Cambridge Arc.

At the Launch of the Doubling Nature Vision it was noted that

> *"Cambridgeshire currently has one of the smallest areas of any county in the country, relative to size, of land managed for nature"*

The stated ambition being to "double that figure, from around 8% to 16% (which is the national average)" At this point it was acknowledged that the measurement of the density of natural species and the area of land devoted to nature (and its quality) was based on a patchwork of surveys some of which were significantly out of date. There is only limited confidence in the 8% figure and significant gaps in knowledge for many sites (particularly those in private hands).

The Combined Authority's Sustainable Growth Ambition says that there should recognition that the CPCA investment programme has six themes, all of which are anchored in the devolution deal:

> *"Climate and Nature: restoring the area's depleted natural capital and addressing the impact of climate change on our low-lying area's special vulnerabilities and encouraging businesses to come up with solutions."*

The statement goes on to say that the approach should be measurable:

> *"This approach requires us to monitor more outcomes than simply GVA growth (data which is anyway only available from the ONS with a two-year time lag). The Combined Authority will be tracking progress on outcome indicators such as the gap in healthy life expectancy, employment, land use for nature, CO2 emissions, and earnings gaps."*

Clearly the Doubling Nature metrics project is rooted in CPCA policy.

Finally, Defra and Natural England are in the process of producing the guidance for the development of Local Nature Recovery Strategies[3] These strategies will contribute to achieving nation nature recovery goals and numerous other benefits and co-benefits from nature (nature services). Considering the early pilots for this work, including Cornwall, the review of accurate data on the current state of the natural environment was seen as playing a key role in bringing local agencies and stakeholders together[4]

[3] www.gov.uk/natural-england

[4] Presentation feedback from Natural England.

To this end Natural England has committed to supporting local areas with the production of a 'National Habitat Map'. However, within the pilot study[5] it was acknowledged that the data and mapping available was only *"as reliable a depiction of what is happening in Cornwall as is possible with the information available*" with the acknowledgement that significant improvement in data was needed with data being refined as *"as more systematic monitoring and new research and data analysis techniques become available".* In other words the pilot for the Cornwall LNRS identified the need for investment such as the one being proposed within this business case.

CASE FOR CHANGE

Categorising areas of land into discrete units according to their natural character is a complex and difficult process, given the diversity of the natural world and the problems associated with simplifying this down into easily understandable classifications. The geographic scale at which the evidence is produced is one of the main variables, as for example, you could divide up a field into small areas based on ultra-local variations in habitat type or simply decide to categorise the field as one habitat.

In Cambridgeshire and Peterborough, the first attempt to work at a field-by-field scale for the majority of the area was using JNCC's Phase 1 habitat survey methodology in the 1990s. This project lasted from about **1991 to 1998** but did not include the Cambridge City area or the main urban area of Peterborough. Many parts of the fenland area of NE Cambridgeshire were also not missed. In this project sites were visited by a number of surveyors and paper maps were coloured according to the prescribed method. Target notes were made on features of particular interest.

Many years later the Cambridgeshire and Peterborough Environmental Records Centre (CPERC) scanned these maps and, starting in 2014, then digitised them into Geographical Information System (GIS) polygons.

In 2018 Natural Capital Solutions Ltd (NCS) was commissioned by the Cambridgeshire and Peterborough Biodiversity Group to create new GIS layers of habitat networks and improve the available information where the opportunity existed to do so. As part of this NCS created a new baseline GIS layer of habitats across the whole of Cambridgeshire and Peterborough. Information from several sources were combined to make the baseline layer, **including the Phase 1 1990s data** plus Natural England priority habitat datasets, Ordnance Survey Mastermap and Corine European habitat information. **However, no new on the ground surveys were undertaken** for the project to verify the habitat classifications. Therefore, inaccuracies in the source datasets will have been incorporated into the new baseline dataset and new inaccuracies caused by combining the source datasets could have been created. In addition, material changes (either improvements or degradations would have been missed).

Given the emphasis on doubling nature and the recovery of nature within our strategies it is clear that the area's data holding is no longer fit for purpose for informing and guiding our strategic intentions.

CLIMATE CONSIDERATIONS

The independent commission on climate change[6] identifies that:

> *"Cambridgeshire and Peterborough Combined Authority (CPCA) area, emissions are almost 25% higher per person than the UK average, excluding the emissions from peat. When we include the emissions from peatland we have only about 6 years remaining before we will have exhausted all of our 'allowed' share of emissions to 2050, if we are to play an equal part in delivering the UK's critical Net Zero target".*

The historical drainage of lowland soils in the Fens, for agricultural use, is associated with emissions as the drying out of peatland has resulted in the release of previously stored carbon to the atmosphere. The

[5] State of Nature Cornwall 2020 Report.pdf (cornwallwildlifetrust.org.uk)
[6] Independent Commission on Climate | CPCA | The Combined Authority (cambridgeshirepeterborough-ca.gov.uk)

commission identifies clearly that the restoration or rewetting of peatlands goes hand in hand with the recovery of nature and recommends:

> *"The CPCA has an opportunity to accelerate the doubling nature agenda, which will help deliver multiple benefits, not least in terms of health and wellbeing. Recognising the public support and interest in the natural world, the CPCA should actively prioritise the delivery of this agenda, setting an example on publicly owned land, providing nancial support for the work of the local nature partnership and supporting the establishment of a doubling nature fund, designed to aggregate sources of funding that can help communities, landowners and businesses take action to help nature recover quickly"*

> *"Our surveys of public opinion clearly showed the priority that local people attach to the natural world. Nature recovery programmes, including tree planting and wetland creation/restoration have an important role to play in helping to address the impact of climate change and engaging communities and businesses."*

Clearly, the project as proposed lays the foundations for planning for the recovery of nature and based on the Climate Change Commission's findings this has a clear benefit for addressing Climate Change.

For the activites that take part as part of the project itself, the main impact with be from the travel of two survey staff. This is minimal compared to the possible benefits, and consideration for zero-emmissions (electric vehicle travel) has to be made within the constraint that the survey staff need to access rural / off road areas.

SMART OBJECTIVES

- To gather data on the extent of nature habitats in Cambridgeshire and Peterborough by the end of FY 2024/25.

- TO generate Geographicial Information System (GIS) layers of the data so it can be shared on-line and extensively with partner organisations by the end of FY 2024/25

- To publish a report describing the amount of land devoted to nature in Cambridgeshire and Peterborough by the end of FY 2024/25

SPECIFIC DELIVERABLES/OUTPUTS

- Collation of existing GIS material on nature sites (in all forms of ownership and both open and closed access) creating the 1st draft of a digital asset*.

- On the ground survey work of a significant number of sites.

- Revision of the digital asset considering survey results.

- Publication of report and open GIS data.

PROJECT OUTCOMES/IMPACTS

There has been concern raised about how the ambition to double nature sits alongside the economic growth ambitions for the area. The ambition is frequently raised in relation to transport corridor and housing development plans (led by district council's which are perceived as being detrimental and in contradiction of the doubling nature policy). In this light the evidence gathered will:

- The data will enhance the design of strategy, including the Nature Recovery Strategy to improve the natural environment including the deployment of other CPCA funds for re-wilding.
    - Provide an understanding of loss and gain of habitat
    - Supporting the identification of priority habitats
    - Provide a performance monitoring baseline for the CPCAs ambitions

- The data will provide public understanding and accountability through the release of the work as open data. The CPCA will be able to show demonstrable progress towards the doubling nature target and the data can be used for the monitoring and future development of district council local plans and the CPCAs non statutory spatial framework.

RISKS

Risk ID	Risk type	Description/summary	Mitigation
1	Budget risk	There is a risk that the funding will not be sufficient to cover the full survey area (the size of this gap will be fully known on completion of the desk based research stage).	A prioritisation matrix will be developed so that the most important sites will receive a survey visit. A volunteer scheme will be considered to provide additional capacity or core staff could be used. District Councils and other agencies will be offered the chance to match fund the project to fully survey their area.
2	Delivery risk	The project fails to recruit the required skilled staff.	A comprehensive recruitment strategy will be developed. Consideration will be given for providing additional bonus or completion incentives to ensure someone is retained for the whole of the survey period.
3	Delivery Risk	COVID or other issues (e.g. foot and mouth) limit access to sites	Judgement will be taken by the steering group in advance of each survey period in relation to this risk with a postponement to the following year if necessary.

CONSTRAINTS

The project is being proposed within a tight budget envelope therefore there will be a finite number of site visits within the time / cost allowed. This being the case, the project would not seek to classify every single land parcel, but would seek to provide up-to-date information covering priority land parcels identified as potential habitat across the majority of the county.

The project has a rural focus, with survey priority given to parcels of land that have been unsurveyed for sometime. Within the design of the project consideration will be given to the extent to which urban sites, sites on new developments and pocket sites as part of major infrastructure (e.g. the A14 rebuild / re-route will be incorporated into the calculations.

DEPENDENCIES

This is a partnership project and the main dependency is the cooperation of partners to examine and consolidate the data held by each. Therefore the stakeholder section within the management case is particular important.

The other dependency is around hosting of the project – see commercial / management cases.

ECONOMIC CASE

Summary: There is a strong economic case for the Doubling Nature Metrics project with a cost benefit ratio of 1 to 5.4

INTRODUCTION

The main purpose of the economic case is to look at the value for money for a project. In this case the investment is being requested for data, research and policy which has a limited fit with the CPCA economic case template. Therefore some headings such as options assessment, displacement and deadweight are not included here.

The National Audit Office state that good value for money is the optimal use of resources to achieve intended outcomes. This includes ensuring that:

- There is balance of inputs, outputs & outcomes
- 'optimal' is the most desirable possible, given restrictions or constraints
- what does good look like? has been answered

The Combined Authority Assurance Framework also states that we must achieve value for money through ensuring all projects contribute to the objectives of the Combined Authority via adherence to the Green Book principles. This means all business cases must demonstrate a strong fit with the strategic objectives of the Combined Authority Board.

This financial case includes a Logic Model, a Green Book Outcome Profile Tool linked to our Sustainable Growth Ambition Statement and either a summary of economic benefits and / or a Green Book Appraisal Summary Table completed to ensure that the value for money question has been answered.

APPROACH TO ECONOMIC CASE

The approach to the economic case is to look at the longevitiy and utility of the data produced. How long will it be used for? What is the potential value of a dataset? Are there any future savings arising from cost avoidance in future years?

COSTS AND BENEFITS

The original 1990s survey of nature sites has been used as the baseline for nature data for the last 30 years. It is intended that this new survey work will have a similar legacy of use, albeit with more regular updating.

Return on investment is assessed as coming from two sources.

1. The value of the data.
   The data created is an asset with a quantifiable financial value. For this assessment we have looked at the PWC report, Putting a Value on Data[7].

2. The length of use over time
   Given previous experience it is proposed to look at the value over two separate time scales, 20 years and 30 years.

In their report, PWC note that

> *"the value of information assets has never been greater. According to the European Commission, by 2020 the value of personalised data just one class of data will be one trillion euros, almost 8% of the EU's GDP"*

[7] Putting a value on data (pwc.co.uk)

Public sector authorities need to acknowledge that they existing an world where data is seen as a tangible asset that is sold and resold and exploited to create commercial value. In valuing a data asset there needs to be consideration of its quality, gaps, restrictions (e.g. GDPR) and Use Cases (possible applications).

The drivers of value are shown overleaf, assuming an organization or group of organisations invests time to fully understand their data inventory, the value lays in future economic benefit.

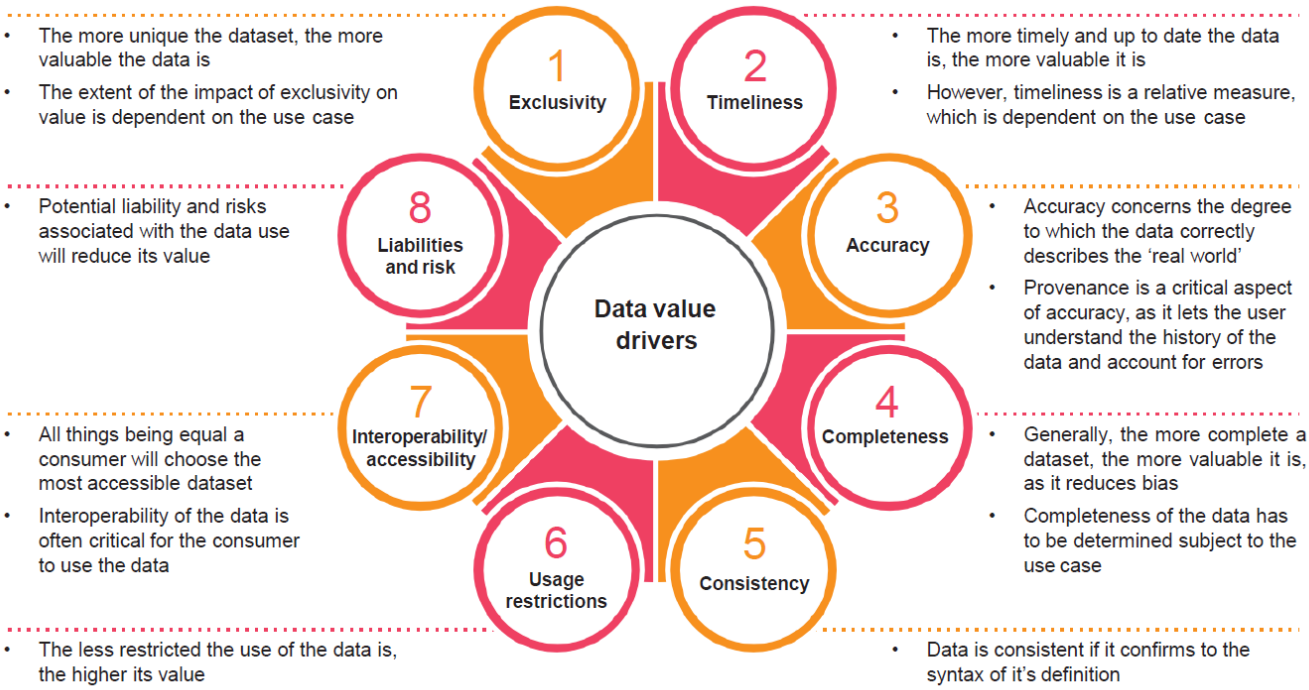


Figure 1: PWC, Data Value Drivers

The valuation itself is governed by a set of approaches, income (revenue obtained from selling access), Market Approach (transactions facilitated or attracted by the data) and Cost Approach (replacement costs). Given the non-commercial nature of the dataset being created then the later, cost approach has been chosen coupled with an understanding of the leverage[8] that the dataset creates by enhancing the activities of the CPCA and partner organisations.

Specific future use is expected to be:

1. For the preparation and monitoring of the Local Nature Recovery Strategies
2. For the preparation and monitoring of the Natural Cambridgeshire, Doubling Nature Strategy
3. For the preparation of district Local Plans
4. For inclusion within performance monitoring reports for the CPCA;

[8] Leverage by identifying opportunities to enrich existing services, plans and work or develop entirely new public services or insights.

5. For use in bidding for external funding

6. For guiding the use of funds investing in the recovery of local nature

Good estimates for the cost of policy and planning activity are limited. The cost of producing neighborhood plans are estimated at £20,000 - £86,000 per plan depending on complexity, similarly district local plan direct budgets (excluding staff time) range in the £550,000 to £1.5m range. Development of the Cambridgeshire and Peterborough Independent Economic Review (CPIER) and follow up work cost £640,000. The data being produced would have a fractional value within these example envelopes, over time.

Activity	**Fraction of activity**	**Estimate value over time (20 years)**	**Value**
Cost (see method)			
Initial cost of data preparation – as a guide to fixed asset value	100%	£125,000 initial (0-5 years) with detiriation in value over time without further investment	£125,000
Leveraged Activity			
For the preparation and monitoring of the Local Nature Recovery Strategies and Natural Cambridgeshire, Doubling Nature Strategy	25%	£100k in 4 five year cycles	£320,000
For the preparation of district Local Plans	0.5%	£12m (6 plans with two cycles)	£60,000
For inclusion within performance monitoring reports for the CPCA;	4%	£10k in activity over 20 years	£8,000
For use in bidding for external funding	5%	Five successful bids of total value of £10m	£50,000
For guiding the use of funds investing in the recovery of local nature	5%	Base on current CPCA programme of £6m x 4 cycles	£120,000
Total			**£683,000**

Figure 2: Cost / Benefit Table

Following the methodology shows an estimated cost / value ratio of 1 to 5.4.

In addition to the assessment above, we have also used the

COMMERCIAL CASE

The Commercial Case identifies that the chosen delivery route is cost effective.

INTRODUCTION

The purpose of Commercial case is to test the chosen procurement route and to test if the project is commercially sound. As the project is focused on generating a specific data source for policy use some headings have been omitted.

PROCUREMENT OPTIONS

The three identified procurement options would be:

- To carryout the work in house, within the CPCA
  - The CPCA is operating on the principal of being a slim organisation with delivery being carried out elsewhere. At present it does not have the expertise or capacity to deliver the work within existing staff resources.

- to put the survey out to tender and secure the services of an independent contractor through open competition
  - The costs of going to market and using a commercial supplier are considerable compared to working with a not-for-profit organisation. In addition there are no suppliers within the market that have the sunk cost of the base data / local knowledge. The significant inertia that an independent contractor would experience in relationship building and gaining access to knowledge and data would prevent delivery within the cost / time envelope. A commercial partner would not provide any legacy benefit.

- To agree an SLA with a partner organistion of the CPCA, in this case the identified provide would be the Wildlife Trust Bedfordshire, Cambridgeshire, Northamptionshire (BCN) working with CPERC (the Cambridgeshire and Peterborough Environmental Records Centre)[9]
  - **This is the preferred option.** Both BCN and CPERC have the existing data and knowledge upon which the data development and survey work will be based. The model of agreeing service level agreements with partner organisations is well understood.

DELIVERY OF THE PROJECT

It is proposed that the Wildlife Trust Bedfordshire, Cambridgeshire, Northamptionshire (BCN) oversee the day-to-day management of the project and administer the contracting of the survey work.

It is proposed that the Cambridgeshire and Peterborough Environmental Records Centre (CPERC) manage the GIS element of the project and identify the areas surveyors need to visit to verify their habitat status.

PROCUREMENT STRATEGY

The procurement strategy is to agree and SLA primarily with BCN. BCN have indicated their willingness to enter into the agreement.

[9] Cambridgeshire & Peterborough Environmental Records Centre (cperc.org.uk)

FINANCIAL CASE

The Finance Case is Straight Forward

INTRODUCTION

The purpose of the finance case is to provide reassurance on the finance (justifying the cost) and financial risks of the project.

PROJECT APPROACH AND COSTING

Planning (Data) Stage

Current habitat information plus up-to-date aerial photography and other datasets would be used as much as possible to guide this process. Other sources of information will include Natural England priority habitat datasets, Forestry Commission Trees & Woodlands Inventory, and Countryside Stewardship information to identify areas where new habitats may have been created over the past 20 years. These sources are all **free of cost beyond the paid officer time required to gather and align the data**. Standard methods would be used rather than a bespoke solution:

- Like the previous NCS dataset, the new baseline would be on an OS Mastermap framework to ensure its positional accuracy in relation to other GIS datasets.
- The target habitat classification would either be a modified Phase 1 classification or the new UK Habitat Classification (UKHab). These can be easily converted into each other.
- To make the project feasible, within the cost envelope it is envisaged that dense urban areas would largely be excluded, with the exception of greenspaces within those urban areas over a certain size, which would include parks. Private gardens would be excluded.

Year one costs will be for a GIS resource within CPERC to complete this work.

Delivery (Survey) Stage

To help ensure the accuracy and consistency of the survey information, it is envisaged that professional surveyors would be contracted to do the work, with the potential for more than one surveyor to be working in different parts of the Cambridgeshire and Peterborough area at the same time.

The surveyors should possess significant botanical survey skills and experience to help them classify habitats and identify rare or interesting habitats when they come across them. However, for the majority of land full botanical surveys would not be carried out, a habitat classification would suffice. Year two and three costs will be for the survey work.

The surveyors will be contracted to BCN on a seasonal basis to maintain value for money.

PROJECT COST BREAKDOWN TABLE

	Financial Year	2021-22	2022-23	2023-24	2024-25
Project Costs	Revenue		25k	50k	50k
	Capital				
	Total		25k	50k	50k

	Financial Year	2021-22	2022-23	2023-24	2024-25
Funding Stream	*N/A*				
CPCA Medium Term Financial Plan	*Approved to spend*		25k	50k	50k
	Subject to approval				

AFFORDABILITY ASSESSMENT

Cost to the CPCA will be fixed within the terms of the SLA so the affordability assessment is straight forward. Provided the budget line is maintained within the CPCA budget then the project is achievable with the cost envelope.

CHARGING MECHANISM / CLAIM/INVOICE PROCESS

The charging mechanism within the SLA will be for quarterly claim to be submitted to the CPCA from BCN.

MANAGEMENT CASE

The Management Case is considered robust

INTRODUCTION

The purpose of management case is to identify that sufficient controls are in place to properly manage the project.

PROJECT TIMELINE

The project could be broken down into parish units, with a pilot project being carried out first on a small number of parishes to assess the methodology and give a good estimate of the likely timescales involved. There are 264 parishes in Cambridgeshire and Peterborough (if the Cambridge and Peterborough City areas are counted as one parish each). The total area of Cambridgeshire and Peterborough is 3,397 square kilometres. There are over 1.6 million polygons in the NCS baseline GIS dataset (although this includes urban areas). The area to cover is therefore very large and the time needed to complete the whole county should not be underestimated.

However, the desk-based assessment would significantly reduce the area of land to visit by excluding arable land, amenity land or urban areas. Where high quality information is available e.g. for designated nature sites and some County Wildlife Sites, these would not need to be visited.

It is planned that the project would take 3 years to complete Autumn 2022 to March 2025. It would involve 2 full survey seasons 2023 and 2024, with 6 months preparation beforehand in winter 2022/23 and 6 months project write up and completion winter 2024/25. These timings are season critical as the survey work requires that certain plants, trees and species be evident.

EXIT STRATEGY

Once the whole county has been covered, there will need to be maintenance of the dataset to keep it up to date as land use and habitats are change. A separate proposal for this aspect should be developed on completion of this project, so that public authorities can continue to monitor and make decisions based on up-to-date environmental information.

At present there is no other funding or existing officer time dedicated to keeping the information on the natural environment up to date. Crucially, whilst general national GIS data can provide a view of ‘green infrastructure’ (parks, accessible land etc.) there would be nothing available that indicates the quality of that infrastructure or its value to wildlife.

The data that does exist is already dated and that situation will continue to worsen. The implication of this would be an increasing level of challenge to planners (in relation to local plan preparation) and to policy makers (in relation to the doubling nature commitment) as to what is being achieved and against what baseline.

Living with the uncertainty would mean a dependency on assumptions derived from national datasets of limited accuracy. The initial impact would be on organisational credibility but increasingly the lack of accurate information would contribute to growth schemes being open to legal challenge on the basis of detriment on the natural environment where there is no credible narrative available about improvements elsewhere.

PROJECT MANAGEMENT

For CPCA
Director (Senior Responsible Officer): Paul Raynes, Director of Delivery and Strategy
Internal Project/Programme Manager: Michael Soper, Monitoring and Evaluation Manager

For BCN:
Project Director / Project Manager: Martin Baker, Conservation Manager

For CPERC:

Project Manager: Phil Ricketts

R = Responsible A = Accountable C = Consulted I = Informed Dec = Decision **Organisational Role** **Decisions/Activities**	**Director (Senior Responsible Officer)**	**Project Director**	**Project Manager**	**Survey Team**	**CPCA Board**	**Stake Holders**
Project initiation	R	A	n/a	n/a	Dec	C/I
Delivery of the project	R	A	A	n/a	I	C/I
Changes to cost and programme	R	A	A	n/a	I	n/a
Technical assurance of the content and quality of data throughout the life of the project	I	R	A	A	n/a	C/I
Content and quality of information data on a day to day basis	I	R	A	A	n/a	C/I
Project closure	R	A	I	n/a	Dec	I

RISK MANAGEMENT STRATEGY

A risk register will be maintained throughout the development of the business case. The risk register will be updated and reviewed monthly.

STAKEHOLDER PLAN

The work will be conducted under the guidance of a steering group involving Natural Cambridgeshire, the CPCA and representatives from the Cambridgeshire and Peterborough Biodiversity Group (Local Authority Ecology Officers). This steering group will be the main route through which stakeholders are managed. The precise make-up of the steering group will be dependent on capacity to be involved amongst individual Council Officers. In cases where there has been limited capacity one or two district officers have volunteered to represent all districts as an interest group.

Other stakeholder groups include:

- Natural Cambridgeshire
- Individual Conservation Bodies
- Natural England
- Transport Bodies including Highways England and Network Rail
- Land Owners
    - Noting that an engagement plan will need to be drawn up with major landowners and landowner consultative bodies such as CLA, NFU etc.

CHANGE MANAGEMENT

Changes will be managed through the steering group with the Senior Responsible Officer holding ultimate responsibility for significant change requests (referring these back to the CPCA board if necessary).

ASSURANCE

The work will be conducted under the guidance of a steering group involving Natural Cambridgeshire, the CPCA and representatives from the Cambridgeshire and Peterborough Biodiversity Group (Local Authority Ecology Officers).

There will need to be sufficient technical assurance that the work is being carried out to meet national standards and best practice. The role of the CPCAs Monitoring and Evaluation Manager is particular important in this regard.

SUPPLY SIDE CAPACITY AND CAPABILITY

The project's main cost is for staffing. It is judged that there is sufficient skilled people available to recruit onto the project (although this remains a risk to delivery).

KEY CONSTRACTUAL AGREEMENTS

The SLA between the CPCA and BCN will be the main Contractual Document

MONITORING AND EVALUATION

This is inherently a M&E project, it is judged that there does not need to be indepth evaluation of the final product beyond a technical assessment on the accuracy of the data produced and a short report, two years on, covering the initial use made of the data to provide the CPCA board with the assurance need the that value for money. Leverage identified for the project has been achieved.

Full Business Case
City Portrait - Cambridge

Version 2: 26 May 2022

VERSION CONTROL

Document version	Publication date	Description of changes	Modified by
1	May 5th 2022	Full Business Case, City Portrait – Cambridge, First version.	Michael Soper
2	May 26th, 2022	Full Business Case, City Portrait – Cambridge. Amendments post PARC and final review by project director	Michael Soper

INTRODUCTION

PROJECT BACKGROUND

Achieving the Combined Authority's GVA target will require Cambridge's economy to see sustained and sustainable growth and the region's cities have an important role to play.

Cambridge City Council's draft recovery strategy (for a greener and fairer city) notes how an imbalanced jobs market and lack of appropriate skills had already seen sections of Cambridge's population disengaged from the Cambridge Phenomenon, reliant on food banks and benefits, and experiencing a ten-year gap in life expectancy. These inequalities deepened during the pandemic as the knowledge-based sectors thrived, and lower-wage sectors struggled. The economic success of the area has also brought into focus the limitations of the local environment, highlighting the needs for additional investment to achieve sustainability.

Cambridge City Council's Climate Change strategy identifies the risks to the city and its communities from climate change and shares a vision for the city to be net zero carbon by 2030. The Council's Anti-Poverty Strategy identifies the levels of poverty and inequality in the city and sets objectives to address these.

To help inform the strategies and interventions that will ensure sustainable economic growth and an inclusive recovery from the impact of COVID, it is proposed working in partnership with the Combined Authority, County Council, business, and community groups to commission capacity to develop a portrait of Cambridge City that will identify strengths and weaknesses against the most appropriate elements of several sustainable economic models.

- Doughnut or Lifebelt economics
- The six capitals,
- United Nations Sustainable Development Goals
- RAND Quality of Life Framework
- Legatum Framework
- Thriving Places Index,
- Levelling Up Index,
- PWC Good Growth Index

This will provide a dynamic analysis of the "state of the city" and a regularly updated evidence base to inform interventions to underpin sustainable economic growth within environmental limits with social justice.

PROJECT SCOPE AND OUTCOMES

The project scope will be to conduct data analysis and public engagement for the area of the City of Cambridge. The analysis will consider the strengths and weaknesses of Cambridge against several sustainable economic models

The initial project outputs will be:

- An analytical report and a data framework about Cambridge against sustainable economic goals which can be readily updated on into the future and presented in an engaging way that aids understanding.

- Engagement with the public, business, and community groups on this topic to fully understand the constraints and opportunities for achieving sustainable growth and to help identify the most

meaningful available data to inform understanding.

- A shared learning session held, with County Council and District officers invited across the CPCA area (and the wider region if capacity allows) to learn about the methodology of the project and the results of the analysis, with on-going officer support from within the CPCA to implement the model of analysis for other areas within the CPCA should they wish.

The project outcomes will be judged a significant improvement in the evidence base to inform policy and investment decisions. For the City Council this could potentially include policies and investments relating to achievement of the City Council's vision and the priorities contained in the Council's Corporate Plan.

For the Cambridgeshire & Peterborough Combined Authority, Existing parallels for the Combined Authority include the development of market town master plans. The informed, future spending plans could target the CPCAs specific goals of:

- Social: Improving the skills and life chances of current excluded populations
- Environmental: Meeting doubling nature and carbon neutral targets

STRATEGIC CASE

The strategy case for the City Portrait shows a significant fit with the CPCA's Sustainable Growth Ambition Statement and supports developing this approach at a local level.

INTRODUCTION

The purpose of the strategic case is to demonstrate alignment with local, regional and national policy objectives. Specifically, the strategic case should test the project fit with the CPCA's Sustainable Growth Ambition Statement.

STRATEGIC PRIORITY

The opening paragraph of the CPCA's sustainable growth ambition statement is as follows:

> *"In pursuing economic growth, we have a responsibility to ensure that rising prosperity makes life better, healthier, and fairer, and does not exhaust the resources our children will need for the future. More and more people are recognising that we don't just need growth: we need good growth. Our aim is not simply to increase our income, but to increase our area's wealth, in a way that is driven by our value".*

This proposed project speaks to the core of this statement and the ambition outlined in the opening paragraph. To achieve this stated ambition, there is the urgent need for good quality data and insightful analysis to under pin action. Picking up on the principles of doughnut economics and other holistic analytical models, this analysis needs to encompass both social and environmental issues, as well as economic.

The Joseph Rowntree Foundation noted in its review of Poverty, Social Justice, and Climate Change that lower-income and other disadvantaged groups contribute least to causing climate change but are likely to be most negatively affected by it; they pay, as a proportion of income, the most towards implementing certain policy responses and benefit least from those policies; and their voices tend to go unheard in decision making. The report cites examples of the interaction between vulnerabilities, for example being elderly and living on a low income, and the impact of climate change for example coping with flooding events or extremes of heat and cold.

There may be a view that the issue is not as pertinent to Cambridge as other places that rank higher in measures of poverty such as the Index of Multiple Deprivation. However, the city has a significant number of people living on a low income and there are plenty of examples of an inequality gap for Cambridge:

- Cambridge being cited as the UK city with the third worst gender pay gap , pre-covid, Cambridge's gender pay gap was quoted as being Cambridge's 19.6%.

- The City has long been identified as having the most unequal in terms of pay with the top 6% of earners who live there take home 19% of the total income generated, while the bottom 20% of the population account for just 2% of that total.

- The City has some of the most unequal rental and property prices in the UK. According to property website Zoopla the average house costs about £440,000, nearly 13 times more than the city's high median annual salary of £34,400. One in 10 households, however, earned less than £16,518 a year, according to the Office for National Statistics, and were paid hourly rates lower than the national living wage.

CASE FOR CHANGE

Failure to address low income, environmental imbalance and inequality has consequences. Excessive levels of income inequality ultimately holding back economic growth and causing instability. The upward redistribution of income in favour of a relatively small group restricts consumer spending, encourages debt, and creates an economy more vulnerable to financial crises[1]. Overtime there will be an increasing burden on the NHS, Social Security and Local Government Services with a knock on for local taxation.

Housing affordability and improving public, active transport infrastructure and addressing water and power constraints are key to meeting the needs of current and future populations in terms of accessing employment, reducing carbon emissions etc. Failure to nurture Cambridge's globally recognised innovation eco-system and to address the needs of businesses in the wider economy will lead to a reduction in productivity and threaten Cambridge's ability to attract inward investment which has wider implications across the Greater Cambridge area and beyond.

The Cambridgeshire Independent Commission[2] on Climate Change has identified that the region faces at least 42 local risks of the 53 national risks referenced in the UK Climate Change Risk Assessment 2017. Nearly 1-in-10 homes and nearly 1-in-4 agricultural and industrial production facilities may face flooding from rivers by 2099 due to changing precipitation patterns without further adaptation. Flooding from runoff in urban and paved areas may also impact a significantly higher proportion of the built environment. Due in part to greater future water needs, changes in the character of summer precipitation, and increased summer temperatures, the region may seasonally experience lower river and aquifer levels than in years past. This, in turn, exposes the region to several risks across several crucial areas including people, businesses, industry, and biodiversity within the natural environment. Clearly then the case for change includes understanding and mitigation these risks by taking action to reduce climate change.

Models that have been put forward to understand local systems:

- The Six Capitals, Doughnut or Lifebelt economics
- United Nations Sustainable Development Goals
- RAND Quality of Life Framework,
- Legatum Framework
- Thriving Places Index,
- Levelling Up Index,

[1] Double Trouble: A review of the relationship between UK poverty and economic inequality (lse.ac.uk)

[2] CPICC: Initial Report (hs-sites.com)

- PWC Good Growth Index

But at present there has not been in-depth local research, engagement, and data analysis to support us to understand these. Rather, local analytical resources are largely restricted to understanding systems, transactions, and service demands. Focusing on the symptoms rather than the causes, to quote the Treasury Green Book (para 3.4)

> "*Policy development must start with development of the rationale and be based on a sound understanding of the current position. This needs to be understood in objectively quantifiable terms so that the scope and key features of the issues are understood appropriately".*

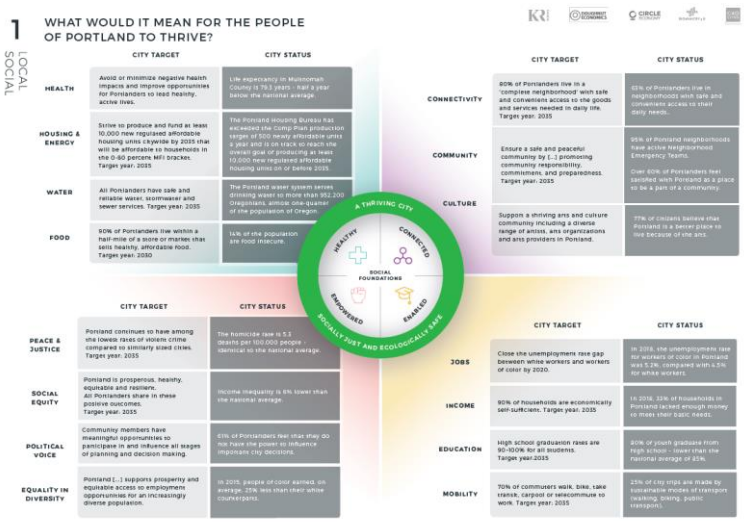
The methodology that will be followed will draw on a variety of approaches.
As an example, the methodology associated with doughnut economics city portraits is shown below. There is specific guidance[3] and published experiences for such an approach, with portraits already completed for such cities as Amsterdam[4], Portland[5] and Philadelphia.

a. The initial approach with the doughnut economics model is to look at the city through four lenses (see diagram below).

Figure 3 The four lenses of the City Portrait

b. This is then developed into a clear set of data and a report (see below for a summary image from the Portland report).

[3] Creating-City-Portraits-Methodology.pdf (doughnuteconomics.org)
[4] 20200406-AMS-portrait-EN-Single-page-web-420x210mm.pdf (kateraworth.com)
[5] Portland's City Portrait | Portland.gov



c. The final step is a series of workshops or consultation sessions[6]; Participants would be invited to imagine alternative, thriving visions for their city by considering the following prompt: “Imagine that you wake up in a thriving Cambridge in 2028. What is city life like?". The results are written up and potentially are used to inform policy being pursued by a number of different organisations.

[6] Exploring Portland's City Portrait | Portland.gov

Understanding each of the approaches and considering the pros and cons (as well as the public reaction through consultation is one of the key outcomes from the project.

CLIMATE CONSIDERATIONS

The project itself will not create any additional carbon emissions or any adverse environmental impacts so it can be considered as climate neutral.

As the project progresses there will be opportunities to stimulate further investment in activities that will have a positive impact on both climate and the environment.

SMART OBJECTIVES

- To complete a written analysis of Cambridge City that will identify strengths and weaknesses against several sustainable economic models; and to provide a data framework that will provide an easily updatable baseline against which change can be monitored regularly. This will include assessment against a broad range of economic, social, and environmental indicators that represent the most meaningful measures of the outcomes that Cambridge City Council, the CPCA and stakeholders identify, for instance to achieve the City Council's vision and corporate plan objectives, and the CPCA's sustainable Growth Ambition statement. The indicators will be drawn from data sets that are produced periodically so that the Portrait can be updated regularly to monitor change over time and the impact of interventions. The project should advise on how to present the data in the portrait in an accessible and engaging way that aids understanding.This project will liaise with partners working on the Greater Cambridge data audit to ensure the two products complement rather than duplicate each other.

- Analysis to be published in two parts. October / November 2022. Initial report on what the latest data is telling us. Discussion document to support public engagement. End June 2023, final report (including write up of public engagement) and recommended data framework.

- To conduct a range of public engagement exercises based on the October 2022 discussion document with local groups, residents, businesses, and key influencers. This is to sense check the emerging picture from the analysis.

- To hold a development session (July 2023) with district council, CPCA and County Council colleagues in order to share the learning from the research and facilitate others carrying out similar exercises (to make this event sustainable there will be invitations for wider participation across the eastern region – if capacity allows).

SPECIFIC DELIVERABLES/OUTPUTS

- Report One: October / November 2022. An initial City Profile.

- Report Two: June 2023. Final analysis and results of engagement.

PROJECT OUTCOMES/IMPACTS

The process of developing and sharing the portrait should also help draw partners together, to inform discussion of shared vision and outcomes and facilitate conscious collaboration around how partners' resources are utilised to optimise achievement of those shared outcomes.For Cambridge City Council and its partners, this will be important in ensuring the Recovery Strategy, Corporate Plan and associated strategies, policies and investments are effective in supporting achievement of the council and partners' vision.

Existing parallels for the Combined Authority include the development of the Cambridgeshire & Peterborough Independent Economic Review and other thematic research that has informed strategies and the market town master plans or the work of the climate change commission. These have each informed, future spending plans for the CPCA and partners.

Considering experience elsewhere the specific outcomes for the portrait work will include furtherance of the CPCAs own goals including:

- Social: Improving the skills and life chances of current excluded populations
- Environmental: Meeting doubling nature and carbon neutral targets

As previously stated, cities have an important role to play in achieving these goals for the CPCA. Other international cities that have already been through a (Doughnut) Portrait process report that the approach creates a shift in policy mindset:

- A shift in focus from relying on implicit benefits of economic growth to lead to improvements in social wellbeing and environmental sustainability, to focus on achieving explict benefits for wellbeing and environmental sustainability directly from wealth creation investments. For Cambridge this will mean looking at how such things as the rapid growth in employment, over 21,000[7] additional jobs since 2015, has benefited different communities (or not as the case may be).

- Moving away from a model that rests on the idea that humans are *'fundamentally selfish and self-serving'* (Raworth 2018) and optimise their behaviours to maximise their own economic position. To recognising the human potential for kindness and co-operation and willingness to volunteer and support other community activities. An example for Cambridge would be activities such as Eddington Eats "*a monthly pop-up community restaurant at Storey's Field Centre. By neighbours for neighbours; a group of volunteers get together to cook a healthy, delicious dish every month to share and create an evening for Eddington residents to eat and meet"*

DESIGNS

There are a number of existing models that have been put forward to understand local systems:

- The Six Capitals, Doughnut or Lifebelt economics
- United Nations Sustainable Development Goals
- RAND Quality of Life Framework,

[7] Source: Cambridge City NOMIS profile.

- Legatum Framework
- Thriving Places Index,
- Levelling Up Index,
- PWC Good Growth Index

Part of the work will be to create a blended approach, using the best of a number of approaches.

RISKS

Risk ID	Risk type	Description/summary	Mitigation
1	Budget risk	The project value of £80,000 is thought to the lowest viable cost of the project. This poses a risk of delivery which may become apparent when we go to market.	The CPCA will provide additional officer time to support the project, with input on the data work, to provide additional capacity – bridging the funding gap if required.
2	Delivery risk	The project falls behind its expected time-scale due to data availability or delays in the consultation process.	Contingency time has been added to the project planning. There will be an assessment of the data availability against the timescale of the project as part of the work and this will then be built into the planning (nice to have versus must have data).

CONSTRAINTS

There are no specific constraints being place on the project.

DEPENDENCIES

The project will draw from a range of local data sources. There is some dependency on engagement of partners with the project and the willingness to supply data in a timely fashion.

ECONOMIC CASE

The Economic Case for the project is strong with significant policy development work taking place for the £80,000 investment.

INTRODUCTION

The National Audit Office state that good value for money is the optimal use of resources to achieve intended outcomes. This includes ensuring that:

- There is balance of inputs, outputs & outcomes
- 'optimal' is the most desirable possible, given restrictions or constraints
- what does good look like? has been answered

The Combined Authority Assurance Framework also states that we must achieve value for money through ensuring all projects contribute to the objectives of the Combined Authority via adherence to the Green Book principles. This means all business cases must demonstrate a strong fit with the strategic objectives of the Combined Authority Board.

This financial case includes a Logic Model, a Green Book Outcome Profile Tool linked to our Sustainable Growth Ambition Statement and either a summary of economic benefits and / or a Green Book Appraisal Summary Table completed to ensure that the value for money question has been answered.

ECONOMIC BENEFITS

The value for money assessment for this project needs to take into consideration the scale of the expenditure against any possible return. The CPCA investment in the report is £80k. This is compared to an initial request from the City Council of £160k. The cost of the project has been scaled back by decreasing the level of input from contractors / consultants and increase the amount of CPCA and CC officer time devoted to the project.

There are several separate measures to gauge the scale of any outcome from investment decisions made after the final report / framework is delivered.

- The Combined Authority's own Value for Money (VfM) assessment of its affordable housing programme shows that changes in life position for low-income households can yield have significant savings for the exchequer. In this case shifting one low-income household from private rented accommodation to affordable social rent results in a saving on housing benefit of £70,500 per household (over a modelled period of tenure)[8].

- Supporting one single person to move off universal credit (and into higher value work) can save £13,400 per year in UC payments. For households with children the amount is higher, around £20,000.

[8] Brief Summary of Value for Money Assessment for the Cambridgeshire & Peterborough Affordable Homes Programme, Soper M, 2021 (updating Capital Economics model, 2009)

- Considering improvements in skills / qualification levels (based on DfE Reporting[9]). There is a large lifetime productivity benefit from completing a level 2 qualification, for example an apprenticeship, compared to only holding lower qualifications. The lifetime productivity gains are particularly large for men, at close to £140,000, but are also sizeable for women £67,000. With men receiving an uplift in wages of 15%.

- Addressing climate change has been identified as having many co-benefits as well as direct benefits by the Cambridgeshire Independent Commission on Climate Change. Cleaner air leads to better health and indirect savings to the NHS. Improved public transport reduces Co2 but also provides for a more equitable access to labour markets for the less well off.

Clearly the policy actions that could be inspired in the wake of the City Portrait report have the potential to generate a substantial return compared to the cost through the outputs and outcomes of projects that it inspires. These will need to offset against the additional costs of those projects. But a fractional influence on a training programme, for example, at 5% for 100 people learning at level two would create a benefit of £335,000 or 4 to 1.

Further there needs to be some consideration of the value of the project itself[10]. At present the value of the project, £80,000 is significantly below that invested previously in creating Market Town Strategies, the Independent Economic Review or the Climate Change Commission.

We anticipate that the project will deliver an enhanced sense of shared endeavour, collaborative relationships and systems thinking among partner organisations and community leaders.

DISPLACEMENT AND DEADWEIGHT

No displacement or deadweight issues have been identified as being associated with this piece of policy work.

ECONOMIC COSTS

Costs have been obtained using the known value of similar projects conducted using consultancy work. The flexibility of officer time devoted to the project is a tried and tested method of adjusting for shortfall in provision for the sum (£80k). Any additional costs incurred will be the responsibility of Cambridge City Council not the CPCA.

The three Es of value for money will be achived through a competitive tendering exercise (with consultancies bidding for the work) providing for economy, efficiency and effectiveness.

NON-QUANTIFIABLE BENEFITS

The non-quantifiable benefits for this piece of work include the learning provided from the development of the portrait and framework for local authority officers, and the strengthening of relationships between partners. This benefit will be developed through the planned learning workshop at the end of the process. There will also be a learning benefit for people lving in Cambridge who will be able to find out more about their local area from the datasets developed as part of the project. For more details see the project outcome tool overleaf.

[9] Department for Education (publishing.service.gov.uk)

[10] wp82.pdf (publishing.service.gov.uk) The impact of research on the policy process

Sustainable Growth Outcomes	Reducing Inequality	Climate and Nature	Economic Growth
Other Programme Outcomes (optional)	n/a	Climate Action Plan (CPCA and CCC)	Economic Growth Strategy
Project outcomes	Enhanced understanding of inequalities within Cambridge	Increase in mitigation of climate change	Enhanced awareness of sustainable economic growth
		Measures to reduce climate change	
Project outputs	City Portrait Document	City Portrait Document	City Portrait Document
	Sustainable Performance Framework for the City	Sustainable Performance Framework for the City	Sustainable Performance Framework for the City
	Public Engagement and Consultation	Public Engagement and Consultation	Public Engagement and Consultation
Project measures			
Limitations	Direct measures for the project are limited as it is a piece of policy work.	Direct measures for the project are limited as it is a piece of policy work.	Direct measures for the project are limited as it is a piece of policy work.

Project Outcome Tool

COMMERCIAL CASE

There is a clear route for procurement and delivery of the project.

INTRODUCTION

The objective of the commercial case is to set out the commercial objectives and constraints for the project relating to procurement.

PROCUREMENT OPTIONS

There are three separate options for procuring this work:

1. The work could be delivered from within the public sector with officer time recharged to the project.

2. Delivery from within the University / academic sector.

3. Tendering and commission by a consultancy, think-tank, or community interest company (CIC).

Option Three (see above) has been chosen as the most viable route for completion of the work because this is a developed model. The commissioning authority has the ability to set a clear specification for work to be delivered and timescale during the tendering process in order to control the parameters of cost, quality and delivery of the the work. Whilst delivery within the public sector (option one) is theoretically possible there are considerable constraints of capacity, with those with the appropriate skill sets not being available to complete the work to the desired timescale. Similarly, option two has the same drawbacks in terms of available capacity as well as the partnership working style for most public / academic collaborations creating delivery risk, with limited control on the part of commissioners to drive deliver to time.

DELIVERY OF THE PROJECT

The project will be led by officers of the City Council with advice from officers of the CPCA, with delivery by a third party (consultant) contractor.

- The City Council will lead on the contracting process using its own contract / procurement professionals. The open contract process will provide the opportunity to secure a combination of value for money, appropriate experience and track record of the delivery.

- The City Council will hold the contract with the third party (consultant) and be responsible for managing the performance of the contractor.

Risk will be managed within the contractual arrangements with the City Council bearing the costs of any overrun.

PROCUREMENT STRATEGY

There will be a single procurement exercise and assessment.

The policies that will be applied during the procurement exercise will be consistent with those adopted by the City Council.

WIDER CONSIDERATIONS

None.

FINANCIAL CASE

The financial case is simple, with an upper limit of spend defined by the grant agreement with the City Council and contract with the third-party supplier.

INTRODUCTION

The purpose of the financial case is to assess the financial implications of the options as laid out within the strategic case and consider financial risk.

APPROACH TO FINANCIAL CASE

The financial case is straight forward. The cost of the project is fixed within the contract procured with the consultant with no allowance needed for over-run. CPCA and City Council officer time devoted to the work will not be recharged, therefore there is no risk of cost overruns from that source.

FINANCIAL OPTIONS ASSESSMENT

There was consideration for funding the work from existing budget lines within the City Council and the CPCA (working in partnership).

PROJECT COSTING TABLE

	Financial Year	2022-23	2023-24	2024-25	2025-26
Project Costs (000s)	**Revenue**	£40	£40	-	-
	Capital	-	-	-	-
	Total	£40	£40	-	-

	Financial Year				
Funding Stream					
CPCA Medium Term Financial Plan	*Approved to spend*	-	-	-	-
	Subject to approval	£40	£40	-	-

PROJECT COST BREAKDOWN TABLE

Sources	Value	Uses	Value
Combined Authority	£80k	Operating Costs and Management Fees	-
Public sector co-funding	-	Consultant Costs	£80k
Private sector co-funding	-	PWLB Interest Paid	-
Revenue	-	PWLB Loan Repayment	-
PWLB Drawdown for capital costs (if applicable)	-	…	
		Total Uses	**£80k**
		Retained Cash Balance	£-
Total Sources	**£80k**	**Total Uses less Retained Cash Balance**	**£0k**

AFFORDABILITY ASSESSMENT

An assessment has been carried out and no financial risks related to funding, interest rates or indexation have been identified. This is because the sum available for the work is fixed and the scale and shape of the work can be flexed to fit what is available.

CHARGING MECHANISM / CLAIM/INVOICE PROCESS

The charging mechanism to the Combined Authority will be straight forward. With two invoices being issued. One during 2022/23 once the initial contract with the supplier has been let and a further invoice during 2023/24 on completion of the work and final publication.

MANAGEMENT CASE

The management case is simple, with the project being managed by the City Council with support from the CPCA.

INTRODUCTION

The purpose of management case is to test those robust arrangements are in place to manage the delivery of the project.

PROJECT TIMELINE

The following is the project timeline:

- Project initiation document submitted to Performance and Resources Committee (PARC) at the CPCA.
  April 7th 2022

- Full Business Case approved by CPCA board
  During June.

- Project tender process and award of tender
  July – August 2022

- Initial data report completed
  October 2022

- Period of public engagement
  November to January 2023

- Final written report
  June 2023

- Information sharing session
  July 2023

EXIT STRATEGY

Once the report is completed it will be presented to the relevant City Council committee. The committee report will include the next steps for approval by members. The findings of the City Portrait will be available for incorporation into policy and the data framework will be adopted by the City Council and maintained using existing staff. As part of the exit strategy there will be a learning session held in order to pass on experience of implementing the methodology.

CHANGE MANAGEMENT

Minor changes to the project will be approved by the relevant CPCA director in consultation with officers from Cambridge City Council. Given relatively low financial value only major changes will come back to PARC for approval.

PROJECT MANAGEMENT

The following are the identified roles and responsibilities for the project.

Project Director: Andrew Limb, Cambridge City Council. Responsible for project delivery (including procurement and management of third-party contractor), reporting and project closure.

Project Lead for CPCA: Michael Soper, Analysis and Evaluation Manager, CPCA
Responsible for monitoring of project delivery on behalf of the CPCA (as funding agency). Responsibility for sign-off of any changes to specification, as notified by the City Council. Responsible for additional CPCA support as required.

RISK MANAGEMENT STRATEGY

A table of possible risks will be maintained and reviewed regularly between the City Council and the CPCA. As the level of financial risk is low, the main emphasis will be on ensuring that the project is delivered to cost / time / quality.

STAKEHOLDER PLAN

Part of the project's requirement will be to engage with a wide range of stakeholders. At present the immediate stakeholders have been identified as:

- Public in the City of Cambridge (to be subdivided as part of the FBC)
- Community groups, such as the Doughnut Economics Action Group and members of Cambridge City's Local Climate Change Forum
- Elected members (at City and County level)
- Academics interested in this area of study
- Cambridgeshire County Council
- CPCA
- All other CPCA area district councils
- Public sector partners potentially including the Integrated Care Partnership, Environment Agency and others engaged through the City Council's "Partnership by default" project
- Business groups

The contractor will be asked to plan engagement on the City Portrait that engages interest across the community. The contractor will be responsible for collecting and analysing stake-holder feedback. Communications on the project will be coordinated from Cambridge City and through their communications team due to the intimate involvement with city residents. CPCA staff will be involved as appropriate for project funders.

ASSURANCE

Governance will be light touch. The main officer oversight of the project will be provided via the senior management team at Cambridge City Council.

Cambridge City Council's Executive Councillor for Finance and Resources will provide member oversight of the project and receive the final report, and the CPCA Board can also receive and note the findings.

SUPPLY SIDE CAPACITY AND CAPABILITY

There are no indicators that there are capacity or capability constraints with the consultancy market.

KEY CONSTRACTUAL AGREEMENTS

Not applicable

MONITORING AND EVALUATION

We've examined studies on the impact of research (or data reporting) at informing policy decisions and maximising value for money from commissioned work of this type. Clear hallmarks for success include:

- Senior management / Senior Political buy-in during the commissioning of the research
- Strategic fit with organisational objectives
- Expert support for the research process / commissioning
- Critical challenge to ensure high quality content
- Stake holder Engagement

We will look at these areas in more detail during the development of the FBC to ensure the work has the best possible opportunity to secure value for money and effectiveness. These points will also be the subject of a **light-touch process evaluation** of the work.

The value of the evaluation activity will follow the rule of thumb of costing approximately 5% of the project value; £4,000. We will explore the possibility of combining the evaluation of this project with other evaluation activity to take a portfolio approach. This has been done successfully with Local Growth Fund evaluation, whereby a consultancy was engaged to review the impact of a group of projects.

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

Agenda Item No: 3.3

Levelling Up Fund Round 2

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	8 June 2022
Public report:	Yes. However, This report contains two appendices which are exempt from publication under Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed (information relating to the financial or business affairs of any particular person (including the authority holding that information). The public interest in maintaining the exemption outweighs the public interest in publishing the appendices.
Lead Member:	Mayor Dr Nik Johnson
From:	Tim Bellamy, Interim Head of Transport
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	The Combined Authority Board is recommended to: a) Approve Peterborough Station Quarter as the Transport Only bid for the Cambridgeshire and Peterborough Combined Authority for the Levelling Up Fund Round 2 b) Delegate authority to the Interim Head of Transport, in consultation with the Chief Finance Officer and the Monitoring Officer to approve and submit the completed application.
Voting arrangements:	A simple majority of all Members present and voting. To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor.

1. Purpose

1.1 To provide a summary of the Levelling Up Round 2 transport bidding process and to seek approval for the recommended transport bid to be progressed and submitted by 6 July 2022.

2. Background

2.1 In March 2022 the Government announced the second round of the Levelling Up fund which focuses on the same investment themes as the initial round. The fund is focused on local transport projects that make a genuine difference to local areas, town centre and high street regeneration, and support for maintaining and expanding of cultural and heritage assets.

2.2 The fund will prioritise places in need of economic recovery and growth, regeneration, and improved transport connectivity. The funding is capital and can be for a project with a value of up to £20m, in exceptional cases large transport projects will be considered with a value of up to £50m.

2.3 Assessment criteria for the fund is set out in the Round 2 Prospectus. The first gateway is a pass/fail and ensures the basic requirements are met, such as compliance with the deadline, the funding being able to be spent in the 2022-23 financial year and fully spent by either 31 March 2025 or by exception 2026.

The second gateway uses an assessment framework and includes the following,

- **Characteristics of place**, whereby each Local Authority has been placed into category 1, 2 or 3, with category 1 representing the highest level of identified need.

- **Strategic fit**, applications need to set out how the bid supports the economic, community and cultural priorities of their local area and will further the area's long-term levelling up plans, complementing national (including delivering net zero carbon emissions and improving air quality), regional and local strategies and investments. The bid should show how this funding would complement other funding investments, such as Towns and High Street Funding. The bid should demonstrate how the project has been developed following consultation with relevant local stakeholders, partners, and MP(s).

- **Economic case**, the bid should demonstrate how it represents public value including quantitative and qualitative benefits.

- **Deliverability**, the bid will be assessed for evidence of robust management and delivery plans including a procurement strategy, project management, governance, risk management (including statutory procedures have been undertaken, i.e., land acquisition), project costings and monitoring and evaluation. A bid must be able to demonstrate spend from the fund in the 2022-23 financial year.

2.4 Support from the local Member of Parliament is required as part of the bid and can take two forms, either a formal priority support to the bid demonstrated through a signed proforma or a general support for the bid through a signed letter.

2.5 The prospectus also stipulates the number of bids each Local Authority can submit and

the characteristic of a place category. The below table shows the categories of the regions in the Combined Authority Area.

Authority	Category
Peterborough	1
East Cambridgeshire	2
Fenland	2
Cambridge	3
South Cambridgeshire	3
Huntingdon District Council	3

2.6 The Combined Authority is eligible to put forward one transport only project.

2.7 The deadline for the levelling up funding applications is noon 6 July 2022, with a view that successful bids will be announced in Autumn of this year.

3. Transport Bid

3.1 In April, the Combined Authority wrote to its constituent councils seeking transport bids and outlining the sift process, including the sift criteria. Two transport proposals were put forward to the Combined Authority for consideration.

3.2 The two transport proposals from Fenland District Council and Peterborough City Council were quite different in scale and complexity. Fenland District Council put forward a proposal which sought funding for Wisbech Access Strategy, March Area Transport Study and Whittlesey Station. Peterborough City Council proposed Peterborough Station Quarter.

3.3 Both proposals were assessed in line with the sift criteria. The six Capitals as outlined in the Sustainable Growth Ambition Statement, formed the basis of the sift criteria with additional consideration for deliverability. The Peterborough Station Quarter on average scored higher than Fenland District Council's transport proposal, scoring 3 or above on the Six Capitals criteria. However, the Peterborough Station Quarter programme is challenging and extends to the maximum time allowed, by exception, within the funding prospectus.

3.4 The Peterborough Station Quarter offers new and upgraded facilities, including a new western entrance, reallocation of space for commercial and residential use and active travel improvements. These are of significant local and regional value due to the accessibility Peterborough Station provides to/from other areas of the region and the rest of the UK. The project shall support the future expansion of the rail network including additional platforms that Network Rail has confirmed will be required after 2030 to meet demand.

3.5 In addition, the Peterborough Station Quarter scheme will boost Peterborough's ability to attract more knowledge intensive high-level employment in a category 1 area by taking advantage of the city's connectivity to London and other key cities in the UK by rail.

3.6 Feedback to both Fenland District Council and Peterborough City Council Chief Executive Officers and officers has been undertaken. The Combined Authority is committed to seeing improvements in Fenland and has committed to offering officer

support for future funding opportunities.

3.7 The Combined Authority will be the organisation to submit the bid, working closely and collaboratively with Peterborough City Council to prepare the application. If successful, the Combined Authority will act as a grant funding body to delivery partners, a further paper will be presented to the Combined Authority Board following a positive announcement detailing the project and organisational structure.

4. Financial Implications

4.1 Peterborough Station Quarter is a £70m project, the funding bid value for this Levelling Up Fund is £48m.

4.2 The table below sets out expected spend profile for the project:

		Financial Year				
		2022-23 £'000	**2023-24 £'000**	**2024-25 £'000**	**2025-26 £'000**	**Total £'000**
Station Connectivity Enhancements	Capital	300	1,200			**1,500**
New Lease Arrangements and Relocation of Existing Car Parking Spaces	Capital	300	3,300			**3,600**
New Western Entrance and Car Parking	Capital	600	1,900	4,000	3,000	**9,500**
Eastern Station Improvements and New Footbridge	Capital	1,500	2,600	11,000	15,000	**30,100**
Station Access Enhancements	Capital	300	1,000	2,000		**3,300**
	Total	**3,000**	**10,000**	**17,000**	**18,000**	**48,000**

4.3 Match funding from the project is expected from Peterborough City Council, Network Rail, LNER, and commercial and residential development.

4.4 Department for Levelling Up, Housing and Communities guidance states that Levelling Up funding “would need to be spent by 31 March 2025, and exceptionally, into 2025-26 for larger schemes”. Clarification of “exceptionally” has been sought, but no further guidance has been received at this stage. If unsuccessful in the bid for Levelling Up funding, the project will be reviewed, and consideration given to rephasing and rescoping the project whilst also exploring alternative funding sources.

5. Legal Implications

5.1 A Subsidy Control Assessment is required to be undertaken as part of this application to ensure compliance with the UK Subsidy Control Act. The Subsidy Control Assessment will be undertaken and included in the bid before submission.

6. Public Health Implications

6.1 The Peterborough Station Quarter project will significantly enhance active travel (walking and cycling) infrastructure and connectivity between the station, town centre, and areas to the west of the station. This will serve to encourage residents of Peterborough to engage in healthier modes of travel. The health benefits from the active travel improvements will be quantified through assessment and reported in the bid for July 2022.

7. Environmental and Climate Change Implications

7.1 Peterborough Station Quarter is expected to reduce carbon emissions through an increase in rail patronage and reduction in private vehicle use. The increase in rail patronage will be driven by improved station facilities, better access to the station by pedestrians, cyclists and buses, enhanced car parking, and new active travel connections between the station and the rest of Peterborough.

7.2 A key part of the project is the provision of a new western station entrance and associated car parking facilities. The station is currently only accessed directly from the eastern side of the rail lines, including all car parking provision. This means that passengers accessing the rail station often need to travel further than is necessary, adding to walking and cycling distances and increasing highway congestion and carbon emissions.

7.3 In addition, low carbon technology will be used through the project's design, construction, and operational phases. The intention is to work closely with our project partners and their procurement specialists to ensure that carbon emissions throughout the design stage are carefully considered and designed out where possible embracing the principles of the circular economy.

7.4 Currently, surface car parking facilities make up approximately 48,000m^2 of space in the vicinity of Peterborough Station. This constitutes a large area of paved surfaces, void of any aspects of natural capital.

7.5 This project aims to consolidate these surface car parks to unlock this land for other uses. This will allow the incorporation of natural capital elements into the design – particularly into the proposed public realm features.

7.6 The project team is aware of the upcoming requirements in the Environment Act 2021 to mandate a 10% measurable increase in biodiversity post development and the recommendations of the Independent Commission on Climate accepted by CPCA to consider biodiversity net gain targets higher than the proposed mandatory minimum, recognising that the area is one of the most nature depleted in the country and therefore needs to kick-start its recovery faster than other areas.

7.7 The project will seek to ensure this requirement is met with a significant measurable improvement in comparison to what is currently located within the vicinity of the station. These elements may include the planting of trees/vegetation and provision of landscaped green spaces specifically designed to benefit the biodiversity in the vicinity of this location.

8. Appendices

8.1 Appendix 1 – Sift Outcome

8.2 EXEMPT Appendix 2 – Peterborough Station Quarter Form

8.3 EXEMPT Appendix 3 – March/Wisbech/Whittlesey Form

9. Background Papers

9.1 Levelling Up Fund Round 2: application guidance

9.2 Levelling Up Fund Round 2: technical note

9.3 Levelling Up Fund Round 2: prospectus

Levelling Up Round 2 Outcome of Sift for Transport Bid

29 April 2022

Summary of Scoring

1	2	3	4	5
Negative Impact	Neutral	Some Positive Impact	Greater Positive Impact	Substantial Positive Impact

Six Capital Areas	Fenland – Market Towns	Peterborough City Council – Station Quarter
Natural Capital	2	3
Carbon Reduction	2	4
Manufactured Capital	4	4
Intellectual Capital	2	3
Health	3	3
Skills	2	3
Social	2	3
Finance	3	3
Growth Value Added (GVA)	£50m - £100m	£265m-£569m
Average Score	2.5	3.25

	Fenland – Market Towns	Peterborough City Council – Station Quarter
Risk of Delivery	4	3
Programme	4	3
Governance and Assurance	2	3
Stakeholder and MP Support	4	4
Procurement	3	3

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

Agenda Item No: 3.4

Active Travel: Peterborough

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	8 June 2022
+Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	Tim Bellamy, Interim Head of Transport
Key decision:	Yes
Forward Plan ref:	KD2022/020

Recommendations: The Combined Authority Board is recommended to:

a) Approve the drawdown of £750,000 of Active Travel Funding from the Medium-Term Financial Plan for a Feasibility Study and construction of improvements to the Peterborough Green Wheel

b) Approve the drawdown of £3,427,800 of Active Travel Funding from the Medium-Term Financial Plan for a Full Business Case new pedestrian footbridge linking Fletton Quays and the Embankment area in Peterborough, subject to the Department for Levelling Up, Housing and Communities approving the Towns Fund bid.

c) Delegate authority to the Interim Head of Transport in consultation with the Chief Finance Officer and Monitoring Officer, to conclude a Grant Funding Agreement with Peterborough City Council to enable work to progress.

Voting arrangements: For items a) and b) a vote in favour by at least two thirds of all Members (or their Substitute Members) appointed by the Constituent Councils, to include the Members appointed by Cambridgeshire County Council or Peterborough City Council, or their Substitute Members present and voting is required.

For item c) a simple majority of all Members present and voting

To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor.

1. Purpose

1.1 To seek approval from the Combined Authority Board to drawdown Active Travel Funding from the Medium-Term Financial Plan for a new pedestrian footbridge linking Fletton Quays and the Embankment area and improvements to the Green Wheel in Peterborough.

1.2 In addition, to seek approval for delegated authority to be granted to the Interim Head of Transport to enter into a Grant Funding Agreement with Peterborough City Council.

2. Background

2.1 At its meeting on 30 March 2022, the Combined Authority Board approved a short list of projects which have cross-region impact, fit within the headroom within the current Medium-Term Financial Plan (MTFP), align with emerging strategy and are likely to represent good value for money.

2.2 The shortlist included ringfenced funding for active travel improvements for Cambridgeshire and Peterborough. For Peterborough the active travel enhancements comprise of two projects, a new pedestrian footbridge connecting Fletton Quays and the Embankment area and improvements to the Green Wheel.

2.3 The Fletton Quays and the Embankment Area of Peterborough are identified as opportunity areas by the Peterborough City Centre Development Framework. Fletton Quays includes over 350 riverside apartments, office space, a hotel and restaurant, leisure, and retail opportunities.

2.4 In 2018, the new Peterborough City Council headquarters opened at Sand Martin House, and the Fletton Quays Government Hub is currently under construction, which will be home to several government departments including the Passport Office and the Department for Environment, Food and Rural Affairs.

2.5 The Embankment Area is predominantly open space, however, the recently published masterplan outlined considerable redevelopment of the area. ARU Peterborough is opening Phase 1 in September 2022, with further phases to come forward over the next 3-5 years.

2.6 Redevelopment of both the Embankment and Fletton Quays will increase demand on walking and cycling routes. Existing connectivity, however, for pedestrians and cyclists to the City Centre, and the Embankment Area is currently via poor quality infrastructure alongside busy roads.

2.7 There are two routes to cross the river Nene from the south of the city into the City Centre. The routes are via A15 Town Bridge, or a shared pedestrian and cycle path on Nene Bridge alongside the A1139 Frank Perkins Parkway. Both routes are long and indirect with infrastructure provision of varying quality.

2.8 The River Nene Pedestrian Bridge will create a new a key connection between two extensive redevelopment sites and the City Centre core, making it easier to travel on foot or by bicycle.

2.9 Whilst the Footbridge forms a significant portion of the active travel improvements proposed the Green Wheel is a significant walking and cycling asset in Peterborough.

2.10 The Green Wheel cycle route is a signed route around the outskirts of Peterborough, with ‘spokes’ extending from the city centre to the ‘rim’ of the wheel. It is composed of both on and off-road sections and is over 45 miles in length. It was first opened in 2000.

Figure 1 Map of Peterborough Green Wheel

3 Fletton Quays Footbridge and Peterborough’s Green Wheel

In October 2020 Peterborough City Council was awarded £22.9 million from the Towns Fund to support a range of projects in areas of urban regeneration, planning, land use, connectivity, skills, and enterprise infrastructure to support the planned future growth of Peterborough.

3.1 A key component of the Towns Fund for Peterborough is the masterplan for the Embankment and £2 million of match funding for the design and construction of an additional bridge across the river to improve pedestrian and cycle connectivity between the north and south of the city.

3.2 The current pedestrian and cycle links between the two sites, and the City Centre is currently inadequate, with indirect routes and poor infrastructure alongside busy city centre roads. The new bridge will provide a safe, direct link connecting into the ‘Green Wheel’ network.

3.3 The proposed improvements seek to address recommendations within the 2020 Green Wheel Condition Report and explore the feasibility of extensions to the Green Wheel Network, connecting village locations on the outskirts of Peterborough.

3.4 Peterborough City Council undertook an Outline Business Case for the river Nene or Fletton Quays footbridge which achieves a core Benefit Cost Ratio (BCR) of 1.6 (Medium Value for Money) based on monetised transport user and active travel benefits alone, and an adjusted BCR of 2.2 (High Value for Money) when wider economic benefits are considered.

3.5 For Peterborough’s Green Wheel, an assessment using the Government’s Propensity to Cycle Tool will be undertaken to understand the benefits from the investment in improved infrastructure.

3.6 Peterborough City Council will deliver all phases of the projects, including Design, Construction and Site Supervision through their Peterborough Highway Services Contract.

4. Financial Implications

4.1 As part of the additions to the capital programme and revenue MTFP presented to the Combined Authority Board on 30 March 2022, subject to approval capital budget of £9.137m and £0.200m revenue budget across the years 2022-23 to 2025-26, were agreed for Active Travel improvements. This report is requesting approval for drawdown of part of the total funding allocation for the project.

4.2 Both Fletton Quays and improvements to the Green Wheel will have spend over multiple financial years. The below table shows expected spend by financial year and for all funding streams:

	Financial Year	2022-23	2023-24	2024-25
Funding Stream	Funding stream 1 (CPCA Gainshare)	£250,000 (Green Wheel and Active Travel) £465,000 (footbridge)	£500,000 (Green Wheel and Active Travel) £941,850 (Footbridge)	£2,020,950 (footbridge)
	Funding stream 2 Towns Fund	£0 (footbridge)	£500,000 (footbridge)	£1,440,000 (footbridge)
	Funding stream 3 Peterborough City Council developer funding	£0 (footbridge)	£0 (footbridge)	£955,024 (footbridge)

4.3 There are no additional financial implications arising from the recommendations in this report.

5. Legal Implications

5.1 None

6. Public Health Implications

6.1 These improvements seek to improve walking and cycling infrastructure, providing more direct and safe routes and by doing so encourage more people to walk and cycle. Increasing those walking and cycling as the subsequent health and wellbeing benefits of exercise.

7. Environmental and Climate Change Implications

7.1 Improving walking and cycling infrastructure is expected to encourage more active travel and mode shift.

8. Appendices

8.1 Appendix 1 Peterborough Green Wheel Report

9. Background Papers

9.1 Budget Monitoring Report March 2022

10. Accessibility

10.1 An accessible version of the information contained in this report is available from democratic.services@cambridgeshirepeterborough-ca.gov.uk

Sustrans

Peterborough Green Wheel Condition Report 2020
Update to August 2017 report

June 2020

About Sustrans

Sustrans makes smarter travel choices possible, desirable and inevitable. We're a leading UK charity enabling people to travel by foot, bike or public transport for more of the journeys we make every day. We work with families, communities, policy-makers and partner organisations so that people are able to choose healthier, cleaner and cheaper journeys, with better places and spaces to move through and live in.

It's time we all began making smarter travel choices. Make your move and support Sustrans today. www.sustrans.org.uk

Head Office
Sustrans
2 Cathedral Square
College Green
Bristol
BS1 5DD

© Sustrans June 2020
Registered Charity No. 326550 (England and Wales) SC039263 (Scotland)
VAT Registration No. 416740656

Table of Contents

Executive Summary 3
1 Introduction to the Green Wheel 4
2 Existing route condition of the Green Wheel rim 5
2.1 Peakirk to Newborough 5
2.2 Newborough to Eye 6
2.3 Eye to Stanground 8
2.4 Stanground to Farcet 9
2.5 Farcet to Hampton Vale 10
2.6 Hampton Vale to Haddon 12
2.7 Haddon to Ferry Meadows 12
2.8 Haddon to Chesterton 13
2.9 Chesterton to Castor 14
2.10 Castor to Marholm 14
2.11 Marholm to Etton 15
2.12 Etton to Glinton 16
2.13 Glinton to Peakirk 18
3 Existing route condition of the Green Wheel spokes 19
3.1 Spoke 1, Route 12: Train Station to Glinton 19
3.2 Spoke 2, NCN 63: Rail Station to Ham Lane 22
3.3 Spoke 3, NCN 63: City Centre – Embankment - Flag Fen 24
4 The physical audit of the Network 25
4.1 Quietway standard 25
4.2 Reduction of speed limits for on-road sections 26
5 Signage 27
6 Smaller interventions 30
7 Vegetation cutting and scraping back edges 31
8 Resurfacing and major upgrades 33
Appendix 1: Sections proposed for de-designation from the National Cycle Network 36

Executive Summary

This document provides a condition report, carried out by Sustrans, on the Peterborough Green Wheel cycle route. The Green Wheel cycle route is a signed route around the outskirts of Peterborough, with 'spokes' extending from the city centre to the 'rim' of the wheel. It is composed of both on and off road sections and is over 45 miles in length. The first sections were opened in 2000. The route is primarily a leisure route but there is potential for at least some parts of the route to be used for commuting.

This report was commissioned by Peterborough City Council in order to help set priorities for investing in route improvements. It provides an update to a previous condition report published by Sustrans in 2017. To a very large extent the previous condition report remains valid and there has been little change in the overall conditions reported at that time.

Section 1 of this report introduces the Green Wheel cycle route. Sections 2 and 3 consider each section of the rim and the spokes of the route respectively. We detail the current condition, highlight where changes have occurred since 2017, and make recommendations for those interventions that could have the greatest impact on use of the Green Wheel, listed in our suggested order of priority and based on the principles of:

- improving areas of high use first,
- promoting routes that can be both leisure and commuter routes, and
- Improvements which have the greatest impact on safety.

Section 4 details a recent Sustrans physical audit of the National Cycle Network (NCN) with a particular focus on user safety. One significant impact is the proposal by Sustrans to de-designate and remove from Sustrans' mapping a significant portion of the eastern rim of the Green Wheel route[1]. The main factor in this decision is the stretch includes large sections of rural roads that have 60mph speed limits. Although traffic here is generally light, Sustrans policy no longer considers such sections to be suitable for inclusion in the NCN. In this section we also include a list of other sections not currently scheduled to be de-designated but where the speed limit is also 60mph. The single most effective intervention to retain the Green Wheel within the NCN would be to reduce speed limits to maximum 40mph on all those sections of road that form part of a designated cycle route.

Section 5 considers signage, where action is needed to replace missing signs and to clearly mark junctions. A consistent signage format is recommended in order to differentiate between the rim, spokes, spurs and loops of the cycle route. As a primarily leisure route, good way-finding is crucial and improving this would be of major benefit and could be done relatively quickly.

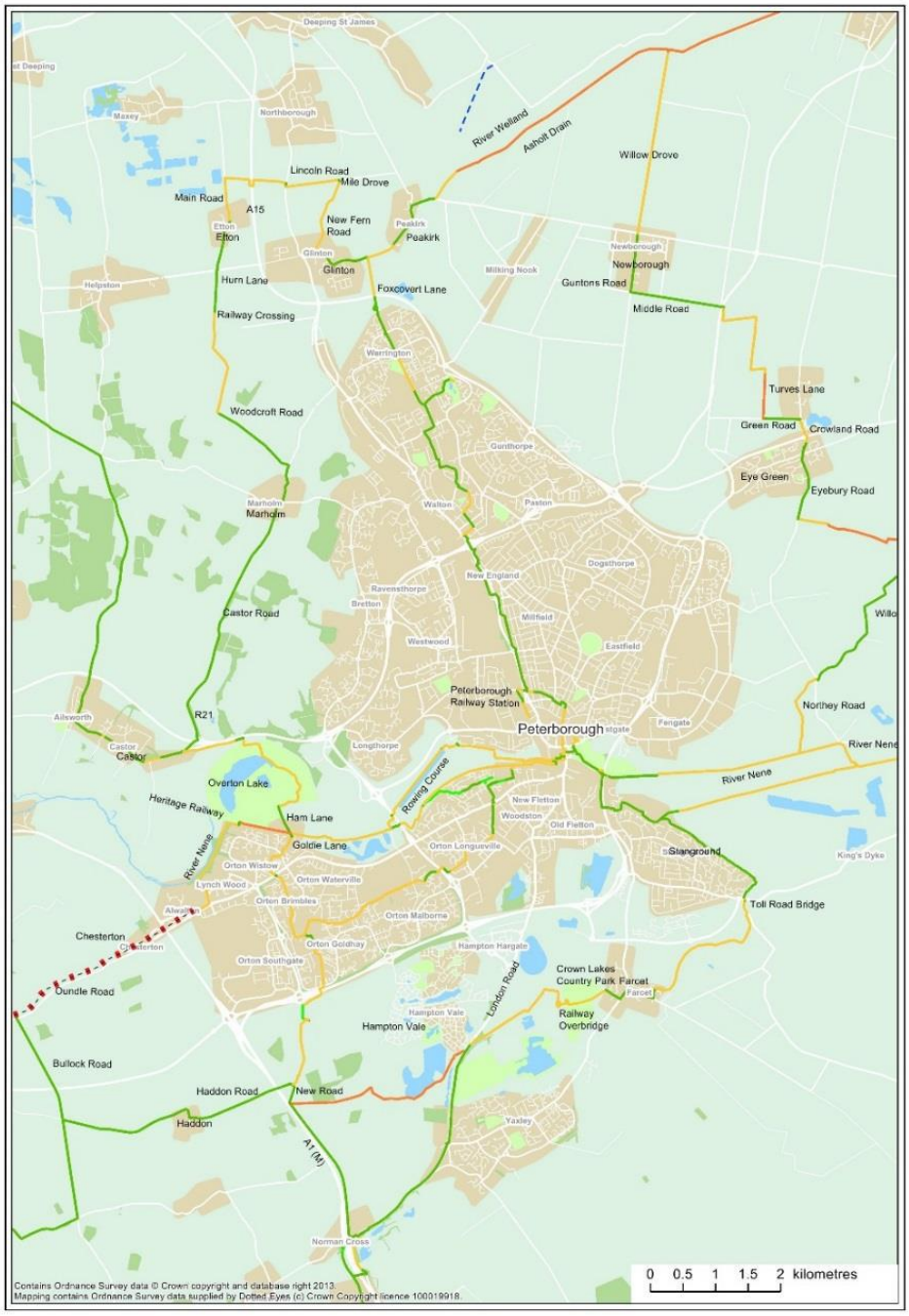
Section 6 lists a number of small interventions that will not require major investment, and Section 7 details the sections where vegetation removal and minor maintenance are most urgently required.

Section 8 outlines the major interventions which, in Sustrans' view, have the greatest potential to benefit students and other commuters in addition to leisure users. These recommendations have been prioritised based upon the highest levels of current usage.

[1] Sustrans currently plans to de-designate the route from Willow Drove where it meets the Asholt Drain track to the junction of Willow Hall Lane and Northey Road.

1 Introduction to the Green Wheel

The Green Wheel is designated as Regional Route 21, sections are also designated as parts of the National Cycle Network (Routes 12, 53 and 63).The Green Wheel 'Spokes' not only provide links out to the 'Wheel' from central Peterborough but also forms shorter circular routes ideal for encouraging people wishing to try out cycling or for family groups. The circular route taking in the North and South Banks of the River Nene provides a 9km (5.5 mile) route taking in the River Nene Bridge. On the West side of the City a 12km (7.5 mile) route utilises the rowing course before linking through Orton and Woodston.



2 Existing route condition of the Green Wheel rim

To facilitate comparison, this report mirrors the layout of the 2017 report. That report divided the rim into sections between villages/settlements.

2.1 Peakirk to Newborough

Within the village of Peakirk there is a 30mph speed limit. Speed limit reduction and/or traffic calming would help to encourage less experienced cyclists to use this part of the route. There is an issue at the junction of the B1443 and Thorney Road where Green Wheel signs point in three directions with one sign pointing to a spur to the Deepings. Following 21 signs the route crosses the railway and the river Welland Bridge, then turns onto a surfaced side road that gives access to the unsurfaced path running alongside Asholt Drain. This section is quite rough with major potholing. If the route were either graded and rolled or paved it could form part of a significant route for students and commuters from both Newborough and Crowland heading for Glinton and Peterborough. This would however need landowner agreement and be a major project.

The Green Wheel turns south onto Willow Drove heading towards Newborough. This is designated a Quietway and is long and straight and despite the Quietway designation it is officially national speed limit 60mph. The surface is generally good and traffic is light.

The route then crosses the B1443 which is a 40mph limit and proceeds onto Guntons Road through Newborough which is 30mph and has been traffic calmed but becomes 60mph just before the turn onto Middle Road,

2.2 Newborough to Eye

Middle Road is another long straight 60mph road with little traffic. This proceeds to an underpass for the A16 onto off road cycleway.

The junction for the underpass is a critical junction and presents a substantial danger to cyclists heading towards Eye.

Although traffic is very light the road has a 60mph limit and the turn across traffic onto the approach to the underpass has no visibility for oncoming traffic. Coming from Eye, cyclists and pedestrians would be able to see traffic on White Post Road. Considering the low traffic volume, the installation of a traffic mirror to allow a view of oncoming traffic might be sufficient.

The surface of the path after the underpass is generally in good condition. The path would benefit from being widened but is generally good for the majority of its length. The path along Turves Road deteriorates abruptly and severely approximately a half mile before joining Green Road.

From Green Road the path proceeds to a shared use path along Crowland Road that crosses traffic near the roundabout. It might be possible to reroute the path to the pedestrian crossing near the junction of Green Road and Crowland Road and upgrade the crossing to a toucan which would benefit cyclists crossing what can be a busy road at peak times. The route continues over a pedestrian and cycle bridge over the A47. Particularly the approach from the Eye Green side becomes quite narrow and would benefit from being widened.

2.3 Eye to Stanground

The route through Eye itself from the roundabout down Eyebury Road is traffic calmed but the road becomes 60mph before turning onto a farm access road that quickly turns into a rough track leading to Willow Hall Lane.

The track to Willow Hall lane is narrow and rough and at one point nearly disappears altogether. There is also a crossing of an entrance to a waste disposal site.

Willow Hall Lane is yet again a quiet rural road with the national speed limit. The lane ends at another critical junction with Northey Road which is busier. The main issue here is visibility at the crossing which is very close to a bend and narrowing of the road.

An attempt to improve visibility for cyclists has been made by creating a short off road extension path alongside Willow Hall Lane but an issue is that the drop curb for the crossing is at the point of the

curve where the largest amount of grit and road debris is deposited. This has resulted in a significant reduction in the space available for a bike to turn and also a poor surface. This crossing needs maintenance.

The path the other side of the crossing heading towards Flag Fen has been substantially narrowed by overgrowing vegetation and the surface is in poor condition.

Once cyclists reach the river Nene the route along the river and over the Millennium Bridge is generally good although it could stand to be widened particularly with current requirements for social distancing. Again signage could be improved but in general the route to Stanground is in good condition.

2.4 Stanground to Farcet

In general, this section of the route is in good condition up to the point where the path reaches the underpass at Toll Road Bridge. As with most routes, widening the route would be useful but is probably not essential.

Once through the underpass the route changes to a quite narrow stone-rolled path heading towards Cardea and the new developments. The surface of the path is in reasonable condition but it is far too narrow to allow for comfortable two-way traffic. There is also an issue with signage in that people heading towards the city appear to be directed onto the road and will then be unable to access the underpass.

2.5 Farcet to Hampton Vale

The route through Farcet is on road. Most of this is on relatively quiet roads but the section that includes the junction of Main Street with Broadway B1091 and Broadway to Haddon Lane is fairly busy and would be intimidating to inexperienced cyclists. This section was surveyed during a busy weekend and numerous families were cycling on the pavement. If possible it would be good to consider widening the pavement and creating a shared use path.

From Haddon Way the route passes through Crown Lakes Country Park. Much of this route is rutted, unsurfaced and in poor condition. The approach to the bridge over the railway has narrowed significantly due to vegetation and the hedgehog of pillars meant to prevent motorcycles is a major obstacle to people using trailers, tricycles or mobility scooters. The path from the bridge to Hampton Vale has deteriorated and narrowed significantly. Despite this the route appears to be well used.

This section linking up with the new routes put in as part of the ongoing Hampton developments could provide a very useful link for students and commuters from both Farcet and Yaxley. One positive development is the opening up of a link to Hampton Gardens secondary school. Combined with the route through Hampton Lakes to Yaxley, this represents a significant improvement for student commuting.

2.6 Hampton Vale to Haddon

There is an issue with missing signage at the junction with Aqua Drive / Eagle Way where it would be easy for cyclists not familiar with the route to head in the wrong direction.

This section also seems to have the only A frame type barrier on the rim. The track to New Road has deteriorated significantly and is currently unsuitable for road bikes. The junction with New Road is also on a bend and is not really suitable for inexperienced cyclists.

While travelling along New Road cyclists come to the route 53 cycleway through the new Haddon industrial development, which is a short cut on the Green Wheel that cuts off the Haddon Loop. The Haddon Loop is labelled as unsuitable for families largely due to the speed limit on some of the roads. This bypass is generally of very high quality but has short sections that have not been surfaced yet as construction continues.

2.7 Haddon to Ferry Meadows

The official rim avoids the Haddon Loop and takes cyclists through the new Haddon industrial development and into Ferry Meadows through the Ortons. For the most part the path through the new industrial estate is on a wide smooth tarmacked path. There are occasional gaps in the tarmac, presumably where construction has not finished. Once through the estate the path parallels the Frank Perkins Parkway heading for a pedestrian and cycle bridge over the Parkway.

This section needs to have the vegetation cut back as the path is narrowing. This could be a commuter route for people living in Orton and working in the new industrial estate.

The path heading towards Orton Centre could stand to be wider but is in reasonable condition. The main issue with the route from Orton Centre to Ferry Meadows is missing or vandalised signage.

The other minor issue with this route would be to make the crossings of the entrances into the caravan parks on Ham Lane 'Cycle and Pedestrian' priority.

2.8 Haddon to Chesterton

The route continues under the A1 along rural roads to Bullock Road. This route is quiet and popular with cyclists. However, when cyclists turn from Bullock Road onto Oundle Road they are then on what can be a very fast and occasionally busy road. Some segregation or alternative provision along this section is needed for less experienced cyclist.

2.9 Chesterton to Castor

This section includes some sections of shared use path next to Oundle Road going past Lynch Road business park and into Ferry Meadows Country Park along an unsurfaced path that is however of reasonable quality. The route continues through Ferry Meadows, over Milton Ferry Bridge towards Castor. Purely from a cycling perspective this section could do with being surfaced but it may be considered that this would detract from the feel of the country park.

2.10 Castor to Marholm

This section is along a quiet rural road and has no major issues. Occasional repeater signs might be useful just to reassure people unfamiliar with the route that they are still on the Green Wheel.

2.11 Marholm to Etton

The route follows quiet rural roads. The only notable obstacle is the manned crossing of the railway. This is safe but may involve a considerable wait.

The junction of Woodcroft Road, B1443 Main Road has good visibility but the B1443 Gllinton Road is quite fast and traffic can be heavy especially if there has been a build-up of traffic at the level crossing. The signage at the crossing of the B1443 Glinton Road is not obvious and it would be easy for a cyclist to miss the staggered junction.

Although not technically part of the Green Wheel, the shared use path alongside the B1443 between Helpston and Glinton is used by students and other commuters frequently and is narrow and in poor condition. As can be seen in the photo above there is not room for cyclists to pass pedestrians safely. If upgrading this is within the remit of the available money it would be a good candidate for an upgrade. It needs both widening and resurfacing.

2.12 Etton to Glinton

The Main Road through Etton is quiet and 30mph, but reverts to 60mph before the Green Wheel turns off onto a gated tarmacked section of path. The section between Main Road and the Lincoln Road is generally in good condition. The section that goes through the woods near the A15 underpass could do with sweeping but this is not a priority. The dual drain pipe underpass of the A15 is somewhat iconic of the Green Wheel and although most riders duck their heads when going through, in reality only the tallest riders are actually in danger of hitting their heads.

One issue that could stand to be addressed is the access to the path at the Lincoln road crossing. This needs clearing back and making longer to avoid a very tight turn to get through the gate.

The staggered crossing of Lincoln Road is also a potential site for improvement.

Mile Drove and North Fen Road leading into Glinton have both had some surface repair work done which is welcome. However, it should be noted that both are national speed limit roads at 60mph.

Several of the Millennium sign boards along this section are also missing.

2.13 Glinton to Peakirk

The route from Glinton to Peakirk follows the B1443 road. There is some provision of a mixed use path for much of the length, but this crosses the road near the edge of Glinton and the path is too narrow to allow for comfortable two way traffic and to allow for both pedestrians and cycles. At times this route can be quite busy with students heading for both the primary school and Arthur Mellows College. A wider shared use or segregated path that was continuous on one side of the road would be useful.

3 Existing route condition of the Green Wheel spokes

3.1 Spoke 1, Route 12: Train Station to Glinton

Most of this route is off road and the majority of improvements needed are relatively minor. The current official route is through the station car parks towards the underpass near Russel Street. The path through the station car park is generally in good repair but is narrow. Priority crossings for cyclists at the various entrances and exits to car parks would be useful. One issue is the lack of a dropped curb onto the segregated cycleway just outside the station property.

It might well be worth considering re-routing the official route to utilise the new Bourges Boulevard and Bright Street crossings. One issue with this is the short narrow section at the Bright Street toucan crossing.

The route continues along a segregated route towards Rhubarb Bridge passing through a number of underpasses. Vegetation needs cutting back outside Gladstone Primary. There is also an issue with cars parked on the path.

Once over Rhubarb Bridge the route continues on road towards Werrington Centre. Most of these roads are relatively quiet. Fox Covert Road can be a problem at school drop off and pickup times as it is dead end for vehicles and has parking in one lane. This can make it difficult for cycles to access the off road shared use path going past Ken Stimpson School.

There might be enough space to create a cycle lane by the side of the road. The shared use path towards David's Lane is adequate but could stand to be widened. One notable issue is the very narrow chicane just after the underpass which is too tight for trailers, cargo bikes or mobility scooters.

Once again signage is an issue. This below is the first mention of the Green Wheel on route 12, and it is not part of route 21 but points in two different directions to spurs of the Green Wheel which could be confusing.

The route continues over the recent railway bridge which is a bit too narrow for social distancing, and re-joins Fox Covert Road which is quiet but narrow with some bits of poor surface.

3.2 Spoke 2, NCN 63: Rail Station to Ham Lane

Leaving the rail station the route follows the shared use path along Bourges Boulevard to the Rivergate Shopping centre. The shared use path along the entrance to Rivergate is far too narrow. Vegetation is also encroaching towards the river end. The path then joins the riverside path via a narrow slope with steps adjacent.

The path along the river is adequate although vegetation is encroaching along the NVR wildlife centre. Immediately after the section recently upgraded the path narrows significantly due to encroaching grass. If this were scraped back at least 0.5 metres of path could be reclaimed.

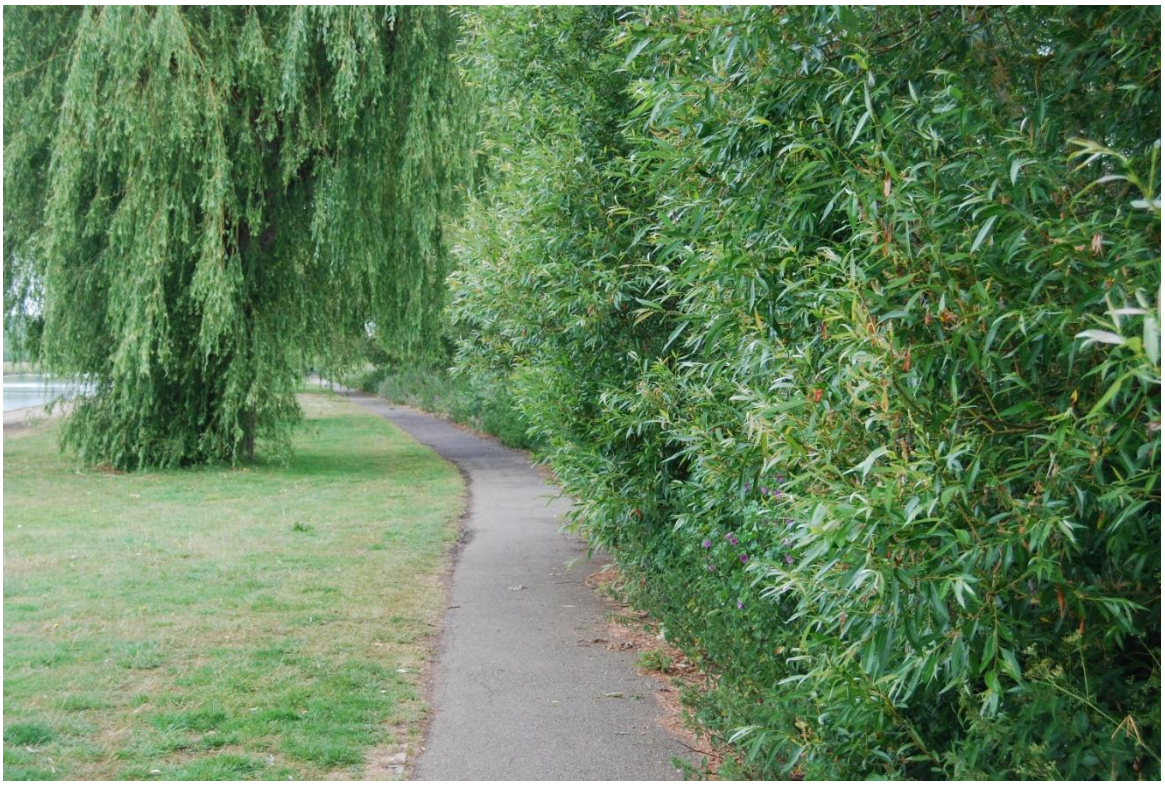
The path narrows again as it approaches the rowing lake. The path along the rowing lake is in good condition but this section is very heavily used by cycles, walkers, joggers and support for rowers. Widening this section would be beneficial especially during current social distancing requirements.

The next section that would benefit from upgrading is the path between Orton Locks car park and Goldie Lane. This section is narrow and suffers greatly from root heave. At present many cyclists prefer the hard packed dirt next to the tarmac as a smoother ride.

If heading into Ferry Meadows along the segregated path next to Ham Lane it would be useful to designate the crossings for the entrance and exit to the caravan parks as priority for cyclists. The main issue with the route through the Ortons is vandalised signage.

3.3 Spoke 3, NCN 63: City Centre – Embankment - Flag Fen

This route is off road. The route along the embankment from the slipway into the river to the narrow bridge is narrow and the willows along the path are overhanging the route. The grass and nettles are also encroaching.



There is a narrow bridge over a drain with a poor surface.

The remainder of the route is in reasonable condition. It shows some evidence of subsidence, likely caused by vehicles, but no major action is currently needed.

4 The physical audit of the Network

4.1 Quietway standard

All 16,575 miles of the National Cycle Network were surveyed by a team of independent assessors during 2015 and 2016 and all key characteristics recorded, including surface type, width, lighting, barriers and signage, as well as road classification for on-road sections.

The data was captured in the field on hand-held devices, then uploaded to our online geographic information system (GIS) for analysis.

The audit data has created a snapshot of the condition of the Network and provides a level of understanding and overview for the Network that has never been available before.

In order to compare different sections of route, Sustrans has developed a Level of Service Measure scoring system based on four route quality indicators:

- Surface quality
- Way-finding and signage
- Flow
- Traffic-related safety

Surface quality

Is the surface smooth enough for all types of cycle to be used here?

All on-road sections are scored relatively high as they generally have a smooth surface. Traffic-free sections do have poor surfaces in some locations and this is reflected in the score for this measure.

Way-finding and signage

Can this route be followed without a map?

The score reflects whether a section is signed in both directions, one direction or not at all.

Flow

Can a relaxed speed (typically around 8 mph) be continually and safely maintained here?

Path width, pinch points and restrictive barriers are the main constraints under this measure. (A relaxed speed may be lower than 8 mph in some circumstances.)

Traffic-related safety

The question our surveyors had to answer was:

Would most people allow an unaccompanied 12-year-old to cycle here?

This is the most subjective measure as it is based on the surveyor's assessment of whether a section of road is suitable. Due to inconsistencies between surveyors, Sustrans has acquired INRIX traffic data, which gives an objective measure of traffic volume and speed, based on information from commercial fleets, GPS, cell towers, mobile devices and cameras.

This means that we can set threshold criteria for on-road sections and define what would be acceptable for a quiet-way section. The INRIX data was validated using actual traffic count data for all roads in Cornwall, with thanks to Cornwall Council.

Weighting is applied to the safety measure in order to recognise that a traffic-free route should have a higher traffic-related safety score than an on-road route.

- Traffic-free route +6
- On-road section meeting quiet-way traffic criteria +4
- Other roads -4

Urban Rural Classification	Section Average Speed[1]	INRIX Volume Index[2]	Equivalent AADT[3] traffic volume
Urban	<=15 mph	<=11	2,500
Rural	<=25 mph	<=9	1,000

Scoring

Each measure has a four level scoring system either Yes, Perhaps, Probably Not or No, with a score of 3, 2, 1 or 0 assigned.

Score	3	2	1	0
Level	Yes	Perhaps	Probably Not	No

Classifications

The highest possible score for a high quality traffic-free section is 15 points and this is considered to meet the Very Good standard. Lower scores are classified as Good, Poor or Very Poor as below:

Score	15	10-14	6-9	0-5
Classification	Very Good	Good	Poor	Very Poor

1. It is recognised that the use of average speeds only provides an approximate indication of the speed characteristics of a road. As part of the improvement of sections of National Cycle Network designated as quiet-way it will be a requirement for there to be a speed limit of 40mph in rural areas (or 20mph in built-up areas).

2. INRIX Traffic Volume Index - measured on a scale 1-16 with 1 being very low traffic volume and16 very high traffic volume

3. AADT - Annual Average Daily Traffic is a measure of traffic flow and is the total volume of vehicle traffic of a highway or road for a year divided by 365 days.

4.2 Reduction of speed limits for on-road sections

As previously noted, Sustrans is undertaking a major review of the entire National Cycle Network and its mapping. The ultimate goal is to have all of the NCN traffic-free by 2040. In the interim Sustrans intends to de-designate routes that do not meet the Quietway standard. A key element of this is a requirement that rural routes have a maximum speed limit of 40mph. At present a majority of the on-road sections of the Green Wheel are national speed limit 60mph and as such will not meet the new standard.

Sustrans currently plans to de-designate the route from Willow Drove where it meets the Asholt Drain track to the junction of Willow Hall Lane and Northey Road. The following sections would need to have their speed limits reduced to a maximum of 40mph to avoid de-designation:

- B1443 Glinton to Peakirk
- Willow Drove Newborough
- Extend lower limit on Guntons Road to the junction of Middle Road Newborough
- Middle Road Newborough to A16 underpass
- Green Road Eye Green
- Extend lower speed limit Eyebury Road Eye
- Willow Hall Lane Thorney

The following roads are not currently scheduled to be de-designated but will not comply with the new Sustrans standards. As such we would advise that their speed limits are also reduced to a maximum of 40mph:

- New Road / Haddon Road
- Marholm Road / Castor Road
- Woodcroft Road
- Main Road Etton
- Mile Drove
- North Fen Road

5 Signage

An issue that became very apparent during the survey of the Green Wheel was the somewhat inconsistent and confusing signage of the route. At present there are a number of different styles of signs present including blue rectangular signs, blue stickers, older green signs many faded to illegibility, and even some of the original round green plaques. There are also a number of large interpretation boards around the route that often have excellent information but many of these have been vandalised or fallen into disrepair.

The second issue with signage is the fact that the outer rim is only designated by route number stickers 21, some of which are faded and missing. It is not uncommon to come across sign posts with three or more “Green Wheel” signs pointing in different directions. A comprehensive and consistent update of signage that clearly differentiates between the rim, spokes, spurs and loops would be of enormous benefit to cyclists that are unfamiliar with the route and do much to encourage more use of the Green Wheel.

Examples of faded and vandalised signs:

Above right: signs at a location pointing in four directions

An example of poor differentiation between spoke and rim

A missing sign where there is a good chance of people unfamiliar with the route going the wrong direction.

There are multiple examples of missing and confusing signs. At present the only way to differentiate the rim of the Green Wheel is to try and follow the route 21 stickers. The most effective solution would be to install distinctive new Green Wheel rim signs. A cheaper option however would be to place new distinctive stickers on the signs for the rim.

At the same time it would be very helpful to install signs and or stickers to distinguish the official spokes of the Green Wheel. Presently most spokes have no mention of the Green Wheel until the rider is nearly at the rim. The stickers for the spokes could be colour coded similar to the way Peterborough have used the solar studs on some named cycle routes.

At present there are also a large number of signs such as those pointing to the Deepings or Bullock Road – A605 Haddon loop that are labelled Green Wheel but are not part of route 21. We suggest that these are relabelled as loops and spurs and are distinguished from the rim. These measures would greatly enhance the wayfinding for the Green Wheel.

In addition to way finding signs the Green Wheel also features a number of information boards. These range in condition from excellent to completely missing. Examples of display boards:

6 Smaller interventions

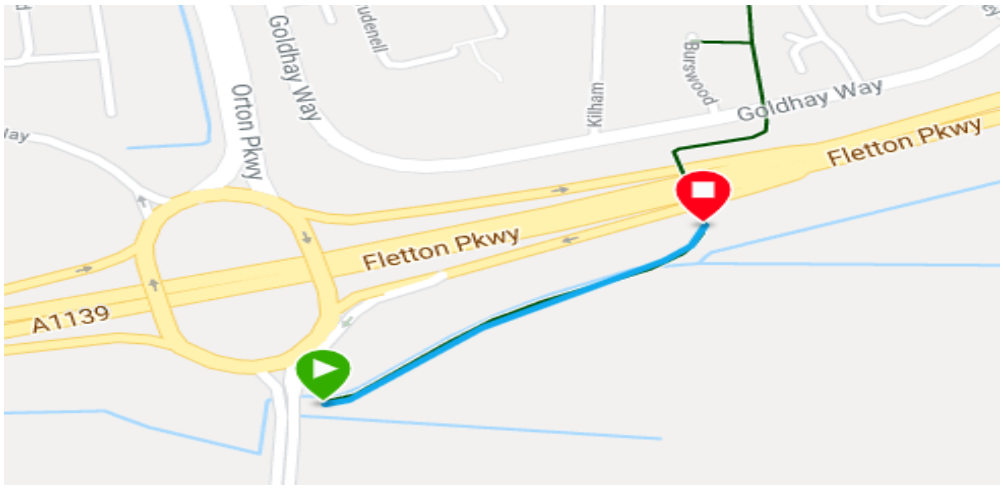
During the condition survey, we have identified a number of small interventions that will not require major investment. We recommend the following improvements are undertaken:

1. Remove chicane in Werrington near David's Lane.
2. Cut back vegetation outside Gladstone Primary KS2 old Bourges Boulevard.
3. Widen Bright Street toucan link.
4. Scrape back path along the Nene between Vermont Street access and Thorpe Lea access.
5. Remove steps and broaden sloped access to path along the Nene behind Asda.
6. Remove A frame barrier Hampton Vale.

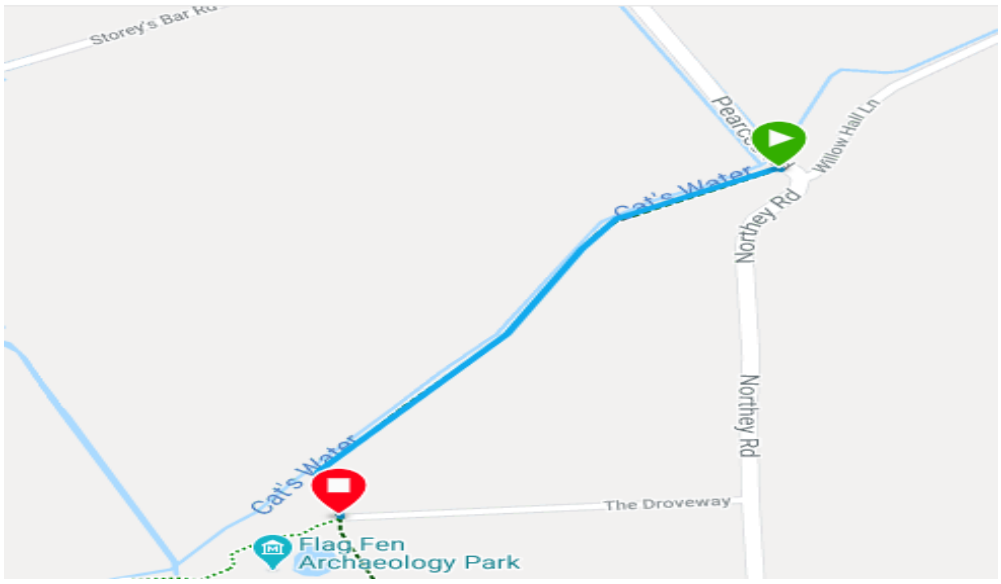
7 Vegetation cutting and scraping back edges

This section details the areas of the Green Wheel where vegetation removal and minor maintenance are most urgently required.

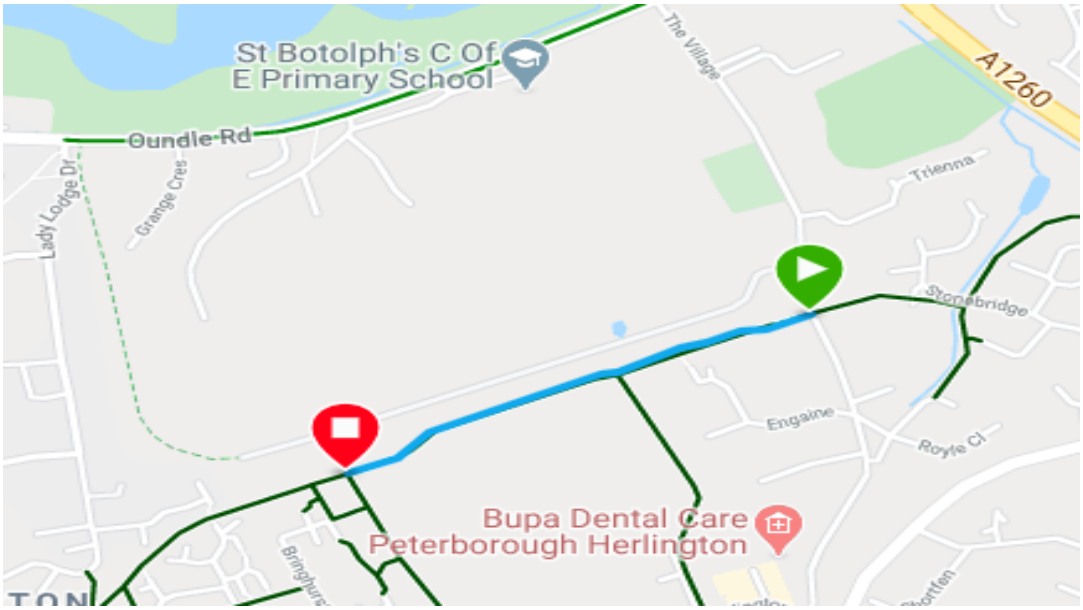
1. Cutting back vegetation along the path parallel to the Fletton Parkway between the bridge and the start of the new industrial estate. This route may be being used by workers at the new industrial estate and is currently suffering significant narrowing due to vegetation.



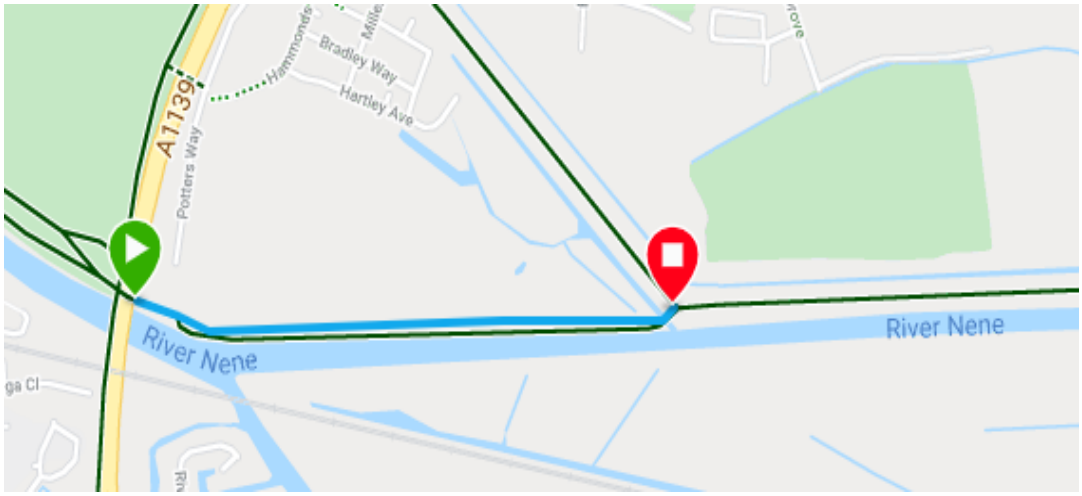
2. Cut back vegetation and repair surface from Northey Road to Flag Fen. This section currently has the greatest narrowing of a tarmacked path and is in most need of clearing.



3. Although not part of the Green Wheel, vegetation along the Wellingtonia cycle way through Orton is causing problems.



4. Cutting overhanging willows and scraping back and or widening the path along the Embankment. The red marker is also where there is a very narrow bridge with a poor surface.

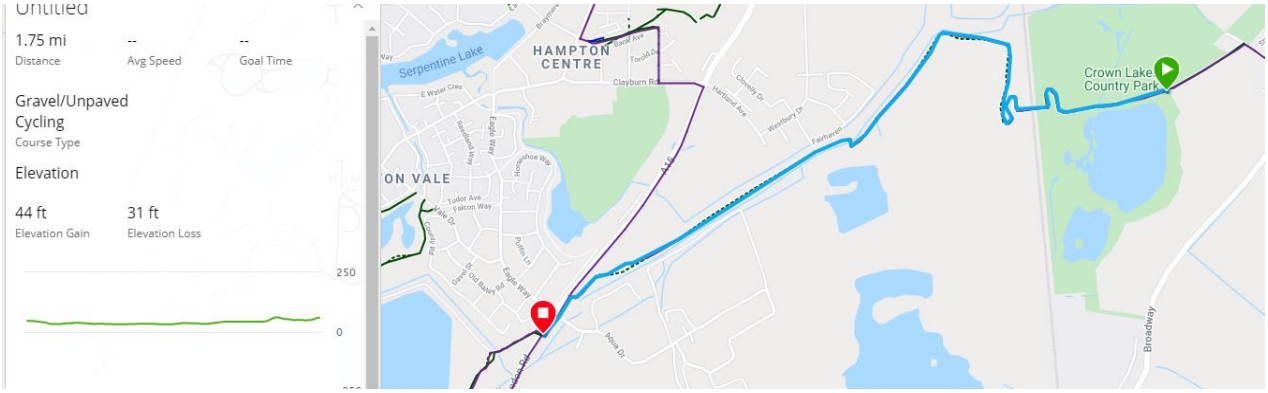


8 Resurfacing and major upgrades

Throughout this report we have highlighted a number of desirable interventions on the Green Wheel. This section outlines the major interventions which, in Sustrans' view, specifically have the greatest potential to benefit students and other commuters in addition to leisure users on the Green Wheel. These recommendations have been prioritised based upon the highest levels of current usage, starting with the most vital.

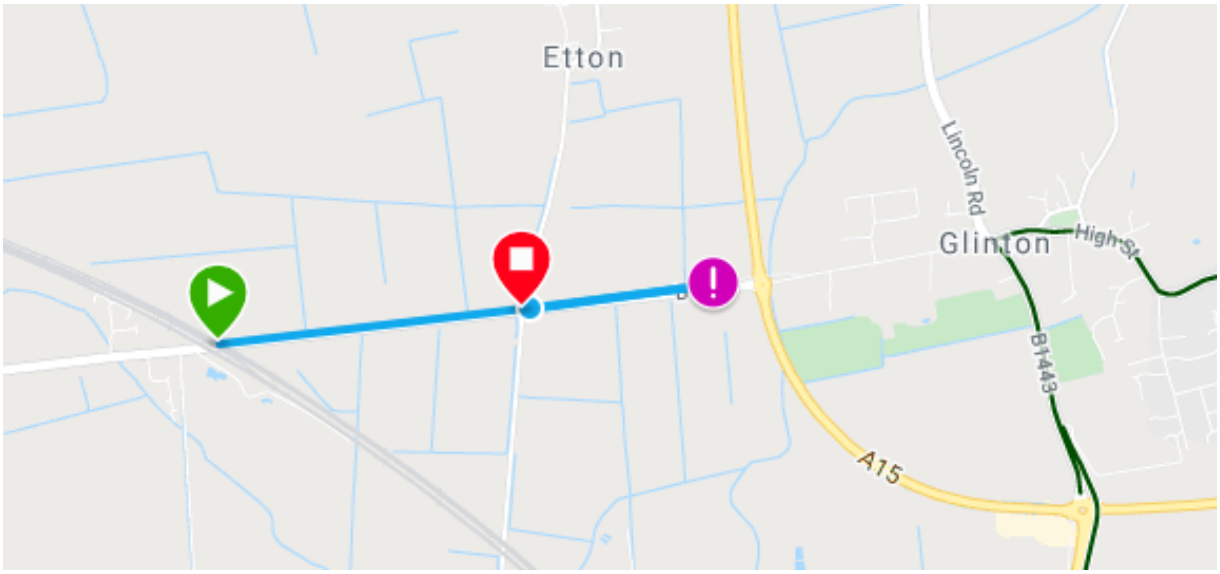
In addition to these measures, all of those upgrades recommended in the 2017 report but which have not been highlighted here, would still be considered useful.

1. Widen and resurface the path from Crown Lakes Country Park to Hampton Vale. This section appears to be well used and would provide a useful link to the new high quality paths being put in the new Hampton developments including the new links to Yaxley.



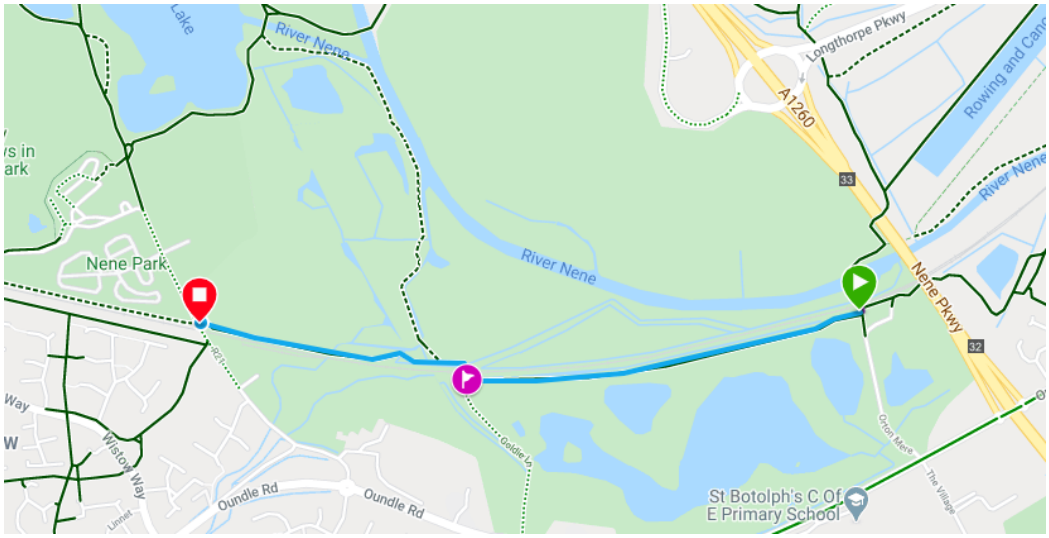
2. Widening the shared use path between Helpston B1443 and the bridge over the A15 to Glinton would provide a much enhanced route for students and commuters. The B1443 is fast and busy and the current path is very narrow and in poor condition. This section could form a useful link which is a shortcut avoiding the Etton loop into Glinton.

   The red marker is the intersection with the Green Wheel and the purple marker indicates a dropped curb is needed.



3. Resurface and widen the path between Orton Mere and Ham Lane. The section between the Orton Locks car park and Goldie Lane has a relatively high volume of traffic, is narrow and suffers from significant root heave. Many cyclists now prefer the hard packed dirt beside the path as offering a smoother ride.

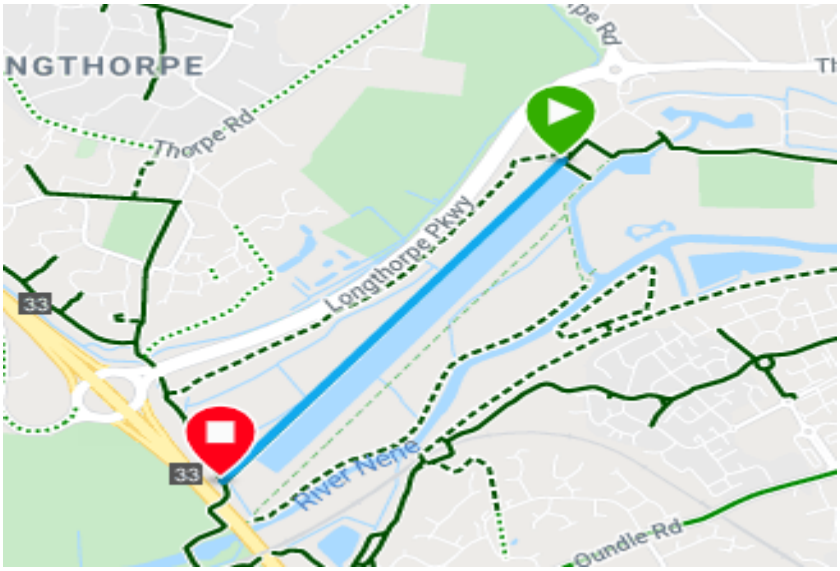
   The path is in the worst condition between the green and purple marker.



4. Resurface Turves Road to link up with Green Road. The section from the A16 underpass to Green Road is generally of good quality. The slightly older section could do with widening but if the budget is tight this is not essential. The final half mile of very poor surface creates a barrier. If there was additional money available, consider changing the route slightly at Crowland Road to upgrade the pedestrian crossing to a toucan and have a shared use path down one side of Crowland Road rather than the uncontrolled crossing nearer the roundabout.

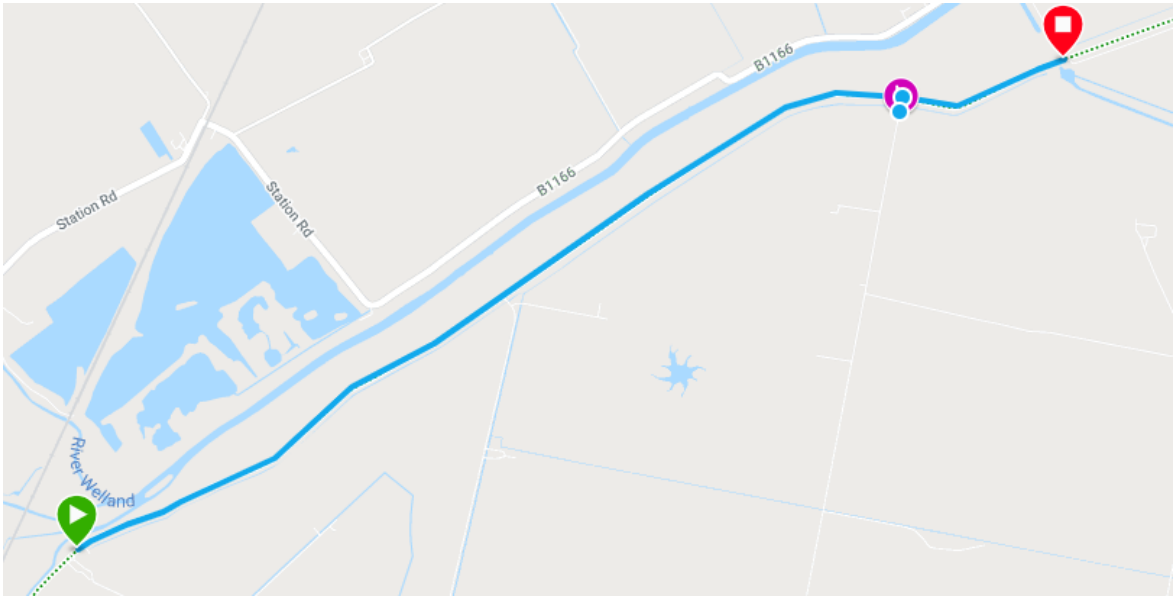
   The path between purple and red marker needs resurfacing. The green marker is a potential location for a new toucan crossing.

5. Widen the path alongside the rowing lakes. This is a very high traffic path and is often crowded.



6. Fencing and resurfacing of the Asholt drain path. This would provide a good link to both Newborough and Crowland. The reason this is not higher on the priority list is the fact that it would be a major undertaking and require a relatively large amount of funding.

   The path between the green marker and the purple marker is part of the Green Wheel and is approximately 2.4 miles. Extending the paved surface to the junction with Low Road would make the section 2.9 miles.

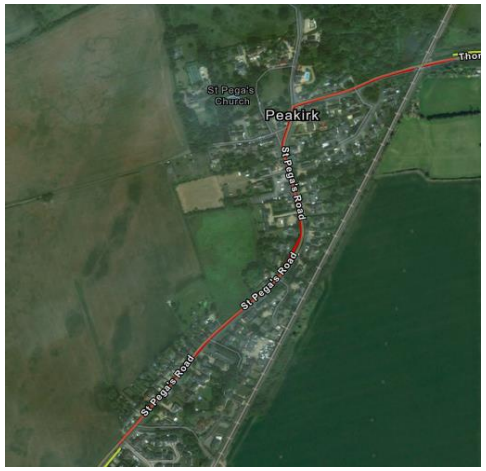


Appendix 1: Sections proposed for de-designation from the National Cycle Network

No	Section	Section Score	Photo	Issue	Recommendation
1 - Junction of Willow Hall Lane and Northey Road		**Section Category= Very Poor** Route Number 21 Link Number Section Score 5 Mean Flow Score 3 Mean Safety Score 1 Weighted Safety Score -4 Mean Surface Score 3 Mean Signage Score 3		NCN crosses the road at the apex of a tight bend in the road. The level of visibility provided from the crossing to the north is not known and may be impacted by vegetation in the verge	Controlled crossing, vegetation clearance, clear waymarking, reduce speed to 40mph.
2 - Willow Hall Road		**Section Category= Very Poor** Route Number 21 Link Number Section Score 5 Mean Flow Score 3 Mean Safety Score 1 Weighted Safety Score -4 Mean Surface Score 3 Mean Signage Score 3		Speed limit is 60mph	Speed reduction to 40mph to bring these sections up to Quietway standards. Clear signage. Refer to 2017 report.

3 - Eyebury Road		**Section Category= Very Poor** Route Number 21 Link Number Section Score 5 Mean Flow Score 3 Mean Safety Score 1 Weighted Safety Score -4 Mean Surface Score 3 Mean Signage Score 3	 	From the junction with the Green Wheel which is currently 30mph, the route joins Eyebury Road which is a 60mph road. Once at the entrance of Eye the network is 20mph and traffic-calmed.	Speed reduction to 40mph to bring these sections up to Quietway standards.

4 - Turves Road		**Section Category= Poor** Route Number 21 Link Number Section Score 9 Mean Flow Score 2 Mean Safety Score 3 Weighted Safety Score 4 Mean Surface Score 1 Mean Signage Score 2		Green Road is 60mph joining a quite lane with no facilities for cyclist or warning for drivers as cyclist join the network. Overgrown vegetation around signage	Refer to 2017 report

5 - Middle Road, Willow Drove		**Section Category= Very Poor** Route Number 21 Link Number Section Score 3 Mean Flow Score 3 Mean Safety Score 1 Weighted Safety Score -4 Mean Surface Score 2 Mean Signage Score 2		This section of road is 60mph. No clear indication these roads are shared with cyclists. Poor junction facilities	Speed reduction to 40mph to bring these sections up to Quiet Way standards. Clear signage. Refer to 2017 report
6 - Thorney Road, Peakirk		**Section Category= Very Poor** Route Number 12 Link Number 12 Section Score 2 Mean Flow Score 3 Mean Safety Score 1 Weighted Safety Score -4 Mean Surface Score 3 Mean Signage Score 0		This section of road is 60mph. No clear indication these roads are shared with cyclists. Poor junction facilities	Speed reduction to 40mph to bring these sections up to Quietway or upgrade shared use path

7 - Guntons Road, Newborough		**Section Category= Very Poor** Route Number 21 Link Number Section Score 4 Mean Flow Score 3 Mean Safety Score 1 Weighted Safety Score -4 Mean Surface Score 2 Mean Signage Score 3		60mph road.	Quietway treatment required or traffic-free route needed to bring this section up to NCN standards.

Agenda Item No: 3.5

Expansion of the Careers Hub

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	08 June 2022
Public report:	Yes
Lead Member:	Councillor Lucy Nethsingha, Lead Member for Skills
From:	Fliss Miller, Interim Associate Director for Skills
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	The Combined Authority Board is recommended to a) accept and allocate Careers and Enterprise Company grant funding of £289,800 for an extended Careers Hub in 2022-23; b) to approve the recruitment of two new positions of Operations Manager and Project Officer Assistant, employed by the Combined Authority.
Voting arrangements:	A simple majority of all Members present and voting. To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor.

1. Purpose

1.1 The Combined Authority have been successful in its bid to the Careers and Enterprise Company (CEC) to expand the Careers Hub model so that all schools and colleges across the Combined Authority will be in a Careers Hub. This paper outlines the key considerations for taking this forward.

1.2 The Combined Authority Board are recommended to accept and allocate the grant funding of £289,800 for an extended Careers Hub in 2022-23.

2. Background

2.1 The CPCA have held a contract with the Careers and Enterprise Company for the delivery of the Enterprise Advisor Network since 2018. The Enterprise Advisor Network links schools and businesses to support careers education, benefitting young people with their future learning and career path.

2.2 In 2021, the Combined Authority was successful in its bid to the CEC for its first Careers Hub. 30 institutions, including mainstream schools, colleges and SEND and Alternate Provision from across the region have moved to the Careers Hub in the academic year of 2021/22 and to date these schools are performing ahead of their contractual targets with schools achieving an average of 5.5 Gatsby Benchmarks.

2.3 A proposal to extend the Careers Hub model to all Schools and colleges was submitted to CEC on 15 March 2022 and we were informed on the 29 April 2022 that the bid was successful. The additional grant award will fund two additional posts: a fully funded Operations Manager and a match funded part time Project Officer.

2.4 All schools will transition to the Hub model in the next academic year (2022-23). This will include an additional 42 schools made up of mainstream, SEND and Alternate Provision, including sixth form colleges.

2.5 Growth Works with Skills currently deliver the CEC contract and employ all the Enterprise Coordinators. This partnership model will continue, and the additional resource will remain in the Combined Authority as a requirement of the funding. As a part funded role, the Project Officer will support the administrative duties of the Careers Hub as well as the wider skills work within the CPCA. The Operations Manager will be responsible for ensuring the operational performance of the Growth Works with Skills Careers Hub delivery through matrix line management of the Enterprise Coordinators.

Significant Implications

3. Financial Implications

3.1 The additional funding for the 2022/23 academic year is £69,200, taking the contract value for staffing to £246,600. The total value of the contract, including the local hub fund is £289,800.

3.2 The original careers Hub funding was approved by the CA Board on 30 June 2021 and the additional funding was included within the 2021/22 medium term financial plan (MTFP).

However, the funding for the remainder of the academic year was not included in the 2022/23 MTFP, to address this the table below reflects the from the original funding and the new funding discussed in this paper.

3.3 While the grant award being accepted is for £289,000 for the 2022-23 academic year, the total effect on the MTFP, as shown in the table below, is £253,000 because:

a. £16,800 of the £289,800 was already anticipated when the MTFP was set and thus was included in the CEC service budget line. However, due to the TUPE of a staff member to Growth Co this is now required within the Growth Co Service budget line

b. As mentioned in 3.2 above, there is an increase of £25,000 in the 22-23 financial year recognising the second part of the 2021-22 academic year reflecting the June 2021 CA Board decision

Financial change summary (£'000)			**2022-23**	**2023-24**	**2024-25**	**2025-26**
Change Requested	**Careers & Enterprise Company**	Approved	25	101	52	-
		STA	-	-	-	-
	Growth Co Services	Approved	50	25	-	-
		STA	-	-	-	-
Revised MTFP	**Careers & Enterprise Company**	Approved	75	151	77	-
		STA	-	-	-	-
	Growth Co Services	Approved	3,918	941	-	-
		STA	-	-	-	-

3.3 The match funding required for the new Project Officer is already budgeted for within the Skills Bootcamps Project as the Officer will support both contracts.

4. Legal Implications

4.1 There are no legal implications.

5. Public Health Implications

5.1 The report recommendations have positive implications for public health. Young people will receive advice and guidance on careers in health and social care through the work of the Hubs. Young people making positive choices about their career will also have longer term positive health outcomes.

6. Environmental and Climate Change Implications

6.1 The report recommendations have positive implications for the environment. The work of the Careers Hub informs students of the current and future green economy and therefore support the NetZero agenda.

7. Appendices

7.1 There are no appendices.

8. Background Papers

8.1 None.

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

Agenda Item No: 3.6

Multiply Local Investment Plan

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	8 June 2022
Public report:	Yes
Lead Member:	Councillor Lucy Nethsingha, Lead Member for Skills
From:	Fliss Miller, Interim Associate Director for Skills
Key decision:	Yes
Forward Plan ref:	KD2022/024
Recommendations:	The Combined Authority Board is recommended to:

a) Note the draft Local Investment Plan for the Multiply Programme and its submission to the Department for Education.

b) Delegate authority to the Chief Executive, in consultation with the Chief Finance Officer and Monitoring Officer, to approve the final version of the Local Investment Plan for the Multiply Programme for submission to the Department of Education

Voting arrangements:	A simple majority of all Members present and voting. To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor.

1. Purpose

1.1 As part of the new UK Shared Prosperity Fund (SPF) the Combined Authority is required to submit two Investment Plans, Core SPF and Multiply to Central Government. This paper includes the draft Investment Plan for Multiply which must be approved before submission to the Department for Education (DfE) by 30th June 2022.

1.2 The Investment Plan sets out what interventions will be funded and is the key mechanism to draw down the funds allocated to the Combined Authority.

2. Background

2.1 On 13 April 2022 the Department for Levelling Up, Housing & Communities announced details of the UK Shared Prosperity Fund. The fund includes an allocation for Multiply, an adult numeracy programme. The Combined Authority is the Lead Authority for Multiply.

2.2 The overall objective of Multiply is to increase the levels of functional numeracy in the adult population across the UK. The DfE have identified three key measures of success for the whole programme at a national level:

I. More adults achieving maths qualifications courses (up to, and including, Level 2 – with GCSEs and Functional Skills Qualifications as the qualifications of choice in England – or equivalent) and an increase in participation in numeracy courses.

II. Improved labour market outcomes - fewer numeracy skills gaps reported by employers, and an increase in the proportion of adults that progress into sustained employment and / or education.

III. Increased adult numeracy across the population

2.3 As part of the Multiply Programme a new national digital platform will be funded centrally which will give access to numeracy training on demand. It is anticipated that this platform will be available towards the end of this calendar year.

2.4 The Combined Authority's allocation to deliver Multiply over a three-year programme is:

2022-23	2023-24	2024-25	Total
£1,209,056	£1,395,065	£1,395,065	£3,999,186

2.5 Interventions delivered with Multiply funding need to be additional and differentiated from that which is already fully funded through the Adult Education Budget (AEB) legal entitlement and should not displace that provision.

3.0 The Investment Plan

3.1 The Investment Plan template has ten sections which focus on strategic fit, evidence of demand and the proposed interventions to be funded.

3.2 A menu of options are provided to steer Lead Authorities when developing the Plan.

Examples of the types of interventions proposed include;

I. Courses designed to increase confidence with numbers for those needing the first steps towards formal numeracy qualifications,
II. Innovative numeracy programmes delivered together with employers – including courses designed to cover specific numeracy skills required in the workplace,
III. Courses for parents wanting to increase their numeracy skills in order to help their children, and help with their own progression

3.3 Lead Authorities can include 'off menu' interventions where there is a robust analysis to support the inclusions of such activities. The Combined Authority, through engagement with key stakeholders have nominated three 'off menu' interventions:

I. A Combined Authority wide awareness and aspiration raising engagement campaign
II. A collaborative approach to recruiting, upskilling and reskilling numeric tutors to deliver the new programmes - building capacity within the region.
III. The creation of Maths Champions to provide mentoring support

3.4 The Combined Authority has engaged with a number of stakeholders and providers to develop the investment plan, further refinement will continue before the Investment Plan is submitted to DfE as new evidence is sourced to ensure all decisions are evidence based. The draft Local Investment Plan is at Appendix 1.

3.5 It is therefore requested that authority is delegated to the CEO of the Combined Authority to approve the Multiply Investment Plan for submission to the Department for Education.

Significant Implications

4. Financial Implications

4.1 The Combined Authority has been allocated £3,999,186 over the three-year programme, subject to Government acceptance of the Combined Authority's Multiply Investment Plan. This funding is expected to be ringfenced for the project and thus not have a wider impact on the Combined Authority's budget.

5. Legal Implications

5.1 There are no significant legal implications.

6. Public Health Implications

6.1 The report recommendations have positive implications for public health. Participation in adult learning improves the health and wellbeing of participants and wider society.

7. Environmental and Climate Change Implications

7.1 The report recommendations have positive implications for the environment. One of the courses proposed in the Investment Plan is based on numeracy to understand energy efficiency in the home.

8. Other Significant Implications

8.1 No other implications.

9. Appendices

9.1 Appendix 1 Draft Multiply Investment Plan

10. Background Papers

10.1 Multiply Investment Plan Template (May 2022)

Department for Education

Multiply

Multiply

Investment plan template (England)

May 2022

For Mayoral Combined Authorities, the Greater London Authority, and upper tier/unitary local authorities outside of these areas in England

Contents

About this document 3

Section A: Multiply intervention summary 4

Section B: Strategic fit 7

Section C: High level delivery timeline 9

Section D: Evidence of need and demand 12

Section E: Engaging learners 18

Section F: Measuring success 20

Section G: Stakeholder management 22

Section H: Risks 23

Section I: Capacity and Capability 25

Section J: Declaration of the Chief Executive of the lead local authority 27

About this document

In conjunction with this template, please refer to the Multiply investment prospectus and technical guidance for England available here https://www.gov.uk/government/publications/multiply-funding-available-to-improve-numeracy-skills

Investment plans are invited from the Greater London Authority, all Mayoral Combined Authorities, and upper tier/unitary authorities outside of these areas in England. Scotland, Wales and Northern Ireland should refer to the wider UKSPF investment framework

Please ensure you complete this template in full and submit by 30th June 2022 by emailing Multiply.investmentplans@education.gov.uk

Once investment plans are approved, provisional allocations will be signed off, grant agreements will be put in place incorporating information included in this investment plan and first payments made in autumn 2022.

At the end of the 2022-23 and 2023-24 financial years, areas will submit an annual progress report, and a revised investment plan for subsequent years of Multiply provision. This should take on board learning achieved through local delivery, peer to peer support networks and engagement events. It should align with the updated menu of interventions and any new guidance issued each year by the Department for Education.

For further information or to discuss a proposal ahead of submission please contact DfE at Multiply.investmentplans@education.gov.uk

Please note that information provided on this form, including personal information, may be subject to publication or disclosure in accordance with the access to information regimes, primarily the Freedom of Information Act 2000 and the Data Protection Act 1998.

We have suggested word counts for questions as an approximation but will allow some flexibility and will not apply the word count rigidly. We don't anticipate investment plans to be longer than 25 pages. We won't accept additional attachments beyond the return of this document and the accompanying Excel spreadsheet.

1. Who are the local authority representatives for Multiply (name, email, telephone)?

Multiply lead: Fliss Miller

Financial / Accounting Officer: Jon Alsop

Section A: Multiply intervention summary

2. ***In the accompanying spreadsheet****, please provide a high-level summary of the interventions to deliver Multiply in your local area, along with related output indicators and required budget?*

The Cambridgeshire and Peterborough Combined Authority is committed to levelling up in our region. We have analysed the data we have access to and will continue to refine the Investment Plan as more data becomes available, taking an evidence-based approach to ensure Multiply resources are targeted to residents who need it most. Working with partners and providers across the Combined Authority the following areas are chosen as a priority for our residents:

A) Courses designed to increase confidence with numbers for those needing the first steps towards formal numeracy qualifications.

B) Courses designed to help people use numeracy to manage their money

C) Innovative numeracy programmes delivered together with employers – including courses designed to cover specific numeracy skills required in the workplace

D) Courses aimed at people who can't apply for certain jobs because of lack of numeracy skills and/or to encourage people to upskill in numeracy order to access a certain job/career

E) Intensive and flexible numeracy courses leading to Functional Skills – including remote and blended learning using digital online platforms, flexible courses offered around working hours at irregular times and intensive

F) Family learning style courses for parents wanting to increase their numeracy skills to better support their children and to help with their own skills and progression - targeted to both primary and secondary schools where standards are lower than national benchmarks

G) Numeracy courses aimed at care leavers aged 19+ to support independent living and financial literacy

H) Numeracy engagement and outreach courses in partnership with community organisations aimed at engaging the hardest-to-reach residents such as economically inactive and targeting 'left-behind' communities in the sub-region

I) Additional maths modules embedded into vocational courses.

3. *If you have described any Multiply provision in Section A that does not fit the menu of interventions, what is your rationale for proposing this additional intervention? We will consider this proposal against the aims of the Multiply programme. You can answer "None" for this question. (Approx. 250 words)*

We have identified three areas that are not on the menu of interventions:

1. **Capacity building** - we will create new resources and provision collaboratively across the region to upskill and reskill individuals to lead and deliver the courses identified in the investment plan. This includes using Multiply to target market towns and wards in the sub-region, that are under-served by current skills provision.

Regionally we have a shortage of maths tutors, we understand this is a national issue and therefore we need a targeted local campaign to reach-out, incentivise, attract, and develop more individuals to enter the profession as FE maths teachers and tutors, as recruiting staff from other providers will only compound this issue. We will work with our universities to attract under and post-graduates through a 'Multiply Internship' They may have studied maths or another subject but can make numeracy and numbers come alive.

2. **Awareness and aspiration raising campaign** – we will work with a partner to develop a series of regional campaigns targeted to the groups of learners identified above. Recognising that we need to attract a number of residents who will not have engaged in learning for a period of time, and therefore a number of different outreach methods will be required – wider than marketing through our provider network.

3. **Outreach and Engagement - Development of Maths Champions Network**

4. *Please confirm and explain how your Multiply provision is in addition to and does not duplicate or offset fully funded maths courses delivered through the Adult Education Budget statutory entitlement, or other government funded maths provision. (Approx. 250 words)*

   We can confirm that our proposed Multiply interventions will provide additionality to provision already being delivered in our region through existing Adult Education Budget (AEB) funded statutory entitlements. In order to ensure this and to strengthen the maths offer and improve access to numeracy skills across the Combined Authority.

   As the Combined Authority has a devolved AEB, we are the commissioner for this provision across the area and can confirm that there will be no duplication in the learning provision that is commissioned through Multiply.

5. *Please briefly set out how you have considered the FE workforce needs (e.g. classroom, tutoring) for Multiply. How will you ensure Multiply workforce needs will not be at the detriment of other programmes you are delivering (eg under the AEB statutory entitlements)? Please note, FE workforce investment should support delivery of Multiply provision and should not be a standalone intervention. (Approx. 250 words)*

   We have consulted with colleges, providers, FE sector bodies and stakeholders who have escalated concerns regarding the wider FE workforce needs in our sub-region, especially for the delivery of technical skills. To address this, the Combined Authority is currently supporting a wider FE Teacher and Trainer Recruitment campaign and intends to build on this best practice approach to attract new entrants into FE. We have identified a need for additional maths teachers to meet our sub-regional needs over the next decade. We will therefore build momentum for our FE Teacher Training and utilise Multiply funding to attract new entrants for dedicated Multiply delivery.

   In addition, we will invest in the CPD of existing FE teachers and trainers to enhance

the embedding and contextualising of numeracy in technical, vocational and community learning. This is important for subject specialist staff who will then be able to use their specialism and expertise in a trade or subject or topic to embed numeracy and engage learners.

Through the levers of the Combined Authority's role as strategic commissioner for skills and the annual provision planning process with our current AEB providers, we will ensure that volumes of qualification-based numeracy courses, GCSE and Functional Skills and legal entitlements are grown. Therefore, the Multiply workforce needs will not be at the detriment of AEB. Enrolment onto an AEB funded qualification is one of the 'outcomes' of engagement through Multiply. Therefore, the AEB numeracy offer will grow and be staffed accordingly. Our vision is to use the once-in-a-generation opportunity to build capacity for numeracy delivery in our region and sustain this beyond the three-years of Multiply to leave a legacy.

Section B: Strategic fit

6. *How does the proposed Multiply provision strategically fit with your local priorities, coordinating where possible with wider skills and employment interventions in local areas (for example through Local Skills Improvement Plans), and interventions funded through the broader UKSPF (e.g. in district council investment plans) or other programmes? (Approx. 500 words)*

Cambridgeshire is considered as a microcosm of the country; we have the very affluent South with a knowledge intense economy, contrasting with lower average earnings in the North and lower educational outcomes. The region also includes the Opportunity Area of Fenland and East Cambridgeshire, an education investment area and two priority areas identified for levelling up.

Numeracy is a core skill required for both life and work and recognised by the Cambridgeshire and Peterborough Combined Authority as being an essential skill needed by the region. With £1,056,542.78 (funding used for upskilling for all qualifications in 2020/21) of our devolved AEB being used to upskill from entry level 1 to level 2, we have the means and ability to fund those who meet the entry criteria, but this does not go far enough. Much of the demographic of the region is not able to access numeracy upskilling either due to delivery models of training, accessibility, eligibility or engagement methods.

High-level skills growth is slowing, and school leavers across the area are more likely to go straight into work than on to education or training, risking people missing out on upskilling and potential further career progression. There are lower than average rates of progression from school into Higher Education, Further Education and apprenticeships, with variation across places. This often means there are limited opportunities for young people to continue to build numeracy skills beyond core maths curriculum whilst in education and over a third of employers reporting that numeracy skills are not developed enough in schools' leavers.

Under the pilar of Life Wide and Life Long Learning in the Cambridgeshire & Peterborough Employment and Skills Strategy, ensuring inclusion in continued and community learning and support for disadvantaged people, adults with SEN, care leavers and ex-offenders is a priority for the region. Multiply will bring additional opportunities to engage with hard to reach communities, with contextualised learning increasing not only numeracy skills, but developing skills around energy efficiency, sustainability, financial management and healthy lifestyles.

Cambridgeshire & Peterborough have experienced a decline in the number of adults accessing numeracy courses over the last two years. Predominantly the effect of the pandemic, a large proportion of adults have not had the opportunity to develop or build

upon their numeracy skills. A buoyant labour market offers wider opportunities for residents and good numeracy skills will support individuals move into job roles in the region.

Workplace learning will be a key focus for Multiply funds. Historically, limited funding has meant that numeracy skills have not been developed in the workplace, yet this is a key skill identified by employers, critical for reducing waste, increasing productivity and increasing satisfaction. Contextualising this learning into broader organisational development such as sustainability, lean or sector based themes will support employers in achieving wider organisational aims.

Section C: High level delivery timeline

7. *Please provide an outline of your high-level delivery timeline including major milestones and planned partnerships with local education providers, employers, and other local touchpoints*

	Multiply provision	Delivery partners	Major milestones	Date	Comments
1	Courses designed to increase confidence with numbers for those needing the first steps towards formal numeracy qualifications	We are currently running an AEB procurement with an additional Lot for Multiply, to engage Independent Training Providers. At this stage we, we are unable to name providers or employers we will be working with. We will also be looking to Grant Fund our existing Further Education and Local Authority providers in a separate process.	Indicative allocation of grant funding agreement awards to FE and LA providers	June 2022	
			Award contracts for services through procurement process	July 2022	
			Commencement of delivery	Autumn	
			Contract and performance monitoring	Ongoing	
2	Courses designed to help people use numeracy to manage their money.	We are currently running an AEB procurement with an additional Lot for Multiply, to engage Independent Training Providers. At this stage we, we are unable to name providers or employers we will be working with. We will also be looking to Grant Fund our existing Further Education and Local Authority providers in a separate process.	Indicative allocation of grant funding agreement awards to FE and LA providers	June 2022	
			Award contracts for services through procurement process	July 2022	
			Commencement of delivery	Autumn	
			Contract and performance monitoring	Ongoing	
3	Innovative numeracy programmes delivered together with employers – including courses designed to cover specific numeracy	We are currently running an AEB procurement with an additional Lot for Multiply, to engage Independent Training Providers. At this stage we, we are unable to name providers or employers we will be working with. We will also be looking to Grant Fund our existing Further Education and Local Authority	Indicative allocation of grant funding agreement awards to FE and LA providers	June 2022	
			Award contracts for services through procurement process	July 2022	
			Commencement of delivery	Autumn	
			Contract and performance monitoring	Ongoing	

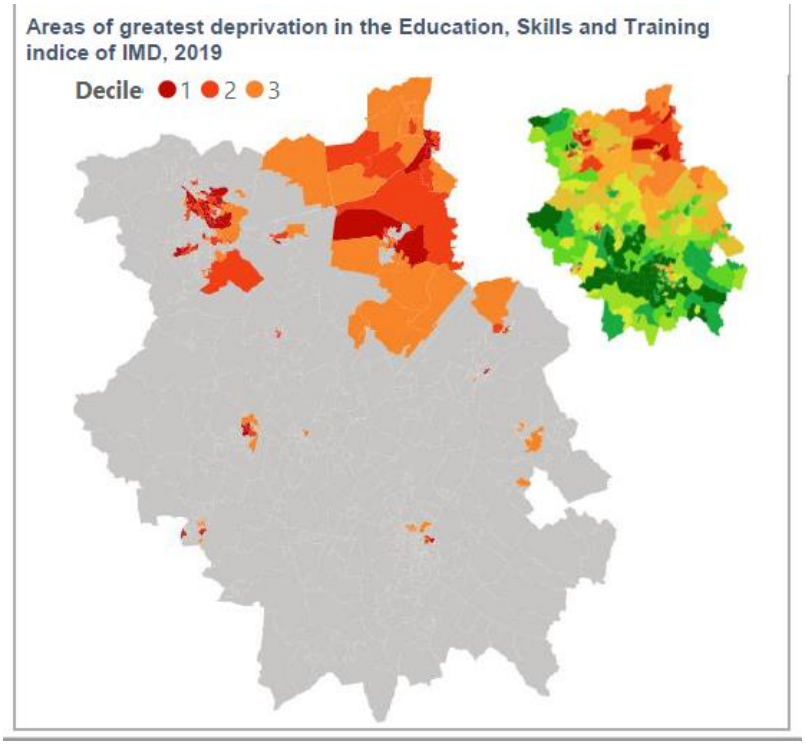
	skills required in the workplace	providers in a separate process.			
..	Courses aimed at people who can't apply for certain jobs because of lack of numeracy skills and/or to encourage people to upskill in numeracy order to access a certain job/career	We are currently running an AEB procurement with an additional Lot for Multiply, to engage Independent Training Providers. At this stage we, we are unable to name providers or employers we will be working with. We will also be looking to Grant Fund our existing Further Education and Local Authority providers in a separate process.	As above		
	New intensive and flexible numeracy courses targeted at people without Level 2 maths, leading to a Functional Skills Qualification	We are currently running an AEB procurement with an additional Lot for Multiply, to engage Independent Training Providers. At this stage we, we are unable to name providers or employers we will be working with. We will also be looking to Grant Fund our existing Further Education and Local Authority providers in a separate process.	As above		
	Courses for parents wanting to increase their numeracy skills in order to help their children, and help with	We are currently running an AEB procurement with an additional Lot for Multiply, to engage Independent Training Providers. At this stage we, we are unable to name providers or employers we will be working with. We will also be looking to Grant Fund our existing Further	As above		

	their own progression	Education and Local Authority providers in a separate process.			
	Numeracy activities, courses or provision developed in partnership with community organisations and other partners aimed at engaging the hardest to reach learners	We are currently running an AEB procurement with an additional Lot for Multiply, to engage Independent Training Providers. At this stage we, we are unable to name providers or employers we will be working with. We will also be looking to Grant Fund our existing Further Education and Local Authority providers in a separate process.	As above		

Section D: Evidence of need and demand

8. *Please describe why improving adult functional numeracy (aiming to teach the numeracy skills that are needed in daily life and the workplace) matters to your local area. You should refer to specific characteristics of your local area in your answer and include supporting evidence - especially quantitative forms of evidence where available. (Approx. 250 words)*

As noted above in question 6 in Cambridgeshire and Peterborough Combined Authority we have significant areas of deprivation. Residents with low or no qualifications is increasing in some areas.



Deprivation in the north of the Combined Authority area is particularly evident across factors such as income, employment, education and health. This is most notable in Peterborough and Wisbech (within Fenland), where deprivation is spread across rural areas with more remote settlements.

However, pockets of deprivation can also be found in other districts, notably Huntingdon (the main town in Huntingdonshire) and LSOA's within the Abbey and Kings Hedges areas of Cambridge. Individuals living in areas with higher levels of deprivation are more likely to have poorer outcomes, have lower educational attainments and lower levels of skill. This deprivation makes it harder to acquire the relevant skills needed for the jobs in demand in the local area.

Educational attainment varies substantially across the Combined Authority geography.

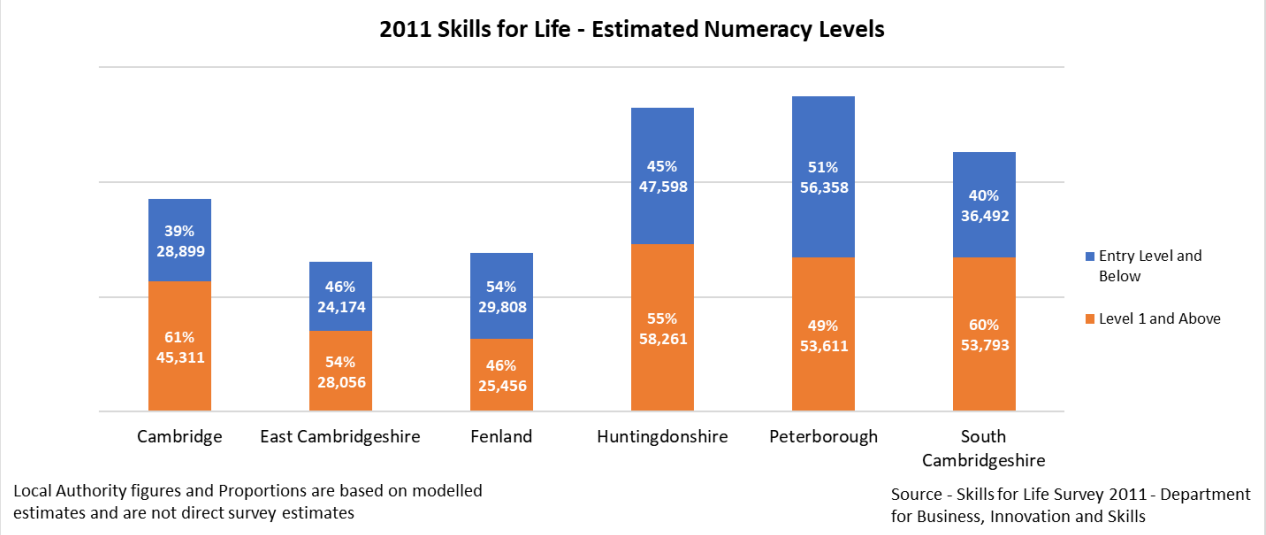
- The highest levels of educational attainment, considerably above national averages, are clear in Cambridge and South Cambridgeshire.
- Below national average levels of educational attainment are evident in Fenland and Peterborough.

• The variation in educational attainment is reflected in both GCSE and A level results which suggests a north-south divide in outcomes.

The Combined Authority will target Multiply interventions where there is most need, to further the work of Levelling Up in the locality. Numeracy interventions delivered in more engaging ways through the Multiply programme will make learning more accessible to residents who have not accessed learning for a long time.

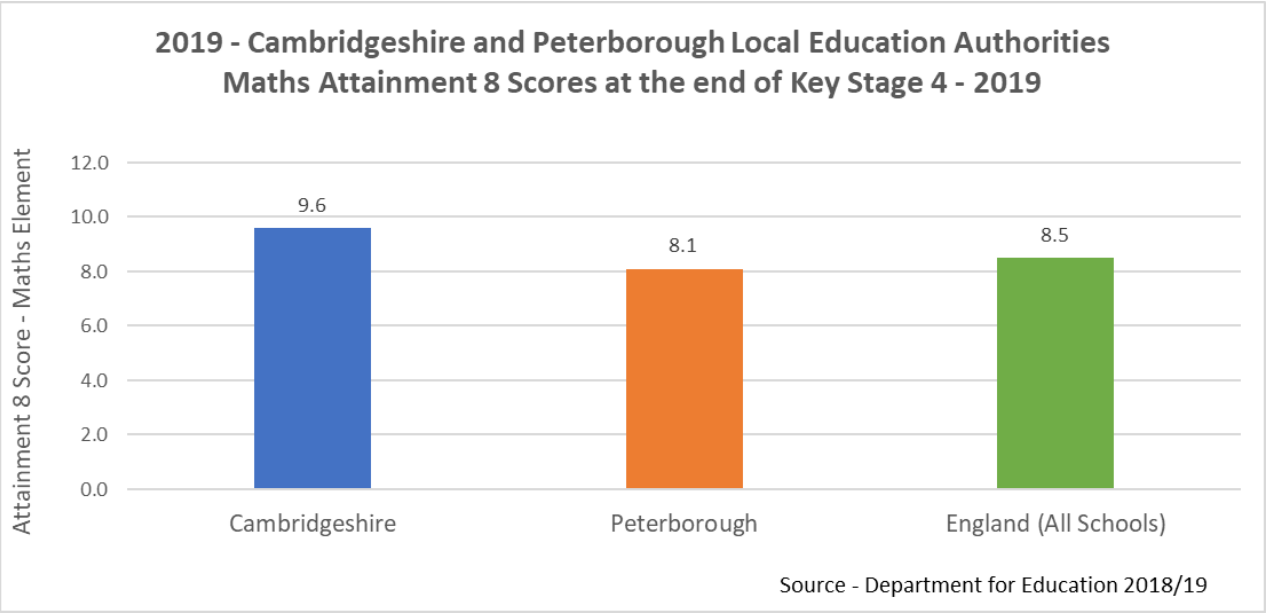
9. *Please describe any qualitative or quantitative data you have on local adult numeracy levels (e.g., historic and current participation and achievement, etc) to evidence need and demand. (Approx. 250 words)*

The Combined Authority is awaiting additional data to supplement the evidence we already hold. The latest data currently available is from data collected for the Skills for Life Survey. In England, overall, the proportion of people with Entry Level and Below Numeracy Skills was 49%. Locally, across Cambridgeshire and Peterborough, Fenland and Peterborough local authorities are estimated to have proportions higher than national levels.

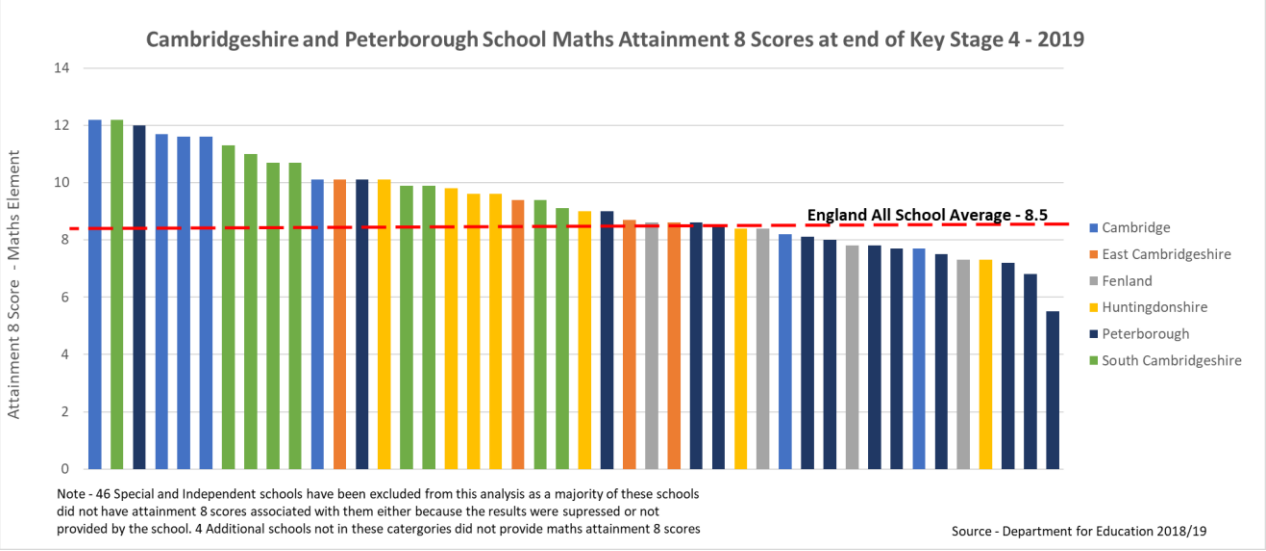


Whilst this data is quite dated, we expect the trend to have to remained relatively stable. This is inferred due to the Maths Attinment 8 scores refelecting the same picture. The chart below shows the Maths Attainment 8 scores for Key Stage 4 students in 2019, the latest data available.

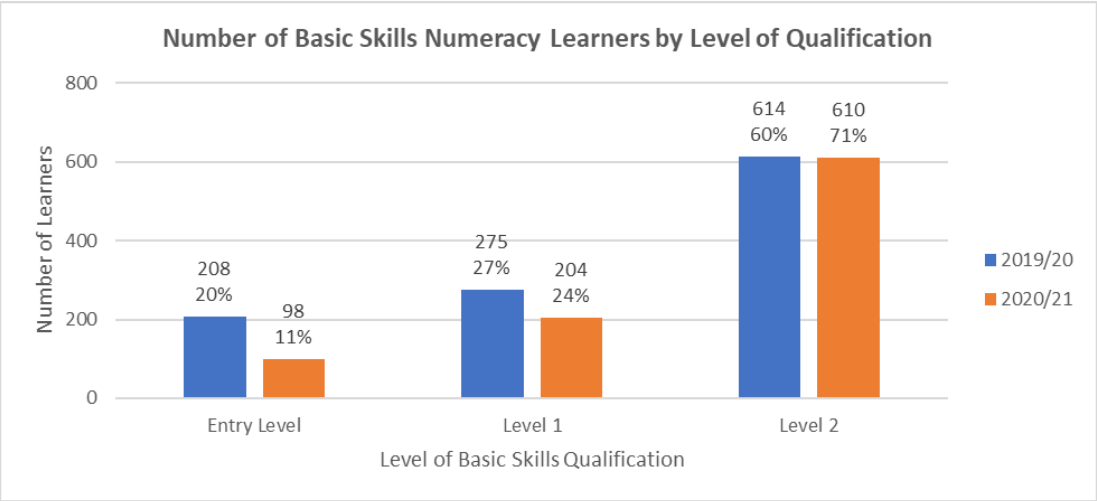
Whilst Cambridgeshire has a better attainment 8 score than the England (All Schools) average, Peterborough's is slightly lower.

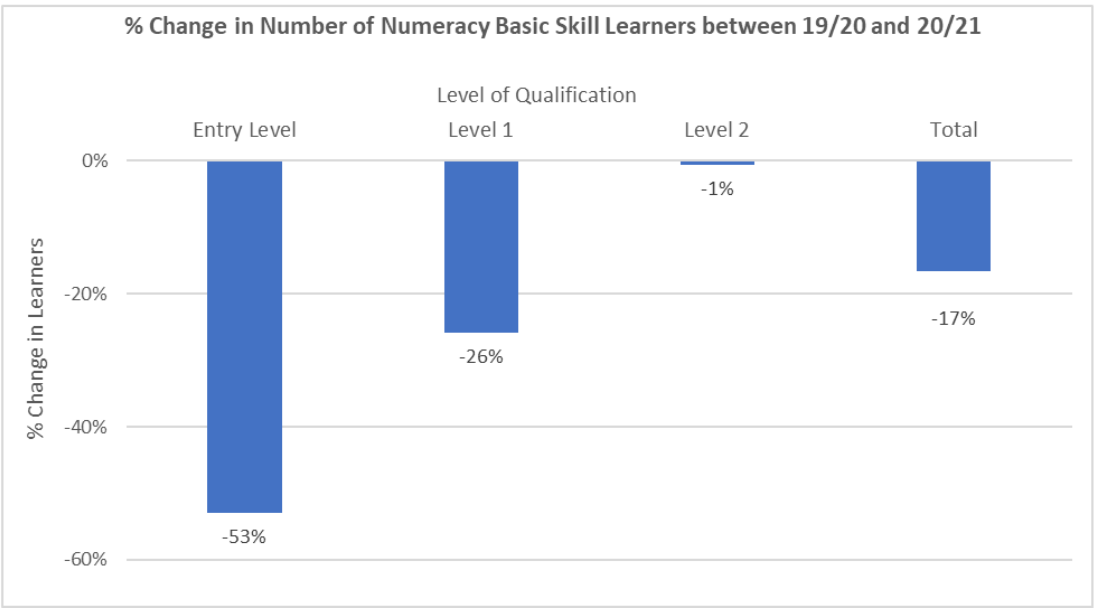


We can look at this data by school, the chart below shows the Maths Attainment 8 scores for Key Stage 4 students in 2019, the latest data available on individual school performance. It should be noted that Independent and Special schools were not included in this analysis as the majority did not provide a numeracy attainment 8 score for 2019. The only local authorities where all the schools listed were above the England average were South Cambridgeshire and East Cambridgeshire. In two local authorities more than half of schools were below the England average: Fenland (75% of schools) and Peterborough (62% of schools)



Through the Adult Education Budget provision Cambridgeshire & Peterborough have experienced a decline in the number of adults accessing numeracy courses over the last two years. Predominantly the effect of the pandemic, a large proportion of adults have not had the opportunity to develop or build upon their numeracy skills.





There is clear evidence of need for additional and new provision, the Combined Authority must now engage with the hardest to reach learners to enact the change required.

10. *How does the Multiply provision outlined in section A meet this demand, on top of how existing entitlement is already meeting it, and what does success look like for your local area? (Approx. 250 words)*

The Multiply interventions chosen in this Investment Plan are aligned to where there is most need and build upon the existing offer that we commission in the Combined Authority.

We will work with local schools to encourage family learning – therefore increasing the likelihood of our young people engaging and achieving maths qualifications, whilst concurrently upskilling their parents.

We will contextualise learning, in different ways to reach those hardest to reach learners, equipping them with practical skills, financial literacy, energy efficiency – at the same time – as engaging them in developing wider numeracy skills.

We will work with employers, through practically based numerical skills to help with in work progression.

We will make learning more accessible – through different delivery models in accessible formats, reaching our rural communities.

Through a targeted and ongoing awareness and aspiration raising campaign, we will seek to attract residents who are in most need of support. We are working with key partners to ensure the offer is relevant to the hardest to reach communities.

11. *Please describe what you have done to ensure good value for money (e.g., has your plan been reviewed by an economist, have you reviewed local data?). Please also describe what controls you will put in place to ensure that good value for money continues to be achieved throughout the lifetime of the Multiply provision. (Approx. 250 words)*

Value for money in Cambridgeshire and Peterborough is about maximising the impact of every pound of public money spent to improve people's lives in an effective, efficient and economical way.

Local data has been reviewed including using our own devolved AEB data information (2019/20 and 2020/21) Basic Skills Numeracy and Community Learning Numeracy. According to the data:

- Between 2019/20 and 2020/21, there was a 17% decrease in the number of Numeracy Basic Skills learners
- Between 2019/20 and 2020/21, the decrease in Numeracy Basic Skills learning was driven by a decrease in lower level qualifications, a 53% decrease in Entry Level learners and a 26% decrease in Level 1 Learners.
- The highest proportion decreases were in Cambridge (-24%), East Cambridgeshire (-24%) and Huntingdonshire (-23%)
- In both 2019/20 and 2020/21, the largest proportion of learners taking a numeracy basic skills qualification across the CPCA area lived in Peterborough
- In both 2019/20 and 2020/21, the majority of learners studying basic skills undertook a Level 2 qualification

CPCA is currently getting ready to run a numeracy awareness campaign supported by National Numeracy UK, to engage learners and improve adult numeracy across our region in order to:

- Improve numeracy for getting into, and on at, work
- Improve numeracy for managing money - financial inclusion – supporting numeracy to help residents better manage their money when faced with the rising cost of living

- Improve numeracy for supporting children - Family Learning, Family Maths Toolkit and Parental Engagement.
- Stimulate interest and enthusiasm to attract FE maths tutors

Section E: Engaging learners

12. *Which cohorts of learners will be hardest to reach? How do you intend to maximise the reach of the programme and make sure Multiply provision engages those learners that are hardest to reach (e.g., communications; reaching out to people via employers, 'touch points' such as housing and other community groups)? (Approx. 300 words)*

Through our ongoing engagement with our existing AEB Provider base, it has become clear to us that disruption over the past two years brought about by the pandemic and National lockdowns has resulted in further disparity and a widening of the gap between those who were already considered hardest to reach and those that were not.

Further, the emerging cost-of-living crisis is set to exacerbate the situation for many people and families in our region and throughout the country, as they lack the confidence in numbers to be able to work out things such as energy bills and managing their money, leaving them more vulnerable to debt and unemployment.

Based on current and future social and economic indicators (business surveys, the CPCA's own Skills Strategy and the Index of Multiple Deprivation for Cambridgeshire), there are cohorts in certain geographic areas, which are particularly hard to reach. These are, for instance, in some Peterborough wards (e.g. Paston, Dogsthorpe), which are in the highest quintile for income deprivation nationally with above average unemployment rates and a high proportion of people and households in poverty. In addition, 75% of those in workless households in the city have significant skills barriers (including lack of basic Maths) and 25% have no formal qualification, at all. This prevents residents from entering the job market and has created a vicious cycle of disadvantage from which many find it hard to escape. This strongly affects cohorts of disabled residents, as well as some BAME groups.

And even where those low-skilled individuals are in work, they often tend to be in low-paid jobs, which has a negative impact on productivity and growth potential of businesses.

This problem is exacerbated by Peterborough's strategic priority sectors (Property and Finance, Advanced Manufacturing and Transport/Logistics) continually demanding a higher skilled workforce with competency in Maths at Level 2. The same applies to Cambridge itself, where the needs of a high-skilled economy contrasts with a low-skilled population and high workless rates in areas of highest deprivation within the city (e.g. Abbey ward, followed by King's Hedges and Arbury).

Transport remains an issue when trying to access training provision, particularly for residents in rural areas, i.e. Fenland and for those it is important that outreach can be done both remotely (via digital engagement and virtual delivery solutions) and in in the local community in close proximity to residents' homes (using peripatetic services).

Particularly those hit worst by the pandemic (due to mental health conditions) benefit from a virtual classroom model, as it provides structure to their daily activities, free from worries and anxieties about physical attendance following a long period of social distancing, which many have still not overcome. This is enhanced by the certainty of gaining valuable numeracy skills that will help them (re-)gain employment.

An inclusive communication approach is needed that focuses on key messages (ie. personalised Multiply provision (including 1-2-1s) that lead to course achievement and, potentially, progression into work (including apprenticeships).

Participants should be reached via local networks of existing provision (including that of DfE, DWP, the Third Sector etc).

Outreach activities must include easily accessible information via websites, targeted posts/activities on social media, local radio, newspapers and bespoke marketing materials for leaflet drops at high footfall areas (e.g. shopping centres). To reach and engage cohorts, marketing needs to provide advice on service eligibility, access details (eg. online; phone; drop-in) and promote benefits of learning and work.

Housing Associations, Local Authorities (housing and family services), as well as NHS drop-in clinics could be used to engage with learners from more disadvantaged backgrounds, including those who are NEET, SEND/LDD, BAME and LGBTQ learners.

13. How will you ensure Multiply provision will be available and accessible to a diverse cohort as per Public Sector Equalities Duty (PSED) including those with dyscalculia or other protected characteristics? (Approx. 100 words)

As part of our current AEB procurement process, for which we have included a specific Lot for the new Multiply provision, we have built in a clear focus and intension to commission new Independent Training Providers that are the most able experienced in engaging with and supporting learners from disadvantaged backgrounds.

Consideration will be given to learners with sensory impairments, speech/language difficulties, dyspraxia, dyscalculia and conditions including social, emotional and mental health needs. For long term unemployed people, particularly those wishing to return to work after a period of ill health, group and 1-2-1 workshops would need to be built into any Multiply provision to develop learners' confidence, assertiveness and raise awareness among target groups of expected workplace behaviours. The importance of embedding employability, skills and pastoral support alongside Numeracy training to help break down complex and multiple barriers to learning and work is also demanded by employers. This has been expressed in several business surveys since 2018, that in addition to technical skills, more emphasis is needed on employability skills, which should form an integral part of the education and skills system.

Section F: Measuring success

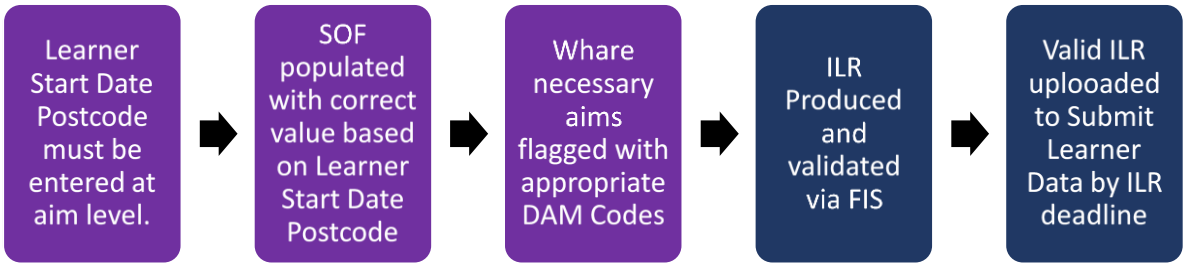
14. We expect Multiply learner data to be inputted into the Individualised Learner Record (ILR). Describe your approach to data collection, management, and reporting to meet these requirements (Approx. 250 words)

For Multiply ILR requirements, CPCA intends to continue to use best practice for data collection, management, and reporting. Our contract management, compliance operational management procedures ensure readiness to meet DfE/ESFA Multiply performance requirements.

Our training providers collect data information about learners, in accordance with the ILR requirements; containing relevant evidence relating to learner eligibility/initial assessments, attendance records, achieved learning aims and certification, progress and exit reviews, progression destination through an online enrolment process in line with the ILR data management principles. Information is held securely within a Management Information System (MIS) and providers make sure that all learners have seen the Privacy Notice, which informs them about how their data will be used.

All ILR data is completed accurately using the correct DAM codes (specifically for Multiply) and reported electronically to the ESFA via Submit Learner Data for validation.

Performance data is validated monthly by our providers" Compliance & Administration team and externally by the ESFA – producing monthly error reports for internal action. This ensures final submissions have as few errors as possible.



Also, we ensure that providers final ILR return include all Learner, Learning Delivery and Learner Destination and Progression data that has been returned during the year, including any records that have been amended during the year due to correct data errors.

15. What additional data (in addition to the Individualised Learner Record), if any, will you use to measure learner progress and achievement? If you do not have any additional data, you can answer "none". (Approx. 100 words)

Our commissioned providers will capture contextual data from the learners and tutor's perspective and assessments. We will capture learner perceptions and feedback and individual learner distance-travelled, recognising the diverse cohorts will have different starting points. We will agree the distance-travelled diagnostic tools with our providers, to enable us to learn which tools are most effective.

16. Are there any other local measures of success against your plan that you intend to monitor? You can answer "not applicable" for this question. (Approx. 100 words)

Some of the additional local measures of success include:

1. Shifting of learner perceptions of numeracy
2. Creating a 'buzz' around maths/numeracy skills and their relevance/application
3. Capacity building – number of new entrants into FE and confidence of exisiting workforce
4. Implementation of new pedagogy
5. Partnership, collaboration and sharing of best practice across the system through Communities of Practice
6. Improvement in literacy and numeracy skills across Key Stages in target schools.
7. Website and engagement analytics from awareness campsgns and through the Digital Talent Platform our online Skills Brokerage.

Section G: Stakeholder management

17. *Which organisations have you engaged with to develop your investment plan, including public sector, private sector, and civil society organisations? How have you engaged these organisations? (Approx. 100 words)*

The Combined Authority had engaged with many stakeholders in the development of this plan. We have actively engaged through our Skills Advisory Panel which has representation from providers, business, Employer Representative bodies and community based organisations.

We have also run engagement workshops with our provider base to further understand the current challenges with existing provision and capacity issues.

We have engaged with colleagues at DWP, and the local provider of our Restart programme.

We have recently undertaken extensive engagement workshops for the development of the new Employment and Skills Strategy – that work further informs the shape of this investment plan.

18. *Detail how have you engaged lower tier local authorities, if any, within your local area in the development of your investment plan? You can answer "not applicable" to this question. (Approx. 100 words)*

The leaders of the five district Councils and two unitary authorities, who are constituent members of the Combined Authority have been proactively engaged throughout the process of developing this investment plan. The plan has been approved through formal governance at the Combined Authority Board. Lead Members for Skills at each constituent authority, who are members of the Combined Authority Skills Committee have also contributed. The Skills Committee will provide the governance for Multiply and so their early engagement is key. In addition, Officers within the district and unitary authorities have been engaged and provided valuable contributions to our proposals.

Section H: Risks

19. Please set out any key risks including financial and fraud that could affect Multiply delivery. Describe these risks or issues, including the contingency measures you have put in place to mitigate them.

	Description of risk	**Actions you will take to mitigate**	**After mitigation what is the likelihood of the risk occurring (High >70%, Possible 70-30%, Unlikely <30%)**	**After mitigation what would be the impact of the risk materialising? (High: significant impact of unable to deliver, Medium: delivery compromised, Low: Minor / no impact)**
1	Lack of capacity: training providers not having enough Maths teachers and experienced staff.	Use limited portion of the funding to develop staffing and capacity. Specialist staff currently delivering to full-time learners could be utilised in emergencies.	Possible	Low
2	Lack of engagement from provider in delivering Multiply.	CPCA to engage with key stakeholders and get their "buy in" to the opportunities as well as the challenges Multiply offers.	Possible	Low
3	DfE/ESFA take too long to communicate the direction of travel and meeting the readiness conditions is not achievable and Government delay/cancel transfer of funds.	Ensure that we continually push DfE/ESFA colleagues on the timelines to enable CPCA to meet and escalate at the appropriate time.	Possible	Medium
4	Communication breakdown between stakeholders due to lack of understanding of Multiply processes, timescales and deadlines.	Develop a communications strategy for both internal/external stakeholders.	Unlikely	Low

5	Delay in Procurement of ITPs and Grant Agreements process.	Procurement Team to provide support and Officers to develop a comprehensive Programme Plan, Delivery Plan Template and Process Map for Multiply.	Possible	Low
6	CPCA underspend and unable to fully allocate/spend the full amount of £3,999,186 million due to lack of providers coming forward in the procurement exercise.	Undertake a Light Touch procurement exercise to bring new contracted providers onboard quickly. Provide further grant funding to FE colleges and LAs within the CPCA for their delivery to residents. Widen market looking at Magazines/Websites, Specific publications, social media, and Campaigns.	Possible	Low
7	Not recruiting enough students to take part in the Multiply programme.	Providers to work with all referral partners, seek engagement, utilise existing marketing channels to promote the programme, invest into digital and other marketing campaigns to raise awareness and recruit learners on to the programme.	Possible	Low

Section I: Capacity and Capability

20. *Do you have dedicated capacity and capability to deliver adult skills interventions and adult education? How many FTE will be working on delivery of Multiply and what functions are being undertaken by those FTE including who will be responsible for data collection, contract management and how you will coordinate delivery? (Approx. 250 words)*

As a Combined Authority wishing to access Multiply funding to benefit residents within our region, we have begun engagement with a wide range of stakeholders and our existing Adult Education Budget providers. We wish to work collaboratively to the full benefit of our residents.

In terms of capacity - to successfully deliver interventions under Multiply, we will enter into Grant Funding Agreements (GFAs) with our existing AEB providers where appropriate as soon as July 2022 (or as soon as we are notified of our success in this process), and we are intending to award Contract for Services to newly commissioned Independent Training Providers (ITPs) as soon as August 2022, with the intention of delivery commencing from the Autumn.

The Combined Authority will be responsible for data collection and contract management of the new delivery arrangements as mentioned above, and we are already scoping out as a Skills Directorate how much additional resource we may need to bring onboard. We do however have enough capacity for the time being to receive and administer funding.

21. *If you have capacity, would you be prepared to take a leading role in a regional peer-to-peer network to share learnings with other local authorities (eg host quarterly Multiply sessions, share best practice, etc)? This does not commit you at this stage and we will use this information to develop our learning plans across the Multiply programme. (Approx. 100 words)*

Cambridgeshire and Peterborough Combined Authority would welcome the opportunity to take a leading role in a peer-to-peer network. The Combined Authority have managed the devolved Adult Education Budget in Cambridgeshire and Peterborough since 2019, therefore having valuable experience as a commissioner of adult learning provision as well as the role as a strategic convenor.

We would be willing to host a shared Teams channel for sharing or good practice, also with a chat facility for real time peer-to-peer support. We would also be willing to chair and co-ordinate network forum meetings, as we currently do for AEB.

22. *Please describe the key capacity and capability challenges (if you have any) for delivering skills interventions. This could include challenges within your local authority (e.g., gaps in areas such as procurement, contract management, communications)*

and/or in your local delivery system? This information will be used to inform what support could be made available nationally. (Approx. 100 words)

We are confident in our capability to programme manage. We are concerned about the lack of maths tutors and Multiply funding has been allocated to recruit new tutors and upskill vocational trainers and teachers to improve maths mastery. CPD for tutors in the community, delivering informal learning and therefore CPD support to this cohort including coaching to build confidence, improve and embed numeracy will be provided. In addition, the availability of online teaching resources and software for adults such as 'My Tutor', Maths Pro and GCSE Pod. CPD will improve online teaching skills, better personalised to the learner.

23. *Please describe what further support would help address these challenges? We will use this information to inform what central government support is made available nationally but cannot commit to fund every individual request. (Approx.100 words)*

Regarding FE maths (and English) tutor recruitment, funding should be devolved to MCAs to build capacity, additionally to national FE Teacher recruitment. Taking a local approach and targeting specific groups through business and neighbourhood networks, would attract non-traditional entrants into FE teaching – both informal and formal learning. The Combined Authority would be able to pilot this approach for DfE.

Funding to facilitate ongoing Continuing Professional Development (CPD) of teachers and tutors would enable the sharing of best practice, improving quality. Finally, funding for practitioner-based research and field work into adult learning and skills, to identify interventions and pedagogy that works.

24. *Are there interventions or capability areas where you can partner with other local authorities, providers, or employers in your region? (Approx.100 words)*

At the Combined Authority we are keen to explore working with neighbouring authorities to widen the scope of a regional awareness campaign. In addition we would also like to see whether there is opportunity for a pan regional campaign to attract new maths tutors into the sector.

Time did not allow for these conversations to take place prior to this plans submission, however we will continue to explore these ideas.

In partnership with

Section J: Declaration of the Chief Executive of the lead local authority

As the lead local authority (Greater London Authority, Mayoral Combined Authorities, Upper Tier/Unitary Local Authorities) you will act as the accountable body and submit this application on behalf of your local area. By submitting this investment plan, you confirm:

- All the information included is true and accurate to the best of your knowledge.
- You have read, and confirm this plan is in accordance with, the expectations set out in the Multiply investment prospectus and technical guidance.
- Lower tier local authorities within your local area support this application and are committed to work with you.
- You will comply with the Assurance and Grant management process as outlined in the technical guidance and submit a statement of expenditure at mid-point and end of financial year.
- You understand that the grant will become repayable and further payments put on hold or reduced, if Multiply outputs are not on track for delivery and/or grant funding is not spent on eligible activities by the mid-point and end of each financial year.
- You understand that you will be responsible for ensuring data on Multiply learners is submitted through the Individualised Learner Record (ILR) and will submit regular monitoring reports as set out in the technical guidance.
- You will submit an annual progress report including an assurance statement to confirm spend was used wholly for the purposes for which it was given, and a revised investment plan for subsequent years of Multiply provision as set out in the technical guidance.
- You will support the sharing of learning as requested by the Department for Education – this may involve providing case studies, contributing to webinars and other activity as identified.
- You will comply with the Public Sector Equalities Duty and put in place equality policies and implementation plans as well as processes for learners to raise complaints about unfair practices or treatment.
- You will ensure value for money, seeking competitive costs for all activities and complying with the procurement governance as set out by your governing body.

Chief Executive name	
Signature	
Date (DD/MM/YYYY)	

Department for Education

© Crown copyright 2022

This publication (not including logos) is licensed under the terms of the Open Government Licence v3.0 except where otherwise stated. Where we have identified any third party copyright information you will need to obtain permission from the copyright holders concerned.

To view this licence:

visit www.nationalarchives.gov.uk/doc/open-government-licence/version/3

email psi@nationalarchives.gsi.gov.uk

write to Information Policy Team, The National Archives, Kew, London, TW9 4DU

About this publication:

enquiries www.education.gov.uk/contactus

download www.gov.uk/government/publications

Follow us on Twitter:
@educationgovuk

Like us on Facebook:
facebook.com/educationgovuk

Agenda Item No: 4.1

Economic Growth Strategy

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	8 June 2022
Public report:	Yes
Lead Member:	Professor Andy Neely, Acting Chair of the Business Board
From:	Alan Downton - Deputy Chief Officer Business Board, Senior Responsible Officer Business Growth Service/ Energy
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	The Combined Authority Board is recommended to: a) Approve the Economic Growth Strategy for Cambridgeshire and Peterborough.
Voting arrangements:	A simple majority of all Members present and voting. Any vote in favour must include the vote of the Mayor, or the Deputy Mayor acting in place of the Mayor, to be carried.

1. Purpose

1.1 The Combined Authority Board is invited to approve a new Economic Growth Strategy for Cambridgeshire and Peterborough.

1.2 The strategy sets out clear priorities to inform investment decisions, based on the most up to date evidence available. Its primary goal is to reduce inequality and drive levelling up within and between the three economies of Peterborough, Fenland and Greater Cambridge. It is designed to complement the emerging transport and health and wellbeing plans by reinforcing the evidence around those interventions that are likely to have most impact on good growth.

1.3 These proposals were considered by the Business Board on 9 May 2022. Following discussion, the Business Board resolved unanimously to recommend the proposal to the Combined Authority Board for approval.

1.4 The report to the Business Board can be viewed via the link below. Item 3.1 refers:

Business Board – 9 May 2022

2. Considerations

2.1 None.

3. Appendices

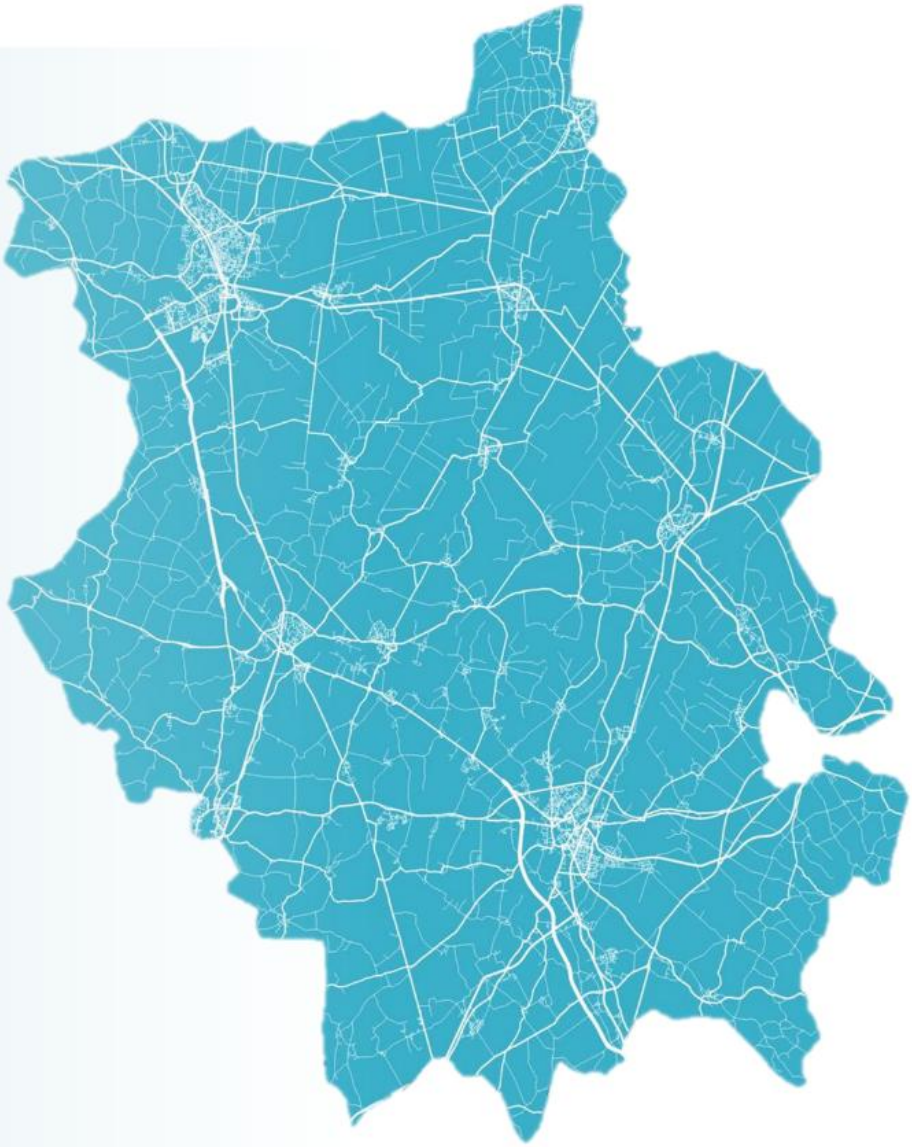
3.1 Appendix 1 - Cambridgeshire and Peterborough Economic Growth Strategy

3.2 Appendix 2 - Summary of Good Growth

4. Background Papers

4.1 None

Cambridgeshire and Peterborough Economic Growth Strategy



June 2022

Contents

Our Economic Growth Strategy 2
1 Our economy in 2022 4
2 The Opportunity 15
3 A Model for Good Growth 16
4 Action 19
5 Linking strategies together 23
6 Funding and metrics 25

Our Economic Growth Strategy

Cambridgeshire and Peterborough has a unique combination of world class natural assets, businesses and research institutions. Our goal is to ensure that we continue to use them to tackle global problems in health and life sciences, high tech food production and climate change, and in doing so create good jobs and healthy lives for all our residents.

Whilst we continue to recover strongly from the impact of Covid-19, we also face an escalating crisis of rising costs for living and doing business, and a turbulent outlook for global trade and supply chains. The devolution deal between Government and Cambridgeshire and Peterborough established a programme of investment in our economic future, aimed at doubling the size of the economy by 2040 and creating more good jobs. This economic strategy takes account of very significant changes since that deal, including Covid-19 and Brexit, and establishes an increased focus on environmental impacts and health and wellbeing as the backbone of a strategy for economic growth.

The primary objective of this growth strategy is, therefore, to reduce inequality between and within Greater Cambridge, The Fens and Greater Peterborough, whilst increasing productivity and delivering our goal of doubling GVA by 2040, delivering the output to create the jobs and higher wages needed to do so. Our three sub-economies have different strengths which reinforce each other when harnessed

DRAFT

effectively, which is this strategy's intention. We are fortunate to have assets and expertise which are at the forefront of global and UK efforts to tackle environmental change, reduce emissions, reinvigorate natural capital and biodiversity and improve health and wellbeing. Our aim is to bring these to bear on local as well as global challenges.

In Cambridgeshire and Peterborough good growth and good investment choices go together. This strategy sets out how we can invest in growing our economy to raise both productivity and the quality of life and our environment, reflecting the Mayor's values of Compassion, Cooperation and Community. Without good growth we won't have the resources we need to tackle inequality and protect our natural capital. Local Authorities, businesses, universities and a wide range of partners have worked together extremely closely during the Covid-19 pandemic. This strategy continues that approach, setting out a clear vision and priorities, based on the Six Capital model of sustainable development agreed by local Leaders.

To deliver growth across all six elements of capital we need to integrate investment in People, Climate and Nature, Infrastructure, Innovation, Reducing Inequalities and our Institutions. Many of the actions in this strategy are already underway, including investment in our Growth Works programme, a new University in Peterborough, business led sector strategies, funding through the devolved adult education budget, courses for reskilling and support for people returning to work. Others will be significantly further developed in the months ahead.

This Economic Growth Strategy is complemented by a range of other strategies and plans with complementary objectives for Cambridgeshire and Peterborough. Many of the actions we need to take are set out in detail in other strategies, including Local Plans, the Employment and Skills Strategy and local actions on active travel and enterprise. Meanwhile, the Cambridgeshire and Peterborough Independent Commission on Climate Change released their first full report in October 2021 with an action plan to follow in 2022. In addition, over the course of 2022 the CA and its partners will be developing an updated C&P Local Transport Plan, a new Health and Wellbeing Strategy and a new Work and Health Strategy, which will also set out the detail of specific priorities and projects. We view this Economic Growth Strategy as the 'golden thread' which ties other strategies together, positioning thriving businesses at the heart of good growth for Cambridgeshire and Peterborough.

In coming months we will also be taking decisions on funding, including for the UK Shared Prosperity fund, prioritising future Levelling Up fund bids and CPCA Gainshare funding.

Our Vision

Cambridgeshire and Peterborough is the place where unique business, natural and research assets tackle world problems whilst creating good jobs and healthy lives for all our residents in all our places. We are globally leading and competitive, and also more equal and sustainable.

DRAFT

1 Our economy in 2022

A UK global asset

Cambridgeshire and Peterborough is a major growth engine for the UK. Our economy is the most innovative and fastest growing in the UK outside London. We have recovered faster from the impact of the Covid-19 pandemic than the rest of the country, with employment and economic activity higher now than before the pandemic. Cambridgeshire and Peterborough is a net contributor to the UK exchequer and our future success is vital for global Britain and the UK public purse. Our most innovative companies in our priority sectors lead the world, and will be fundamental to future advances in healthcare, life sciences, food security, climate change and the digital revolution.

Greater Cambridge is a jewel in the crown of the UK economy and is the country's driving force for discovery in human science and digital fields, with the world-renowned University of Cambridge as the economy's anchor. It is also a global hub of advanced manufacturing, which increasingly extends into Huntingdonshire, Ely and the Fens with growing investment by supply chain firms seeking well connected locations with sufficient space to grow.

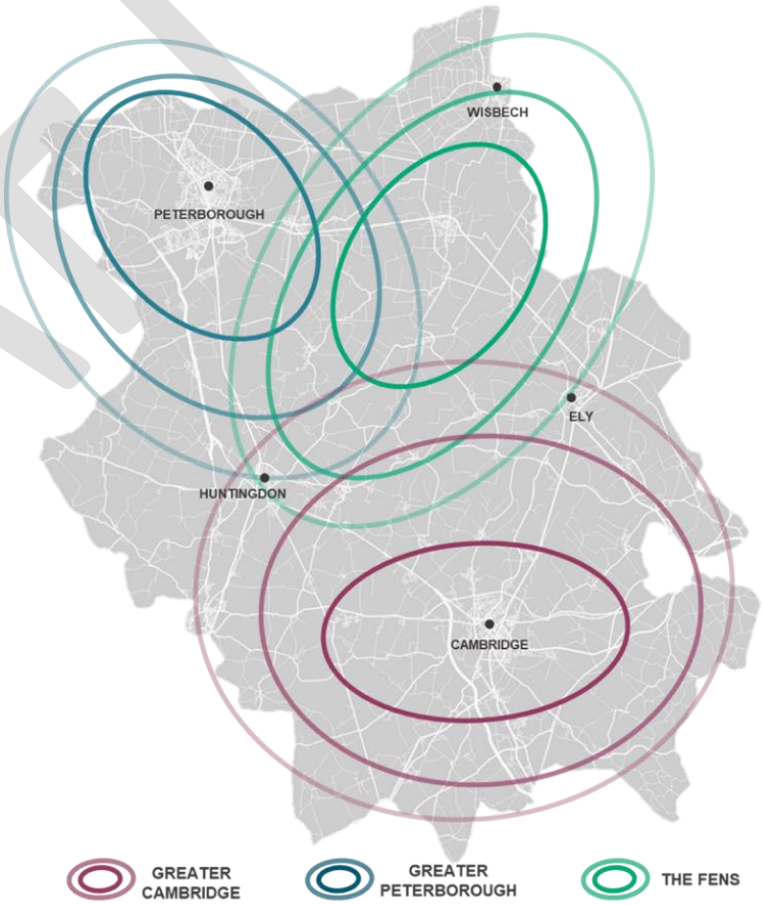
Greater Peterborough is one of the fastest growing cities in the UK by business and population metrics, and is home to an expanding cluster of green engineering and manufacturing firms, with important supply chain links to the wider Midlands automotive and engineering cluster.

The Fens is at the forefront of global and UK climate change adaptation, high tech agriculture and environmental management. The Fens is a diverse area playing several roles in the broader C&P economy.

Three overlapping but different economies

Greater Peterborough, Greater Cambridge and The Fens are three distinct but overlapping and interconnected economies. Each has very different strengths, opportunities and challenges. Our strategy is designed to ensure that each can thrive - for the benefits of their own communities and the economy as a whole.

Figure 1. The three interconnected sub-economies of C&P

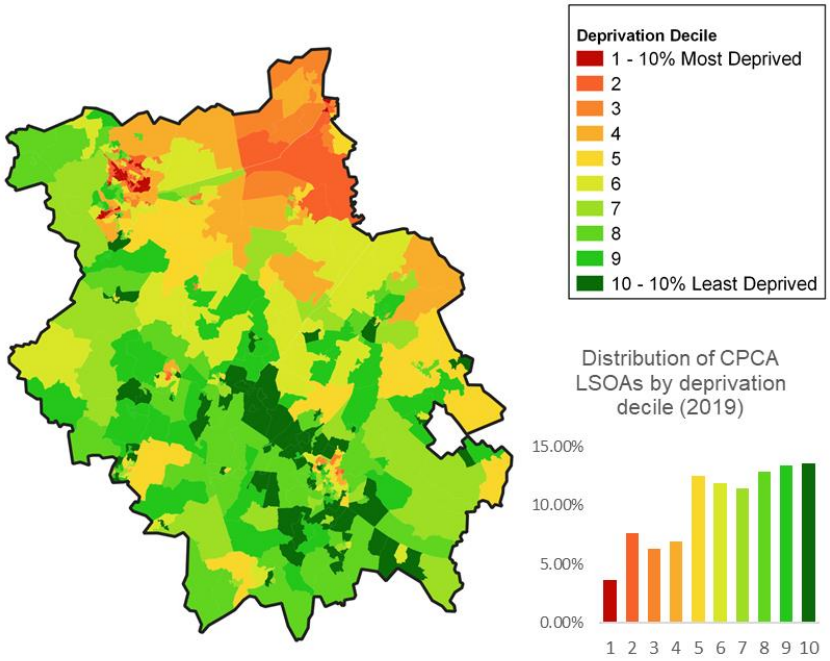


DRAFT

Inequalities and barriers to growth

In many ways Cambridgeshire and Peterborough is a microcosm of the wider UK economy, with strong economic growth in the south and a context of lower wage jobs and lower qualifications in the north. As well as these differences between our three economies we also see major inequalities in health, wealth and wellbeing within our towns and cities, with concentrations of deprivation in Peterborough and The Fens but also within Cambridge. In our most deprived neighbourhoods healthy life expectancy is below the retirement age. Recent high overall economic growth has not changed the picture for our poorest communities. We have a long-standing levelling up challenge.

Figure 2. C&P Index of Multiple Deprivation 2019



Elsewhere the barriers to future growth and maintaining our success represent increasingly complex challenges. In Greater Cambridge high housing costs coupled with congestion and low public transport connectivity make it harder for people to enjoy the high quality of life that they could expect from local high productivity, and for businesses to attract highly skilled people.

The pandemic has reinforced this challenge, with rapid house price rises that have deepened the household wealth disparities between renters and owner-occupiers. Rising rents depress living standards for renters and diminish spending in the local economy. The pandemic put key workers front and centre of the national response, but without local affordable housing acting as critical infrastructure, those on low wages (especially in the south of the region) cannot afford to live where they undertake their essential work.

At the same time, the pressures on our environment in terms of water management and supply, biodiversity and habitat loss and climate change have changed people's perception of growth and its benefits.

Residents and businesses are navigating a post-pandemic period of rising costs of living and doing business, facing a very different labour market and a new global trading and supply chain environment. High costs of energy and food staples, which are likely to be sustained in the medium-term, represent a greater proportionate loss of income for more deprived residents.

Decisions about where people and business locate have been affected by emerging new ways of working and concerns about supply chain resilience. Climate change mitigation necessitates forward planning in the more flood prone areas to enable stable growth, while familiar

barriers to growth remain, such as the high cost of power connectivity and coverage in potential development sites, and poor digital infrastructure outside urban centres.

Figure 3. Change in IMD 2015-19

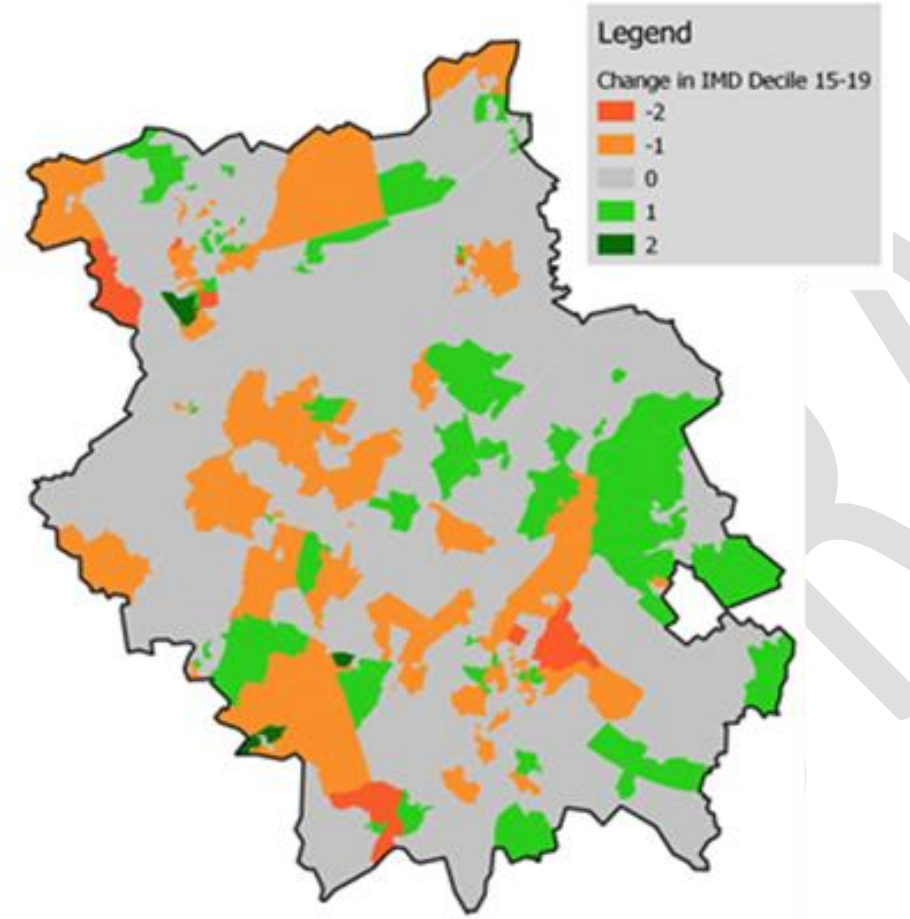


Figure 4. Mean House Price by MSOA

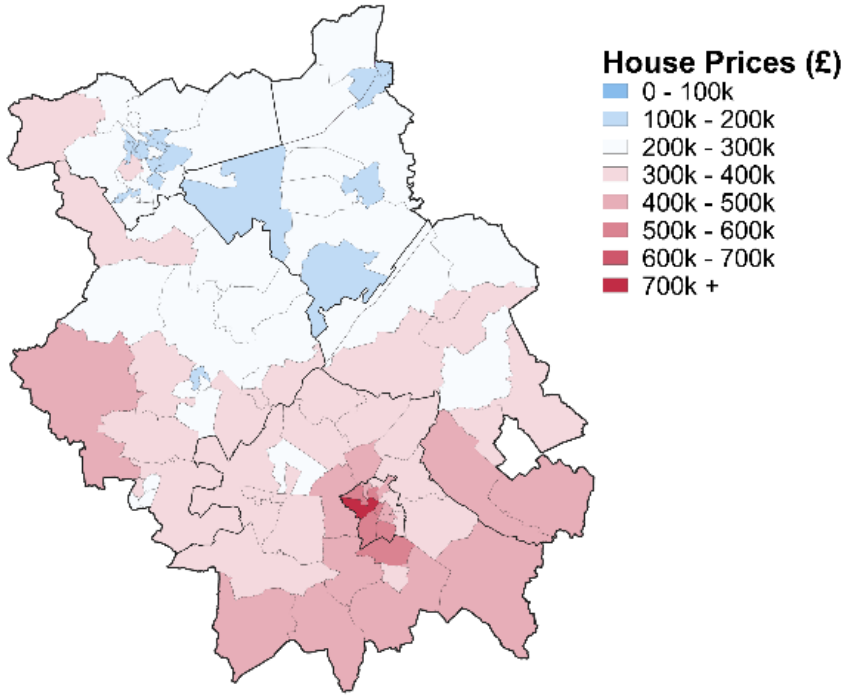


Figure 5. Inequalities across the sub-economies[1]

	Greater Cambridge	Greater Peterborough	The Fens
Deprivation	*Low, with concentrated pockets*	*High, with pockets of severe deprivation*	*Moderate to high*
Cost of living	*High and increasing*	*Low and increasing*	*Moderate and increasing*
Healthy green space access	*Low*	*Low*	*Moderate*

[1] Assessments relative to UK averages

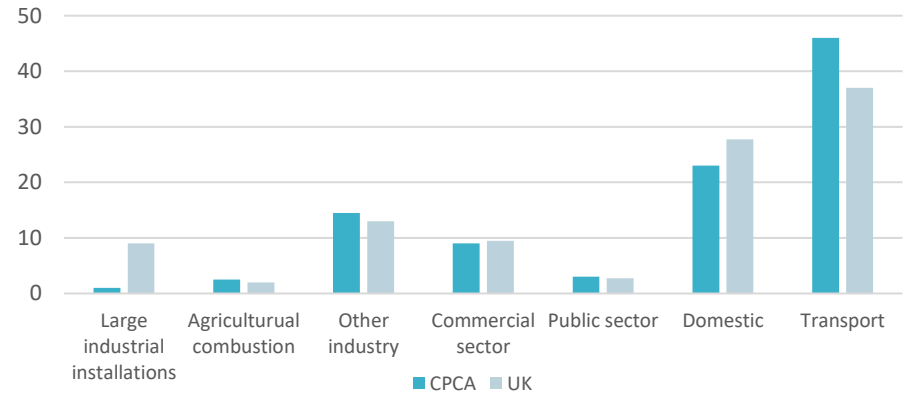
Climate, natural capital and our zero carbon ambitions

Climate change poses a serious threat to the region but the Net Zero transition also presents opportunities for local people and business. The C&P Independent Commission on Climate's report[2] makes it clear: greenhouse gas emissions in the Combined Authority region are 25% higher per person than the UK average, largely due to high transport emissions, and the region is at high risk from the changing climate, with particularly acute risks in flooding, high summer temperatures, water shortages, damage to natural capital and biodiversity loss. Significant investment, at scale, is urgently required.

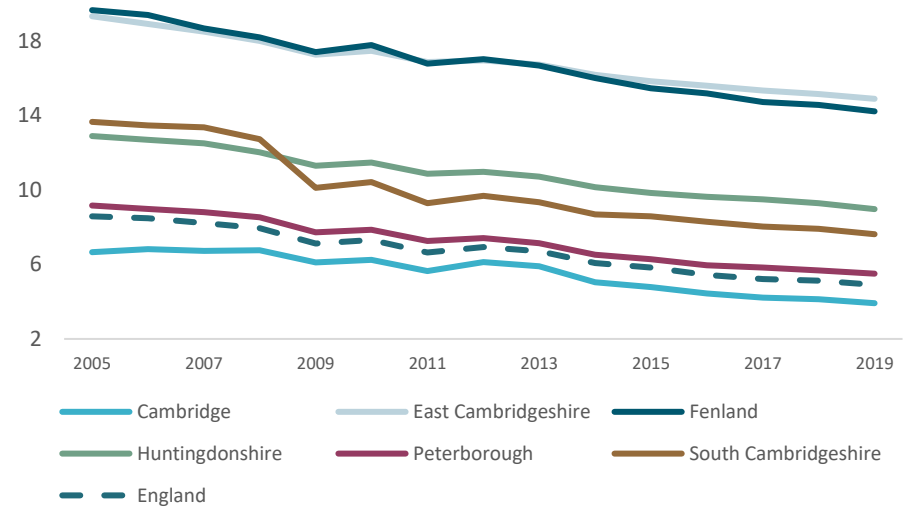
In this investment there are opportunities to spur good growth that supports stronger communities. In C&P 350,000 homes will need to be converted to low carbon heating, while the 500,000 cars in the region will need to be zero emissions vehicles by 2050. The C&P ICC estimates an investment requirement of around £700m each year throughout the 2020s to meet local decarbonisation goals. While the public sector inevitably has a vital role to play (the Greater South East Energy Hub is a significant regional asset in this) much of this investment must come from the private sector. There are substantial opportunities for C&P's high-tech and innovative businesses to catch the wave and make a key contribution to the region and the UK achieving net zero goals.

However, if the transition to a zero carbon future is not managed in the right way it will widen inequalities and harm communities. A just transition is required: one in which policies are designed to benefit communities and help overcome the other challenges we face.

Figure 6. CO2 emissions in the CPCA area and UK, 2019 breakdown by sector (%)



Total emissions (kt CO2) per capita, 2005 – 2019



[2] Cambridgeshire and Peterborough Independent Commission on Climate: Fairness, Nature and Communities: addressing climate change in Cambridgeshire and Peterborough (2021)

Business Growth and Innovation

Businesses have largely weathered the pandemic and are returning to strong growth trajectories, but now face new challenges in logistics, rising input costs, labour shortages and market access.

As set out above, our three economies are home to globally important business and research clusters. Our largest businesses are crucial to local economies and supply chains, and help stitch our sub-economies together. The table below shows how the supply chains for our core clusters of IT, Life Sciences, Agri Tech and Advanced Manufacturing operate across and within our three economies. For example, IT and life science related manufacturing is expanding in Huntingdonshire and raising demand for business services and employment land in Ely in East Cambridgeshire. In Fenland the long-term growth in value of the Peterborough engineering economy and links to the broader Midlands engineering supply chain will create markets for construction and environmental management.

Figure 7. Core Business sectors by Local Authority Area[3]

	Cambridge	South Cambridge	East Cambridge	Peterborough	Fenland	Huntingdonshire
1st	IT & Telecoms	Life sciences & healthcare	Agriculture and food	Equipment and machinery Manufacturing	Agriculture and food	IT and health related manufacturing
2nd	Other science and research	Other science and research	Business Services	Insurance, Reinsurance an pension funding	Construction & utilities	Construction & utilities
3rd	Education, arts, publishing	Manufacturing – health and IT	Transport & travel	Construction and Utilities	Distribution	Business services

These high performing sectors continue to drive our economy but are far from immune from the challenges this strategy identifies and will need continued support, particularly around energy, land, digital and transport infrastructure, and ensuring talent can be recruited and retained.

Meanwhile, our foundation sectors like health, education, food production, retail and construction provide 80% of employment and provide opportunities to increase the value of goods and services we produce, as well as providing opportunities for new entrepreneurs.

Figure 8. Business specialisms, concentrations and growth across sub-economies

	Greater Cambridge	Greater Peterborough	The Fens
Sector strengths	*Life sciences + tech*	*Advanced manufacturing*	*Agri-Tech + Adv. Manufacturing*
Business density	*High, concentrated*	*Moderate*	*Low*
Business growth (last 2 years)	*High*	*Moderate*	*Moderate*

The number of businesses and business start-up and survival rates varies significantly, with businesses concentrated in our cities, science parks and enterprise zones. Recent data suggests[4] that affordability and commercial space issues have reduced the number of successful start-up and business locations in Greater Cambridge.

[3] Metro Dynamics Analysis of ONS, Business and Employment Register (2021)

[4] Legatum Institute. *Prosperity Index.* (2021)

Figure 9. Business Density in Cambridgeshire and Peterborough[5]

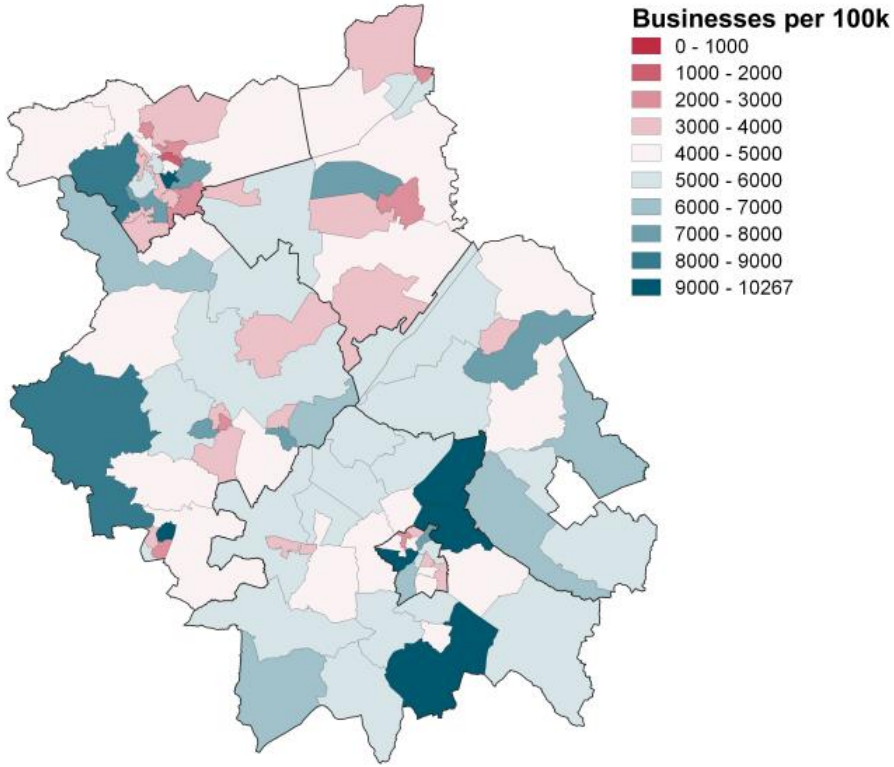
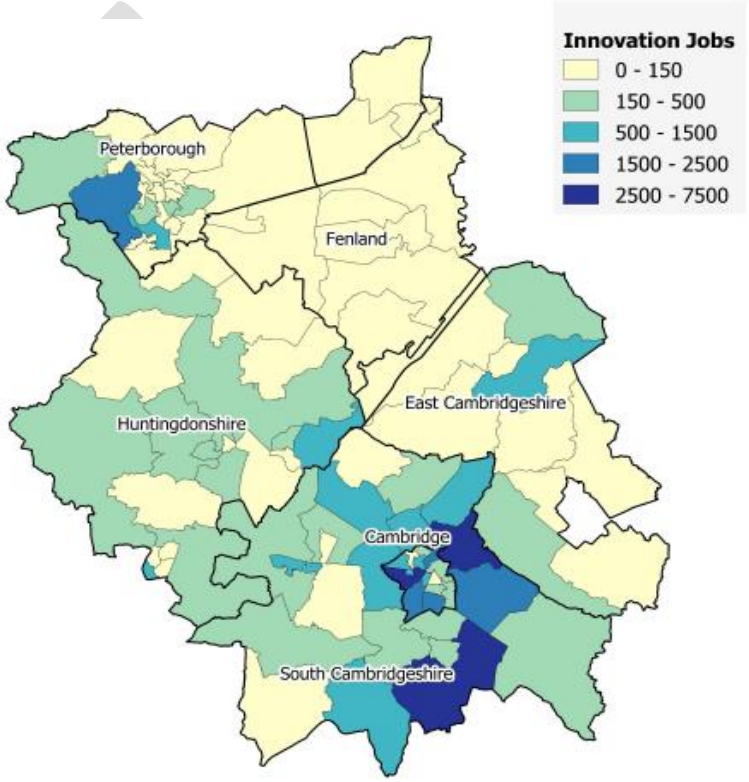


Figure 10. Innovation Jobs in Cambridgeshire and Peterborough[6]



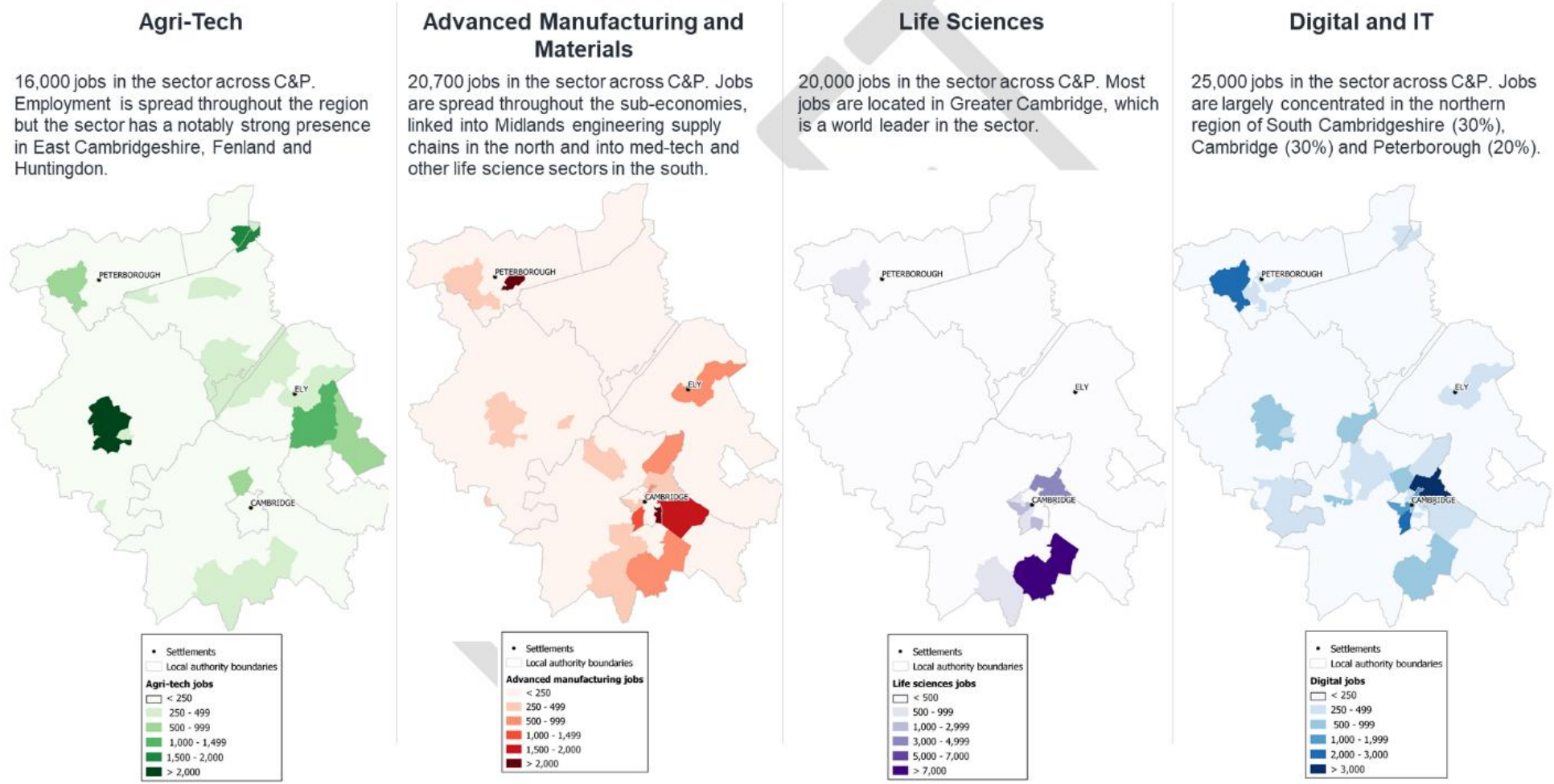
Innovation jobs are heavily concentrated in Greater Cambridgeshire, which contains the highest share of employment in scientific research and development in the country. Innovation jobs are growing in number in Peterborough's engineering cluster and there is an increasing presence in and around Ely in East Cambridgeshire.

Changing global market conditions, working patterns and investment availability present real opportunities for us as places that combine globally competitive innovation, research and manufacturing with a very high-quality natural environment and quality of life. Continuing to prioritise inward investment and retaining flourishing businesses in all our sectors will be a major part of future sector and cluster success.

[5] Metro Dynamics Analysis of ONS, Business Counts (2021)
[6] Metro Dynamics Analysis of ONS, Business and Employment Register (2021)

The maps below show concentrations of employment across C&P in the region's four 'priority' sectors[7]: Agri-Tech, Advanced Manufacturing and Materials, Life Sciences, and Digital & IT. Jobs exist across C&P but these maps also highlight the significance of the Greater Cambridgeshire economy.

Figure 11. Employment in the priority sectors identified in the C&P Independent Economic Review



[7] As defined in the Cambridgeshire and Peterborough Independent Economic Review

Skills and Employment

Qualification levels and skills reflect the location of our sectors and businesses, and vary significantly across (and even within) districts. We have seen recent employment growth in places which host our higher value sectors and education. At the same time, businesses report increasing problems recruiting across all skills levels. High-level skills growth is slowing, and school leavers across the area are more likely to go straight into work than on to education or training, risking people missing out on upskilling and further career progression.

There are lower than average rates of progression from school into Higher Education, Further Education *and* apprenticeships, with variation across places – some places deliver more apprenticeships, while in others there is higher uptake of academic routes. Fewer students are studying vocational courses ages 16-18, with falls across each district between 2016 and 2019, and the region as a whole has seen a sharper decline in apprenticeship starts than the UK following the Apprenticeship Levy.[8]

There is a clear link between skills and wages, with lower than average levels in Peterborough and Fenland, with a lack of good jobs that provide routes for progression and a lack of support and opportunity for enterprise. While skill support is crucial to ensuring that workers are well equipped to take opportunities when they emerge, expanding the supply of good jobs in places across the region is equally important to reducing inequalities in wages.

Figure 12. Skills Indicators across Cambridgeshire and Peterborough (coloured by relative ranking)[9]

RAG Indicator	NVQ4+	NVQ3	NVQ2	NVQ1	Occupation skill level 4	Occupation skill level 3	Occupation skill level 2	Occupation skill level 1	Pupils progressing into HE	Employed 16-64	Economically inactive 16-64	Household Income
Peterborough	32%	18%	21%	12%	25%	26%	32%	17%	32%	74%	22%	£24k
Huntingdonshire	42%	18%	19%	15%	38%	19%	32%	6%	36%	77%	19%	£29k
Fenland	27%	25%	24%	8%	14%	17%	32%	18%	29%	70%	25%	£24k
East Cambridgeshire	38%	19%	25%	8%	28%	20%	28%	7%	25%	83%	17%	£27k
Cambridge	60%	12%	8%	6%	54%	13%	14%	10%	41%	77%	20%	£32k
South Cambridgeshire	56%	16%	14%	7%	46%	25%	18%	7%	21%	76%	22%	£31k

Covid-19 has reinforced the differences between and within our area, and it has also highlighted how critical workforce health and wellbeing is. Whilst overall employment levels appear to have recovered faster than the UK as a whole, the young, old, unwell and disadvantaged have been disproportionately affected. Overall economic activity levels were falling before the pandemic, as particularly older people left the workforce earlier and young people found it harder to access employment and enterprise.

In Fenland, for example, self-employment has risen alongside a drop in employment levels, with more people working in lower occupational levels, reinforcing the need to protect and increase the value of foundation sectors, and support new job creation and business growth. Foundation sectors are also seeing recruitment demand issues as a

[8] Metro Dynamics Analysis for CPCA. *CPCA Employment and Skills Strategy.* (2021)

[9] ONS. Annual Population Survey 2020

result of Covid-19 – across Cambridgeshire and Peterborough, retail and hospitality vacancies rose by 40.2.% and construction by 25% from February 2020 to May 2021, with employers reporting that difficulties filling vacancies have intensified since then.[10]

A recent rise in economic inactivity and claimant counts as a result of Covid-19 means that support for people in and outside of the DWP system could be strengthened to support people into and between work, and to shift employers' perceptions on the role of health in work. This, with the raft of changes facing employers in Covid-19 recovery, Brexit, transition to net zero and Industry 4.0, point to a need for life-wide and lifelong learning and careers support, along with strengthened links between employers and providers to support careers advice and education beyond school and outside an educational setting, and a redoubled focus on health and wellbeing.

Figure 13. Labour market characteristics across sub-economies

	Greater Cambridge	Greater Peterborough	The Fens
Skill attainment	*Very high*	*Moderate*	*Moderate to low*
Labour market engagement	*Moderately high*	*Moderately high*	*Concentrated long run disengagement*
Economic activity rate	*Increasing*	*Decreasing*	*Stable/increasing*

Figure 14. Economic Activity Rates by Local Authority[11]

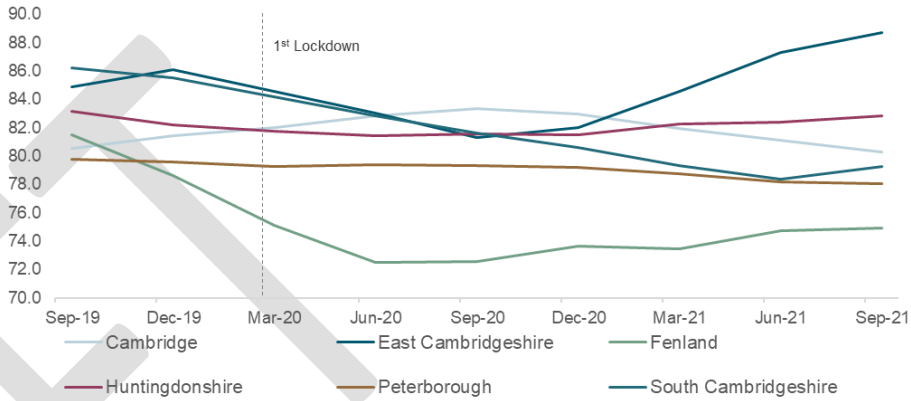
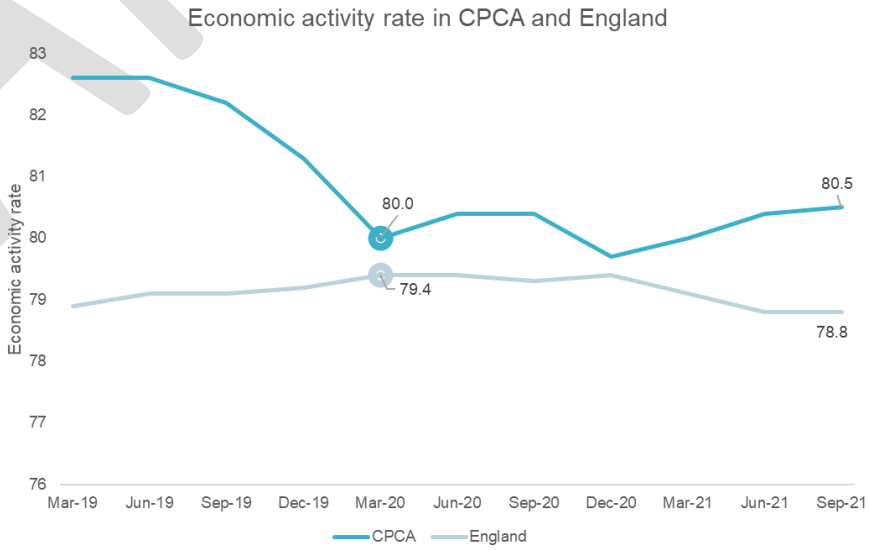


Figure 15. Economic Activity – Cambridgeshire and Peterborough



[10] Cambridgeshire County Council analysis of Burning Glass vacancies data (2021).

[11] ONS. Labour Force Survey (2021)

Connectivity

Figure 16. Connectivity infrastructure across sub-economies

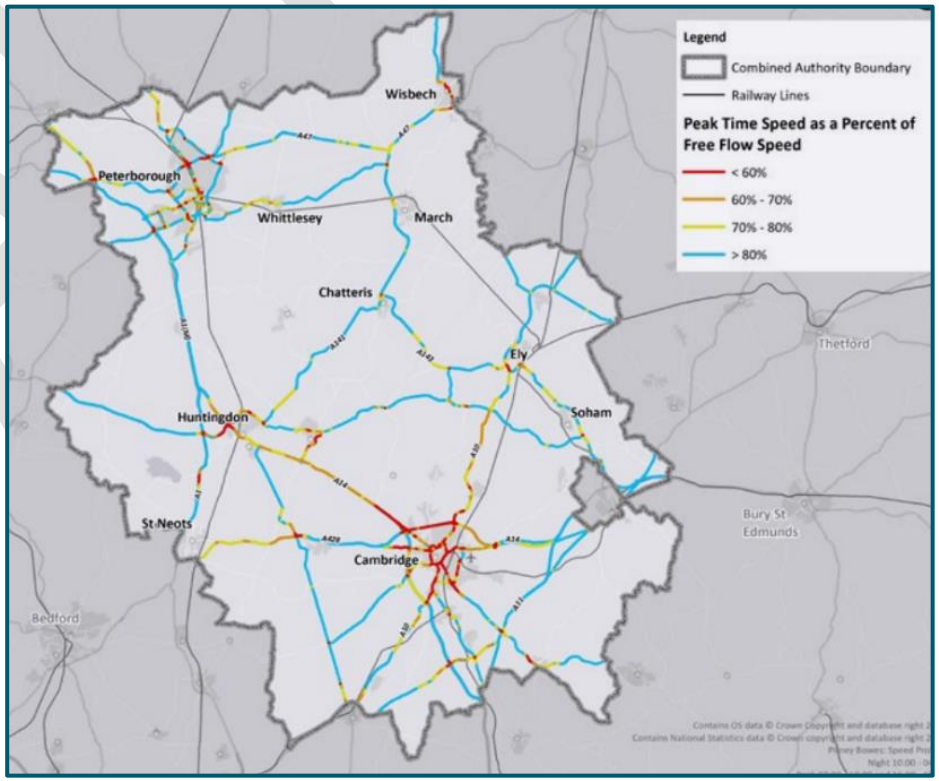
	Greater Cambridge	Greater Peterborough	The Fens
Congestion	*High*	*Moderate*	*Low*
Public transport links	*Moderate*	*Moderate to weak*	*Weak*
Digital infrastructure	*Strong*	*Moderately strong with weak pockets*	*Weak*

Cambridgeshire and Peterborough faces high demand on existing transport infrastructure, with the CPIER in 2018 recognising the long term barriers to growth and wellbeing caused by transport congestion and low public transport access. Road congestion is a major issue in Cambridge, with major air quality and related health consequences. Lack of accessibility to employment centres by public transport and prohibitive journey times are especially noteworthy issues in Cambridge and Peterborough. The quality of road infrastructure limits connectivity across towns and rural areas, particularly in the east of the region. In Greater Cambridge poor transport infrastructure has contributed to high housing costs, given the lack of an effective wider public transport travel to work area.

Innovative multi modal transport solutions, reducing carbon emissions and providing more responsive journey times for commuters are key priorities, alongside local level active travel schemes, better bus networks and infrastructure.

Major improvements to some elements of the rail network are therefore a priority, including capacity improvements around Ely and the long term completion of East West Rail, which would boost connectivity to other major economic centres. However, connectivity between towns, especially more remote urban areas like Wisbech, and connectivity between urban and rural places, is essential for strengthening economic inclusion. For much of the region, improvements to the capacity and quality of the bus network is the primary way to boost access to opportunity.

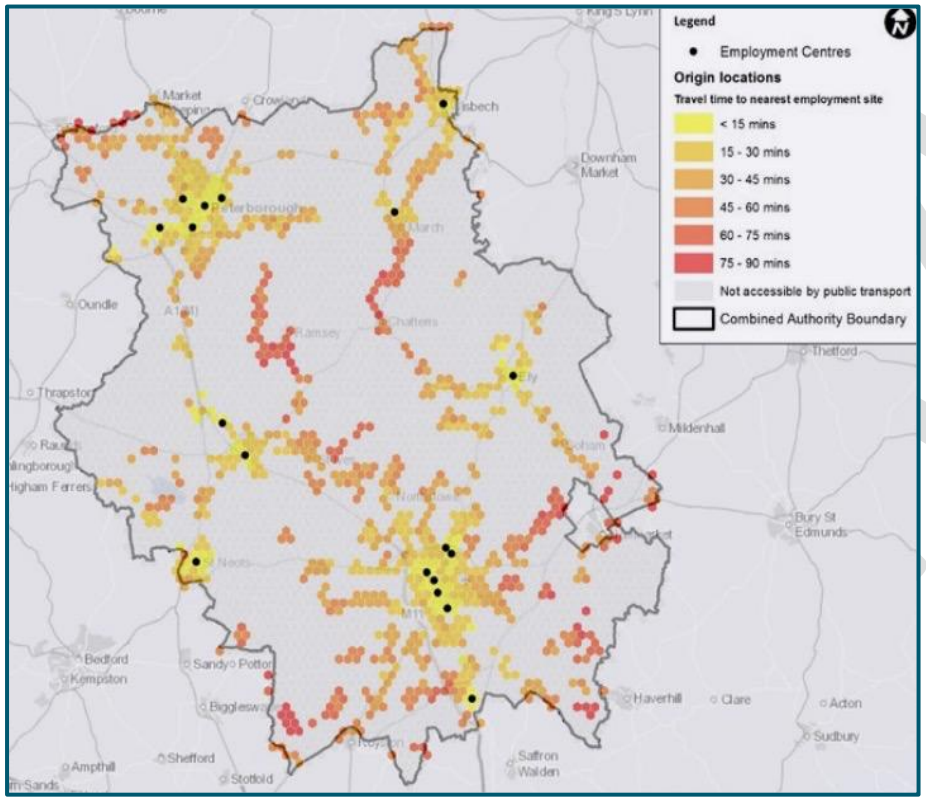
Figure 17. Journey speed across Cambridgeshire [12]



[12] Steer. *Cambridgeshire and Peterborough Local Transport Plan.* (2019)

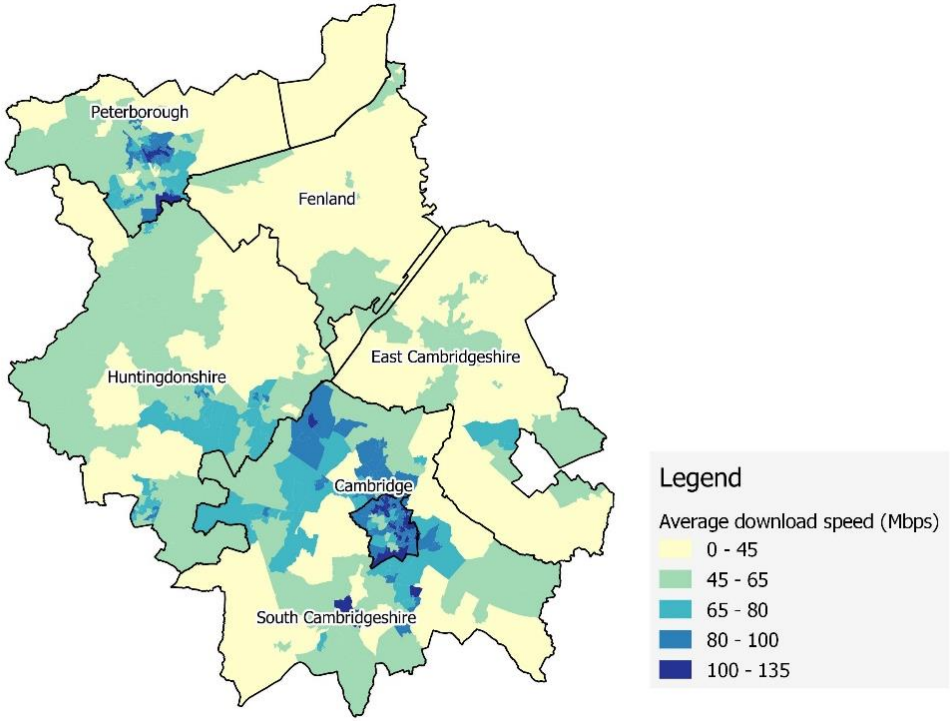
The pandemic has seen an acceleration of work trends towards hybrid remote work, which offers a chance to increase high quality employment outside Cambridge and to benefit from relocations and inward investment from London and elsewhere in the long run. However, it also risks exclusion for places without strong public transport and active travel connections.

Figure 18. Accessibility to Major employment sites by public transport in 2018 [13]



While Greater Cambridge (especially Cambridge itself) performs strongly for digital connectivity, download speeds and phone reception are weaker in rural places and market towns across the region, particularly in The Fens. The region's connectivity infrastructure will need to be upgraded where it is weak in order to increase connectivity and economic activity, and to promote social inclusion.

Figure 19. Median Broadband Speed, 2019[14]



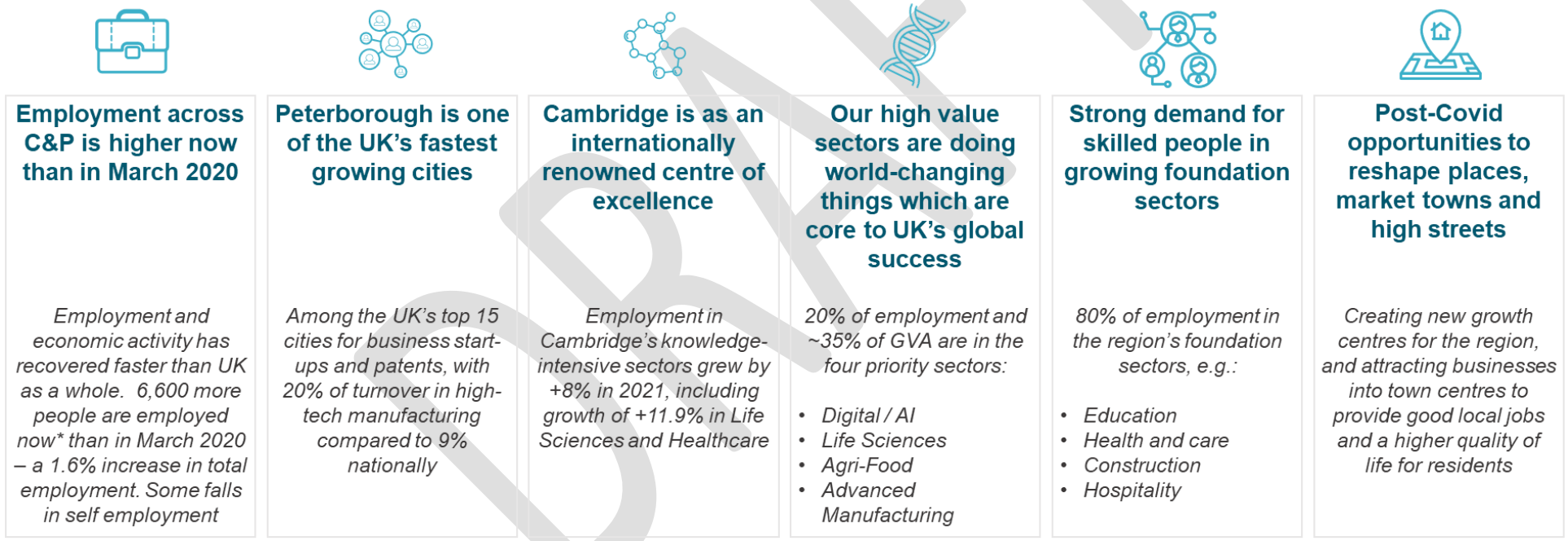
[13] Steer. *Cambridgeshire and Peterborough Local Transport Plan.* 2019

[14] Metro Dynamics Analysis of Ofcom (2021)

2 The Opportunity

Our three economies have different strengths. We are fortunate to have assets and expertise which are at the forefront of global and UK efforts to tackle environmental change, reduce emissions, reinvigorate natural capital and biodiversity and improve health and wellbeing. Our aim is to bring these assets to bear on local as well as global challenges. Done well, we will be able to grow a more inclusive, healthier and greener economy, whilst tackling the biggest challenges facing the UK and the world.

Figure 20. Summary of strengths and opportunities



DRAFT

Tackling stubborn challenges

These opportunities, coupled with an increased focus by investors, Government and businesses in creating a fairer, more sustainable economy, give us a real opportunity to tackle the stubborn challenges that remain.

Figure 21. Summary of challenges and threats

3 A Model for Good Growth

Taking this opportunity means we must invest to build up all aspects of our capital, using our existing strengths, reflecting the different needs of our places and communities, whilst also being agile enough to reflect rapid changes in the wider national and global economy and environment.

Employment and a good wage are key determinants of health and wellbeing. Increased productivity is fundamental to driving up wages and employment opportunities whilst using resources in a more sustainable way. In driving growth as part of our Devolution Deal commitment to double the C&P economy by 2040, we have to ensure that prosperity makes life better, healthier and fairer and does not exhaust the resources our children will need for the future. Improving business productivity is therefore absolutely core to achieving not just growth, but good growth.

The Combined Authority has adopted a **six capitals** approach to investment, summarised below. The actions in this strategy align with this model.

DRAFT

- **Reducing inequalities**: investing in the community and building social capital to complement improved skills and connectivity as part of the effort to narrow the big gaps in life expectancy and people's income between places
- **Climate and Nature**: restoring the area's depleted natural capital and addressing the impact of climate change on our low-lying area's particular vulnerabilities around water use and flooding, and encouraging businesses to come up with solutions
- **People:** building human capital – the health and skills of the population – to raise both productivity and the quality of life so that that people in our region are healthy and able to pursue the jobs and lives they want
- **Infrastructure**: from digital and public transport connectivity, to water and energy, buildingout the networks needed to support a successful future
- **Innovation**: building on our reputation for new thinking, new technology and new ideas in Cambridgeshire and Peterborough in order to ensure this area can continue to be one of the most dynamic and denseknowledge economies in Europe
- **Financial and systems**: improving our institutional capital and ability to attract inward investment.

Figure 22. 6 Capitals of the Cambridgeshire and Peterborough Sustainable Growth Model

The vision we have agreed for economic growth is set out below, with objectives to deliver against the six forms of capital.

DRAFT

The Vision

Cambridgeshire and Peterborough is the place where unique business, natural and research assets tackle world problems whilst creating **good jobs and healthy lives for all our residents in all our places**. We are globally leading and competitive, and also more equal and sustainable.

The Objectives and Priorities

Grow the economy while reducing inequality

Reduce the inequalities in health, wealth and opportunity experienced across all C&P's people and places
Target investment across all objectives on the cohorts and places that need it most
Deliver the Devolution Deal growth target to **double the size of the economy** from 2017 to 2040

Ensure transition to green, low-carbon economy

Build on global strengths in water & utility management, green engineering, agri-tech and environmental management & restoration to catalyse green growth and enhance natural capital
Support low carbon, green technology transition in all sectors
Invest in low carbon transport and build biodiversity and natural capital gains into all new development

Good quality jobs in high-performing businesses

Deliver good quality, well-paid, high-skilled jobs in an innovative, globally competitive business environment

Support high-growth priority sectors (Agri-tech, AI Digital, Life Sciences, Advanced and Green Manufacturing)

Protect **opportunities in our foundation sectors** (Education, Health and Care, Retail, Leisure and Agri-food)

Better quality skills via a world-class skills system

Support learners and workers to acquire the skills they need through an inclusive, world-class local skills system that matches the needs of employers, learners and communities

Enhance **pre-work learning** and formal education and support life-wide and **life-long learning**

Improve employer access to talent, supporting employment in high-value jobs in priority sectors and **protecting employment in foundation** sectors

Support into and between work, including supporting learners and workers to acquire skills for a low-carbon economy

Accelerate local placemaking and renewal

Tackle inequalities in investment and opportunity, as well as barriers to growth, to maintain and enhance **C&P's competitive advantages** as a great place to live, work and run a business

Revitalise town and city centres with better spaces for businesses and people, improved public realm, supporting culture and creativity, and making better green space more accessible

Bringing forward employment land, including in Market Towns, to support new supply chains and inward investment opportunities, delivering good jobs

Improve digital and mobile phone infrastructure particularly where it is poor and support inclusive access

Accelerate business growth

Ensure that all parts of Cambridgeshire and Peterborough have the **ecosystem needed to support high growth businesses** across all sectors

Supporting **increased trade and exports, inward investment**, wraparound enterprise support including for innovation

4 Action

We will deliver the objectives and priorities above through investment in major programmes of activity. Broadly, this strategy groups these programmes under three headings depending on the main target: **Business**, **People**, and **Infrastructure & Place**.

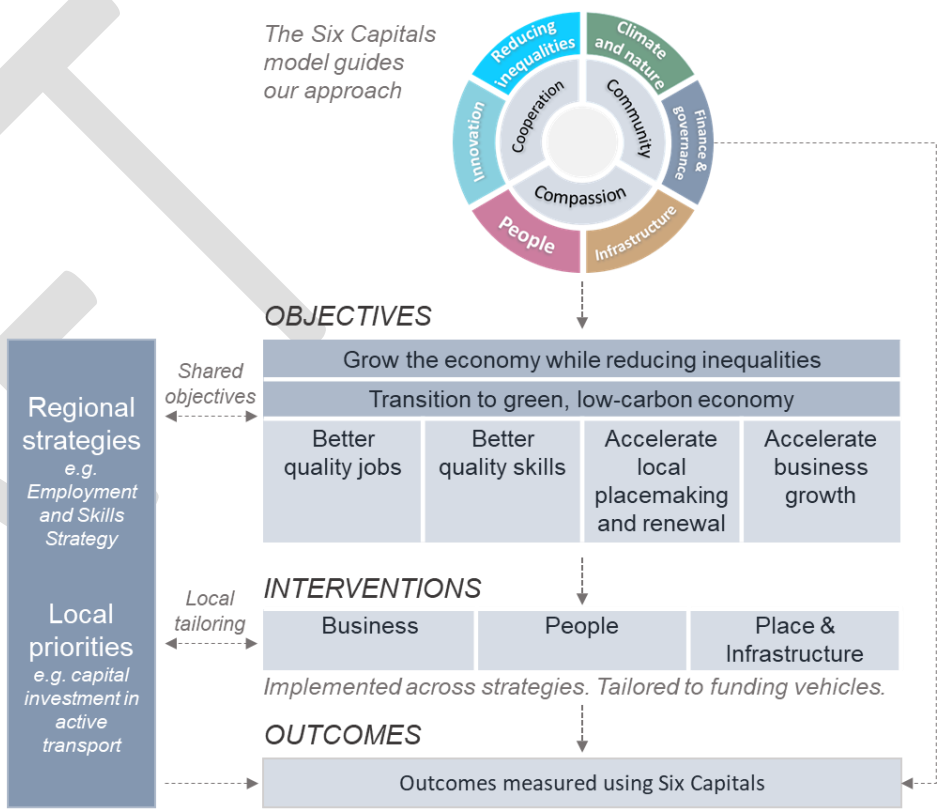
Some actions are already underway, and others will be further developed as new funding becomes available through the UK Shared Prosperity Fund and future rounds of Levelling Up Fund.

For example, as current EU funded business support projects end over the course of 2022/23 we will look ahead and review future business support requirements. We are also reviewing the Local Transport Plan during 2022, to ensure that it is fit for post Covid travel and working patterns and our commitments around net zero.

This strategy does not, therefore, set out every action that will be taken. Future funding decisions will be needed to agree between partners, for example, how UK SPF and CA Gainshare funding is used in Cambridgeshire and Peterborough.

The sections below set out the major programmes of activity we are proposing and then shows how they contribute to the delivery of the priorities set out above. Inclusion in this strategy does not imply that funding is secured.

Figure 23. Creating good economic growth in C&P



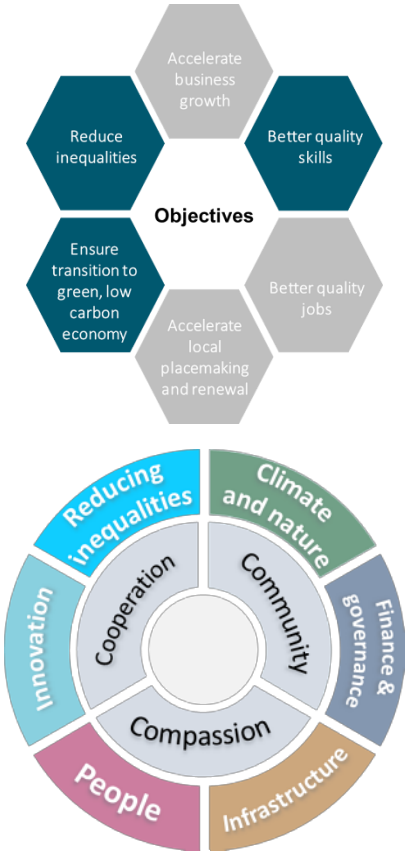
DRAFT

Intervention Programmes: **Business**

Objectives and Capitals	Priorities	Interventions *(interventions target multiple priorities)*	Potential fund source	Relevant strategies
 	Ensure all parts of C&P have an ecosystem which supports high growth businesses across all sectors. Support increased trade and exports, inward investment, and wraparound enterprise support including for innovation. Support high-growth priority sectors (Agritech, AI Digital, Life Sciences, Advanced and Green Manufacturing). Protect accessible and good employment in our foundation sectors (Education, Health and Care, Retail, Leisure and Agri-food). Integrate health and wellbeing into business and economic growth actions. Reduce the inequalities in health, wealth and opportunity experienced in all C&P's people and places. Target investment across all objectives on the cohorts and places that need it most. Build on green strengths to catalyse green growth and enhance natural capital. Support low carbon, green technology transition in all sectors. Invest in low carbon transport and build biodiversity and natural capital gains into all new development.	**Growth Works extension package** *A package of Growth Works interventions for the continuation of business support for all businesses, productivity enhancements, and workforce health & wellbeing*	UKSPF + Gainshare + recycled LGF	Growth Works Delivery Programme (2021)
		Business Growth Investment Fund *Flexible business finance to support sustainable, inclusive and green growth in firms, particularly focused on SMEs*	Gainshare	
		Inward Investment programme *Co-ordinated inward investment programmes leveraging the global strength of Cambridge's brand to encourage high-value companies to relocate, and supply chain and cluster investment support to encourage complementary business locations in Huntingdonshire, Fenland, and East Cambridgeshire and Peterborough.*	UKSPF	Priority Sector Strategies
		Enterprise and start-up support across sub-economies, including in disadvantaged areas *Interventions to support people to start and grow their own business as a means of creating stronger local supply chains for all our major sectors, and to generate opportunities, wealth and social mobility including in deprived communities*	UKSPF	C&P Employment and Skills Strategy
		Peterborough net zero innovation ecosystem *Establish an ecosystem of innovative firms around the ARU Peterborough campus developing net zero technologies and applications*	UKSPF + private match funding	ARU Peterborough Programme Business Case (2022)
		Energy Hub Supply Chain Programme *Build stronger local supply chains of energy businesses, connecting SMEs with major regional firms*	UKSPF	
		Priority Sector Strategies *Implement the sector-specific priorities identified in sector plans for C&P's Priority Sectors*	UKSPF and private investment	Priority Sector Strategies CPIER

DRAFT

Intervention Programmes: **People**

Objectives and Capitals	Priorities	Interventions *(interventions target multiple priorities)*	Potential fund source	Relevant strategies
	Support learners and workers to acquire the skills they need through an inclusive, world-class local skills system that matches the needs of employers, learners and communities. Enhance pre-work learning and formal education. Support life-wide and life-long learning. Improve employer access to talent, supporting employment in high-value jobs in priority sectors and protecting employment in foundation sectors. Support people into and between work, including supporting learners and workers to acquire skills for a low-carbon economy. Reduce the inequalities in health, wealth and opportunity experienced in all C&P's people and places. Target investment across all objectives on the cohorts and places that need it most. Integrate health and wellbeing into business and economic growth actions.	**Pre-work learning and formal education** *A package of place-specific interventions in the C&P Employment and Skills Strategy to improve careers advice and guidance, widen education inclusion and participation, promote work experience, and invest in capital to support teaching facilities and staff capacity building, including addressing FE cold spots.*	UKSPF + Gainshare + recycled LGF	Employment and Skills Strategy (2021)
		Employer access to talent *A package of place-specific interventions in the C&P Employment and Skills Strategy to support Covid-19 recovery and net zero transition through upskilling and reskilling, raise HE participation in Greater Peterborough and The Fens, increase employers' influence in education and training, and improve the quality of work.*	Gainshare	Employment and Skills Strategy (2021)
		Life-wide and life-long learning *A package of place-specific interventions in the C&P Employment and Skills Strategy to improve life-long careers guidance, provide upskilling and reskilling support in places such as through a new Green Skills Centre in Peterborough, increase work-based learning and ensure ongoing inclusive learning and support for disadvantaged people.*	UKSPF	Employment and Skills Strategy (2021)
		Support into and between work *A package of place-specific interventions in the C&P Employment and Skills Strategy to support unemployed and NEETs into training and employment, support disadvantaged groups to access the labour market, and target Covid-19 recovery for displaced workers.*	UKSPF	Employment and Skills Strategy (2021) Work and Health Strategy (2022) Cambridge CC Anti-Poverty Strategy

DRAFT

Intervention Programmes: **Place and Infrastructure**

Objectives and Capitals	Priorities	Interventions *(interventions target multiple priorities)*	Potential fund source	Relevant strategies
 	Revitalise town and city centres with better spaces for businesses and people, improved public realm, supporting culture and creativity, and making better green space more accessible. Bringing forward employment land, including in Market Towns, to support new supply chains across our economies and inward investment opportunities, delivering good jobs. Build on global strengths in water and utility management, green engineering, agri-tech and food and environmental management and restoration to catalyse green growth across C&P and enhance natural capital. Invest in low carbon transport and build biodiversity and natural capital gains into all new development. Improve digital and phone infrastructure where it is poor and support inclusive access, ensuring businesses and people are able to access the connectivity they need to support enterprise growth and social mobility.	**Transport** *A package of interventions to be developed in the C&P Local Transport Plan to integrate transport and spatial planning, decarbonise transport, reduce congestion, invest in high quality public realm in town and city centres, provide safe and attractive active travel infrastructure, provide more accessible and frequent public transport, and enhance mobility through innovative new transport modes.*	Levelling Up Fund Gainshare	C&P Local Transport Plan (2022) GCP Sustainable Transport Network
		Digital infrastructure *A package of interventions contained in the Digital Connectivity Strategy 2021-25 to ensure ubiquitous and accessible digital connectivity infrastructure is available to all, supporting effective public service delivery, thriving communities and sustainable business growth*	TBC	Digital Connectivity Strategy 2021-25 (2021) Digital Connectivity Business Case (2021)
		Market Towns and City Centre Revitalisation Programme *A new investment package for Market Towns and City Centres, in line with emerging local masterplans / Local Plans and focussed on getting the right local mix of commercial, housing, green space and leisure – growing businesses and jobs in town centres*	LUF / Gainshare / SPF, Town Deals.	Local Plans Towns Fund Plans
		Enterprise start-up / grow on space in town and city centres *Place-specific interventions to provide quality enterprise start up and grow on space, prioritising bringing activity into city and town centres*	LUF (in Fenland) / Gainshare	Local Plans Towns Fund Plans
		Supporting healthy lifestyles and wellbeing *A package of interventions to improve health and wellbeing as a key determinant of inclusive economic growth*	TBC	Work and Health Strategy (2022) Health and Wellbeing Strategy (2022)
		Protecting and increasing natural capital *A package of interventions to protect and double the amount of natural capital throughout C&P, specifically implementing the recommendations of the C&P Independent Commission on Climate and associated district / county climate change strategies.*	TBC	C&P ICC Climate Action Plan (2022) District / county climate change strategies

DRAFT

5 Linking strategies together

The C&P Economic Growth Strategy is integrated with local plans and other regional strategies.

This strategy does not aim or purport to be the single comprehensive document laying out our approach to good economic growth in Cambridgeshire and Peterborough. Indeed, many of the actions needed to deliver good growth are set out in other, complementary strategies and plans. Some examples include the C&P Employment and Skills Strategy (2021), the forthcoming C&P Local Transport Plan, sector growth plans and, importantly, Local Plans and economic strategies.

The Economic Growth Strategy avoids duplicating these existing strategies, which provide more detail on interventions and on the evidence which informs them. Instead, the purpose of this strategy is to act as the 'golden thread' which links other strategies together through the lens of supporting good economic growth via thriving businesses across our sub-economies.

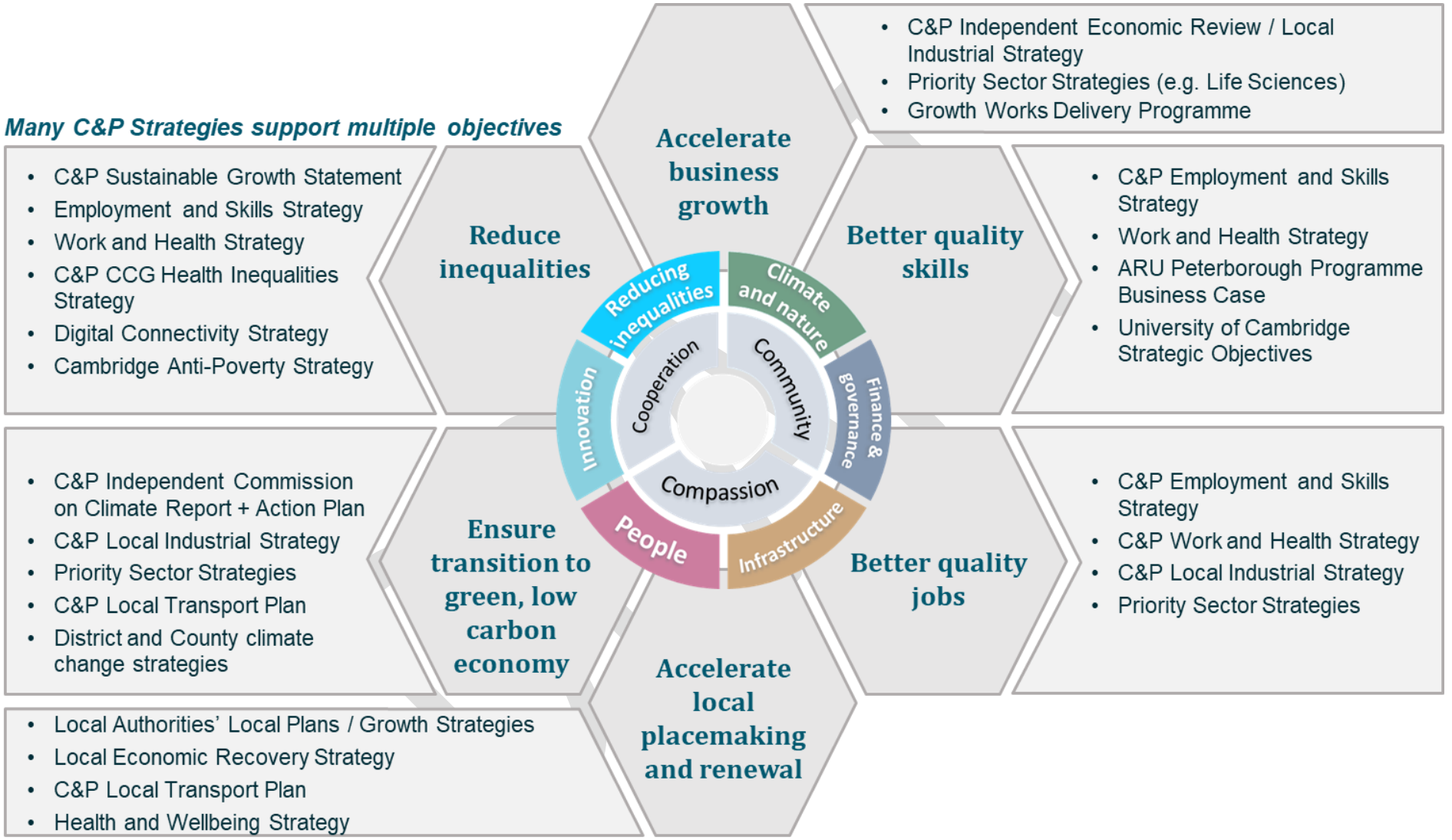
The diagram overleaf identifies the major strategies throughout C&P which contribute to the delivery of partners' overall vision. Taken together, these plans set out a comprehensive set of actions to support good growth.

As well as key local and regional strategies and plans, our strategy is informed by national plans and the global context. Our Economic Growth Strategy intentionally adopts a primarily internal focus, but wider economic implications inform our point of view and the interventions proposed in the strategy are intended to capitalise on external opportunities where they exist, such as leveraging Cambridge's international reputation to secure greater flows of inward investment into Cambridgeshire and Peterborough.

Key Government policies which inform our approach are contained in the UK Levelling Up White Paper, the UK Net Zero Strategy, the UK Innovation Strategy and the UK Plan for Growth, national sector strategies and other policies linked to our six capitals. Closer to home, this strategy aligns with the vision for the Oxford-Cambridge Arc, the Economic Strategy for the East of England, the East of England Local Government Association's (EELGA) Economic Development Plan, to name major economic development strategies, and with the strategic ambitions of neighbouring areas where we share complementary objectives.

DRAFT

Figure 24. Objectives of the Economic Growth and Skills Strategy – showing delivery through other C&P Plans and Strategies



6 Funding and metrics

Funding

Funding for the actions in this strategy and other relevant plans could come from a range of sources, including Gainshare investment funding, UKSPF, Levelling Up Funding and other Government and private investment. Decisions have not yet been taken about funding allocations and Cambridgeshire and Peterborough has not yet considered its plan for UKSPF funding or the future of business support and enterprise. So inclusion in this strategy does not imply that funding is available.

Metrics

This strategy establishes a clear link between its goals and objectives, the interventions proposed, and the outcomes we are seeking.

The metrics guiding this strategy are endorsed by the Cambridgeshire and Peterborough Combined Authority in the Performance Management of the Sustainable Growth Ambition Statement (March 2022), which aligns performance management with the Six Capitals approach which the CA has adopted. The purpose of this approach is to measure and manage *how* growth occurs, in favour of supporting our objectives for good economic growth. This means measuring a broader basket of indicators than just economic growth.

Partners will agree the list of metrics but it is likely that a basket of 20 – 35 strategic-level indicators will be chosen, aligned to the six capitals, as suggested in the table below.

As part of the Devolution Deal the C&P Combined Authority has a target to double GVA by 2040 (against a 2015 baseline). There are also targets to double the land area devoted to nature and reduce road-vehicle traffic by 15%. Consistent with the approach agreed by the CPCA Board on Performance Management of the Sustainable Growth Ambition Statement in March 2022 this strategy does not propose new targets beyond these which already exist. Rather, performance could be defined as economic growth being on target with at least 75% of strategic indicators in the Six Capitals showing a positive direction of travel, both across the region as a whole and in each district. This approach is consistent with the CPCA's approach to performance management of the Sustainable Growth Ambition Statement.

DRAFT

Figure 25. Metrics proposed to measure performance of the Economic Growth Strategy

Theme	Headline measure *Measured at CA, county and district levels, and at more granular levels when applicable*
Economic Growth	Gross Value Added (GVA) (balanced)
	Job density (total jobs)
	Employee jobs by district and industrial code
	Business birth and death rate by district
	Productivity (GVA per job (including by industry)
Climate and Nature	Total carbon dioxide emissions
	Carbon dioxide emissions from transport
	Land area providing nature rich habitat (PNRH)
	Publicly available open and recreational space
	Percentage of bus fleet running at near zero emissions
	Mode share for public transport / cycling / walking
Infrastructure	Housing completions
	Affordable housing completions
	Public transport connectivity to town centres
	Cycling connectivity to town centres
	Percentage of population covered by 4G and / or gigabit-capable broadband
Innovation	Total employment in Knowledge Intensive industries
	Total employment in Green Technology industries
	Workforce with a Level 4 Qualification or above
	Patents per 10,000 population
People (Health and Skills)	Health Index for England
	Life expectancy at birth (years lived in full health)
	Number of people killed or seriously injured due to road traffic collisions
	% working population with a level three qualification
	Number of adults obtaining new qualifications funded by AEB
Reducing inequality	Number of small areas (LSOA) in the CPCA in the top% most deprived nationally by IMD
	Percentage of households living in fuel poverty
	Percentage of population claiming Employment Support Allowance / Universal Credit
	Difference in housing income between most deprived and least deprived areas

DRAFT

Appendix 2

Good Growth

Employment and a good wage are key determinants of health and wellbeing. Increased productivity is fundamental to driving up wages and employment opportunities whilst using resources in a more sustainable way. In driving growth, we have to ensure that prosperity makes life better, healthier and fairer and does not exhaust the resources our children will need for the future. Improving business productivity is therefore absolutely core to achieving not just growth, but good growth.

The Combined Authority has adopted a 6 capitals approach to investment, summarised below. The actions in this strategy fully aligned with this model.

Figure 1. 6 Capitals and the Cambridgeshire and Peterborough Sustainable Growth Model

The vision we have agreed for economic growth is set out below, with objectives to deliver against the six forms of capital:

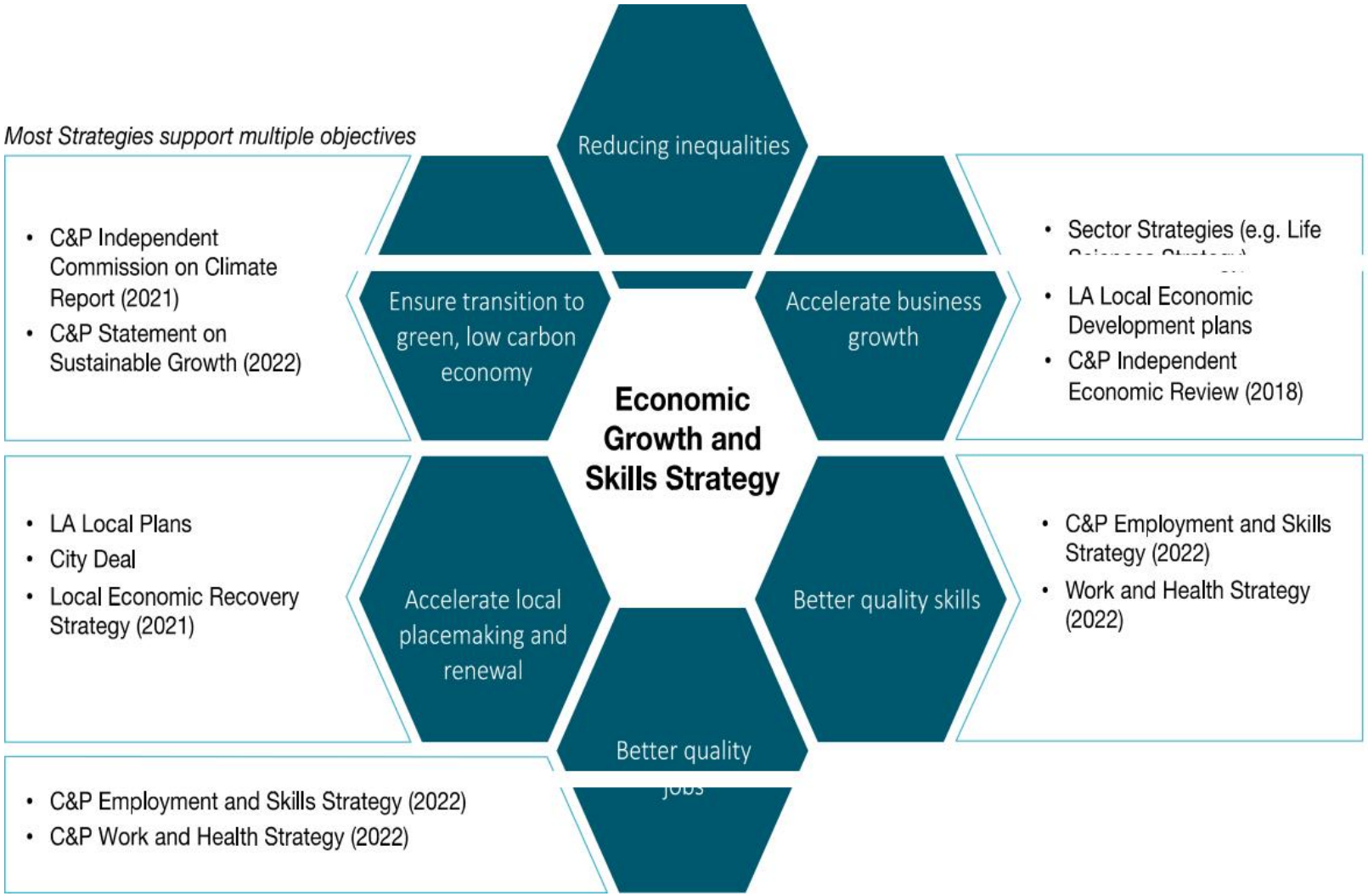
The Vision:

Cambridgeshire and Peterborough is the place where unique business, natural and research assets tackle world problems whilst creating good jobs and healthy lives for all our residents in all our places. Globally leading and competitive, also more equal and sustainable.

The Objectives:

Reducing Inequality

Good quality jobs in high-performing businesses	Better quality skills through a world-class skills system	Accelerate local placemaking and renewal		Ensure transition to green, low-carbon economy
Deliver good quality, well-paid, high-skilled jobs in an innovative, globally competitive business environment **Support high-growth priority sectors** (Agritech, AI Digital, Life Sciences, Advanced and Green Manufacturing) Protect **opportunities in our foundation sectors** (Education, Health and Care, Retail, Leisure and Agri-food)	**Support learners and workers to acquire the skills they need** through an inclusive, world-class local skills system that matches the needs of employers, learners and communities Enhance **pre-work learning** and formal education and support life-wide and **life-long learning.** **Improve employer access to talent**, supporting employment in high-value jobs in priority sectors and **protecting employment in foundation** sectors **Support into and between work,** including supporting learners and workers to acquire skills for a low-carbon economy	Tackling inequalities in investment and opportunity, as well as barriers to growth, to maintain and enhance **C&P's competitive advantages** as a great place to live, work and run a business **Revitalise town and city centres** with better spaces for businesses and people, improved public realm, supporting culture and creativity, and making better green space more accessible **Bringing forward employment land, including in Market Towns**, to support new supply chains across our economies and inward investment opportunities, delivering good jobs.	Ensure that all parts of Cambridgeshire and Peterborough have the **ecosystem needed to support high growth businesses** across all sectors Supporting **increased trade and exports, inward investment**, wraparound enterprise support including for innovation	**Build on global strengths** in water and utility management, green engineering, agri tech and food and environmental management and restoration to catalyse green growth across C&P and enhance natural capital **Support low carbon, green technology transition** in all sectors. **Invest in low carbon transport and build biodiversity** and natural capital gains into all new development.


Most Strategies support multiple objectives
Reducing inequalities
Ensure transition to green, low carbon economy
Accelerate business growth
Economic Growth and Skills Strategy
Accelerate local placemaking and renewal
Better quality skills
Better quality
• C&P Independent Commission on Climate Report (2021)
• C&P Statement on Sustainable Growth (2022)
• Sector Strategies (e.g. Life
• LA Local Economic Development plans
• C&P Independent Economic Review (2018)
• LA Local Plans
• City Deal
• Local Economic Recovery Strategy (2021)
• C&P Employment and Skills Strategy (2022)
• Work and Health Strategy (2022)
• C&P Employment and Skills Strategy (2022)
• C&P Work and Health Strategy (2022)

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

Agenda Item No: 4.2

Local Growth Fund Recycled Funding Proposals

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	8 June 2022
Public report:	Yes
Lead Member:	Professor Andy Neely, Acting Chair of the Business Board
From:	Alan Downton, Interim Director of Business
Key decision:	Yes
Forward Plan ref:	KD2022/011
Recommendations:	The Combined Authority Board is recommended to:

a) Approve a revised grant funding offer for the projects ranked 1, 2 and 3 in the table at paragraph 2.9 of the report to the Business Board on 9 May 2022; and

b) Decline projects ranked 4 and below, based on the funding not being available for all remaining projects.

Voting arrangements:	A simple majority of all Members present and voting
	Any vote in favour must include the vote of the Mayor, or the Deputy Mayor acting in place of the Mayor, to be carried.

1. Purpose

1.1 This report concerns funding projects through the Recycled Local Growth Fund (LGF) first category call.

1.2 Two options on awarding the funds have been put forward for consideration. Both result in the same total overall funding being allocated, but each option potentially delivers different outcome levels from the individual funding to the recommended projects.

1.3 These proposals were considered by the Business Board on 9 May 2022, this followed the BB on the 8 November 2021 where strategy in targeting the recycled funds and 10 January 2022 where the criteria & process for calling for projects was formally agreed. The criteria for this first call for projects (Category one) and the process was ratified at CA Board on the 26 January 2022.

1.4 Following discussion, the Business Board resolved unanimously to recommend the proposals as laid out in option 2 of the Business Board paper to the Combined Authority Board for approval.

1.5 The report to the Business Board can be viewed via the link below. Item 2.2 refers:

Business Board - 9 May 2022

2. Considerations

2.1 None.

3. Appendices

3.1 Appendix 1 (Exempt) – Project Applications and Due Diligence Appraisals

3.2 Appendix 2 (Exempt) – Project Assessment Scoring Completed Matrix

3.3 Appendix 3 (Exempt) – Accountable Body reports for the recommended projects

4. Background Papers

4.1 Business Board Meeting 19th September 2019

4.2 Business Board Meeting 8th November 2021 Item 2.2 Strategic Funds Management Review

4.3 Business Board Meeting 10th January 2022 Item 2.2 Strategic Funds Management Review January 2022

4.4 Combined Authority Board reports 26 January 2022

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

Agenda Item No: 5.1

Annual Report and Business Plan

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	8 June 2022
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	Paul Raynes, Director of Delivery & Strategy
Key decision:	No
Forward Plan ref:	n/a
Recommendation:	The Combined Authority Board is recommended to: a) Approve the 2022/23 Annual Report & Business Plan
Voting arrangements:	A simple majority of all Members present and voting To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor.

1. Purpose

1.1 This report recommends the 2022/23 Annual Report & Business Plan for adoption by the Combined Authority Board.

2. Background

2.1 In January 2021, the Board adopted the third Combined Authority Business Plan for the 2021/22 Financial Year. This was followed by a mid-year update in September 2021. In late 2021, work commenced on the Business Plan for 2022/23.

2.2 The 2022/23 Business Plan paper was taken to the March Combined Authority Board and was deferred so is being re-presented at June Board.

2.2 The Business Plan, driven by the themes of the Sustainable Growth Ambition Strategy, aims to set out to the public and stakeholders what we will be delivering within the next financial year.

2.4 This Business Plan includes projects that have budget lines within the Combined Authority Medium Term Financial Plan as at January 2022 Board meeting.

2.5 It is normal for each year's Business Plan to record the CA's intentions in progressing the projects that have been awarded a budget line, which includes taking them through gateway decisions as each stage is reached. The Business Plan itself is neither a new budget decision, nor a gateway decision, both of which are reserved to the Board as separate decisions based on value for money criteria.

Significant Implications

3. Financial Implications

3.1 There are no financial implications arising from the recommendations in this report.

4. Legal Implications

4.1 There are no significant legal implications at this point.

5. Public Health Implications

5.1 There are no significant public health implications at this point.

6. Environmental and Climate Change Implications

6.1 There are no significant environmental and climate change implications at this point.

7. Appendices

7.1 Appendix 1 – 2022/23 Business Plan

8. Background Papers

8.1 Report to the Combined Authority Board on 30 March 2022 - Item 7.1 refers

COMBINED AUTHORITY BUSINESS PLAN 2022/23

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

At the heart of Cambridgeshire & Peterborough is Compassion, Co-operation and Community

Mayor's Introduction 2

About Us 4

Our Mission and Values 6

Climate & Nature 10

Health & Skills 16

Innovation 20

Reducing Inequalities 24

Infrastructure 28

Finance & Systems 34

Our Key Achievements 2021/22 38

Appendix 1 40

Appendix 2 50

Contents

This Business Plan includes all projects that have budget lines within the Combined Authority Medium Term Financial Plan as at January 2022 Board meeting

Mayor's introduction

Equality of Life

The public good.

That's what the Combined Authority was set up to serve and I am proud that this annual report – a snapshot of the year's achievements and our ambitions for the future - shows just how effective and passionate the Combined Authority is in helping every one of us here in Cambridgeshire and Peterborough to improve our lives.

Greater than the sum of its parts, the Combined Authority is big enough to make a difference, to deliver landmark projects that its constituent councils cannot take on alone.And in the few years of the Combined Authority's existence, it has proved how well the public good is served by holistic improvements that can join up to form a fairer, healthier environment in which everyone can flourish.

As a doctor, I've been struck by what I see as the similarity between the NHS - a force for equality and community - and the Combined Authority, which works for public wellbeing in its widest sense as a force for innovation, transformation, and beneficial change.

The mission of the Combined Authority is to make life better. If infrastructure is weak, broken, or lacking, we help to sort it out; If an area fails to thrive, we are on hand with support.

But we're not just about the hardware. Building infrastructure isn't an end, it's a beginning. It is the frame on which we hang the future. Wider opportunity for more people. More prosperity, less isolation, better public health, a less car-polluted environment, greater wellbeing, and, yes, more contentment and happiness for us and our children.

A sense of wellbeing is about more than quality of life, it's about equality of opportunity - it's about each person feeling buoyed up within a caring and sharing community and having fair access to transport, green space and clean air, to homes, education, training, jobs, and to the cultural and leisure opportunities that make life fun.

We want equality of life and that means inclusivity. Nobody should be left out, nobody left behind, so infrastructure projects must be compassionate by design, planned as much around the vulnerable and less able as they are around the strong and the fit.

We are in the business of caring – and that means caring for business. From market stalls to leading-edge life sciences, our businesses support the whole county, and I'm proud to say the Combined Authority was there for them during Covid, helping with grants, loans, and advice and nurturing skills -while still doing its day job of continuing to nurture an environment in which Cambridgeshire and Peterborough's innovation and enterprise can fly.

We need growth, and we want it, but the climate crisis dictates that it must be green, clean growth, healthy growth that puts people and our precious environment first, and will sustain communities in years to come, instead of overburdening and impoverishing them.Doubling the economy will mean nothing if we don't also double nature, restore wild spaces, and create communities where people can walk or cycle safely and breathe clean air.

It's been a year of living dangerously. Covid-19 and climate collapse have dialled up the urgency of our work for green justice - better public transport, more roads that are people-friendly enough for us to switch from cars to bikes and more inclusive digital connectivity to help Cambridgeshire businesses and residents compete in any market - or work-from-home anywhere in the world.

You will have heard me talk about the "Three Cs" of compassion, co-operation and community and I believe these values, now embedded in the DNA of the Combined Authority, can ensure that our work will always be for the public good and fit for the people we serve.

As a new mayor, I've taken a fresh look at our priorities. This annual report sets out how we now plan to help our great region grow well and unlock potential that is healthy and can endure. After all, there's far more to prosperity than money and I believe our policies, rooted in compassion, delivered through partnership and collaborative working, will result in healthier and happier outcomes for our whole community, now and in the future.

Dr Nik Johnson

About Us

The Combined Authority

The Cambridgeshire & Peterborough Combined Authority is made up of the leaders of the County, Unitary and District councils of the area. It is chaired by an elected Mayor, Dr Nik Johnson, who has a direct mandate from voters.

The Mayoral Combined Authority was set up under a Devolution Deal with the government in 2017. The Combined Authority is held to account by committees made up of representatives from partner local authorities, which include: Audit & Governance, Skills, Housing & Communities, Transport & Infrastructure and Overview & Scrutiny.

The Combined Authority Board

The Combined Authority's Board brings together the leaders of the seven councils across the region and the Chair of the Business Board under the Chairmanship of the directly elected Mayor. It is also attended by the Police and Crime Commissioner, the Chairman of the Fire Authority, and a representative of the National Health Service.

MB Mayor
Dr Nik Johnson

Business Board
Chair – Vacant

Cllr Anna Bailey

Cllr Chris Boden

Cllr Wayne Fitzgerald

Cllr Sarah Joanne Conboy

Cllr Lewis Herbert

Cllr Edna Murphy

Cllr Lucy Nethsingha

Darryl Preston

Cllr Bridget Smith

Jan Thomas

Combined Authority Purpose Statement:
Cambridgeshire and Peterborough Combined Authority exists to provide the collective leadership needed to improve the lives of all of our residents. Our mission is to strengthen communities, reduce inequalities and to make Cambridgeshire and Peterborough an even better place where people, businesses and institutions flourish.

Our mission and values

Sustainable growth ambition

At the Combined Authority we are committed to our values of leading with compassion, working cooperatively, and serving our community. We want to make sure that everything we do makes life better, healthier and fairer for all.

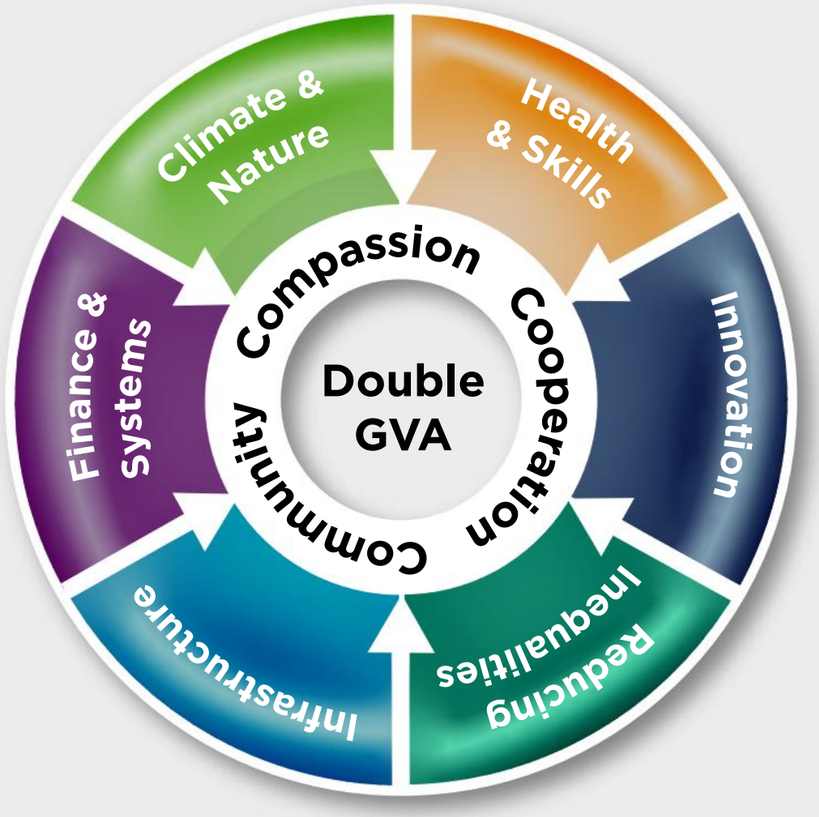
If rising prosperity does not make life better, healthier or exhausts the resources our children will need for the future, our economic project is flawed. It is now recognised that we don't just need growth: we need good growth. Our aim is not simply to increase our income, but to increase our area's wealth, in a way that is driven by our values.

The Combined Authority's strategy is values driven.

The values the Mayor has set for the organisation are:

- **Compassion**
- **Cooperation**
- **Community**

This is our approach for investing in sustainable growth:



This strategic approach shapes the Combined Authority's overall work programme. Plans and strategies will identify how they are driven by the ambitions for sustainable development and include outcome indicators to show how they will deliver against those themes.

Achieving sustainable growth

Economic growth is the increase (in real terms) of the total value of the Cambridgeshire and Peterborough Economy. This is measured in Gross Value Added (GVA) and within the Devolution Deal with government it was agreed that the main target of the deal was to double the size of GVA by 2040.

The adoption by the Combined Authority of a Sustainable Growth Ambition statement shifts to a broader thinking, focussing not just on one measure but on a range of measures that taken together demonstrate that the area is growing sustainably towards its GVA target; these measures can by grouped around the six themes illustrated in the above graphic.

At present, growth is only equated with physical and material growth, such as large-scale building, more housing, rapid population increase and more infrastructure expanding over an ever-greater area. Although this pattern very much defines economic growth in the past, the concept of economic growth shouldn't entirely depend upon it. Growing in a different direction would see the setting and achievement of a range of goals that include both social and environmental goods.

This approach requires us to monitor more outcomes than simply GVA growth data, which is anyway only available from the Office for National Statistics with a two-year time lag. The Combined Authority will be tracking progress on outcome indicators such as the gap in healthy life expectancy, employment, land use for nature, CO2 emissions and earnings gaps.

These frame how we will pursue the Devolution Deal's overall aim of achieving sustainable growth and integral human development.

Our investment programme will be measured against our six keys to sustainable growth, all of which are anchored in the Devolution Deal.

These are:

Climate and Nature: restoring the area's depleted natural capital and addressing the impact of climate change on our low-lying area's special vulnerabilities, and encouraging businesses to come up with solutions;

People: building human capital - the health and skills of the population - to raise both productivity and the quality of life so that that people in our region are healthy and able to pursue the jobs and lives they want:

Innovation: building on our reputation for new thinking, new technology and new ideas in Cambridgeshire and Peterborough in order to ensure this area can continue to be one of the most dynamic and dense

Reducing inequalities: investing in the community and building social capital to complement improved skills and connectivity as part of the effort to narrow the big gaps in life expectancy and people's income between places;

Infrastructure: from digital and public transport connectivity, to water and energy, building out the networks needed to support a successful future;

Financial and systems: improving the institutional capital – the ways we work, organise and fund ourselves - which supports decision-making and delivery.

How our projects align with our strategy

Community Led Homes

A1260 Nene Parkway J15 and J32/3

Energy Hub

Adult Education Budget

Coldhams Lane

Fenland Stations Regeneration

Digital Connectivity

Ely Area Capacity Enhancements

Kings Dyke

Affordable Housing Programme

Peterborough Station Quarter

Market Town Masterplans

Non-statutory Strategic Spatial Framework

A505

University of Peterborough

Enterprise zones

Fengate phase 1

Key Route Network

Growth Works (Business Growth Service)
(Inc Star Hub, Careers Hub, Start & Grow, Turning Point, Skills Brokerage, Growth Coaching/Hub, Inward investment service, Capital Growth Fund)

A10 Dualling

A141 and St Ives

A47 dualling

Health & Care Sector Work Academy

March Area Transport Study

Cambridge South Station

E-scooters and E-Bikes

University Access

Wisbech Access

Wisbech Rail

Bus Reform
(BSIP/DRT/ZEBRA/Bus franchising)

Active Travel

Local Growth Fund projects

A14 Norwood

Skills Bootcamps

Climate & Nature

Our Ambition

Our ambition is to ensure that growth is environmentally sustainable and does not exhaust the resources our children will need for the future. Carbon emissions are 25% higher per person in Cambridgeshire and Peterborough than across the UK and we have one of lowest overall proportions of rich wildlife habitats. We will aim to bring back nature that has been lost to our region, protect against the impact of climate change, and maximise the opportunities presented by the green economy to make life better, fairer, and healthier for all. The most vulnerable areas, residents, and communities will be supported to ensure they benefit from the opportunities of this transition.

Our measures for success

- **Carbon Dioxide Emissions from Transport**
- **All Carbon Dioxide Emissions**
- **Land Area Providing Nature Rich Habitat**
- **Publicly Available Open and Recreational Space**
- **Percentage of Bus Fleet Running at near Zero Emissions**
- **Mode share for Public Transport / Cycling / Walking**

Our Strategy

The Combined Authority has established the Independent Commission on Climate to provide independent evidence and advice on climate issues. The Commission has made 58 recommendations for action toward a pathway to reach Net Zero by 2050 (or before).

The Commission found that transport and the heating of buildings provided the most emissions and are priorities for action. Emissions from soils are also a particular issue for the area, as they add a third to overall emissions. We will take action on climate recommendations where we have direct influence, and will convene and support organisations in addressing the other climate recommendations.

For the natural environment the Combined Authority Board has endorsed the “Doubling Nature” ambition. This will seek to double the amount of rich wildlife and natural green space.

Our transport strategy has also evolved and business cases will include increased emphasis on climate impact. Improving public transport connectivity is at the heart of our climate strategy to combat the high levels of transport emissions in the region with a high reliance on private car use. We have developed a vision for buses that has committed to encourage sustainable growth and protect and enhance our environment. We intend to build on our strong active travel credentials building on our success as we have the highest UK cycling rates in Cambridge.

What we will deliver

Bus Service Improvement Plan

BSIP: In October 2021 we submitted to Government an ambitious plan for bus service improvement across our region. The aim is to enhance and expand public transport through improved regular services linking our market towns to our two cities.

ZEBRA

In late 2021 with our partners (Greater Cambridgeshire Partnership and Stagecoach) we were awarded funding from Government to install electric bus charging infrastructure within Cambridge and the replacement of 30 diesel buses with 30 zero emission electric double decker buses which will operate the citi2 route and all five park and ride services across Cambridge. By focusing the zero emission buses on short city centre routes the electric bus project will significantly improve air quality within the Cambridge Air Quality Management Zone (AQMZ) which has been above acceptable levels for several years. The 30 diesel buses released will then replace the 30 oldest diesel buses across the fleet providing an additional air quality improvement.

Demand Responsive Transport

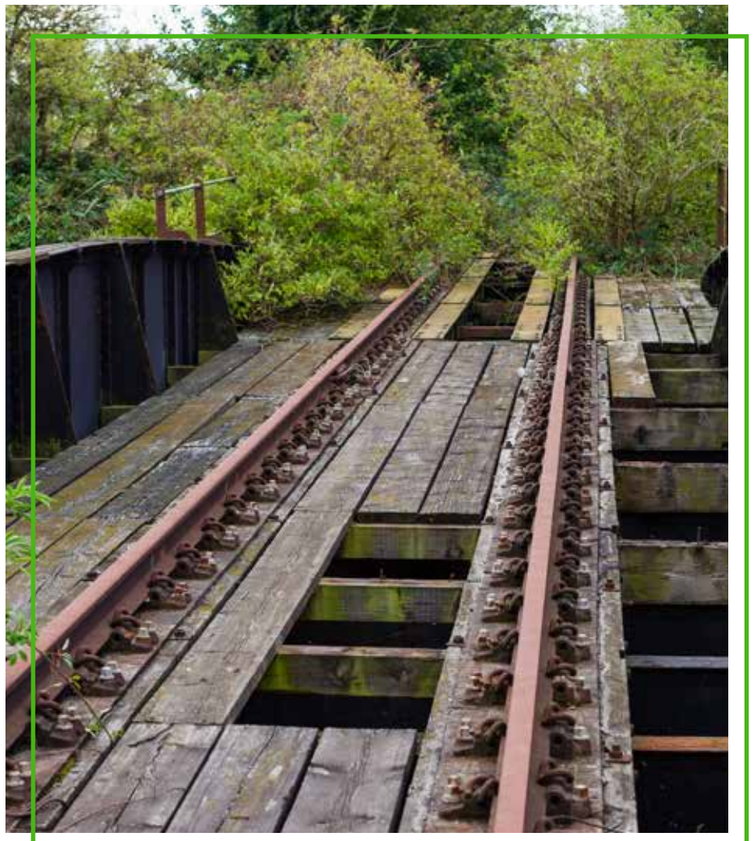
In October 2021 in partnership with Stagecoach we launched the first Demand Responsive Transport (technology driven public transport) service within the region. The concept of this trial is to provide to areas without any public transport access. A 6-month trail of 4 vehicles servicing the West Huntingdonshire rural communities, Huntingdon and St Neots was launched with mobile apps and call centres enabling people to prebook their journey from within walking distance of their home to take them to the railway station in Huntingdon or key locations for a £2 fixed adult single fare. In addition, onward travel to Cambridge/ Peterborough/ Bedford on a timetabled conventional bus route can be booked for just £1 extra. If applied across our area, this will move the percentage of homes within 400 metres of a 30-minute frequency bus service from 52% to over 90%, therefore encouraging people onto public transport and helping to reduce transport pollution.

Wisbech Rail

Wisbech is recognised as one of the largest towns within England without a rail link to the main rail network. Improving connectivity to Cambridge offers the opportunity to transform Wisbech as a place for inward investment and provide access to key services and employment opportunities for its residents.

The project will reconnect Wisbech to the rail network with a new station and the reopening of the former line to March. Work is underway with Network Rail who are assessing options for the line including light and very light rail.

The outcome of this work is expected early 2022 and will inform the next steps in the development of Wisbech Rail, the potential of this vital connection creates opportunity for further transport decarbonisation providing a real alternative to the car over longer journeys.



Cambridge South Station

Following our completion of a successful business case, Government have announced within the Budget that this project is funded, subject to planning to proceed for completion in 2025. The proposed new railway station is intentionally designed without car parking to encourage passengers using the railway station to use public transport and the station will form part of an integrated transport hub, and the new station will have cycle storage. As part of our integrated public transport solution, rail infrastructure will play a significant part in transport decarbonisation.

Soham Station

Following the completion of the Soham Station project in December 2021, which included a single platform and footbridge, the Combined Authority will look to improve further train use in the area through such additional enhancements as Ely to Soham Track Doubling, to enable the second platform and access for all arrangements. These improvements and others such as Snailwell Loop are dependent on the progress of the improvements through the Ely area as a result of the Ely Area Enhancement Capacity project (see page 30).

Active Travel Schemes

The Combined Authority have been successful in the latest round of bidding from central government for active travel improvements. The Combined Authority is committed to delivering cycling and walking improvements across every part of the region and active travel will be built into all our transport schemes. The Combined Authority has also led on social prescribing proposals to improve connectivity between communities and medical centres. Active travel not only creates safer environments and improve public health because of encouraging greater physical activity, creating real alternatives to the car as a default option and potentially contributing significantly to the 15% reduction in car journeys target and the overall decarbonisation ambition.

Fenland Stations Regeneration

We have continued to support Fenland District Council in the refurbishment and improvements of Whittlesea, March and Manea railway stations to provide better station and platform facilities as well as improved parking and bus connectivity points. We will continue to work with partners to develop service improvements including more frequent services and to provide these three locations and their wider communities to rail as a real alternative to the car.

E-scooter and E-bikes

To support a green restart of local transport in the UK and help mitigate reduced public transport capacity, the Department for Transport (DfT) fast tracked e-scooter trial schemes in the summer of 2020 and are due to end in November 2022. DfT are considering the next steps with guidance expected early in 2022.

In Cambridge there is clear evidence of e-scooter and e-bike usage. The scheme so far has tracked enthusiasm for more than 224,000 trips and has been used by more than 36,000 active users. In the first 10 months of the Cambridge trial, it is estimated that 73,000 fewer car journeys have taken place which equates to a 66-tonne reduction in Carbon Dioxide emissions. For 2022/23 the expansion of the E-bike service across Cambridgeshire and Peterborough will be considered.

New projects with funding subject to approval:

Care Home Retrofit Programme

There are over 170 care homes in the area. Given that older people are at more risk from the effects of overheating the proposed program is to support climate change audits and provide capital grants to reduce climate impacts and risks in care homes. This can include nature-based solutions such as green roofs or tree shading that will have wider benefits. The projects funded would be demonstrator projects to encourage a wider range of property owners to undertake similar measures.

Measuring Doubling Nature

We will develop robust habitat information. Existing information is based on a patchwork of surveys that are significantly out of date (1990's) and there is no funding or existing officer time dedicated to keeping this up to date. National data does not indicate the quality of green infrastructure or its value to wildlife so the proposal would establish a robust new baseline, from which progress on the Doubling Nature ambition can be managed.

Greater Cambridge Chalk Stream Project

The chalk streams of Greater Cambridge are of international importance and their restoration is fundamental to addressing the climate emergency. The chalk aquifer which feeds these unique watercourses also supply the region's drinking water and therefore their health is directly related to viability of future planned housing and economic growth for our area as a whole.

Huntingdonshire Biodiversity for all

Huntingdonshire District Council have over the last three years been investing in nature, experimenting with planting of wildflower areas in parks and open spaces, starting in one park and have now scaled it up to at least one major area in all four towns. The ambition now is to move onto verges, smaller areas of open spaces and footpaths, and to broaden the scope to include habitat creation specifically through tree planting and rewilding.

Logan's Meadow Local Nature Reserve wetland extension

A demonstration project of community supported habitat creation on riverside land in East Chesterton / Abbey ward. The project would deliver new wetland habitat for priority species such as water voles and enhancing the existing recreational offer for the community. The site has an active Friends Group with over 150 volunteers recently engaged with the first phase of tree planting.

Meanwhile at Core Site, North-East Cambridge

Meanwhile will champion new systems of environmental and social sustainability by creating affordable workspaces for local Small-Medium sized businesses fighting the Climate Emergency and funding of food distribution hubs to distribute healthy, organic and would-be wasted food for all across the area, learning from this can be shared widely.

Rewilding Programme

Rewilding is the restoration of ecosystems to the point where nature is allowed and is able to take care of itself. Rewilding seeks to reinstate natural processes (for example, grazing, flooding, natural woodland regeneration) and, where appropriate, missing species – allowing them to shape the landscape and the habitats within. This programme is to encourage small-scale projects that will pilot different approaches relevant to our area. This will link with the requirement in the Environment Act for the area to have a Local Nature Recovery Strategy.

Waterbeach Depot Solar PV Smart-grid Project for electronic Refuse Collection Vehicles

The Waterbeach Waste Services Depot's local electricity network has insufficient capacity to meet the charging requirementsof local authorities' waste collection vehicles. There is a need for on-site renewable energy supply to enable charging of electric RCVs (refuse collection vehicles). The objective is to provide electrical infrastructure and renewable energy generation system to enable charging of electric RCVs.

Sawston and Harston Station

To support Sawston and Harston parish councils' application to the Restoring your Railways Fund for the development of a business case for the reopening of this station facility.

Snailwell Loop

To develop a business case in collaboration with partners for the reinstatement of this line which not only connects communities but provides resilience in part of the rail network currently under extreme strain.

Natural Cambridgeshire

Natural Cambridgeshire is developing the proposal on the Nature and Environment Fund and draws together significant expertise that will be highly beneficial in support of our work on climate and nature, plus future development of a Local Nature Recovery Strategy.

Net Zero Villages Programme

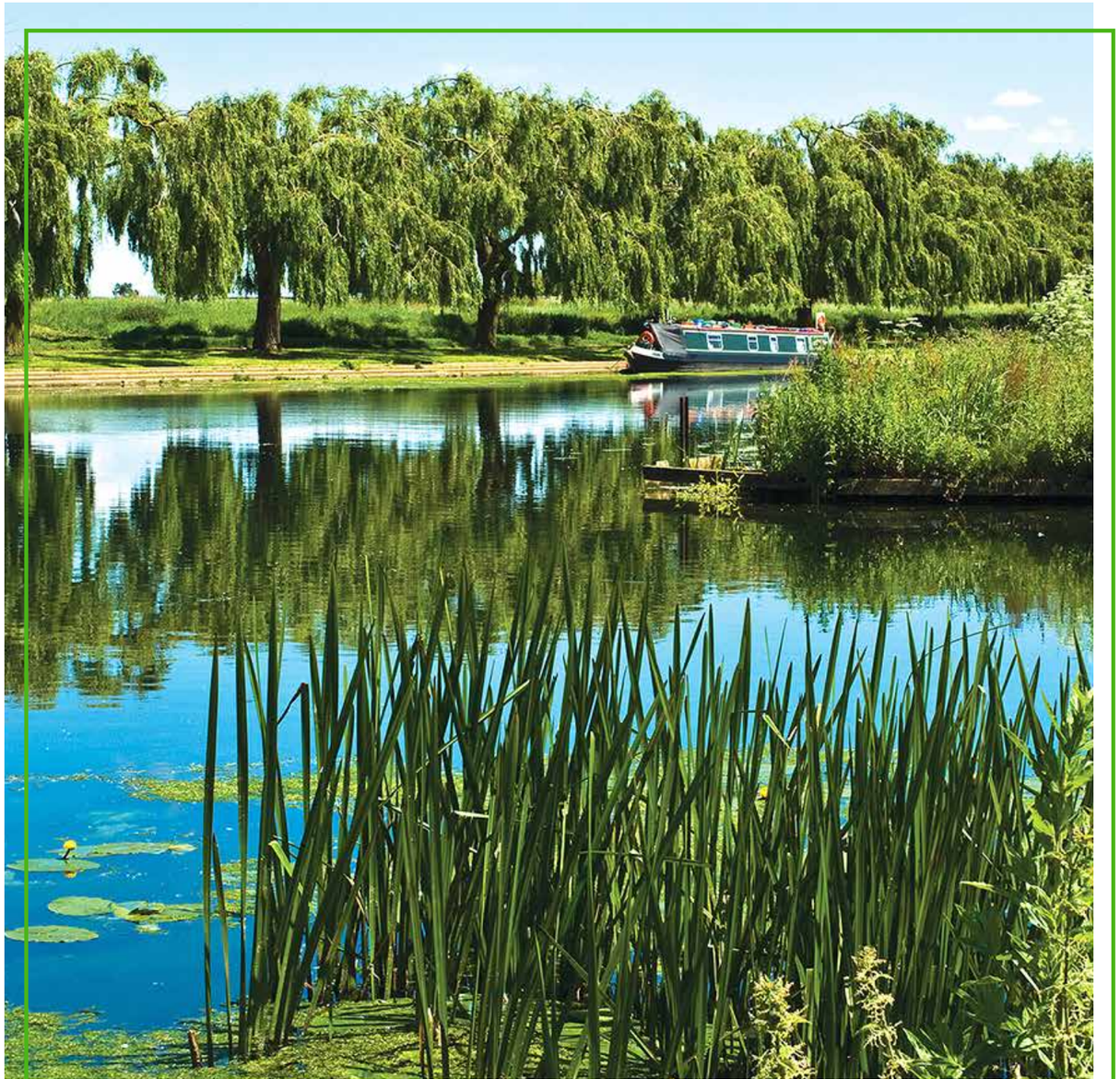
This programme will encourage villages (likely through parish councils) to come forward with projects to move toward the net zero emissions target or tackle climate risks.

Segregated Cycling Holme to Sawtry

A study to design a segregated cycle and pedestrian route between Holme and Sawtry.

Nature and Environment Investment Fund

A fund to invest into nature-based projects by implementing our Doubling Nature ambition, starting to address the relative lack of rich wildlife and green areas, and is a recommendation of the Independent Commission on climate.



Health & Skills

Our Ambition

Our ambition is to ensure that everyone in the region has the same opportunity to live healthy lives and that rising prosperity makes life better, fairer, and healthier for all.
Life chances are unequal across Cambridgeshire and Peterborough, with a 12-year gap in life expectancy between the areas of most and least deprivation. To address this, we must tackle the root causes of poor health including education and income as well improving the physical environment which has a huge impact on wellbeing.
Our shared vision is for a successful, globally competitive economy offering high-skilled, well-paid, good quality jobs, delivering increased productivity and prosperity to support strong, sustainable and healthy communities. This is enabled by an inclusive, world-class local skills system.

Our measures for success

- **Health State Life Expectancy at Birth (number of expected years lived in full health)**
- **Health Index for England**
- **Number of people Killed or Seriously Injured due to Road Traffic Collisions**
- **% Working population with a level three qualification***
- **Number of adults obtaining new qualifications funded by Adult Education Budget**

Our Strategy

Our Employment and Skills Strategy sets out what our ambition means for each of the groups interacting with the skills system:

People experience fulfilment and good physical and mental health with productive, quality working lives. They drive their own learning and can access support and learning to meet their personal and work ambitions.

Employers are providing good quality jobs, have the skills they need in their staff and can recruit the right person for the right job.

Providers work collaboratively in an integrated education and skills system to deliver learning, qualifications, careers education and support to enable people to enter the labour market in the ways that suit individual's needs and ambitions.

Place leaders secure outcomes for the whole place, convening and supporting collaboration between employers and the integrated skills system.

- **Pre-work learning and formal education:** improving careers education, access and investment.
- **Employer access to talent:** developing priority skills that support sustainable growth, improving employers' engagement with education and improving job quality
- **Life-wide and lifelong learning:** Improving access to careers and advice, offer support to upskill and reskill and increased work-based learning such as through apprenticeships and short courses.
- **Support into and between work:** Supporting the unemployed into training and employment and support to disadvantaged groups to access the labour market.

What we will deliver

Health and Care Sector Work Academy

The Health and Social Care sector faced significant recruitment and retention challenges now exacerbated by Covid-19. This programme will reduce dependence on in-work and out-of-work benefits by offering individuals to gain work and progress within the sector whilst offering support to existing employees to progress. Up to March 2023 2,100 individuals will be supported, 1,680 undertaking a course or qualification and 500 individuals securing employment.

*What qualification levels mean: England, Wales and Northern Ireland - GOV.UK (www.gov.uk)

Adult Education Budget

Cambridgeshire and Peterborough has some of the most highly skilled citizens in the country but we also have approx. 25,000 residents in the sub-region who have no formal qualifications and some 87,000 residents who have not achieved a level 3 qualification. Therefore, our £12m AEB will serve as a 'skills escalator' - allowing citizens to 'step on' the escalator and improve their skills at each level and during their life-course, reducing inequalities and 'levelling up' skills.
Lifelong learning has the power to transform lives and renew communities. Our mission is to target lower skilled residents from entry level to progress to level 3 and to target areas of skills deprivation, including Peterborough, Fenland and wider deprived and 'left-behind' communities and provision 'cold spots' in Market Towns. We will partner with local employers to co-create aspirational programmes of courses for upskilling employees and facilitate access to a skilled, healthy, and adaptable pipeline of local workers. We also continue to reinvigorate Community Learning which includes targeting family learning, first-steps courses and learning for personal and social development, to ensure greater access to life-enriching opportunities. courses.

Skills Bootcamps

The pandemic has accelerated the automation of jobs, the adoption of Artificial Intelligence and the ability to effectively work remotely. Technology-driven trends are altering the workplace and changing the skill requirement of employers. Digital Skills Bootcamps will support individuals to ensure they have the skills required to work in an increasingly digital environment.
Digital Skills Bootcamps up to March 2022 (may be extended) will upskill 805 learners with digital skills, deliver a range of short digital skills courses at level 3 and above, and support 805 learners with securing or progressing in employment.

Start and Grow (as part of Growth Works)

This scheme will engage 249 individuals and 314 early-stage and micro businesses in an intensive enterprise programme. It will bring skills development and business investment together in one scheme through a 'pre-qualification' process with supported learning and mentoring leading to grant awards to those new businesses.

North Cambridge Apprenticeship Centre (NCTC)

Funded through Local Growth Funds, the NCTC will support the provision of skills & talent into the engineering sector. The NCTC offers local innovative training facilities for apprentices in Fenland. We will continue to work with Metalcraft and the delivery partner to ensure the appropriate curriculum is offered, aligned to the local labour market needs.

See appendix 1 for the full list of Local Growth Funded projects that focus on 'Retraining & upskilling for new jobs through improved education capacity'.

Careers Hub (as part of Growth Works)

Our first regional Careers Hub was launched in September 2021 and incorporates 30 schools and colleges, including four Special Educational Needs and Disabilities (SEND) schools, and one Alternative Provision (AP) provider. We will connect employers with schools and colleges to deliver world-class careers education. Our support will help schools and colleges to develop careers programmes that are locally relevant, cohesive, connected, and progressive.
The Careers Hub will match at least one Enterprise Advisor (senior business volunteer) to each school, establish communities of practice to drive innovation and development in key areas such as green skills, SEND and digital, and provide access to labour market information.

Turning Point (as part of Growth Works)

This project up to June 2022 will support local communities to pilot programs and new approaches to help more unemployed people into work. It will offer four key activities including:

- Personal Skills Analysis to guide individuals in understanding and identifying opportunities to increase their skills or retraining. This will involve working directly with individuals to identify opportunities to transition back into work.
- Providing access to free short course training not currently funded via other means to enable new skills and promote development of digital, net-zero, and management and eadership skills.
- Delivering real-world experiences of work through funded internships. Funding of £5,000 per internship will be provided to employers to provide new work opportunities.
- Training Needs Analysis to identify re-skilling, up-skilling and re-training opportunities within a business.

STAR Hub (as part of Growth Works)

The STAR (Skills, Talent, Apprenticeship and Recruitment) hub is an online platform that will create better connections between employers, training providers and learners. It will directly support 276 businesses to develop the talent within their business to enable growth and facilitate an additional 1,400 apprenticeships in the region.

The STAR hub will also build a local Skills Fund that enables local small employers who do not have access to the apprenticeship levy to offer an apprenticeship in their organisation with the training costs of an apprenticeship funded via levy share that has been donated by large employers.

It will also provide young people exposure to the world of work through their school lives. The economy and workplace have been changed by the pandemic and regional employers are pledging their support by signing the Experiences of Work Charter offering a wide range of opportunities to our young people.

Innovation

Our Ambition

Our ambition is to continue to create opportunities for new thinking, new technology and new ideas that will improve quality of life. Cambridgeshire and Peterborough is home to a 'knowledge intensive' economy driven by scientific and technical innovation that brings job prospects and opportunities for growth. Research & Development (R&D) funding by UK Research and Innovation (UKRI) in the UK is the highest outside of London in our region, and we will nurture this innovation by supporting high potential businesses and ideas.

Our measures for success

- **People Employed in Knowledge Intensive Industries**
- **People Employed in Green Technology Industries**
- **Workforce with a Level 4 Qualification or above***
- **Patents per 10,000 population**

Our Strategy

Our Local Industrial Strategy (LIS) proposes that the area's economic growth is supported by harnessing innovation. A key priority in the LIS is to replicate and extend the infrastructure and networks that have enabled Cambridge to become a global leader in innovative growth, creating a business support and innovation eco-system to promote inclusive growth to replicate the "Cambridge Phenomenon".

Research is fundamental to achieving this replication, as it produces the new ideas and technologies that enable entrepreneurs to start up, existing businesses to scale-up and for new tech-firms to spin-out of academic and research institutions. It requires the generation of free-flowing exchange of ideas and insights that ensure research is informed by local business' needs.

To achieve this, we will bring together leading entrepreneurs, innovators, mentors and coaches with growing firms to strengthen linkages across the area. We will also support businesses, universities and other partners to collaborate to maximise public and private investment, including Research & Development funding, and improving funding to support the growth of local businesses into global markets.

Peterborough and Fenland require level 5, 6, 7 & 8 skills in advanced manufacturing and technologies that support the drive to net-zero. This will require the development of an innovation and business support eco-system to grow indigenous high-value firms and attract new ones to Peterborough and Fenland.

The creation of new launchpads will be the focal points for this innovation cluster development, focusing on product development to support key growth sectors such as Agri-tech, artificial intelligence and advanced manufacturing innovation.

What we will deliver

Growth Works (Business Growth Service)

The Growth Service will support the implementation of the LIS by delivering the following interventions:

- A Growth Coaching Service to engage and support our highest potential firms to speed their growth, build their capacity for growth, and/or sustain their growth. It is an innovative service connecting learners and employers with opportunities that enable growth. It has also offered guidance on COVID-19 resilience and the European Union Exit Transition – including import and export advice. The Growth Hub's transformation to a new Growth Coaching Service has been instrumental to delivering this ambition.
- An Inward Investment Service to better connect us into global markets, to engage and persuade firms to locate into our economy or invest in our strategic projects.
- A Skills Brokerage Service to link learners and those retraining for new jobs, to employers and skills providers to improve the supply of skills to our growth sectors.
- A Capital Growth Investment Fund to help Small-Medium sized Enterprises grow through organic expansion, offering an integrated range of grants, loans, and equity products unavailable commercially.

*What qualification levels mean: England, Wales and Northern Ireland - GOV.UK (www.gov.uk)

Local Growth Fund projects

Local Growth Funding is forecasted to create over 40,000 jobs and 7,000 apprenticeships and has to date created 5,256 jobs and 699 apprenticeships. The below offer a snapshot of the projects being developed as part of the programme of funds that have been distributed by our Business Board to businesses in our region.

Illumina Accelerator

Grant based support to start up organisations in the life science field who become part of the Illumina support programme.

Startcodon Life Science Accelerator

Start Codon aims to close the equity gap by providing both support (in the form of a six-month acceleration programme) and seed-funding to High Potential Companies so that they can perform key experiments,
develop their technologies and intellectual property, and expand their team.

Ascendal Transport Accelerator

Development of testing facilities for new transportation technologies, supporting proof of concept to marketing, programme of specific support to start-up companies in the field of transport.

Cambridge Biomedical Campus

Develop a 122,642 sq. ft. gross multi-occupancy building, able to accommodate requirements ranging from 5,000 - 20,000 sq. ft. and incorporating a mix of dry and wet laboratory space and ancillary office.

Living Cell Centre

Development of state-of-the-art clean labs, office space focused on the living cell medical breakthrough for treatment of cancer and other genetically influenced diseases.

Photocentric 3D Centre of Excellence

Development of a 3D manufacturing facility producing innovative products via 3D production printing methods.

TWI Ecosystem Innovation Centre

Refurbishment of office space for start-up companies, offering support and access to facilities.

West Cambs Innovation Park

The vision for West Cambridge is to pilot a new approach for enabling business growth and scale up across the UK, using an integrated model of planning and business development to replicate global best practice and utilise the enormous anchorage potential of world-class British universities.

South Fenland Enterprise Park

The project will deliver new flexible grow-on or ‘scale-up’ business space at Chatteris in Fenland, adding a third phase to the established start-up and small business hub at the South Fens Enterprise Park.

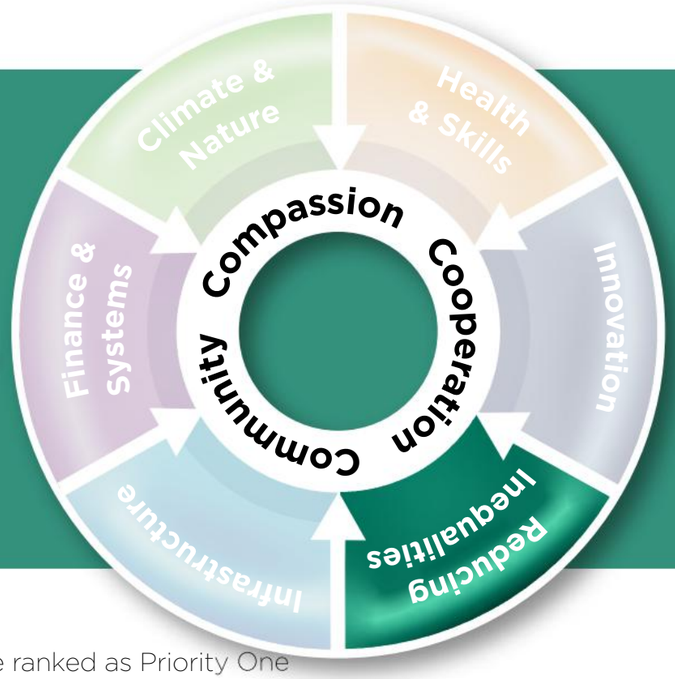
TTP Life Sciences Incubator

TTP plans to create a life science incubator on its site at Melbourn Science Park to support the formation and growth of new life science start-ups on the Cambridgeshire/Hertfordshire border. This incubator will combine specialist facilities, TTP's proven track record in assisting start-ups throughout their life cycle and investment in these start-ups secured from TTP's global commercial network.

Reducing Inequalities

Our Ambition

Our ambition is to empower communities and make targeted investments in areas of deprivation to help narrow the gaps in life expectancy and income between places across the region. There are big gaps in life expectancy, income, and education between different parts of our region, which must be addressed. We will close the gap on inequalities by investing in boosting education and skills training in areas where it is needed, improving transport links, supporting community housing projects and investing in market town renovation.



Our measures for success

- **Difference in household income between most deprived and least deprived areas**
- **Number of small areas in Cambridgeshire and Peterborough within the top 10% most deprived nationally**
- **Percentage of households living in fuel poverty**
- **Percentage of population claiming Employment Support Allowance and / or Universal Credit**

Our Strategy

Levelling-Up is important to our region. Peterborough and Fenland are ranked as Priority One and Two
retrospectively by the Government for levelling-up funding. Both have skills and quality of employment deficits that leads to deprivation, including:

- **Education deprivation** – just 32.1% of the population gain a National Vocational Qualification 4 or above qualification compared to 43% nationally.
- **Social and health deprivation** – healthy life expectancy is below retirement age in parts of Fenland.
- **Child poverty** – 25% of people in Peterborough are living in poverty, compared to 17% nationally.
- **Poor social mobility** – Peterborough is ranked 191st and Fenland as 319th out of 324 local authority districts putting it in the bottom 2% of places nationally.

The major contributing factors are low aspirations, poor access to higher education and high-quality employment. Our Independent Economic Review (CPIER), which was designed to identify the economic performance and potential of Cambridgeshire and Peterborough, identified a new higher education institution in Peterborough as the only viable solution to the Higher Education Cold-Spot. The Local Industrial Strategy (LIS) also identifies the northward expansion of the innovation clusters and networks from Cambridge, as the primary route to improving the knowledge intensity and quality of employment for Peterborough and the Fens.

An inclusive growth strategy and improving absolute standards of living is vital for the long-term economic sustainability of our economy. Local political, education and business leaders are working together to achieve this, across place, sectors and political affiliations and we are keen to work with Ministers, to re-envision what Place Based innovation means and how it can be delivered to drive levelling-up.

Improving transport connectivity will also aim to connect cut off communities, to create a far-reaching and affordable public transport network.

What we will deliver

Affordable Housing Programme

The affordable housing programme is expected to complete in March 2022, and by the end of the programme we will have delivered 1,560 houses. The completion of these houses will continue into 2022. The population of Cambridgeshire and Peterborough has been outgrowing the supply of housing for decades leading to a lack of supply and therefore higher housing prices. Affordable housing supports those who would not be able to get onto the housing ladder without support and by doing so reduces the inequalities in the region, including income inequalities by giving people in low-medium paid employment an opportunity to own a home as well as generational inequalities.

Market Town Masterplans

We have been working closely with local authority partners to deliver a Masterplan for each of the eleven market towns across the region (St Neots, St Ives, Huntingdon, Ramsey, March, Wisbech, Chatteris, Whittlesey, Ely, Soham and Littleport). Each with the aim of bringing jobs, infrastructure and growth, the Market Towns Programme will enable each town to become and remain "vibrant and thriving places" whilst helping to boost the local and regional economy and help level-up the region. The Masterplans provide an evidence base and a set of priorities for the market towns to consider in order to realise their future economic growth potential. Following the completion of the Masterplans the programme has transitioned to support the mobilisation and delivery of these Masterplans, including emerging interventions to help town centre and high street recovery considering the recent Covid-19 pandemic impacts. Individual project proposals are invited from local authority leads representing each market town to bid on £10m pump-priming fund that we have made available.

University of Peterborough

The first teaching building, including specialist labs and state-of-the-art teaching spaces, will open its doors to 2,000 students in 2022, with an ambition to offer courses for up to 12,500 by 2030 on the redeveloped Embankment site.

The second building is a Net Zero Innovation Incubator, creating highly skilled intensive jobs for graduates. The building will feature 3,300 sqm of flexible research space over three floors, helping to complete the transformation of the under-utilised Wirrina car park into a green, well landscaped campus, fully accessible to the public. The centre is a joint venture between the Business Board, Combined Authority and Photocentric. It will link with local industry, fostering collaboration and innovation in a wide range of materials technologies, including 3D printing research, sustainable plastics, and new ways to make batteries.

A further £20million follows a successful bid from the Governments Levelling Up Fund for the University's second teaching building which includes a public living lab and interactive Science, Technology, Engineering and Mathematics (STEM) centre. The university Living Lab will be a high-quality interactive science museum for Peterborough. It will be a place to creatively engage people (especially young people) in science and technology, offering a window into Peterborough's net zero future. The space will include a 1,000m2 ground floor fully publicly accessible with public teaching space and exhibition space for hackathons, festivals of ideas, debates, and forums. Upper floors of the building will provide teaching space for Peterborough's expanding student cohort, hosting 1,700 students studying STEM subjects each year.

Over the first ten years of the project's lifecycle, we estimate the main benefits of the university to be 5,600 higher value jobs in Peterborough, generating additional growth (GVA) of £308m over ten years, and we estimate new business creation of 580 new firms over ten years. These benefits will help reduce inequalities by raising educational aspirations for local people and create sustainable growth.

Community Led Homes

CLH are housing schemes of various scale that are set up and run by local people in their own communities. The schemes provide genuinely affordable homes for rent, shared ownership or sale to meet long-term local housing needs. Community-led housing is not for profit and involves considerable voluntary effort, and potential community housing groups are active in the majority of constituent authority areas in Cambridgeshire and Peterborough. A revised Community Homes Strategy will be developed in 2022 which is anticipated to recommend that continued technical support shall be provided by an accredited community-led housing advisor to community groups. This project supports our ambition to reduce inequalities by providing genuinely affordable homes to those who would otherwise not be able to get on the housing ladder and aligns to our value of community.

The Community Land Trust (CLT) start up grant is expected to award £5,000 in grants for community homes start-ups across Cambridgeshire, to cover the inception and setting up costs for new CLT's. We continue to support new and existing CLT's outside of East Cambridgeshire through the support of Eastern Community Homes and the skills they offer. East Cambridgeshire have their own bespoke CLT team offering this. There is a proposal from East Cambridgeshire for the availability of pre-development finance support for independent advice on rent policies, viability assessments and community engagement support (not exhaustive) and any funding for this will require an additional board approval.

New projects with funding subject to approval:

"Lifebelt" city portrait

To help inform the strategies and interventions that will ensure sustainable economic growth and an inclusive recovery, working with partners and community groups to develop a city portrait that will identify strengths and weaknesses against the six themes set out in this plan including reducing inequalities, and to provide an evidence base for high-return interventions that underpin economic growth with social justice within environmental limits.

Sustainable Cultural Services

The refurbishment of the Cambridge Guildhall Halls and Corn Exchange will allow us to develop new and existing income streams to support Cultural Services and venues that serve the region as a whole. We would also provide seed funding for a managed event site to deliver green accessible concerts.

Infrastructure

Our Ambition

Our ambition is to build public transport networks, improve digital connectivity and deliver energy and water system infrastructure that will improve job and life prospects.

Currently, our public transport system is inadequate, leading to avoidable pressure on the roads and poor air quality. We must ensure we have a robust public transport network that allows people to travel freely for work opportunities and where it is needed, we are updating roads to reduce congestion.

Our measures for success

- **Housing Completions**
- **Affordable Housing Completions**
- **Percentage of people who can reach a city / town centre by public transport**
- **Percentage of people who can reach a city / town centre by cycle using a recognised cycle path.**
- **Percentage of population covered by 4G and / or gigabit-capable broadband**

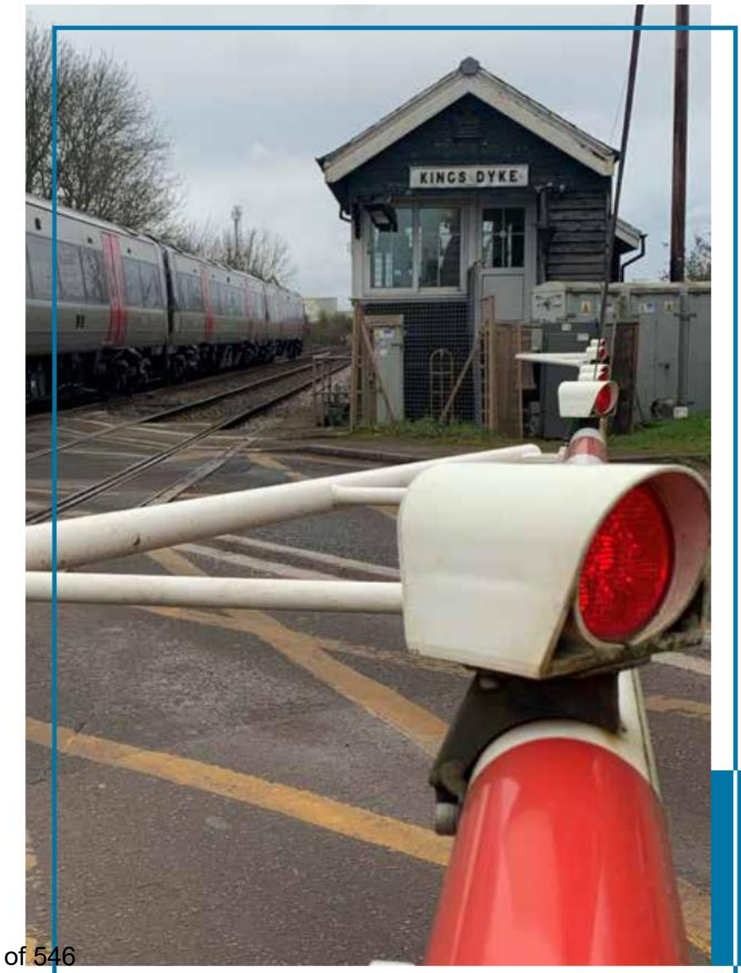
Our Strategy

Our infrastructure strategy is set out in the statutory Local Transport Plan and Digital Infrastructure Strategy. A new Local Transport and Connectivity Plan (LTCP) will be published in 2022. This document is a refresh to the first Local Transport Plan for Cambridgeshire and Peterborough published in 2020. The LTCP will describe how transport interventions can be used to address current and future challenges and opportunities for Cambridgeshire and Peterborough. It will set out the policies and strategies needed to secure growth, address the climate crisis and ensure that transport enables opportunity for all, with people able to access key services that will improve their quality of life, in a sustainable way.

The LTCP has six objectives:

- **Productivity** – Giving both employers and people the means to fulfil their potential, making them more efficient and more innovative to create more prosperity
- **Connectivity** – People and communities are bought closer together, giving more opportunities for work, education, leisure, and pleasure
- **Climate** – Successfully and fairly reducing emissions to Net Zero by 2050
- **Environment** – Protecting and improving our green spaces and improving nature with a well-planned and good quality transport network
- **Health** – Improved health and wellbeing enabled through better connectivity, greater access to healthier journeys and lifestyles and delivering stronger, fairer and more resilient communities
- **Safety** – To prevent all harm by reducing risk and enabling people to use the transport system with confidence

What we will deliver



Kings Dyke

The King's Dyke Level Crossing project aims to create a new road crossing over the existing King's Dyke railway line. Since construction started in June 2020 good progress has been made, the bridge is now in position over the railway line and the two new roundabouts are taking shape. The project remains on programme to complete in late 2022.

A47 Dualling

In January 2021 an important Combined Authority objective was achieved by securing agreement that the A47 project would be taken forward in partnership with National Highways (formerly Highways England) recognising it as a priority for development work by DfT and National Highways.
National Highways are undertaking a strategic assessment of the A47 between the A16 and the Walton highway east of Wisbech and are expected to provide the outcomes of the review early 2022. This work will be submitted, by National Highways, to DfT for consideration for further development work.

Digital Connectivity

Digital connectivity is hugely important for meeting some of the key challenges of our age - from sustainable economic growth to climate change mitigation and adaptation, and the management of scarce resources including water and energy. This programme led by the Connecting Cambridgeshire Programme targets different aspects of digital connectivity across broadband, mobile, 'Smart' technology and public access Wi-Fi. It will deliver long lasting digital infrastructure that will ensure that Cambridgeshire and Peterborough residents and businesses have the access they need to digital connectivity.

In 2021 we hit our full fibre target of 20% a year early and we are now at 35%. The public access CambWifi network has been extended to market towns in Huntingdonshire and East Cambridgeshire and is live in Peterborough city centre, with planning underway for deployment in March and Whittlesey. Long-range wireless network (LoRa) have been deployed in Ely, Soham, South Cambridgeshire and St Neots and are being extended to Huntingdon, St Ives and Ramsey to support sensors for environmental monitoring and IoT technology to grow the local economy. SmartPanel information screens providing live travel updates and useful information to support sustainable travel and the local economy will be going live in town centres. Work will continue into 2022 towards key targets to extend gigabit-capable fibre broadband coverage, facilitate better mobile coverage and 5G, pilot new technologies including flooding/air quality sensor networks, improve connectivity for social housing and expand the availability of public access Wi-Fi.

Ely Area Enhancement Project

A capacity enhancement scheme in the Ely area looking at increased freight and passenger trains and a road solution for the level crossings. This programme of works is now fully funded by Department for Transport with Network Rail developing the business case. We remain a member of the project board and taskforce working group.

University Access

Peterborough's University Access Strategic Outline Business Case identified two options that support the growth of the embankment area and the new University – ARU Peterborough. A preferred option is now identified following further development work. Engagement with the Department for Transport for Major Road Network funding will continue for Outline Business Case funding.

A141 and St Ives Strategic Outline Business Case

The A141 and St Ives projects have been bought together to consider current and future congestion challenges in the important towns of Huntingdon and St Ives. With the current A141 and A1123 suffering considerable transport challenges each scheme was progressed independently but following consultation it became clear that each locality was impacted by the potential solutions of the other and as a result it was recommended that they should be combined at Outline Business Case stage which is now complete. We remain committed to the growth ambitions of Huntingdonshire District Council and collaboratively seeks to improve the transport options of the communities around North Huntingdon and St Ives.

A505

This is Stage 1 of the Royston to Granta Park Strategic Growth and Transport Study. Stage 1 involves the completion of a Transport Audit Report to set out the current transport conditions in the area and the future travel demand. It also includes the preparation of a multi-modal Preliminary Strategic Outline Business case for the area which we will continue to develop into 2022.

Fengate Phase 1

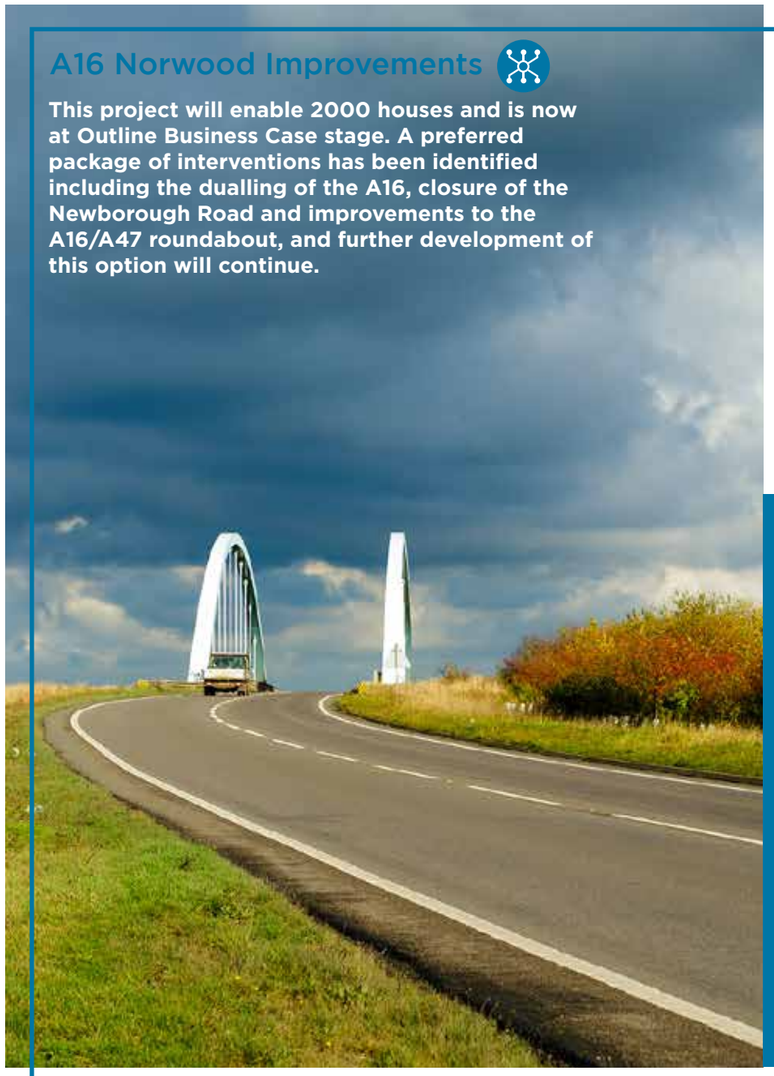
A business case and design to look at improving access to a large employment area at Red Brick Farm within Eastern Industries at Fengate. The Full Business Case is due to complete in late 2022.

A1260 Junction 15 and Junction 32/3

These junctions are a cornerstone of the Peterborough Parkway Network that provides access to Peterborough city centre as well as business centres, parks, hospitals, and housing developments but are affected by high levels of congestion in peak hours. The schemes are not just important for Peterborough as a city, but congestion in the area has a knock-on effect on all roads leading in and out of that part of the city and so will have a traffic influence on large parts of the north of Cambridgeshire. We have approved funding for Junction 15 to begin construction which will be completed in 2023 and includes active travel and environmental measures. Junction 32/3 will complete Full Business Case stage in 2022 and seek approval of construction funding.

A16 Norwood Improvements

This project will enable 2000 houses and is now at Outline Business Case stage. A preferred package of interventions has been identified including the dualling of the A16, closure of the Newborough Road and improvements to the A16/A47 roundabout, and further development of this option will continue.



Wisbech Access Strategy

To improve 3 junctions in Wisbech, including 2 on the A47 that has suffered several setbacks, but is progressing through detailed design. The Combined Authority's objective has been to secure agreement with the government that this project would be taken forward in partnership with National Highways (formerly Highways England) and recognised as a priority for development work.

Energy Hub

There are 5 Local Energy Hubs in England, one of which is hosted by the Combined Authority through the Greater South-East Energy Hub (GSEEH) which is a collaboration of eleven Local Enterprise Partnerships (LEPs). One of the key aims is to make homes more energy efficient. Local Authority Delivery phase 1 completed in September 2021, and phase 2 will complete in March 2022. Deliverables include Local Energy Capacity Support to increase the quality & quantity of local energy projects delivered, a Green Home Grant, a Rural Community Energy Fund for feasibility and development funding for community owned local energy projects, Public Sector Estate Decarbonisation and the new sustainable warmth programme.

The new sustainable warmth programme will be part of phase 3 of the Local Authority Delivery which aims to save households money, reduce fuel poverty, cut carbon and support the aims of the Prime Minister's 10 Point plan for a Green Industrial Revolution. It provides funding to upgrade homes both on and off the mains gas grid and for low-income households heated by mains gas by installing Eligible Measures. GSEEH and the Combined Authority are mobilising this now, to start as soon as possible in early 2022 and delivered by March 2023.

Coldhams lane

This project will consider introducing improvements to the roundabout at the junction of Coldhams Lane, Brooks Road and Barnwell Road, Cambridge. This project is currently on hold and discussions are ongoing in relation to future bid funding.

Peterborough Station Quarter

This is a strategic redevelopment opportunity site consisting of circa 18 acres of underutilised land around Peterborough station. The station enhancements project will form phase 2 of the redevelopment programme, with a new multi-storey car park to the east forming phase 1. A station masterplan and feasibility study has been completed and with our partners we will be creating a Strategic Outline Business Case in early 2022.

March Area Transport Strategy

The aim of the study is to identify potential transport interventions in March which will address existing capacity and safety problems whilst mitigating for future growth. The next stage of the study (Full Business Case and Detailed Design) is due to begin in early 2022. In addition, a set of Quick Win schemes have been identified and many have been delivered with the remaining two set to be delivered in early 2022. Quick wins include Zebra crossings, signage, footways and link roads to improve safety and connectivity. Also, as part of the study a walking and cycling strategy is currently being undertaken.

A10 Outline Business Case

In 2021 we successfully secured funding from the Department for Transport as part of the Major Road Network bidding process, this funding added to the funding already approved by us and enables the development of the Outline Business Case which will begin in 2022. Working in collaboration with Cambridgeshire County Council we are currently reviewing the outcomes of the Strategic Outline Business Case and will consider low cost and full dualling options. Consideration will need to be given for the new policy environment around active travel (Local Transport Note 1/20 / Gear Change) and climate impacts.

New projects with funding subject to approval:

Harston Capacity Study

A study to review options to improve safety, reduce congestion, improve journey time reliability and connectivity in the Harston area.

A142 Chatteris to Snailwell

A study to identify current challenges and future options to improve safety, reduce congestion and journey time reliability for access into and out of the Fens, stimulating housing and economic growth.

Finance & Systems

Our Ambition

Our ambition is to increase our area's wealth in a way that is driven by our values, not simply to increase our area's income. In the past, we have focussed solely on the target of doubling GVA, but growth is meaningless if it's not sustainable: it is only because we invest in the future that we can look forward to sustainable growth. We will double the size of the economy while ensuring good growth through ustainable investments, ensuring that rising prosperity makes life better, healthier and fairer for all, without exhausting the resources our children will need for the future.

Our measures for success

Economic Growth indicators, including:

- **Gross Value Added (GVA) (balanced) by industry**
- **Job Density (Total Jobs)**
- **Employee Jobs**
- **Productivity**

Our Strategy

We commit to a continued review of the funding we receive to ensure we can meet the ambitions set out in our strategies. We will therefore continue to lobby for funding to invest in interventions that will provide sustainable and healthy places in which to live and work.

In 2021 we have been successful on bids from central government totalling over £40m, and in 2022 amongst other things we will lobby for a lead role in Strategic Priorities Fund allocation and be looking at opportunities to bid for Transport Levelling Up funding. We are also waiting on a decision by the Department for Transport in regard to the Bus Service Improvement Plan funding where the region could be awarded over £100m. We will also continue to build public and private partnerships where to date we have leveraged over £150 million from the private sector through our Business Board alone.

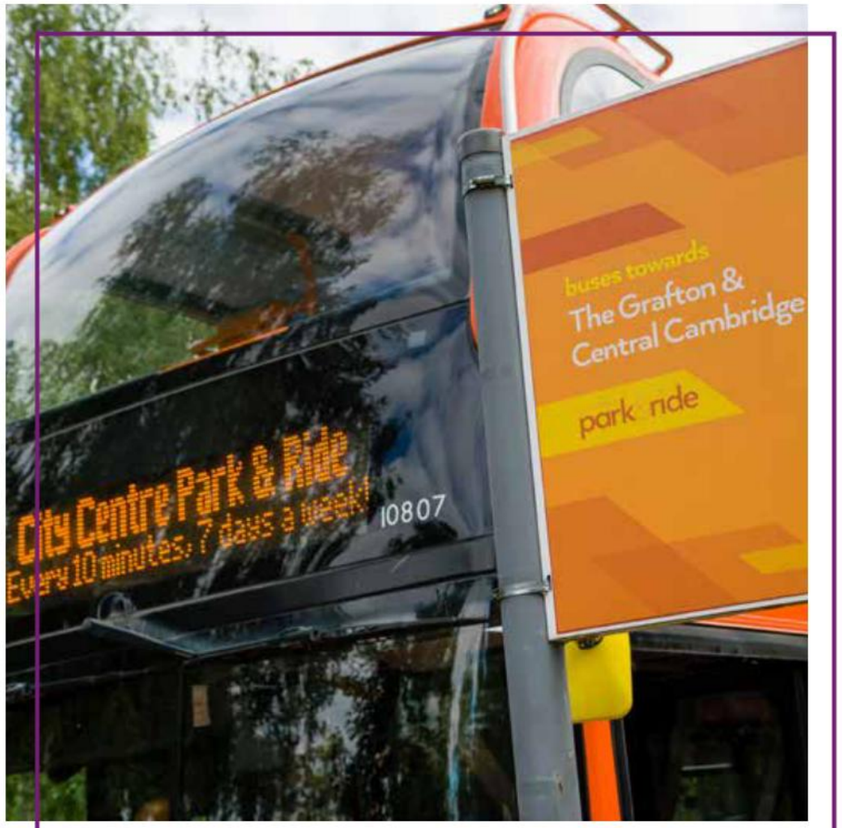
We will continue to look at innovative ways to invest in the region and our businesses, one of the ways we currently invest is through Recycled Growth Funds. Recycled Growth Funds are made up of repayments from previous Growth Fund investments, based on recommendations from the Business Board. As these investments repay the funds these can be reinvested in new projects delivering jobs and skills in the area. The interest payments on these investments give the Business Board revenue funds as well.

What we will deliver

This section will focus on the interventions/system reforms that could only happen because we are a Combined Authority and have our Devolution Deal.

Local Bus Powers

In April 2021 the public transport teams of Peterborough and Cambridgeshire - running the tendered bus network, community transport support and the issue of concessionary travel passes - transferred into the Combined Authority and in June 2021 the real time information function also transferred in and we will continue to deliver these critical services across the area.



Bus Franchising / Enhanced Partnership

The Combined Authority is developing a business case to assess Enhanced Partnership and Franchising options to inform decision-making as to the best route forward to deliver the high quality public transport network the region deserves.

Adult Education Budget

As part of the Devolution Deal the Combined Authority took control over the Adult Education Budget (AEB). More information is within the Health and Skills chapter.

Highway's maintenance / Key Route Network

Currently the Combined Authority passport highways maintenance funding to Cambridgeshire County Council and Peterborough City Council as Highways Authorities.
Discussions will continue with partners in 2022 on reviewing the case for the development of a Cambridgeshire and Peterborough Key Route Network.

Enterprise zones

The Business Board is responsible for the delivery of two Enterprise Zones across the region – Alconbury Weald Enterprise Campus and Cambridge Compass Enterprise Zone which cover six key development sites across the area. The Enterprise Zones enable key development sites to flourish by attracting business and creating jobs.

All growth in business rates generated by the Enterprise Zones are retained locally for a period of 25 years to reinvest in the local area. This enables the Business Board to reinvest in site development and other local initiatives, to deliver long-term, sustainable growth based on cutting-edge technology and enterprise.

OxCam Arc Spatial Framework

The Combined Authority and its member councils play an active role in discussions across the Oxford to Cambridge Arc. We have gathered local views on the government's proposal for an Arc spatial framework and made representations to government. We will continue to ensure that the views of the people of this area are taken into account in any new approach the government takes to the Arc.

Non-Statutory Spatial Framework

This project is to produce Phase 2 of the Non-statutory Strategic Spatial Plan. It is being developed collaboratively with local authorities through an engagement process supported by the Growth Ambition Programme Board. In Autumn 2019 the next stage was paused and this remains the case as Leaders agreed the priority is to engage with the government's OxCam Arc Spatial Framework.

Our key achievements in 2021/22

In 2021 we have been successful on bids from Government totalling over £40m, this includes £20m of Levelling Up funding, £13.8m of Getting Building Funding, almost £4.3m for 30 Zebra buses, almost £3.4m of Community Renewal Funding and £2.9m of active travel funding.

We have received funding confirmation that following the completion of a successful Cambridge South business case by the Combined Authority, Government have announced within the Budget that this project is funded, subject to planning to proceed for completion in 2025. Similarly in 2021 an important Combined Authority objective was achieved by securing agreement that the A47 project would be taken forward in partnership with National Highways.

Construction has began on Manea and March stations to provide better station and platform facilities as well as improved parking and bus connectivity points. Over the course of 2021 a set of Quick Win schemes in March have also been delivered with only two remaining, these include zebra crossings, signage, footways, and link roads to improve safety and connectivity.

In 2021 we rolled out E-bikes and E-scooters into Cambridge and Peterborough. The scheme so far has tracked more than 224,000 trips in Cambridge alone that has travelled a distance of over 1million kilometre (equivalent to 25 times around the equator). The trial has been used by more than 36,000 active users. In the first 10 months of the Cambridge trial, it is estimated that 73,000 fewer car journeys have taken place which equates to a 66-tonne reduction in Carbon Dioxide emissions.

For the Digital Connectivity programme in 2021 we hit our full fibre target of 20% a year early and we are now at 35%. The public access CambWifi network has been extended to market towns in Huntingdonshire and East Cambridgeshire and is live in Peterborough city centre, with planning underway for deployment in March and Whittlesey.

In 2021 we rolled out a trial of Demand Responsive Transport in West Huntingdonshire named 'Ting', it is too early to make conclusions about its success, but the numbers are promising with an estimated 500 individual passenger trips a week prior to Christmas. We have also submitted to DfT an ambitious plan for bus service improvement (BSIP) across our region.

In partnership with Cambridgeshire County Council, we have begun construction on King's Dyke which is a £32 million infrastructure project. The bridge is now in position over the railway line and the two new roundabouts are taking shape.

The University of Peterborough Phase 1 begun construction and will open in September 2022 to 2,000 students, and funding has been approved to begin phase 2 and 3. We have also continued creating jobs through the Local Growth Funds with 4,863 created over the course of the fund, and have continued to create jobs, apprenticeships and attract inward investment through our innovative Business Growth Service.

For housing, 925 additional affordable housing units started on site by the end of December 2021 with over 330 units already completed. By the end of the programme we expect to have delivered 1,560 additional affordable houses.

In 2020/21 we have completed the following projects:

Sustainable Travel

The project completed in July 2021 and delivered sustainable travel promotional activities, information, and advice. The delivery of the Bike scheme was impacted by the lockdown restrictions of the time but this scheme has now been fully delivered.

A605 Stanground

This was a junction improvement scheme that was completed in August 2021. It was part funded by the Combined Authority via the Department for Transport National Productivity Investment Fund and Peterborough City Council, to reduce congestion between Whittlesey and Stanground.

Eastern Agri-Tech

The Eastern Agri-Tech programme ended in March 2021 and supported small-medium sized businesses in the Agri-Tech sector. In total 27 applications were approved and during 2020/21, the initiative created 20 new jobs, whilst protecting an additional 12.

National Retraining Scheme

The Retraining Scheme pilot completed in October 2021 and was developed as an employer led programme working with employers to co-design a model to attract the right talent. It targeted sectors where there has been demand for skilled staff to be retrained to enter or continue work in those sectors. The retraining scheme allowed us to test an employer led model which will inform of best practice to support with upskilling adults, aligned to the needs of the labour market, and 10 recruits were identified at Marshall Aerospace all with a retraining need. These went through a programme of activity and will be retained by Marshall with progression routes available to all.

Schemes and Studies

This scheme completed in April 2021 and undertook small scale studies and traffic monitoring to develop an on-going pipeline of transport infrastructure schemes to tackle congestion, enable housing and promote job creation. The outcomes from this report will be used to develop our future transport and infrastructure ambitions.

Soham Station

The Station has been funded by the Combined Authority in partnership with Network Rail. The station opened in December 2021, 6 months ahead of the initial planned opening. The new station has facilities for cycle storage, car parking and is connected to the local bus service via a stop within the station.

Appendix 1: Local Growth Fund projects

LGF Project	Project Description	Primary Sector	LGF Amount Awarded	Jobs Created (Forecast)	Actual to date (November 2022)
Accelerating Start-Ups, Scale-Ups & Set-Ups – Through Start-up & Growth Finance & Advice					
Growth Works (Business Growth Service)	Development of a business growth service and other linked activities targeting high value businesses to grow GVA in the Regions	All	£5,407,000	4739	675
Illumina Genomics Accelerator	Grant based support to start up organisations in the life science field who become part of the Illumina support programme	Life Science	£1,000,000	1033	48
Startcodon Life Science Accelerator	Start Codon aims to close this equity gap by providing both support (in the form of a six-month acceleration programme) (the "Programme") and seed-funding of between £250,000 - £500,000 (and the Programme and such funding being the "Offering") to High Potential Companies so that they can perform key experiments, develop their technologies and intellectual property, and expand their team	Life Science	£3,342,250	5190	145
Ascendal Transport Accelerator	Development of testing facilities for new transportation technologies, supporting proof of concept to marketing, programme of specific support to start-up companies in the field of transport	Transport	£965,000	202	3
Medtech Accelerator	Share Investment into the Medtech Accelerator, set up to facilitate the early-stage development of innovations in the broad area of medical technology (devices, diagnostics, software and eHealth) that meet unmet clinical needs within the NHS	Life Science	£500,000	0	9
Peterborough & Fens Smart Manufacturing Association	OP intends to establish the Smart Manufacturing Association (SMA) (Dig 1) as a JV with the Combined Authority, it will transition to a sustainable, self-financing model ultimately funded through corporate partnerships, fee paying members chargeable services.	Business Growth	£715,000	385	5
Teraview Company Expansion	Loan to support the fit-out costs of a new research facility on the Cambridge Research Park Enterprise Zone	Advanced Manufacturing	£120,000	15	3
Aerotron Company Expansion	Support to develop phase 2 of the relocation to Chatteris and the development of the composite repair training facility	Advanced Manufacturing	£1,400,000	155	100
Agri-Tech Growth Initiative	The Eastern Agri-Tech Growth Initiative provides a boost to the food, drink and horticulture sectors by supporting businesses looking to invest in specialist equipment, new markets, ways to improve productivity and efficiency, as well as Research and Development. There are two funding streams - a Growth Fund for grants of between £10,000 and £150,000 to support improvements in productivity/efficiency; and the R&D Fund which provides grants of between £10,000 and £60,000 to support the development of innovative ideas, products and technology. Matched by the SMEs themselves, the Growth Deal funding attracts significant leverage and will create a number of new jobs.	AgriTech	£3,600,000	338	384
Growing Places Fund Extension	This is a £200k project pot as a successor to the Growing Places Fund, primarily focused on projects which will unlock commercial land and / or jobs. Investments are a mixture of grants and loans, providing a recycling fund.	All	£300,000	320	520

Signpost to Grant - Combined Authority Growth Hub	Small capital grant scheme to enhance SME competitiveness, create employment, improve productivity and exports	All	£200,000	0	0
COVID Capital Growth Grant Scheme	SME support grants - capital expenditure to support businesses through the current pandemic	All	£5,993,934.70	287	216.5
Peterborough Builds Back Better	Reimagination of Peterborough City Centre to stimulate a cafe culture in Cathedral Square. The aim of the cafe culture facility will be to attract additional private sector investment in the city, create or protect unto 100 jobs in the city.	Economy & Tourism	£800,000	300	500
Cambridge Visitor Welcome 2021	facilitation of street closures to support the recovery of the city centre post COVID, includes redesign of areas to include outdoor seating	Economy & Tourism	£710,000	440	16
BGS Capital Grants Scheme	Capital grants for SMEs for start up and innovation	All	£2,043,178	1200	330
TOTAL			**£27,096,363**	**14604**	**2954.5**
Accelerating Hi-Tech Jobs Growth – Through Innovation & Incubation Centres					
Hauxton House Incubation Centre	Refit and refurbishment of a grade 2 listed mill to support the development of of incubator/clean lab space at Hauxton House	Life Science	£438,000	110	51
South Fenland Enterprise Park	The project will deliver new flexible grow-on or 'scale-up' business space at Chatteris in Fenland, adding a third phase to the established start-up and small business hub at the South Fens Enterprise Park.	Business Growth	£997,032	76	0
Photocentric 3D Centre of Excellence	Development of a 3D manufacturing farm producing innovative products via 3D production printing methods	Advanced Manufacturing	£1,875,000	677	17
Cambridge Biomedical Campus	Develop a 122,642 sq. ft. gross multi-occupancy building, able to accommodate requirements ranging from 5,000 - 20,000 sq. ft. and incorporating a mix of dry and wet laboratory space	Life Science	£3,000,000	3084	0
	and ancillary office, estimated at a total cost of £48m including professional fees and infrastructure.				
NIAB - AgriTech Start Up Incubator	Refit and refurbishment of Barn 4 - development of SME start up space focused on AgriTech industry	AgriTech	£2,484,000	1717	8.5
NIAB - Agri-Gate Hasse Fen extension	Further development of the incubator space focussing on AgriTech companies, linked to the heat regenration and green energy opportunities in the farming industry	AgriTech	£599,850	165	19
TWI Engineering Centre	A new secure fabrication, testing and validation facility for materials engineering, supporting a range of industries including oil, gas, energy, aerospace/defence and rail. This facility has been developed at TWI's headquarters on Granta Park and the capital project includes the purchase of specialist fabrication and testing equipment. Ultimately the project will result in innovation in materials fabrication and in turn further research, jobs and skills outcomes.	Advanced Manufacturing	£2,100,000	55	82
Biomedical Innovation Centre	Led by University of Cambridge, Growth Deal investment supported the conversion of part of a building on the Biomedical Campus at Addenbrookes into a new innovation centre for NHS and University spin-outs and start-ups wishing to be part of the southern Cambridge med-tech cluster. LEP investment will result in new companies, new technologies, jobs and leverage.	Life Science	£1,000,000	243	80
Haverhill Epicentre - Jaynic	Development of a building to house incubator/start-ups focused on life science on the outskirts of Haverhill	Life Science	£2,700,000	750	235
TWI Ecosystem Innovation Centre	Refurbishment of office space for start-up companies, offering support and access to facilities	Advanced Manufacturing	£1,230,000	77	6

West Cambs Innovation Park	The vision for West Cambridge is to pilot a new approach for enabling business growth and scale up across the UK, using an integrated model of planning and business development to replicate global best practice and utilise the enormous anchorage potential of world-class British universities.	Life Science	£3,000,000	530	12
TTP Life Sciences Incubator	TTP plans to create a life science incubator on its site at Melbourn Science Park to support the formation and growth of new life science start-ups on the Cambridgeshire/Hertfordshire border. This incubator will combine specialist facilities, TTP's proven track record in assisting start-ups throughout their life cycle and investment in these start-ups secured from TTP's global commercial network.	Life Science	£2,300,000	246	16
Aracaris Capital Living Cell Centre	Development of state of the art clean labs, office space focussed on the living cell medical breakthrough for treatment of cancer and other genetically influenced diseases	Life Science	£1,350,000	200	46
TOTAL			**£23,073,882**	**7930**	**572.5**
Accelerating Recovery in Construction - Through Transport Infrastructure Improvements					
Whittlesey King's Dyke Crossing	Creation of a new vehicular bridge over the A605 between Whittlesey and Peterborough, to improve travel time by closing the current inefficient level crossing and creating an alternate route. Will create growth opportunities resulting in jobs and homes.	Transport	£8,000,000	0	8
Bourges Boulevard Phase 1 & 2	Improvements to Bourges Boulevard in Peterborough, an important connection between two main city centre roundabouts. Updating of the road layout improved connections between the railway station and commercial centre, providing a new pedestrian walk-through. It has also contributed to the City Council's ability to create a land assembly site for future mixed use.	Transport	£6,300,000	0	47
A47/A15 Junction 20	Scheme to ease congestion at Junction 20 of the A47 North East of Peterborough, which is a key interchange on Peterborough's Parkway witnessing increase of traffic in recent years. The roundabout is subject to heavy queuing during peak hours but these improvements and full signalisation of the junction will reduce this. Improvements will also allow for the completion of nearby developments (Paston Reserve and Norwood) and will provide a connection from these sites to the Parkway, resulting in significant numbers of new homes and new community infrastructure.	Transport	£7,000,000	1500	13
Wisbech Access Strategy	This project is split into two phases - initial investment of £1m into feasibility study which will provide a way forward to deliver a further £10.5m package of transport schemes in and around Wisbech. These will improve transport capacity in turn unlocking sites in Fenland's Local Plan which will deliver jobs and homes.	Business Growth	£1,000,000	1020	1297
Lancaster Way Phase 1 Loan	Construction of 9 small business units in an Enterprise Zone on the outskirts of Ely	Transport	£3,680,000		
Lancaster Way Phase 2 Loan	Phase 2 infrastructure to support growth in Enterprise Zone	Transport	£1,445,000		
Lancaster Way Phase 2 Grant	Improved road access to Enterprise Zone to support future growth potential	Transport	£22,000,000	0	250
Ely Southern Bypass	Creation of a bypass around Ely to reduce congestion at the train station level crossing and provide a new link between Stutney Causeway and Angel				

	Drove to the south of the city. This will prevent large queues which currently form when traffic on the slip-road blocks access to the underpass. This new bypass will also enable redevelopment and growth of the Station Gateway area. Outputs will include significant homes and jobs numbers.				
Manea & Whittlesea Stations	Feasibility study into the extensions to railway platforms to increase capacity	Transport	£395,000	80	58
Soham Station	Development of a new station covering Soham, improving transport links across the area	Transport	£1,000,000	0	18
TOTAL			**£62,120,000**	**2600**	**2146**
Retraining & Upskilling for New Jobs – Through Improved Education Capacity					
Metalcraft Advanced Manufacturing Centre	The creation of an Innovation Launchpad will act as a nucleation point for innovation cluster development and business growth. Provision of a new training centre to meet the needs of local and wider area businesses to address the lack of training facilities for apprentices.	Advanced Manufacturing	£3,160,000	44	0
University of Peterborough Phase 1	The project will establish a Phase 1 University Campus in Peterborough, for 2,000 students by September 2022, with a curriculum and delivery model that is designed to meet the skills needs that growth in the Greater Peterborough business base will generate.	Multi-Sector	£12,500,000	14250	242
March Adult Education Skills & Training Expansion	To provide for the development of 4 workshops and 3 additional classrooms at its new main centre in March.	Multi-Sector	£400,000	141	2
PRC Food Manufacturing Centre	Growth Deal funding supported the creation of a new dedicated manufacturing training Centre of Excellence, meeting local training needs in food manufacturing. The project will deliver skills and apprenticeships outcomes.	Food Processing	£586,000	0	0
iMET Skills Training equipment	Cambridgeshire Regional College, are continuing to deliver iMET outcomes from their Huntingdon and Cambridge campuses in technical, advanced and higher vocational skills in manufacturing, engineering, advanced construction and high-technology industries resulting in a range of qualifications and apprenticeships, to serve employers throughout the whole of the GCGP area.	Advanced Manufacturing	£10,473,564	1	5
CITB Construction Academy	Growth Deal supported the establishment of a new construction training facility using simulators, which is among the first of its kind in the country to be integrated into established apprenticeship programmes and mainstream provision. The simulators enable training to continue in poor weather and they produce detailed analysis of trainees' progress, enhancing assessment.	Construction	£450,000	1	2
EZ Plant Centre Alconbury	Plant Training Academy that provided Support the Enterprise Zone	Construction	£65,000	0	0
Highways Academy	Growth Deal investment supported the creation of new training facilities at WATA (West Anglia Training Association) in Huntingdon, motorway facility and civil engineering academy which supported Highways England to deliver training and apprenticeships linked to the A14 improvements.	Construction	£363,784.30	0	0
CRC Construction Skills Hub	Refurbishment of the current construction facility at Huntingdon Regional College, to expand and develop the space to provide a better and safer	Construction	£2,500,000	609	2

	learning environment. Digital improvements to communication between college and students				
AEB Innovation Grant	Grants supporting colleges and training providers in developing innovative ways to engage and supoport adult learners	Multi-Sector	£323,700	15	0
TOTAL			**£30,822,048**	**15061**	**253**
GRAND TOTAL			**£143,112,293**	**40195**	**5926**

Appendix 2: Medium Term Financial Plan

Business and Skills Revenue Budget

2021/22 £000's		2022/23 £000's	2023/24 £000's	2024/25 £000's	2025/26 £000's
11,368	**AEB Devolution Programme**	10,449	10,449	10,449	10,449
237	**ARB High Value Courses**	-	-	-	-
500	**AEB Innovation Fund - Revenue**	500	500	500	500
809	**AEB Level 3 Courses**	-	-	-	-
40	**AEB National Retraining Scheme**	-	-	-	-
442	**AEB Programme Costs**	367	367	367	367
250	**AEB Provider Capacity Building**				
234	**AEB Sector Based Work Academies**	-	-	-	-
250	**AEB Strategic Partnership Development**				
15	**Business Board Annual Report**	-	-	-	-
35	**Business Board Effectiveness Review**	-	-	-	-
222	**Careers and Enterprise Company (CEC)**	50	25	-	-
1,826	**Digital Skills Bootcamp**	-	-	-	-
150	**Economic Rapid Response**	-	-	-	
50	**Enterprise Zone Investment**	-	-		
3,445	**Growth Co Services**	3,418	916	-	-
-	**Growth Hub**	-	123	246	246
890	**GSE Energy Hub**	1,579	-	-	-
195	**GSE COP 26**	-	-	-	-
896	**GSE Green Homes Grant Sourcing Activity**	-	-	-	-
69	**GSE Green Homes Grant Sourcing Strategy**	-	-	-	-
1,372	**GSE Public Sector Decarbonisation**	-	-	-	-
735	**GSE Rural Community Energy Fund (RCEF)**	1,836	-	-	-
3,031	**Health and Care Sector Work Academy**	-	-	-	-
46	**HPC study and roadmap**	-	-	-	-
83	**Insight & Evaluation Programme**	75	75	75	75
523	**Local Growth Fund Costs**	530	-	-	-
121	**Market Towns & Cities Strategies**	-	-	-	-
98	**Marketing and Promotion of Services**	90	90	90	90
40	**Mid-Life MOT**	-	-	-	-
100	**Peterborough University Quarter Masterplan**	-	-	-	-
100	**Shared Prosperity Fund Evidence Base & Pilot Fund**	-	-	-	-
112	**Skills Advisory Panel (SAP) (DfE)**	-	-	-	-
115	**Skills Rapid Response**	-	-	-	
224	**St Neots Masterplan**	-	-	-	-
33	**Trade and Investment Programme**	-	-	-	-
8	**Visitor Economy and R&R Grants**	-	-	-	-
28,661	**Total Business & Skills Approved Budgets**	**18,893**	**12,544**	**11,727**	**11,727**
-	**Total Business & Skills Subject to Approval**	**-**	**-**	**-**	**-**
28,661	**Total Business & Skills Revenue Expenditure**	**18,893**	**12,544**	**11,727**	**11,727**

Appendix 2 51

Delivery and Strategy Revenue Budget

2021/22 £000's		2022/23 £000's	2023/24 £000's	2024/25 £000's	2025/26 £000's
	A141 SOBC				
114.0	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	Bus Review Implementation				
1,842.4	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	Bus Service Subsidisation				
187.0	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	CAM Innovation Company				
657	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	Covid Bus Service Support Grant				
189.0	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	A142 Chatteris to Snailwell				
-	Approved Project Costs	-	-	-	-
150.0	Subject to Approval	-	-	-	-
	Climate Change				
160	Approved Project Costs	-	-	-	-
-	Subject to Approval	100	100	100	100
	Development of Key Route Network				
-	Approved Project Costs	-	-	-	-
150	Subject to Approval	-	-	-	-
	Development of sustainable Cultural Services for the City of Cambridge and the Region - Revenue				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	43	113	75	-
	Doubling Nature Metrics				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	25	50	50	-
	Greater Cambridge Chalk Stream Project - Revenue				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	40	40	40	-
	Harston Capacity Study				
-	Approved Project Costs	-	-	-	-
150	Subject to Approval	-	-	-	-
	Huntingdonshire Biodiversity for all - Revenue				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	50	50	50	-
	Local Transport Plan				
200	Approved Project Costs	-	-	-	-
-	Subject to Approval	100	-	-	-
	Land Commission				
40	Approved Project Costs	-	-		-
-	Subject to Approval	-	-		-
	"Lifebelt" city portrait to inform Cambridge's sustainable & inclusive growth & recovery				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	40	40	-	-
	Meanwhile at Core Site, North East Cambridge - Revenue				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	10	55	55	-
	Monitoring and Evaluation Framework				
150	Approved Project Costs	34	-	-	-
-	Subject to Approval	36	70	70	70
	Natural Cambridgeshire				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	70	70	70	-
	Non-Statutory Spatial Framework (Phase 2)				
57	Approved Project Costs	-	-	-	-
245	Subject to Approval	100	-	-	-
	P'boro Station Quarter SOBC				
350	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	Public Transport: Bus Service Operator Grant				
409	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	Rewilding Programme				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	50	50	50	-
	Sawston Station Contribution				
-	Approved Project Costs	-	-	-	-
16	Subject to Approval	-	-	-	-
	Segregated Cycling Holme to Sawtry				
-	Approved Project Costs	-	-	-	-
100	Subject to Approval	-	-	-	-
	St Ives (SOBC)				
137	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	Transport CPCA Bus Operation				
13,040	Approved Project Costs	13,300	13,566	13,838	14,115
-	Subject to Approval	-	-	-	-
	Transport Response Fund				
-	Approved Project Costs	-	-	-	-
650	Subject to Approval	-	-	-	-
17,531.0	**Total Delivery & Strategy Approved Projects**	**13,334**	**13,566**	**13,838**	**14,115**
1,460.9	**Total Delivery & Strategy Projects Subject to Approval**	**664**	**638**	**560**	**170**
18,991.9	**Total Delivery & Strategy Revenue Expenditure**	**13,998**	**14,204**	**14,398**	**14,285**

Housing Revenue Budget

2021/22 £000's		2022/23 £000's	2023/24 £000's	2024/25 £000's	2025/26 £000's
	Housing				
	CLT				
79	Approved Project Costs	70	70	70	70
-	Subject to Approval	50	50	-	
	Housing Response Fund				
-	Approved Project Costs	-	-	-	-
350	Subject to Approval	-	-	-	-
	Affordable Housing Programme Revenue Costs				
443	Approved Project Costs	443	454	466	464
-	Subject to Approval				
	Garden Villages				
114	Approved Project Costs	-	-	-	
-	Subject to Approval	-	-	-	
636	**Total Housing Approved Budgets**	**513**	**524**	**536**	**534**
350	**Total Housing Projects Subject to Approval**	**50**	**50**	**-**	**-**
986	**Total Housing Revenue Expenditure**	**563**	**574**	**536**	**534**

Corporate Services Capital Programme

2021/22 £,000		2022/23 £,000	2023/24 £,000	2024/25 £,000	2025/26 £,000
	Investment in Finance System				
-	Approved Project Costs	-	-	-	-
150	Subject to Approval	-	-	-	-
	Office Fit-out costs				
	Approved Project Costs	-	-	-	-
	Subject to Approval	200	-	-	-
	ICT Capital				
44	Approved Project Costs	42	42	42	42
-	Subject to Approval				
44	**Total Corporate Approved Capital Projects**	**42**	**42**	**42**	**42**
150	**Total Corporate Project Costs Subject to Approval**	**200**	**-**	**-**	**-**
194	**Total Corporate Capital Projects**	**242**	**42**	**42**	**42**

Business and Skills Capital Programme

2021/22 £,000		2022/23 £,000	2023/24 £,000	2024/25 £,000	2025/26 £,000
	Levelling Up Fund - University of Peterborough Phase 3				
-	Approved Project Costs				
-	Subject to Approval	2,000	-	-	-
	COVID and Capital Growth Grant Scheme				
7	Approved Project Costs	-	-	-	-
	Business Rebound & Growth Service - Capital Grant and Equity Fund				
6,293	Approved Project Costs	4,250	500	-	-
	CRC Construction and Digital Refurbishment				
911	Approved Project Costs	-	-	-	-
	Eastern Agritech Initiative				
100	Approved Project Costs	-	-	-	-
	Getting Building Fund - University of Peterborough Phase 2				
14,600	Approved Project Costs				
-	Subject to Approval	-	-	-	-
	Illumina Accelerator				
1,000	Approved Project Costs	1,000	-	-	-
	Market Town Master Plan Implementation				
7,274	Approved Project Costs	2,021	1,959	-	-
-	Subject to Approval	2,946	-	-	-
	St Neots Masterplan Capital				
190	Approved Project Costs	95	-	-	-
-	Subject to Approval	-	-	-	-
	March Adult Education				
314	Approved Project Costs	-	-	-	-
	AEB Innovation Fund				
324	Approved Project Costs	-	-	-	-
	Cambridge Biomedical MO Building				
1,702	Approved Project Costs	-	-	-	-
	Cambridge City Centre				
691	Approved Project Costs	-	-	-	-
	Green Home Grant Capital Programme				
78,340	Approved Project Costs	-	-	-	-
	Peterborough City Centre				
681	Approved Project Costs	-	-	-	-
	Metalcraft (Advanced Manufacturing)				
2,979	Approved Project Costs	-	-	-	-
	South Fen Business Park				
997	Approved Project Costs	-	-	-	-
	Start Codon (Equity)				
2,226	Approved Project Costs	-	-	-	-
	TTP Incubator				
33	Approved Project Costs	-	-	-	-
	West Cambs Innovation Park				
-	Approved Project Costs	-	-	-	-
118,662	**Total Approved Business and Skills Capital Projects**	**7,366**	**2,459**	**-**	**-**
-	**Total Business and Skills Project Costs Subject to Approval**	**4,946**	**-**	**-**	**-**
118,662	**Total Business and Skills Capital Projects**	**12,312**	**2,459**	**-**	**-**

Delivery and Strategy Capital Programme

2021/22 £,000		2022/23 £,000	2023/24 £,000	2024/25 £,000	2025/26 £,000
	A10 Dualling				
2,000	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	A16 Norwood Dualling				
626	Approved Project Costs	-	-	-	-
420	Subject to Approval	12,000	-	-	-
	A141 OBC & FBC				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	650	1,300	2,300	-
	A1260 Nene Parkway Junction 15				
208	Approved Project Costs	-	-	-	-
5,000	Subject to Approval	-	-	-	-
	A1260 Nene Parkway Junction 32-3				
239	Approved Project Costs	-	-	-	-
5,030	Subject to Approval	1,500	-	-	-
	A505 Corridor				
143	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	A605 Stanground - Whittlesea				
217	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	CAM SPV Running Costs				
2,000	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	CAM Business Case Development				
250	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	Care Home Retrofit Programme				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	1,000	1,000	-	-
	Coldhams Lane roundabout improvements				
234	Approved Project Costs	-	-	-	-
2,200	Subject to Approval	-	-	-	-
	Development of sustainable Cultural Services for the City of Cambridge and the Region - Capital				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	183	153	30	
	Digital Connectivity Infrastructure Programme				
3,139	Approved Project Costs	-	-	-	-
-	Subject to Approval	1,500	1,500	1,500	-
	Ely Area Capacity Enhancements				
326	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	Fengate Access Studies Phase 1				
327	Approved Project Costs	-	-	-	-
1,330	Subject to Approval	4,200	-	-	-
	Fengate Access Studies Phase 2 (University Access)				
161	Approved Project Costs	-	-	-	-
660	Subject to Approval	1,280	-	-	-
	Greater Cambridge Chalk Stream Project - Capital				
	Approved Project Costs	-	-	-	-
-	Subject to Approval	100	100	100	
	Highways Maintenance and Pothole funding (with PCC and CCC)				
27,695	Approved Project Costs	27,695	27,695	27,695	27,695
-	Subject to Approval	-	-	-	-
	Huntingdonshire Biodiversity for all - Capital				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	400	400	400	-
	King's Dyke				
7,588	Approved Project Costs	-	-	-	-
2,100	Subject to Approval	-	-	-	-
	Lancaster Way				
500	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	Logan's Meadow Local Nature Reserve wetland extension				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	250	30	-	-
	March Area Transport Strategy				
2,114	Approved Project Costs	-	-	-	-
2,738	Subject to Approval	-	-	-	-
	Meanwhile at Core Site, North East Cambridge				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	1,000	-	-
	Nature and Environment Investment Fund				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	1,000			
	Net Zero Villages Programme				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	1,000			
	Regeneration of Fenland Railway Stations				
2,610	Approved Project Costs	-	-	-	-
674	Subject to Approval	-	-	-	-
	Snailwell Loop			-	
-	Approved Project Costs	-	-	-	-
500	Subject to Approval	-	-	-	-
	Soham Station				
9,244	Approved Project Costs	4,000	-	-	-
-	Subject to Approval	-	-	-	-
	St. Ives (SOBC, OBC & FBC)				
-	Approved Project Costs	-	-	-	-
500	Subject to Approval	1,000	1,400	1,500	-
	Transport Modelling			-	
750	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	Waterbeach Depot Solar PV Smart-grid Project for electronic Refuse Collection Vehicles				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	2,000	700	-	-
	Wisbech Access Strategy				
859	Approved Project Costs	-	-	-	-
1,880	Subject to Approval	-	-	-	-
	Wisbech Rail				
306	Approved Project Costs	-	-	-	-
2,688	Subject to Approval	3,000	5,000	-	-
	ZEBRA				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	1,693	-		-
61,535	**Total Delivery and Strategy Approved Capital Projects**	**31,695**	**27,695**	**27,695**	**27,695**
25,720	**Total Delivery and Strategy Projects Subject to Approval**	**32,756**	**12,583**	**5,830**	**-**
87,255	**Total Delivery and Strategy Capital Projects**	**64,451**	**40,278**	**33,525**	**27,695**

Housing Capital Programme

2021/22		2022/23	2023/24	2024/25	2025/26
£,000		£,000	£,000	£,000	£,000
	Affordable Housing Grant Programme				
19,039	Approved Project Costs	21,934	15,674	3,965	-
-	Subject to Approval	-	-	-	-
	Housing Investment (revolving) Fund				
11,170	Approved Project Costs	6,456	-	-	-
-	Subject to Approval	-	-	-	-
30,208	**Total Housing Approved Capital Projects**	**28,389**	**15,674**	**3,965**	**-**
-	**Total Housing Project Costs Subject to Approval**	**-**	**-**	**-**	**-**
30,208	**Total Housing Capital Projects**	**28,389**	**15,674**	**3,965**	**-**

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

Agenda Item No: 5.2

Report of the Independent Renumeration Panel

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	8 June 2022
Public report:	Yes
Lead Member:	Not applicable
From:	Robert Parkin Chief Legal Officer & Monitoring Officer
Key decision:	No
Recommendations:	The Combined Authority Board is recommended to:

a) Recommendation 1: That the level of Mayoral Allowance at Cambridgeshire and Peterborough Combined Authority be set at £86,121 from the start of the 2022/23 municipal year

b) Recommendation 2: That the level of Mayoral Allowance at Cambridgeshire and Peterborough Combined Authority be indexed against the National Joint Council cost of living increase each year rather than the Consumer Price Index

c) Recommendation 3: That the indexation set out in recommendation 2 be applied at the start of each municipal year from May 2023 onwards

d) Recommendation 4: The Mayoral allowances are next reviewed in early 2025 to be applicable from the beginning of the Mayoral term in May 2025

e) Recommendation 5: That no changes be made to the Mayoral expenses scheme

Voting arrangements:	A simple majority of all Members present and voting To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor.

1. Purpose

1.1 The Combined Authority Board is asked to agree the recommendations and report of the Independent Remuneration Panel which was constituted to review the Members' Allowance Scheme for the Combined Authority in relation to the Mayoral allowance.

1.2 The full report of the Independent Remuneration Panel is set out in Appendix 1.

2. Background

2.1 The Combined 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.

2.2 The process requires that the Combined 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

2.3 On the 29 September 2021 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. The Board agreed that the Independent Remuneration Panel of Cambridgeshire County Council and Peterborough City Council be approached to review the Members' Allowance Scheme for the Combined Authority in relation to the Mayor's allowance.

2.4 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.

Report of the Independent Remuneration Panel

2.5 In line with the agreed Combined Authority Board request the Chief Legal Officer and Monitoring Officer commissioned the Cambridgeshire County & Peterborough City Independent Remuneration Panel to undertake the requested review.

2.6 The Panel undertook its review from February to March 2022 and its report and recommendations are attached at Appendix 1.

3. Financial Implications

3.1 The budgetary provision within the Medium-Term Financial Plan for the Mayor's allowance was set based on the existing allowances scheme, including an uplift based on CPI, which is the amount that the panel have recommended at a), so there would be no additional pressure in accepting this recommendation.

4. Legal Implications

4.1 None

5. Public Health Implications

5.1 None

6. Environmental and Climate Change Implications

6.1 None

7. Other Significant Implications

7.1 None

8. Appendices

8.1 Appendix 1 – Report of the Independent Remuneration Panel

9. Background Papers

9.1 Combined Authority Board Report – 28 June 2017

9.2 Combined Authority Board Report – 28 November 2018

9.3 Combined Authority Board Report – 29 May 2019

9.4 Combined Authority Board Report – 28 July 2021

9.5 Combined Authority Board Report – 29 September 2021

CAMBRIDGESHIRE & PETERBOROUGH
COMBINED AUTHORITY

Independent Remuneration Panel - 2022

A Review of Mayoral Allowances at the Combined Authority

Nicky Blanning
Gerard Dempsey
Amanda Orchard
Jennifer Horn

April 2022

Contents:

	Page
The Regulatory Context	3
The Panel	3
Terms of Reference for the review	4
Approach and Evidence	4
Cambridgeshire & Peterborough Combined Authority	4
Previous IRP reviews	5
Conclusions	5
Recommendations	10
Appendix A - List of Information considered by the Panel	11
Appendix B - Interviews/ Briefings made to the Panel	12
Appendix C – Benchmarking Data	13
Appendix D – Existing Expenses Scheme	16

The Regulatory Context

1. This report contains the recommendations made by the Independent Remuneration Panel (Panel or IRP) appointed by the Cambridgeshire and Peterborough Combined Authority (CPCA) to make a recommendation to the Combined Authority Board on the level of allowance for the position of elected Mayor (the Mayor) of the Cambridgeshire and Peterborough Combined Authority from the 10th May 2021.

2. The Cambridgeshire and Peterborough Combined Authority was established under the *Cambridgeshire and Peterborough Combined Authority Order 2017 (201/251) .* Additional powers relating to Adult Education were provided through the *Cambridgeshire and Peterborough Combined Authority (Adult Education Functions) Order 2018.*

3. The seven Constituent Councils of the CPCA are Cambridge City Council; Cambridgeshire County Council; East Cambridgeshire District Council; Fenland District Council; Huntingdonshire District Council; Peterborough City Council; and South Cambridgeshire District Council.

4. The 2017 Order stipulates under section 8. Remuneration of the Schedule the following:
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(41) 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.

5. The Combined 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 Combined 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.

6. The Combined Authority Bord agreed on the 29 September 2021 the following:
   (a) Agree that the Independent Remuneration Panel of Cambridgeshire County Council and Peterborough City Council be approached to review the Members' Allowance Scheme for the Combined Authority in relation to the Mayor's allowance.
   (b) Invite an officer from a constituent council to manage the Independent Remuneration Panel.

7. As a result the Independent Remuneration Panel of Cambridgeshire County Council and Peterborough City Council was engaged to deliver the review. Additionally all constituent Democratic Services teams were contacted to see who could provide support to manage the review, only East Cambridgeshire District Council were able to provide support to the review.

The Panel

8. The members of the Panel are:
   - ❑ Nicky Blanning – Local resident
   - ❑ Gerard Dempsey- Business Consultant and member of the Judiciary
   - ❑ Jennifer Horn- Local Company Director
   - ❑ Amanda Orchard- Marketing Consultant and Local Magistrate

9. The Democratic Services Manager from East Cambridgeshire District Council was appointed to provide guidance and support to the review as required.

10. Professional guidance and support to the Panel was provided by the Interim Head of Governance for CPCA.

Terms of Reference

11. 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.

12. The scope of the review therefore was to review the level of allowance that should be provided to the position of elected Mayor of the CPCA.

Approach to the Review

13. Due to the Covid-19 Pandemic the IRP undertook its review through a series of virtual meetings via MS Teams. It was at these meetings that the Panel undertook interviews with identified witnesses to discuss the nature of the CPCA and the roles and responsibilities of the position of the Mayor.

14. The Panel also received and reviewed a wide range of written evidence and material from Officer briefing papers to benchmarking data. . For further details on the range of evidence the IRP considered in its deliberations and in arriving at its recommended allowance for the CPCA elected Mayor see:
    - ❑ Appendix A - the range of information that was formally presented to and considered by the Panel and sent to the Panel prior to its formal meetings.
    - ❑ Appendix B -the Members who made representations to the Panel and the Officers who provided factual briefings to the Panel
    - ❑ Appendix C – Benchmarking data that was reviewed and considered by the Panel
    - ❑ Appendix D – Existing Mayoral Expenses Scheme

15. The Panel undertook a scoping meeting prior to commencing the evidence gathering on 28 January 2022. At this meeting the Panel was briefed by the Interim Head of Governance in order to scope and plan the review and determine the information required by the Panel.

16. The Panel then held a series of meetings to undertake the following:
    - ❑ 8 February 2022 – Interview with Chief Executive and Monitoring Officer of CPCA
    - ❑ 10 February 2022 – Interviews with the Mayor and the Mayoral Office Manager
    - ❑ 14 February 2022 – Consideration of documentation
    - ❑ 22 February 2022 – Consideration of evidence gathered

Cambridgeshire and Peterborough Combined Authority

17. The CPCA is provided with powers and functions through the 2017 Order, 2018 Order and Devolution Deal which are detailed in the CPCA Constitution, that cover:
    - ❑ Transport
    - ❑ Economic Development and Regeneration
    - ❑ Planning and Housing
    - ❑ Skills and Employment

18. The Mayor acts as Chair of the Combined Authority Board, has functions reserved through the Order specifically to be exercised by the Mayor, has general functions as detailed in the CPCA Constitution and the general power of competence. The Mayor must also set a budget and consult

the Combined Authority Board on his/her spending plans and draft budget in accordance with the Budget Framework Procedure Rules.

19. The Mayor has authority (and is therefore accountable) for all functions for which they are responsible, including those which may be carried out by another person on behalf of the Mayor under delegated authority from the Mayor. The Mayor cannot delegate any Mayoral Function to a committee to carry out on their behalf.

Previous IRP Reviews

20. The previous IRP review undertaken in 2017 had considered and made recommendations on the level of the Mayor's allowance and expenses which were approved by the CA Board, the Panel were provided with a copy of this report. A subsequent IRP review was undertaken in 2019 to review the Mayor's allowance in order 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.

21. The 2017 review recommended an allowance of £75,000 per annum be payable to the Mayor and that the allowance should not be indexed for inflationary purposes now, but should instead be subject to review before the expiry of 24 months from the date that the scheme of allowances is adopted.

22. The Combined Authority Board subsequently endorsed the recommendations.

23. The 2019 review recommended an allowance of £80,000 per annum be payable to the Mayor and that the indexation factor be set as the Consumer Price Index (CPI). Additionally that the Combined Authority make representations to Central Government for the role to be regarded as fixed-term contract employment that is pensionable.

24. Whilst outside the remit of this Panel, the 2019 review 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.

25. The Combined Authority Board subsequently endorsed the recommendation to set the allowance at £80,000 per annum set against an indexation factor of the Consumer Price Index.

Considerations and Conclusions

26. The Panel, through the interviews and briefings it undertook and the examination of key data and documentation, considered key evidence in order to arrive at an agreed set of conclusions.

Profile and workload

27. The Panel considered evidence provided by the Mayoral Office Manager in order to get an understanding of Mayoral commitments, as well as examining the schedule of meetings to get an idea of the level of workload that went with the role.

28. This information was considered alongside the profile of the position which the Panel deemed to be considerable, the position of Mayor was the 'face' of the Combined Authority and arguably the most high profile political position in the region.

29. The evidence considered by the Panel indicated that the position of Mayor was sizeable and clearly a full time position, with a considerable number of Boards/ Committees to attend and prepare for alongside numerous Mayoral engagements and appointments.

Role and Responsibilities of the Mayor

30. The Panel considered the role of the Mayor of Cambridgeshire and Peterborough, noting its role in seeking to deliver economic prosperity across the region as laid out in the Devolution Deal, to make Cambridgeshire and Peterborough a leading place in the world to live, learn, work and do business. The Panel noted that the Mayor oversees a £20 million annual budget devolved from government, and also has devolved powers to spend up to £800 million on local housing, infrastructure and jobs.

31. Additionally the Panel noted that £600 million has been allocated to the Combined Authority to improve infrastructure, £100 million for new affordable housing, with an additional £70 million specifically for affordable housing in Cambridge itself. The budget for Adult Education has also now been devolved to the Mayor and the Combined Authority.

32. As Chair of the Combined Authority Board, with some decision-making requiring specific Mayoral support to progress, the Mayor has a vital role in ensuring the Combined Authority Board works collaboratively in order to arrive at consensus to enable it to deliver its key functions. The Panel is of the view that this is a considerable responsibility given the budget, subject matter, powers and responsibilities of the Combined Authority Board.

33. Mayoral powers cover a general power of competence which means that the Mayor and the CPCA can legally do anything as set out in chapter 3, section 1.5 of the Constitution.

34. The Mayor will also have the power to set a charge, or precept, on council tax bills to help pay for the Mayor's work. CA Board members of the CPCA can propose amendments to the Mayor's draft budget, including the amount of precept. The incumbent has not set such a precept but the Panel recognises the ability and subsequent responsibility that comes with this power.

35. The Panel recognised that the powers and responsibilities have not changed in regards to the role of the Mayor since the 2019 review, however they noted the recent Levelling Up White Paper and the continued commitment from Government towards devolution that came within the paper. The position of Mayor would therefore have a key role to play in seeking to engage Government on behalf of the region to seek the best possible future devolution outcomes for Cambridgeshire and Peterborough.

36. The Panel recognised the potentiality of the role of Mayor, in that they have the ability to seek to convene and get involved in numerous areas of service to the public. This would require particular awareness at a political level to maintain good relationships and grow consensus.

Leadership Skills

37. While the elected Mayor will have many formal powers, including proposing a budget and strategies, the post holder will still have to confer, collaborate, negotiate and foster a consensus with both other CPCA Members and stakeholders to effectively discharge the mayoral functions. As such the elected Mayor as chair of the CPCA will need to exercise leadership skills to ensure the CPCA functions effectively.

38. The Panel noted that leadership was a key skill for the position of Mayor, not just in the regional leadership they could provide and the regional electoral mandate they have, but also the leadership skillset required as the politician charged with the responsibility of driving consensus across the region in order to deliver better regional outcomes.

39. The Panel is aware of current transformational work ongoing within the Combined Authority, led by the Chief Executive, to provide clarity of purpose for the CPCA moving forward. This is an example of the central role that the Mayor will need to play in bringing Constituent Leaders from differing political parties together to agree upon a clear purpose. The Panel also recognised the need for the Mayor to seek to bring other public sector bodies, Greater Cambridgeshire Partnership and business and community groups together to help achieve agreed regional outcomes.

40. The Panel concluded that the position of Mayor required significant leadership abilities in order to be successful.

Benchmarking

41. The Panel considered a range of benchmarking data in order to examine and test the allowance level currently received by the Mayor, noting throughout the benchmarking exercise that comparisons with other like positions and indeed other Combined Authority Mayors was not comparing like for like as different MCAs had a different range of devolved powers, funding, population and responsibilities.

42. The current remuneration for Combined Authority Mayors is as follows:

❑ Greater Manchester	£110,000 (includes PCC & Fire responsibilities)
❑ Liverpool City Region	£80,631
❑ North of Tyne	£65,000
❑ South Yorkshire	£79,000
❑ Tees Valley	£65,000
❑ West Midlands	£79,000 (currently subject to IRP review)
❑ West of England	£72,000 (due to increase to £87k by 2025)
❑ West Yorkshire	£105,000 (includes PCC & Fire responsibilities)

43. The Panel noted that this created a national average remuneration (allowance) of £81,953.

44. The Panel also noted that several other Combined Authorities were about to undergo or were planning for an IRP review in the coming year, given the Government commitment to devolution set out in the Levelling Up White Paper and additional powers placed on other Mayoral Combined Authorities since their previous reviews it was felt likely that the average allowance would increase.

45. The Panel also considered the powers and populations of each Combined Authority and the remuneration provided to comparable positions, details of which are set out in Appendix C. The Panel noted particularly the remuneration of the Cambridgeshire PCC which was £71,400 plus pension, the Panel viewed this role as having less remit, scope and regional responsibility than the position of Mayor.

46. When undertaking benchmarking with other Mayoral Combined Authorities the Panel noted that although other Combined Authority IRPs have focused on recommendations around Mayoral allowance some have also provided observations on wider elements for consideration. For example the 2019 review at West of England Combined Authority also considered whether others should receive an allowance, in particular:
    - the Deputy Mayor
    - other Members of WECA
    - Scrutiny and the Chair of Scrutiny
    - Chair of Audit and Audit committee members

47. The West Yorkshire Combined Authority considered remuneration of scrutiny members in its 2021 review and agreed to pay a co-optee allowance to Overview and Scrutiny Chairs, Deputy Chairs and Scrutiny Members.

48. The Panel also noted that at present some Constituent Councils paid a Combined Authority element to Council Leaders as part of their Councillor Allowance, however there was no consistency to this practice at present. It was also noted that other Combined Authorities had similar situations, in Greater Manchester for example several Constituent Councils paid a Combined Authority element as part of its Leader allowance.

49. The Panel recognises that this is currently outside of the remit set by the Combined Authority Board but wish to make the Combined Authority Board aware that such a wider review could be considered when the IRP next convenes.

Issue of Pension

50. Evidence taken by the Panel revealed that the position of Mayor does not have access to a pension scheme that attracts an employer contribution, the Panel view was that this was potentially a barrier to public service.

51. The Panel felt that this was particularly unequal given that Police and Crime Commissioners (PCCs) have access to the Local Government Pension Scheme (LGPS). The Panel also noted that potential for MCAs to take on responsibilities of PCCs was detailed in the Levelling Up White Paper but that current Combined Authority Mayors (GMCA and WYCA) who also have PCC responsibilities are also not applicable for the LGPS.

52. The Panel did note that access to LGPS was removed for Councillors and Mayors in 2014 and that this should be considered when making benchmarking comparisons with other positions, particularly PCCs.

53. Additional legal advice was sought on the position of a Pension for the Mayor from the Monitoring Officer who further engaged the law firm Bevan Brittan who specialise in local government law. A summary of the advice provided to the Panel is as follows:

- ❑ There is an absolute prohibition on elected mayors and councillors becoming members of the Local Government Pension Scheme.
- ❑ This prohibition was enacted in April 2014, at this time, pay and allowance caps for such individuals were increased. This was intended to reflect the fact that they would no longer have access to LGPS, hence the assertion that allowances are already set to take into account that employer pension benefits are not provided.
- ❑ As an alternative to LGPS, the Authority could use the National Employment Savings Trust (NEST) to provide a pension, or potentially another private sector arrangement of the individual's choice. *(NEST is the Government-backed pension scheme providing money purchase benefits to any employer who wishes to use it to meet its auto-enrolment duties.)*
- ❑ Following on from point 2 above, any alternative pension provision provided to the Mayor should not increase the total cost to the Authority, including any employer pension contributions.

54. The Panel welcomed the advice and guidance provided and noted that it should therefore be an individual's choice if they wish to utilise any of their allowance for payment into a pension scheme such as NEST. They further noted that in such a circumstance there should be no overall increase in cost to the Combined Authority.

55. The Panel noted that the issue of pension provision had therefore already been taken into account in the level of allowance available to the position of Mayor and should not be a consideration factor when recommending the level of allowance.

56. The Panel did note that other Mayoral Combined Authorities such as Greater Manchester had made a commitment to investigate the issue of pension provision for the position of Mayor further, therefore the Combined Authority may wish to revisit this issue in future as actions by other Combined Authorities develop.

Indexation

57. The principle of indexation is now generally adopted across local government and other local authorities. An annual uprating of allowances by an appropriate index ensures they do not lose value over time and avoids the need for sizeable increases on a periodic basis simply to stand still.

58. Appropriate indexation of the Mayoral allowance may negate a need for an Independent Remuneration Panel review every two years.

59. The 2019 IRP review had successfully recommended that the Mayoral allowance be indexed against the Consumer Price Index (CPI), this indexation has the potential to significantly increase the level of allowance of the position of the Mayor. The indexation set by CPI was applied following the last Mayoral election which raised the baseline level of allowance to £81,631.

60. The next indexation increase set against CPI is due to be applied by the Combined Authority in April 2022. While CPI for April 2022 isn't yet known, the 22-23 allowance figure based on the current process can't be known precisely, the most recent published figure (January) is 5.5%, and the Bank of England is forecasting this could rise to 7% "in the spring". Using the 5.5% confirmed January figure the level of Mayoral allowance under the current system would increase in April to £86,121.

61. The Panel was of the view that indexation against CPI was not the appropriate indexation to apply to the level of Mayoral allowance. Engagement with other Combined Authorities such as Greater Manchester and West Yorkshire had confirmed that indexation there was against the National Joint Council (NJC) cost of living increase rate, Furthermore the Panel expressed concern that CPI could lead to allowance level increases way beyond that received by staff and that this was equitable and could lead to political and reputational risk for the Combined Authority.

62. The Panel noted the 2019 indexation decision and accepted that this decision must be applied, given this the Panel accepted that the baseline level of allowance for consideration would currently be £86,121.

63. The Panel agreed that it would be far more appropriate to index Mayoral allowance levels to the NJC cost of living rate increase moving forward, this would link Mayoral allowance increases with those of staff and provide equity in increases.

Mayoral Expenses Scheme

64. The Panel reviewed the existing Mayoral Expenses scheme, noting that it was HMRC that set petrol claim levels. The Panel found no evidence to amend any elements of the expenses scheme, however the Panel did note that the expenses scheme was not available on the Combined Authority website and had not been incorporated int the Constitution.

65. The Panel was of the view that in the interests of transparency details of the Mayoral expenses scheme should be available on the Combined Authority website.

Mayoral Office Space and Staffing

66. The Panel was made aware of an accommodation review within the CPCA as it seeks to find a home location, the Panel noted that the CPCA had engaged the Mayor and his Office in order to ensure appropriate Mayoral office space would be provided through the accommodation review.

67. It was also noted that the position of Mayor is entitled to a number of officer appointments plus additional office support staff, the Panel wish to note that it was pleased that the CPCA was working with the Mayor on ensuring the appropriate provision of staff support.

Mayoral Induction

68. The Panel noted the difficulties the incumbent Mayor had experienced following his election in gaining an understanding of the roles and responsibilities of the Combined Authority and position of Mayor, as well as gaining a regional understanding of partners and stakeholders.

69. The Panel understands that an induction was provided and so urges the Combined Authority and incumbent Mayor to identify ways in which this induction can be improved in future.

Recommendations

70. After consideration of all the evidence available to the Panel, through interviews, briefings, legal advice, benchmarking and review of documentation the Panel has agreed upon the following recommendations:

71. Recommendation 1: That the level of Mayoral Allowance at Cambridgeshire and Peterborough Combined Authority be set at £86,121 from the start of the 2022/23 municipal year.

72. The reasoning for this recommendation is set out in the conclusions above, the significant reasons for this recommendation are as follows:

- ❑ Under the 2019 accepted IRP recommendations the level of Mayoral Allowance at the start of the 2022/23 municipal year would be £86,121 or higher, set against the current indexation of the Consumer Price Index.
- ❑ The Panel believes that this previous decision should be respected.
- ❑ The Panel did not identify any evidence that the position of Mayor at Cambridgeshire and Peterborough Combined Authority had diminished and/or warranted the level of allowance to be reduced

73. Recommendation 2: That the level of Mayoral Allowance at Cambridgeshire and Peterborough Combined Authority be indexed against the National Joint Council cost of living increase each year rather than the Consumer Price Index.

74. Recommendation 3: That the indexation set out in recommendation 2 be applied at the start of each municipal year from May 2023 onwards.

75. The reasoning for recommendation 2 and 3 is set out in the conclusions above, the significant reasons for these recommendations are as follows:

- ❑ The CPI indexation is not considered to be appropriate for the position of Mayor
- ❑ The NJC indexation is not only considered to be more appropriate for the position it is also considered to be more equitable, more in line with staff pay increases and less of a political and reputational risk to the Combined Authority
- ❑ The current CPI indexation would increase the level of Mayoral Allowance above that which the Panel is of the view should apply to the role

76. Recommendation 4: The Mayoral allowances are next reviewed in early 2025 to be applicable from the beginning of the Mayoral term in May 2025.

77. If appropriate indexation against NJC is applied then the Panel is of the view that an IRP review every two years is no longer required.

78. Recommendation 5: That no changes be made to the Mayoral expenses scheme

Appendix A: List of Information considered by the Panel

1. Cambridgeshire and Peterborough Combined Authority Order 2017
   https://www.legislation.gov.uk/uksi/2017/251/made

2. Amendments to Order:
   - ❑ The Cambridgeshire and Peterborough Combined Authority (Business Rate Supplements Functions) Order 2018/877
   - ❑ The Cambridgeshire and Peterborough Combined Authority (Adult Education Functions) Order 2018/1146
   - ❑ The Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017/68
   - ❑ The Combined Authorities (Mayoral Elections) Order 2017 2017/67

3. 2017 Combined Authority Independent Remuneration Panel Review

4. 2019 Combined Authority Independent Remuneration Panel Review

5. 2021/22 schedule of Combined Authority Meetings

6. Combined Authority Constitution, specific reference to:
   - ❑ Chapter 3: The Mayor of the Combined Authority
   - ❑ Chapter 4: Combined Authority Board Functions
   - ❑ Appendix 1: Lead Member Responsibilities
   - ❑ Appendix 6: Statutory Framework

Appendix B: Interviews/ Briefings made to the Panel

Interviews:

- ❑ Dr Nic Johnson - CPCA Mayor
- ❑ Jo Whatley - Mayoral Office Manager
- ❑ Eileen Miller - CPCA Chief Executive
- ❑ Robert Parkin - Director of Law & Governance (Monitoring Officer)

Briefings: (Provided by Interim Head of Governance)

- ❑ Overview of Governance Framework
- ❑ Role and Powers of a Combined Authority
- ❑ Mayoral Combined Authority Devolved Powers

Appendix C: Benchmarking

Remuneration paid to Elected Mayors in English Combined Authorities 2021	
Combined Authority	**Remuneration (Allowance)**
Cambridgeshire & Peterborough	£75,000
Greater Manchester	£110,000 *
Liverpool City Region	£80,631
North of Tyne	£65,000
South Yorkshire	£79,000
Tees Valley	£65,000
West Midlands	£79,000
West of England	£72,000 (due to increase to £87k by 2025)
West Yorkshire	£105,000 *
** = includes PCC & Fire responsibilities*	
Average Remuneration (allowance)	£81,953.

Combined Authority Populations 2021 (Office of National Statistics)	
Combined Authority	**Population**
Cambridgeshire & Peterborough	859,800
Greater Manchester	2,848,300
Liverpool City Region	1,564,000
North of Tyne	839,500
South Yorkshire	1,415,000
Tees Valley	667,200
West Midlands	2,939,900
West of England	950,000
West Yorkshire	2,345,200

Remuneration paid to other Public Posts 2021	
UK/ Devolved Nations Elected Representative	
UK Member of Parliament (MP)	£81,932
Minister of State (UK)	£116,019
UK Parliamentary Under Secretary	£106,409
Member of the Northern Ireland Legislative Assembly	£50,500
Member of the Scottish Parliament	£64,470
Member of the Welsh Assembly	£67,649
Greater London Assembly	
Mayor of London	£152,734
Deputy Mayor	£105,269
Chair of London Assembly	£70,225
London Assembly Member	£58,543
NHS Non-Executive Appointment	
NHS Non-Executive	£13,000
NHS Trust Chair	£43,000 - £60,000*
. NHS Trust Chair salary dependent upon annual turnover of Trust*	
Police and Crime Commissioner Cambridgeshire & Peterborough	£71,400

Combined Authority Devolved Powers	
Combined Authority	**Devolved Powers**
Cambridgeshire & Peterborough	❑ Transport ❑ Skills & Adult Education budget ❑ Housing ❑ Economic Development/Business Support ❑ Non-statutory spatial planning
Greater Manchester	❑ Transport ❑ Economic development/ Business support ❑ Regeneration and Housing ❑ Strategic spatial planning ❑ Skills and training ❑ Police and Crime Commissioner ❑ Fire and Rescue ❑ Waste ❑ Public health co-ordination powers ❑ Power to create Mayoral Development Corporation
Liverpool City Region	❑ Transport ❑ Economic development ❑ Energy & environment

	❑ Skills, Adult Education and apprenticeships ❑ Culture ❑ Power to create Mayoral Development Corporation
North of Tyne	❑ Economic Development/Business Support ❑ Housing ❑ Power to create Mayoral development Corporation ❑ Skills and adult education budget ❑ Tourism/culture ❑ Transport
South Yorkshire	❑ Transport ❑ Skills, training & Adult Education ❑ Housing ❑ Economic development/ Business Support ❑ Non-statutory spatial planning ❑ Tourism/Culture ❑ Power for to create Mayoral Development Corporation ❑ Employment
Tees Valley	❑ Economic Development/ Business support ❑ Skills and Adult Education Budget ❑ Transport ❑ Power to create Mayoral development Corporation ❑ Tourism/culture ❑ Housing
West Midlands	❑ Transport ❑ Economic Development ❑ Housing & Regeneration ❑ Productivity & Skills ❑ Culture & Digital ❑ Environment & Energy & HS2 ❑ Industrial Strategy
West of England	❑ Economic development ❑ transport ❑ Skills, apprenticeships and adult education ❑ Power to create Mayoral development Corporation ❑ Housing ❑ Employment
West Yorkshire	❑ Economic development ❑ Transport ❑ Housing ❑ Power to create Mayoral development Corporation ❑ Police and Crime ❑ Adult Education and Skills

APPENDIX D: EXISTING MAYORAL EXPENSES SCHEME

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

1. **Mayor's Allowance**

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**

1. It is expected that Mayor will utilise public transport where possible, in order to reduce his/her carbon footprint and maximise efficiency.

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.

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.

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.

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.

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**

1. Subsistence should not be claimed except in exceptional circumstances.

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. 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

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.

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

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.

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

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

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.

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.

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 & PETERBOROUGH COMBINED AUTHORITY

Agenda Item No: 5.3

Audit and Governance Committee Annual Report 2021/22

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	8 June 2022
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	Robert Parkin, Chief Legal Officer (Monitoring Officer)
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	The Combined Authority Board is recommended to: a) Note the Annual Report of the Chair of Audit and Governance Committee for 2021/22 (Appendix 1) and provide any feedback to the Committee.
Voting arrangements:	To note only, no vote required.

1. Purpose

1.1 The Audit & Governance Committee has a wide-ranging remit that underpins the Combined Authority's governance processes by providing independent challenge and assurance of the adequacy of risk management, internal control including internal audit, anti-fraud and the financial reporting framework. These are detailed in its terms of reference.

1.2 It is important for the Audit and Governance Committee to review annually the work undertaken by the committee to ensure best practice and effectiveness for the Combined Authority is being achieved. The Annual Report of the Chair of Audit & Governance Committee shows the work carried out by the Committee over the 2021/22 municipal year.

2. Background

2.1 It is recommended by relevant professional bodies that audit and governance committees should produce an annual report which details the work of the Committee for the Municipal Year. At its meeting on 11th March 2022 the Audit and Governance Committee approved the Annual Report of the Chair of Audit & Governance Committee for submission to the Combined Authority. The Annual Report forms Appendix 1 to this report.

2.2 The Annual Report shows:

- Background to the Committee, its roles, responsibilities and membership;
- An overview and coverage of its remit including Internal Audit, Accounts and Financial Management, External Audit, Risk Management, Control Assurance, Corporate Governance, and Fraud and Irregularities;
- Training provided to ensure that suitable challenge and scrutiny is adopted.
- Records of complaints, Freedom of Information requests and attendance levels for the committee to consider.

Significant Implications

3. Financial Implications

3.1 There are no financial implications arising from this report.

4. Legal Implications

4.1 There are no legal implications arising from this report. It is good practice for Audit & Governance Committees to submit an annual report to their authority board.

5. Public Health Implications

5.1 None

6. Environmental and Climate Change Implications

6.1 None

7. Other Significant Implications

7.1 None

8. Appendices

8.1 Appendix 1 – A&G Annual Report 2021/22

9. Background Papers

9.1 A&G Committee Agenda – 11th March 2022

CAMBRIDGESHIRE
& PETERBOROUGH
COMBINED AUTHORITY

ANNUAL REPORT FROM THE CHAIR OF AUDIT & GOVERNANCE COMMITTEE FOR THE COMBINED AUTHORITY OF CAMBRIDGESHIRE AND PETERBOROUGH 2021/2022

To review and scrutinize the authority's financial affairs

To make reports and recommendations to the CA on these reviews

To review and assess the economy, efficiency, and effectiveness of the authority's use of resources

To review and assess the authority's risk management, internal control, and corporate governance arrangements

To ensure high standards of conduct amongst Members

AUDIT AND GOVERNANCE COMMITTEE: ANNUAL REPORT 2021/2022

FOREWORD FROM THE CHAIR……..Page 3-4

INTRODUCTION …… Page 5

MEMBERSHIP AND MEETINGS …… Page 6

KEY ACTIVITIES DURING THE MUNICIPAL YEAR …….. Page 7-11

MEMBER DEVELOPMENT AND ATTENDANCE …… Page 12

GOVERNANCE MONITORING ……... Page 12

PLANS FOR 2022/2023 ……... Page 14

FOREWORD FROM THE CHAIR OF THE AUDIT & GOVERNANCE COMMITTEE

I am pleased to provide the Audit and Governance Committee's (A&G's) Annual Report for the municipal year 2021/22. The Combined Authority Board is asked to:

- Note the work carried out by the Committee in scrutinizing the governance arrangements across the Combined Authority.

- Provide any feedback to the Committee.

The report describes the A&G Committee's programme of work, and with the issues referred to the Combined Authority Board. Members have engaged fully with the Committee's work: they supported and challenged officers to help the further development of effective and transparent risk management, internal control, and governance processes.

Points to bear in mind, as you read the report, are:

Covid -19 Regulations

As with other councils across the country, the Combined Authority returned to face-to-face meetings following the ending of the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020, which had allowed the Committee to meet virtually during the pandemic.

The Committee met six times; adhering to social distancing rules and Covid safety regulations. Meetings were live streamed to allow the public and press to observe the meetings safely. Officer attendance was minimised by allowing them to attend remotely.
Internal Audit business had to be deferred at the 30th of July 2021, because of poor remote links. The 26th of November 2021 meeting was inquorate and had to be abandoned – it was rescheduled to the 17th December 2021. To adhere to the public health guidance, the December and January Committee meetings agendas were slimmed down to minimise the meeting time.

Terms of Reference

The Committee approved amendments to its Terms of Reference; the process for how matters may be referred to the committee was clarified, and the Committee's role in regard to the Combined Authorities Trading Companies was added.

Development Areas

The areas of development identified in last year's annual report were addressed, with the Committee receiving training and briefing sessions on the governance of Trading Companies and the role of the Committee in the governance of projects.
The Committee also made recommendations to the Combined Authority Board in relation to governance issues of the Business Board and the Corporate Risk Register.

Overall

The Committee has benefitted from a stable and engaged membership. Members were reminded of the pressures on quoracy and the need to engage with their substitutes when required to attend in their place

The Committee members have expressed a concern that they feel disconnected from the

Combined Authority with limited knowledge about the activities, which creates a challenge in carrying out their role as a Committee effectively. This is an area that the Committee and officers will address in the coming year.

The Committee is supported by Officers in an open and responsive manner.

I would like to thank Committee Members and Officers for their support of the A&G Committee work during the year.

Looking ahead, the Committee will continue to focus on Trading Companies, risk management, project management and the development of the Governance structure.

John Pye
Audit and Governance Chair

1. INTRODUCTION

This is the A&G Committee's fifth annual report and is prepared in line with best practice[1].

The A&G Committee was established by the Combined Authority in May 2017. The membership comprises seven elected members representing each of the Combined Authority's constituent councils, together with an Independent Person. The Combined Authority Board agreed at its annual general meeting in May 2017 that the Independent Person should act as the A&G Committee's Chair. At the annual general meeting in June 2021 the Combined Authority Board agreed to reappoint Mr John Pye as the Independent Person for a further 4 years and invited him to continue to act as Chair for the Committee.

The Committee's purpose is to provide: independent assurance of the adequacy of the risk management framework and the associated control environment; independent scrutiny of the authority's financial and non-financial performance to the extent that it affects the Authority's exposure to risks and weaknesses; and to oversee the financial reporting process.

The key benefits of an Audit and Governance Committee may be seen as:

- Raising awareness of the need for internal control, and the implementation of internal and external audit recommendations.
- Increasing public confidence in the objectivity and fairness of financial and other reporting.
- Reinforcing the importance and independence of internal and external audit and similar review processes; and
- Providing additional assurance through a process of independent and objective review.

The A&G Committee's Terms of Reference are at **Annex A** of this report.

This report sets out the work undertaken by the A&G Committee for 2021/22. The Committee has seen good progress in all areas under its remit, with rigorous of scrutiny of the Corporate Risk Register, the Annual Accounts and Annual Governance Statement and the Assurance Framework.

The A&G Committee's specific actions and recommendations during the year included:

1) Recommending that the residual risk for Climate Change should be considered by the CA Board to determine whether the significance of the risk had been properly calibrated.

2) Approval and consideration of an internal audit review of a Mayoral decision - the One CAM Closure decision.

3) Asking the CA Board to consider whether they were satisfied that officers had considered the effect of increasing energy prices and the impact on supply chains when factoring the scores for the risks on the Corporate Risk Register.

4) Reviewing the constitutional amendments and recommending them for approval to the CA Board.

5) Obtaining updates on the Climate Change Commission and the working group set up to take forward the recommendations.

6) The Committee agreed to support opting into the national scheme for external auditor appointments for the period 2023/24 to 2027/28 and made a recommendation to the Combined Authority Board on that basis.

1 Best practice as contained in the Chartered Institute of Public Finance and Accountancy (CIPFA) document "*A Toolkit for Local Authority Audit Committees*"

7) The Committee referred the One Cam Internal Audit findings to the CA Board, drawing their attention to the lessons learned for future Mayoral transitions.

2. MEMBERSHIP AND MEETINGS

Face to face meetings were resumed from May 2021 as the legislation that allowed for remote meetings to be held came to an end.

During 2021/22, the Audit and Governance Committee met on the following dates:

- 25 June 2021
- 30 July 2021
- 24 September 2021
- 26 November 2021 (meeting abandoned as inquorate)
- 17 December 2021 (rescheduled November meeting)
- 28 January 2022
- 11 March 2022

The Committee met six times instead of the planned five. Due to the Omicron wave in December the Chair and Committee agreed to reduce the number of items being taken to the December meeting to limit the duration of the meeting in line with the Public Health guidance at the time. As a result, the was a need to use the reserve date of 28 January 2022 to cover items which had been deferred.

There is a cross representation of parties in accordance with the make-up of the constituent councils across the Combined Authority area. The members for 2021/22 were:

Table 1: Councillor Audit Committee Membership 2021/22 as of 11th March 2022:

Independent Person	Conservative	Liberal Democrats	Labour
John Pye (Chair)	Cllr Ian Benney Cllr David Brown (Vice Chair) Cllr Graham Bull	Cllr Tony Mason Cllr Graham Wilson	Cllr Mike Sargeant Cllr Shaz Nawaz

Senior officers from the Combined Authority are also present at the A&G Committee meetings, including the Chief Finance Officer, Chief Legal and Monitoring Officer and Chief Executive Officer .

Dependent on the agenda, other officers attend as do the External Auditors, Ernst & Young and the Internal Auditors, RSM.

The Committee was well supported by the Combined Authority's senior officers.

3. KEY ACTIVITIES DURING THE MUNICIPAL YEAR

3.1 Background

The A&G Committee's terms of reference cover six main areas:

- Annual Accounts
- Corporate Governance
- Internal Audit
- External Audit
- Financial Reporting
- Code of Conduct

The work to fulfil these terms of reference is summarised below.

3.2 Annual Accounts

Remit: Approve the annual statement of accounts.

A & G Committee Actions:

25 June 2021

- *Draft Statement of Accounts and Annual Governance Statement:* the Committee noted the draft Statement of Accounts 2020/21 published with the notice of the exercise of public rights and the draft Annual Governance Statement 2021.

30 July 2021

- *Statement of Accounts and Annual Governance Statement:* The Committee RESOLVED not to approve the Annual Governance Statement but defer this until the September meeting, as a result the Statement of Accounts were not approved at this meeting.

17 December 2021

- *Annual Accounts and Annual Governance Statement:* The Committee approved the annual accounts and the Annual Governance Statement.

3.3 Governance

Remits:

Review corporate governance arrangements against the Code of Corporate Governance and the good governance framework;

Review the Annual Governance Statement prior to approval to ensure it properly reflects the risk environment and supporting assurances;

Annually review the assurance framework to ensure it adequately addresses risks and priorities including governance arrangements of significant partnerships;

Monitor the Authority's risk and performance management arrangements including reviewing the risk register, progress with mitigating actions and assurances;

Monitor the anti-fraud and whistleblowing policies and the complaint process;

Audit & Governance Committee Actions:

25 June 2021

- *Corporate Risk Register:* The Committee received and commented on the Corporate Risk Register

- *Draft Annual Governance Statement:* the Committee noted the draft Annual Governance Statement 2021.

- *Climate Change Commission:* The Committee received the report which described the development of climate change recommendations through the work of the Cambridgeshire and Peterborough Independent Commission on Climate.

- *Review of Governance Policies and Annual Report:* The Committee received and noted the report which requested that the committee comment on and note the corporate whistleblowing and complaints procedures and review the procedures and note the data on corporate complaints and Freedom of Information requests from June 2020 – May 2021.

30 July 2021

- *Corporate Risk Register:* The Committee received and commented on the Corporate Risk Register; the Committee recommended that the residual risk for Climate Change should be considered by the CA Board at their next meeting to determine whether the significance of the risk had been properly calibrated.

- *Annual Governance Statement:* The Committee RESOLVED not to approve the Annual Governance Statement

24 September 2021

- *Corporate Risk Register:* The Committee received the report which provided an update on the Corporate Risk Register; the Committee requested that the CA Board consider whether they are satisfied that officers have considered the effect of increasing energy prices and the impact on supply chains when factoring the scores for the risks.

- *Combined Authority Trading Companies: The* Committee received the report which provided the Committee with a draft terms of reference in relation to the review and assessment of the Combined Authority's trading companies in line with the statutory powers invested in the Committee. The Committee RESOLVED not to accept the terms of reference of the Committee in relation to the Combined Authority trading companies as they had been presented but to request that:
-
  1) Officers consider the wording of the Terms of reference to reflect the position and role of the committee at the CPCA in relation to the trading companies.
  2) Officers reach out to other combined authorities and councils to seek others experiences of how A&G Committee were managing this area and report back any findings to the committee.
  3) That Internal Audit be approached to discuss their involvement with the trading companies and to provide an insight into where this should begin.

- *One CAM Referral:* the Committee received and approved subject to amendments the scope for an internal audit review of a Mayoral decision.

- *Business Board – Format of Meetings:* the Committee noted that the Business Board were asked to reconsider the recommendation from the Audit and Governance Committee, 'that

there should be a presumption that meetings of the Business Board are carried out in public (unless otherwise determined by the Chair)' and that the Business Board agreed the proposed change in meetings format on 14th September 2021. The Committee recommend the Combined Authority Board approve the proposed format change for future Business Board meetings.

- *Information Governance Update:* the Committee received and noted the current position with regards to the GDPR Policy and Information Governance Policy as recommend by the Information Governance Report prepared in October 2020 and put before the Audit and Governance Committee on the 5 March 2021 and provided data related to the number of corporate complaints and Freedom of Information requests for the period of 1 June 2021 to 31 August 2021.

- *Updated terms of reference*: the Committee noted and approved the updated terms of reference which dealt with referral of matters to the Committee.

17 December 2021

- *Corporate Risk Register:* The Committee received and commented on the Corporate Risk Register

- *Annual Governance Statement:* the Committee approved the Annual Governance Statement

- *Combined Authority Constitution Review:* The Committee reviewed and approved the amendments to the Combined Authority Constitution following the annual review and recommended the revisions to the Combined Authority Board.

28 January 2022

- *Review of Governance and Ways of Working:* The Committee received and noted the overview of the purpose of the review of governance and ways of working at the Combined Authority and the evidence being gathered to inform the review.

- *Trading Companies – Terms of Reference:* The Committee received and approved the terms of reference of the Committee in relation to the Combined Authority trading companies

3.4 Internal Audit

Remits

Provide assurances over the effectiveness of internal audit functions and assuring the internal control environments of key partners;

Review internal audit requirements undertaken by the Combined Authority;

Approve the internal audit plan;

Consider reports and assurances from the Chief Finance Officer in relation to:

(a) Internal Audit performance;

(b) Annual Assurance Opinion on the adequacy and effectiveness of the framework of governance, risk management and control;

(c) Risk management and assurance mapping arrangement;

(d) Progress to implement recommendations including concerns or where managers

have accepted risks that the Authority may find unacceptable

Audit & Governance Committee Actions:

25 June 2021

- *Internal Audit Progress Report:* The Committee received and noted the report which provided an update to the work that RSM have conducted against the internal audit plan for 2020/21.

30 July 2021

- *Internal Audit Progress Report:* item deferred
- *Internal Audit Annual Report:* item deferred

24 September 2021

- *Internal Audit Progress & Annual Report:* the Committee received and noted the annual internal audit report for 2020/21 as provided by the Combined Authority's internal auditors, RSM Risk Assurance Services LLP (RSM) and received and noted the internal audit progress report for 2021/22 as provided by RSM

17 December 2021

- *Internal Audit Progress Report:* item was deferred

28 January 2022

- *Internal Audit Progress Report:* the Committee received and noted the report which provided an update on the progress being made against the internal audit plan for 2021/22.

3.5 External Audit

Remits

Review the annual accounts;

Consider the annual external audit of the Combined Authority's accounts, including the Annual Audit Letter and assessing the implications and monitoring managers' response to concerns;

Audit & Governance Committee Actions:

30 July 2021

- *External Audit Results:* The Committee received and approved the Management Representation Letter 2020/21 and noted the External Auditors report 2020/21.

17 December 2021

- *External Audit Report and Opinion:* the Committee received and noted the management letter of representation for the external audit opinion.

3.6 Financial Reporting

Remits

Consider whether accounting policies were appropriately followed and any need to report concerns to the Combined Authority Board;

Consider any issues arising from External Auditor's audit of the account;

Ensure there is effective scrutiny of the treasury management strategy and policies in accordance with CIPFA's Code of Practice;

Maintain an overview of the Council's Constitution in respect of contract procedure rules, financial regulations and standards of conduct and make recommendations to the Chief Finance Officer and Monitoring Officer where necessary;

Audit & Governance Committee Actions:-

25 June 2021

- *2020/21 Treasury Management Outturn Report:* the Committee received and noted the report which requested they review the actual performance to 31st March 2021 against the prudential indicators included within the Treasury Management and Capital Strategies.

- *Adult Education Budget Update:* The Committee received and noted the report which presented an update for the Committee on the Adult Education Budget Audit and Assurance approach.

17 December 2021

- *Re-tendering Process:* the Committee agreed to support opting into the national scheme for auditor appointments for the period 2023/24 to 2027/28 and to make a recommendation to the Combined Authority Board on this basis.

28 January 2022

- *Financial strategies:* The Committee received and noted the report from the Senior technical Accountant which requested that the Audit and Governance Committee to review the proposed Capital, Investment and Treasury Management Strategies and MRP Statement for 2022/23

3.7 Code of Conduct

Remits

Ensure the Combined Authority has effective policies and processes in place to ensure high standards of conduct by its Members and Co-opted Members;

Assisting the Members and Co-opted Members to observe the Code of Conduct;

Advising the Combined Authority on the adoption or revision of the Code of Conduct and monitor its operation;

Advising on training and overseeing the effectiveness of any training for Members and Co-opted Members on matters relating to the Code of Conduct;

30 July 2021

- *Appointment of Independent Persons for Member Conduct:* the Committee received and noted the appointment process and requested that the role description to recruit two Independent Persons be brought back to the next meeting for the committee to review.

4. MEMBER DEVELOPMENT AND ATTENDANCE

There was a programme of Members' development sessions through the year involving:

- Member Induction including Role of the Committee at the Combined Authority
- Horizon Scanning Session with directors from the Combined Authority
- Constitution Review Session
- Role of the Committee – Major projects at the Combined Authority
- Self-Assessment Review

Attendance

Date of Meeting	Number of members attended	Substitutes sent	Meeting Quorate
25 June 2021	8	0	Yes
30 July 2021	6	1	Yes
24 September 2021	8	0	Yes
26 November 2021	5	0	No
17 December 2021	6	1	Yes
28 January 2022	7	1	Yes
11 March 2022			

Quoracy has been a challenge for the Committee this year with one meeting being inquorate and two only just being quorate.

5. GOVERNANCE MONITORING

FREEDOM OF INFORMATION REQUESTS
The Combined Authority for Cambridgeshire and Peterborough is a public body for the purpose of the Freedom of Information Act 2000. (Schedule 1 Part 2 S19B); and as such must respond to requests for information held by the authority.

There have been 39 requests from 15th February 2021 and 15th February 2022, 2 of these requests were Environmental Information Regulation (EIR) requests. All responses are published on the Cambridgeshire and Peterborough Combined Authority website.

A member of the public has the right to ask for an internal review if they are dissatisfied with the handling of a Freedom of Information request. Over the last year the Combined Authority received two requests for internal reviews with both decisions being upheld.

The table below shows how many Freedom of Information request were received this year and whether or not they were responded to within the statutory deadline of 20 working days.

Freedom of Information Requests Received March 2020 – March 2021

Number of FOI & EIR received between 15th February 2021 – 15th February 2022	Responded within deadline	Late responses	Internal reviews undertaken	Outcome of internal review
39	38	1	2	No finding of the CPCA failing to

				comply with the EIR or of information being wrongly withheld.

COMPLAINTS

The Combined Authority has a two-stage process for complaints from members of the public, businesses or organisations which is published on the website.

- Stage One follows an informal complaints process, where the relevant officer will do their best to settle the issue directly with the complainant .

- Stage Two follows a more formal process which allows for a complainant to make a formal complaint in writing to the Monitoring Officer, which will then be thoroughly investigated.

The Combined Authority has received no complaints.

WHISTLEBLOWING

Whistleblowing is where an individual who has concerns about a danger, risk, and contravention of rules or illegality provides useful information to address this. In doing so they are acting in the wider public interest, usually because it threatens others or impacts on public funds.
The concerns can include something they believe goes against the core values of Standards in Public Life (the Nolan Principles) and the Code of Conduct for Cambridgeshire and Peterborough Combined Authority Members and staff. The Standards in Public Life principles are integrity, honesty, objectivity, accountability, openness, leadership and impartiality.

The procedure to be followed was approved by the A&G Committee and is published on the Combined Authority website.

Number of whistleblowing – One.

6. FUTURE DEVELOPMENTS AND PLANS FOR 2021/22

Overall, the Audit and Governance Committee want to continue to develop and build on our current achievements. For 2022/23 this will include reviews into:

- Project management processes
- Risk Management Processes
- Trading Companies of the Combined Authority

  Development sessions will include aspects identified in the self-assessment review of how the Committee is performing

The Committee will also undertake work to ensure they have a better understanding of the Combined Authority business and their role within it.

John Pye

Chair

Audit and Governance Committee

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

Agenda Item No: 5.4

Overview and Scrutiny Committee Annual Report 2021/22

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	8 June 2022
Public report:	Yes
Lead Member:	Cllr Lorna Dupré, Chair of Overview and Scrutiny Committee
From:	Robert Parkin, Chief Legal and Monitoring Officer
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	The Combined Authority Board is recommended to: a) Note the Annual Report of the Overview and Scrutiny Committee (Appendix 1) b) Note the Committee's feedback on the Centre for Governance and Scrutiny's review (Appendix 2)
Voting arrangements:	Note item only, no vote required.

1. Purpose

1.1 The report requests that the Board note and provides feedback on the Annual Report of the Overview and Scrutiny Committee which is the work carried out by the Committee over the municipal year 2021/22. (Appendix 1.)

1.2 The CA Board received the Centre for Governance and Scrutiny's report in September 2021 and requested that the O&S Committee report back on progress and that the Committee provide the Board with their view on how the review has helped the Committee to add value to the CPCA and improve the way in which the committee carries out its work – the report is at Appendix 2 for review and comment.

2. Background

2.1 The Overview and Scrutiny Committee has been in operation since May 2017. The Committee met nine times during the 2021/22 municipal year. The Committee provides independent challenge and acts as a critical friend for the Combined Authority Board and the Mayor in their decision making.

2.2 It is considered good practice for Overview and Scrutiny Committee's to prepare an Annual report to be presented to the Combined Authority to inform them of work undertaken. This Annual Report is a summary of the work Overview and Scrutiny (O&S) has done this year, what has worked well and what issues need further concentration next year.

2.3 The report also includes a summary of the review undertaken by the Centre for Governance and Scrutiny and the actions and recommendations that the Committee have endeavoured to implement and embed to adapt the way the Committee operates.

Significant Implications

3. Financial Implications

3.1 None

4. Legal Implications

4.1 None

5. Public Health Implications

5.1 None

6. Environmental and Climate Change Implications

6.1 None

7. Other Significant Implications

7.1 None

8. Appendices

8.1 Appendix 1 – O&S Annual Report

8.2 Appendix 2 – O&S review of CfGS report

9. Background Papers

9.1 Centre for Governance and Scrutiny Report to O&S Committee

9.2 CA Board meeting September 2021

9.3 O&S report and minutes – 28th March 2022

OVERVIEW AND SCRUTINY COMMITTEE

Annual Report:

2021/22

Contacts:
Chair: Cllr Lorna Dupre
lorna.dupre@eastcambs.gov.uk

Vice Chair: Cllr Alan Sharp
Alan.sharp@eastcambs.gov.uk

Scrutiny Officer:
Anne Gardiner
anne.gardiner@cambridgeshirepeterborough-ca.gov.uk

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

Combined authorities need strong governance to work well…. A part of that strong governance is overview and scrutiny' CfGS 2017.

FOREWORD FROM THE CHAIR & VICE CHAIR, COUNCILLOR LORNA DUPRE & COUNCILLOR ALAN SHARP

We are pleased to present the Overview & Scrutiny (O&S) Committee's Annual Report for the year 2021/22. We would like to thank the Members of the Committee for their hard work, knowledge and understanding of the issues that have come before the Committee, as well as the support they have provided to us as Chair and Vice Chair. We would also like to thank the various officers who have supported the Committee throughout the year, and the contributors who have spoken to the Committee.

It has been a privilege to chair this Committee which scrutinises decisions and issues affecting the everyday lives of the people of the Combined Authority area. This report highlights the key work the Committee has undertaken in the past year.

We have actively sought on behalf of the Committee to seek a working solution to quoracy issues that have affected the Committee and this is work in progress.

Conducting effective scrutiny will always require us to move beyond simple challenge, working instead as a critical friend to the Mayor and the decision-making Committees. As Members we are ambassadors for our own communities, and as such are able to give genuine local insight. Members of the Committee have worked constructively and positively to add real value to the areas the Committee has considered.

As a Committee we have looked at many issues including the Combined Authority's Local Transport Plan and the Combined Authority's budget, and have sought to be reflective in our understanding of scrutiny. Individual members have also carried out discrete pieces of work on issues ranging from the Devolution Deal to the Combined Authority's accommodation strategy, We should recognise that the Members of the Committee have given a significant commitment as many are also Members of parish councils, city or district councils and the County Council. We would like to particularly thank all those who have volunteered for Lead member and Rapporteur roles. We hope, and expect, that the level of commitment shown by Members of the Committee will continue in years to come and that our ambitions as a Committee can develop still further.

Cllr Lorna Dupre Cllr Alan Sharp

Contents

INTRODUCTION.....3
MEMBERSHIP AND MEETINGS.....4
KEY ACTIVITIES.....6
CENTRE FOR GOVERNANCE AND SCRUTINY REVIEW.....8
MEMBER DEVELOPMENT.....10

INTRODUCTION

The Cities and Local Government Devolution Act 2016 specified that all Combined Authorities establish at least one Overview and Scrutiny Committee.

The CPCA O&S Committee was established by the Combined Authority in May 2017.

The role of the Overview and Scrutiny Committee is to:

- Review or scrutinise decisions and actions taken by the Combined Authority or the Mayor.
- Make reports or recommendations to the Combined Authority Board
- Make reports or recommendations to the Mayor: with respect to the discharge of any functions that are the responsibility of the authority and on matters that affect the authority's area or the inhabitants of the area;
- In the exercise of its functions set out in the Constitution, the power of the Committee shall include the doing of anything which is calculated to facilitate or is conductive or incidental to the discharge of those functions.

The key benefits of Overview and Scrutiny at the CPCA may be seen as:

Providing an open and transparent forum in which to examine whether policies and strategies of the Combined Authority are meeting the needs of Cambridgeshire and Peterborough.

The Committee has the power of influence; it can make evidence-based recommendations that are informed by key stakeholders and partners of the Combined Authority, expert advice, public opinion and members experiences and knowledge – acting as a 'critical friend'

The committee can challenge Combined Authority Board and the Mayor's decisions. The Committee can 'call-in' a decision which has been made but not yet implemented. The Committee can:
a) direct that a decision is not to be implemented while it is under review by the Committee, and
b) recommend that the decision be reconsidered.

The O&S Committee's Terms of Reference are at Annex A of this report.

Meetings

Face to face meetings were resumed from May 2021 as the legislation that allowed for remote meetings to be held during the Covid pandemic came to an end.

During 2021/22, the Overview and Scrutiny Committee met on the following dates:

- 28th June 2021
- 26th July 2021
- 23rd August 2021
- 27th September 2021
- 25th October 2021
- 22nd November 2021
- 13th December 2021
- 24th January 2022
- 28th March 2022

The Committee met nine times in total and all meetings were quorate.

Membership

The membership comprises fourteen elected members with two members representing each of the Combined Authority's constituent councils. The political balance of the Committee reflects as closely as possible the party political composition of member authorities across the County.

The members for 2021/22 were:

Table 1: Councillor O&S Committee Membership 2021/22 as at 11th March 2022:

Labour	Conservative	Liberal Democrats
Cllr Baigent (Cambridge)	Cllr Coles (Peterborough)	Cllr Atkins (Cambridgeshire)
Cllr Davey (Cambridge)	Cllr Corney (Huntingdonshire)	Cllr Rippeth (South Cambs)
Cllr Iqbal (Peterborough)	Cllr Dew (Huntingdonshire)	Cllr Van de Weyer (South Cambs)
	Cllr Goldsack (Cambridgeshire)	Cllr Dupre (East Cambs)
	Cllr Hay (Fenland)	
	Cllr Miscandlon (Fenland)	
	Cllr Sharp (East Cambs)	

Lead Members

Under the current governance arrangements, decision making is distributed between the Combined Authority Board and the Executive Committees. There are three Executive Committees: Skills, Housing & Communities, and Transport & Infrastructure. With significant decisions being taken by the Executive Committees, the Overview and Scrutiny Committee has a role in scrutinising the work of those Committees. In order to do so, appointed members of O&S lead in respect of the work of each Executive Committee.

This year the Committee have also appointed a Lead Member to reflect the new Mayor's priority relating to Climate Change.

The Committee has also appointed on an interim basis two members to cover the CAM and the Bus Review as important issues that need to be monitored by the Committee.

Appointed Lead Members

Committee	**Lead Member**
Housing Committee	Cllr Aidan Van de Weyer
Transport Committee	Cllr Baigent
Skills Committee	Cllr Coles and Cllr Miscandlon
Business Board	Cllr Doug Dew
Climate Change	Cllr Michael Atkins

Rapporteur Roles

Rapporteur roles provide an opportunity for O&S members to gain information in an informal capacity, ensuring they are equipped with all necessary information to allow them to undertake scrutiny work in a timely way. One or two members will investigate a particular issue on behalf of the wider Committee and report back their findings.

Rapporteur Roles Assigned:

Topic	**Rapporteur**
CPCA Accommodation Strategy	Cllr Goldsack
Devolution Deal	Cllr Dupre
Community Learning	Cllr Coles

Highlights

The O&S Committee's key actions and recommendations during the year included:

1) The Committee received and have actioned the recommendations from the CfGS review.

2) The Committee held its first Mayor's Question Time on the 22nd November 2021; with the topics of the Mayor's Priorities and Affordable Housing being covered.

3) The Mayor attended two Committee meetings in his role as the Chair for the Transport Committee to answer questions from the Committee around the Local Transport Plan, Bus Review and other key transport issues.

4) In addition to the Lead Members for the Executive Committees the Committee created an additional Lead Member role to reflect the Mayor's priority and focus on Climate Change.

5) The Committee adopted the use of rapporteurs to cover specific areas of interest for the Committee.

6) The Committee adopted the use of a scoping document to introduce new items to their work programme.

7) The Committee approved new terms of reference in relation to the CPCA Trading Companies.

Questions and Recommendations to CA Board

The Overview and Scrutiny Committee has adopted a pre-scrutiny model whereby it meets before every Combined Authority Board meeting to scrutinise the Board's agenda. At this meeting, the Committee shall discuss and formally agree by means of a vote a list of questions to be raised at the next Combined Authority Board meeting.

The agreed list of questions shall be raised by the Chair, on behalf of the Committee, at the next Combined Authority Board meeting.

The Committee asked a total of eight questions to the CA Board this year covering the following topics:

- Forward Plan
- East West Rail Consultation
- Climate Change
- iMET Opportunity and Combined Authority Needs

Sustainable Growth Ambition Statement and 2022/23 Draft Budget and Medium-Term Financial Plan 2022-2026

The Committee received the draft Sustainable Growth Ambition Statement and 2022/23 Draft Budget and Medium-Term Financial Plan 2022-2026 and invited the Director for Delivery and Strategy and Chief Finance Officer to attend two sessions where the Committee asked questions and made comments on the draft document. The Committee raised concerns around the lack of detail and the lack of completeness on the budget as it went out to public consultation.

Rapporteur Work

- Accommodation Strategy – the Committee were invited by the then Chief Executive Officer to investigate the current and future accommodation needs of the Combined Authority. Cllr Goldsack was appointed as the rapporteur and reported to the Committee that the Combined Authority is much closer to concluding its search for accommodation than was previously understood to be the case.

- Devolution Deal – The Committee agreed that the Chair should carry out a piece of work to review actions taken by the various parties to the Cambridgeshire & Peterborough Devolution Deal to meet its 71 commitments, and plans to meet outstanding commitments and to consider the potential to refresh or update the Devolution Deal. The Committee agreed that it should continue to review the current arrangements for monitoring the initiatives contained in the Devolution Deal agreed by Government and the constituent members of the Combined Authority in 2016 and consider where these might be improved. The Committee recommended the report to the CA Board. The Committee will continue to monitor the Deal on a six-monthly basis commencing in June 2022 so that the Committee might make recommendations to inform development.

- Community Learning – TBC

Call In's

There was no occasion for the use of call in this year.

Task & Finish Groups

The Committee did not set up any Task and Finish Group's this year; the Committee appointed two members as rapporteurs to monitor the work done by previous groups.
Cllr Davey – One CAM
Cllr Hay – Bus Review

CENTRE FOR GOVERNANCE AND SCRUTINY REVIEW

At the end of the last municipal year the O&S Committee, with the agreement of the CA Board, commissioned the Centre for Governance and Scrutiny to carry out a review of their scrutiny arrangements with recommendations being presented to the Committee in June 2021.

Summary of the Centre for Governance and Scrutiny Findings:

- In common with the situation in other combined authorities, the combined authority has struggled to find a role for scrutiny. The impact of recent scrutiny work has been limited;
- Scrutiny's focus on the detailed operational oversight of Mayoral decision-making is not the best use of councillors' time and efforts – a new and unique focus for the function is required. This must not however be at the expense of a continued, strong role for the function in holding the Mayor to account;
- The organisation is committed to making the function relevant and effective, and the election of a new Mayor provides an excellent opportunity to recast the function's role and its relationship to the wider authority
- Scrutiny councillors themselves recognise some of the shortcomings of current ways of working. As in other combined authorities, the bringing together of councillors from across the CA's constituent authorities has made it difficult to pursue a "team" approach to scrutiny despite the efforts of the current chair.
- Councillors have a strong sense of what good scrutiny would look like – and the kinds of issues that they should be examining – but it has proven challenging to convert this aspiration into reality.

Key Actions:

- The report from the CfGS found that Scrutiny's focus on the detailed operational oversight of Mayoral decision-making was not the best use of councillors' time and efforts – a new and unique focus for the function was required and therefore the Committee should consider moving away from the shadowing of the CA Board agenda at each meeting and have a more focused work programme that is well informed by an understanding of the new Mayor's priorities and where opportunities to influence action on those priorities might exist.

- The report from CfGS recommended a new approach to the sharing of information with scrutiny members which involved an end to the regular sharing, and scrutiny of, Mayoral decisions at committee, with information being shared on an ongoing basis outside of committee to inform the appropriate escalation of issues to committee based on need; to this end an Information Sharing Protocol was developed to ensure

the committee received information in a timely accessible format to help inform their work.

- The report from CfGS recommended the programming of a regular and general Mayor's Question Time to allow high profile, direct holding to account of the Mayor to continue.

- Work with constituent councils to ensure support for members appointed to O&S is appropriate and a scrutiny protocol to be developed setting out mutual expectations for scrutiny members – including around information access, support arrangements and requirements around commitments.

- The review highlighted that Scrutiny members are keen to engage more productively with SPVs and with the work of the Business Board with efforts having been made on both by officers and members which should be built upon.

The findings from the review were presented to the CA Board in September and it was requested that the Committee report back to the Board on how effective the review had been. The review of the Centre for Governance and Scrutiny work and recommendations and the benefit to the O&S Committee can be found at Appendix B to this report.

Member Development

There was a programme of Members' development sessions through the year involving:

- Member Induction
- Centre for Governance and Scrutiny Workshop – Review Feedback
- Budget and SAGS Workshop
- Trading Companies

Future Development and Plans for 2022/23

- Evaluation of the work of scrutiny
- Mid Year Budget refresh
- Devolution Deal monitoring
- Strategic focus
- Governance Review Outcomes

Cllr Lorna Dupre

Chair

Overview and Scrutiny Committee

Cllr Alan Sharp

Vice Chair

Overview and Scrutiny Committee

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

Agenda Item No: 5.5 – Appendix 2

Overview & Scrutiny Committee Review of Centre for Governance & Scrutiny Recommendations

Background

The Overview and Scrutiny Committee with agreement from the Combined Authority Board commissioned the Centre for Governance and Scrutiny to carry out a review of the scrutiny arrangements at the CPCA in March 2021.
The Committee received the recommendations (Appendix 1) from the review at their June meeting and have been working during the 21/22 municipal year to implement the changes suggested.
The CA Board received the CfGS report in September 2021 and requested that the O&S Committee report back on progress and that the Committee provide the Board with their view on how the review has helped the Committee to add value to the CPCA and improve the way in which the committee carries out its work.

Overview and Scrutiny Committee's Review

The CfGS review had nine key actions which the Committee and supporting officers have been working hard to implement. The table below outlines the actions and progress made on these actions.

Overview and Scrutiny Action and Progress Table

Action	Progress
The Chair to convene an informal session for the committee to explore and decide on a renewed and more explicit focus for their work.	Meeting held on 12th July – further informal sessions can be scheduled at the committee's request if required.
The Chair, the Mayor and the CA Monitoring Officer to begin meeting regularly to ensure that the strategic purpose of scrutiny is understood and acted on	The Chair, Vice Chair, Mayor and DMO have met twice and regular session are being scheduled going forward.
When a clear role and purpose for scrutiny can be clearly articulated, work on internal communications to be carried out to ensure that this is understood by the wider CA (including CA Board members and officers).	Chair and Vice chair met with the Executive Team in December.

CA officers, in support of the Chair, to engage with constituent councils to better understand - how their nominated members can be better supported, and - how the business of CA scrutiny can be administered to support members to attend and engage with the work of the function	Meeting held with Constituent Council Democratic Service Teams.
A role profile setting out mutual expectations for scrutiny members – including around information access, support arrangements and requirements around commitment – to be agreed and circulated.	Role profile including information sharing protocol approved by Committee.
A new approach to the sharing of information with scrutiny members which involves: a) an end to the regular sharing, and scrutiny of, Mayoral decisions at committee, with information being shared on an ongoing basis outside of committee to inform the appropriate escalation of issues to committee based on need; b) more clarity to members in the management of items and reports deemed to be exempt from publication c) the assignment of individual councillors to act as "rapporteurs", to develop a subject expertise in specified areas of policy, to highlight issues of importance to the chair for escalation to committee and potentially to lead on questioning on such matters.	The Committee still have the option to ask questions at CA Board but have started to move away from this process and have engaged with officers informally to receive relevant information and provide feedback. Rapporteur role description has been agreed and four pieces of rapporteur work have been undertaken by Committee members reporting back to the Committee. - Accommodation Strategy - Devolution Deal - One CAM Closure - Community Learning
Use of shared information, the forward plan and frequent Chair/Mayor/MO conversations to identify forthcoming decisions, and to discuss the developing work programme.	Regular meetings agreed with the Mayor in principle – also to include conversations with relevant directors and CEO as the committee deem necessary.
In the short term, the scheduling of regular, short, informal sessions for the committee to discuss and agree work programming priorities. Move forward with a proportionate approach to targeted task and finish working in the medium term	Scoping Document developed and agreed by committee. No task and finish groups created this year.
The programming of a regular and general Mayor's Question Time to allow high profile, direct holding to account of the Mayor to continue	First Mayor's Question Time – November 2021 Second Mayor's Question Time - Members of the Public March 2022

Work by the MO and others to consider how scrutiny can productively be engaged in the ongoing governance of SPVs	Training session for the Committee provided in October 2021 and updated terms of reference for the Committee approved in December 2021.

Overview and Scrutiny Committee's Review of Centre for Governance and Scrutiny's Recommendations

Overview and Scrutiny Committee members believe that the review has benefited not only the Committee, but also the perception of scrutiny across the Combined Authority. Members are more positive about the work that scrutiny at the Combined Authority does; engagement from both officers and the CA Board has improved and relationships are more positive than in previous years. The new arrangements are still bedding down and it is hoped they will deliver further progress over time.

The introduction of a scoping document to shape the Committee's investigations, and the use of rapporteurs to carry out discrete pieces of work, have led to a much more engaged Committee that is focused and provides more constructive and valued contributions to the Combined Authority. There needs to be a mechanism to ensure this continues into the future.
The introduction of a Mayor's Question Time to provide direct scrutiny of mayoral decisions has been successful and provides an opportunity for members of the Committee to keep a watching brief over the activities of the Mayor and the Combined Authority Board. This has enabled the Committee to move away from the shadowing of the CA Board agenda as the key focus of their remit, although the Committee have opted to retain the option to ask questions at CA Board if they believe this to be necessary. The focus is now on lead members of the Committee building ongoing relationships with officers between meetings.

The Committee endeavour to achieve the balance between providing oversight of the decisions of the Combined Authority and the Mayor and carrying out pieces of proactive and in-depth scrutiny of the same. The recommendations from the CfGS have provided a set of initial tools for the Committee to use to tackle this balance for ensuring that scrutiny at the CPCA adds value.

Conclusions

The Committee believe that the CfGS review has helped to highlight key issues for the Committee and has provided a good starting point for the Committee to begin to adapt the way in which it operates.

There is no 'right way' to carry out scrutiny at Combined Authorities, and it is a challenge for all those involved to find the right role for Overview and Scrutiny at the CPCA. As the CfGS review stated, 'In common with the situation in other combined authorities, the combined authority has struggled to find a role for scrutiny.'

Looking forward the Committee will need to engage with the Governance Review currently being undertaken and consider how the results from that review align with the recommendations from the CfGS. The Committee will need to spend some time in the new municipal year deciding how it wishes to manage its work programme and what its focus needs to be.

The Centre for Governance and Scrutiny review has been very helpful in providing a starting point for the Committee to consider their arrangements and to begin taking steps to make improvements. The review has also helped to start conversations with the Mayor, CA Board and senior management team at the Combined Authority to help develop an understanding of the importance of scrutiny and the need for all to engage with it in the right way to ensure that it adds value to the Combined Authority.

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

Agenda Item No: 5.5

Calendar of Meetings 2022-23

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	8 June 2022
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	Robert Parkin, Chief Legal Officer and Monitoring Officer
Key decision:	No
Forward Plan ref:	n/a
Recommendation:	The Combined Authority Board is recommended to: a) approve the Calendar of Meetings for 2022/23 (Appendix 1).
Voting arrangements:	A simple majority of all Members present and voting To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor.

1. Purpose

1.1 The Combined Authority agrees the dates and times 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 2022/23 Municipal Year attached at Appendix 1.

Significant Implications

3. Financial Implications

3.1 None

4. Legal Implications

4.1 None

5. Public Health Implications

5.1 None

6. Environmental and Climate Change Implications

6.1 None

7. Other Significant Implications

7.1 None

8. Appendices

8.1 Appendix 1 – Calendar of Meetings 2022/23

CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY MEETING CARD - 2022/23

		2022								2023					
MEETING	**TIME**	**May**	**Jun**	**Jul**	**Aug**	**Sept**	**Oct**	**Nov**	**Dec**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**June**
Combined Authority Board	10:00 am		[29]	27	[31]	21	[19]	30		25	[22]	22	[26]		
Annual Combined Authority Board	10.00 am		8												7
Committees															
Transport and Infrastructure	10.00 am			13		14		16		18		15			14
Skills	10:00 am			4		5		7		9		6			5
Housing and Communities	10:00 am			11		12		14		16		13			12
Overview and Scrutiny	11:00 am		13	25	[26]	19	[17]	28		23	[20]	20	[24]		12
Audit and Governance	10:00 am		10	29		30			2	27		24			2
Employment Committee (unscheduled)															
Business Board	14:30 pm	9	[13]	11	[15]	12	[10]	14		9	[6]	13	[11]	15	
Other Bodies															
Fire Authority	14:00 pm		16					3			10				
Cambridgeshire Public Service Board	09:30 am	4	15	6	3	7	5	2	7	4	1		5		
GCP Joint Assembly	14:00 pm		1			8		17							
GCP Executive Board	16:00 pm		30				6		15						
Cambridgeshire CC Full Council	10:30 am	10		19			18		13		7 [10]	21		9	
Cambridge City Council Full Council	18:00 pm	26		21			20				23	2		25	
East Cambridgeshire DC Full Council	18:00 pm	19		14			20				21		20	25	
Fenland DC Full Council	16:00 pm	12													
Huntingdonshire DC Full Council	19:00 pm	18		20			12		15		22				
Peterborough CC Full Council	18:00 pm	16	22	27			12		7	25		8			
South Cambridgshire DC Full Council	14:00 pm	26		21		22		24			21	30		25	
Conferences															
Conservative Party Annual Conference							2-5								
Labour Party Annual Conference						24-28									
Liberal Democrat Annual Conference						17-20									

Board meets Bi Monthly on a Wednesday. No meeting in December
Overview and Scrutiny to meet the Monday before the Board
Audit and Governance Committee to meet on a Friday usually the same week as O&S
Business Board - Monday 2 weeks ahead of CA Board
Transport, Housing and Skills Committees Bi Monthly
CPSB Meeting are on Fridays
[ ] Reserve dates

Information correct at time of publication. Dates in brackets [ ] are reserves and may not be needed; dates in italics are provisional.

Cambridgeshire and Peterborough Combined Authority Forward Plan of Executive Decisions

Published 13 May 2022
Updated 27 May 2022

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

Purpose

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

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

What is a key decision?

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

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

Non-key decisions and update reports

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

Access to reports

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

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

An accessible version of the Forward Plan is available on request from Democratic Services.

Notice of decisions

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

Standing items at Executive Committee meetings

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

Housing and Communities Committee

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

Skills Committee

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

Transport and Infrastructure Committee

1. Performance and Finance Report

Combined Authority Board – Extraordinary Meeting – Adjourned 20 May 2022 – Date of resumption to be confirmed

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Documents relevant to the decision submitted to the decision maker
1.	Motion on Notice	Cambridgeshire and Peterborough Combined Authority Board	20 May 2022	Decision	To consider a motion on notice.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	It is not anticipated that there will be any documents other than the report and relevant appendices.
2.	Transition Planning *This report is exempt from publication under Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed: information*	Cambridgeshire and Peterborough Combined Authority Board	To be confirmed	Decision	To consider transition planning proposals.	Relevant internal and external stakeholders	Karen Grave Assistant Director, Human Resources	It is not anticipated that there will be any documents other than the report and relevant appendices.

	relating to an individual, information which is likely to reveal the identity of an individual, the financial or business affairs of any particular person (including the authority holding that information).							

Combined Authority Board Annual Meeting – 8 June 2022

Governance items

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
3.	Minutes of the meeting on 30 March 2022 and the Extraordinary	Cambridgeshire and Peterborough Combined Authority Board	8 June 2022	Decision	To approve the minutes of the previous meeting and review the action log.	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	meeting on 20 May 2022 and Action Log								other than the report and relevant appendices.
4.	Annotated Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	8 June 2022	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
5.	Membership of the Combined Authority 2022-23	Cambridgeshire and Peterborough Combined Authority Board	8 June 2022	Decision	To note the appointment of Members of Constituent Councils and a representative of the Business Board for 2022/23 (and their Substitute	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					Members) and to appoint any Non-Constituent Members or Co-opted Members.				
6.	Appointments to Executive Committees, Committee Chairs and Lead Members	Cambridgeshire and Peterborough Combined Authority Board	8 June 2022	Decision	To note and agree the Mayor's nominations to Lead Member responsibilities and the membership of the Executive Committees, including the Chairs of the Executive Committees for 2022/23.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
7.	Appointment of the Overview and Scrutiny Committee	Cambridgeshire and Peterborough Combined Authority Board	8 June 2022	Decision	To appoint the Overview and Scrutiny Committee and confirm its terms	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					of reference, size and allocation of seats to political parties in accordance with political balance requirements, according to the nominations received from constituent councils.		Monitoring Officer		other than the report and relevant appendices.
8.	Appointment of the Audit and Governance Committee	Cambridgeshire and Peterborough Combined Authority Board	8 June 2022	Decision	To appoint the Audit and Governance Committee and Independent Person and confirm its terms of reference, size and allocation of seats to political parties in accordance with political balance requirements,	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					according to the nominations received from constituent councils.				
9.	Calendar of Meetings 2022/23	Cambridgeshire and Peterborough Combined Authority Board	8 June 2022	Decision	To approve the calendar of meetings for 2022/23.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
10.	Independent Remuneration Panel Report	Cambridgeshire and Peterborough Combined Authority Board	8 June 2022	Decision	To consider the recommendations of the Independent Remuneration Panel in relation to the Mayor's allowance.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
11.	Audit and Governance Committee Annual Report	Cambridgeshire and Peterborough Combined Authority Board	8 June 2022	Decision	To present the Audit and Governance Committee's annual report.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
12.	Overview and Scrutiny Committee Annual Report	Cambridgeshire and Peterborough Combined Authority Board	8 June 2022	Decision	To present the Overview and Scrutiny Committee's annual report.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
13.	Annual Report and Business Plan 2022/23	Cambridgeshire and Peterborough	8 June 2022	Decision	To approve the 2022/23 Business Plan.	Relevant internal and	Paul Raynes	Mayor Dr Nik Johnson	It is not anticipated that there

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
		Combined Authority Board				external stakeholders	Director of Delivery and Strategy		will be any documents other than the report and relevant appendices to be published.

Mayoral Decisions

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
14.	Local Highways Maintenance Grant Allocation 2022/23	Mayor Dr Nik Johnson	8 June 2022	Key Decision 2022/016	To approve the Local Highways Maintenance Grant allocations to Cambridgeshire County Council	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief Finance Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					and Peterborough City Council for 2022/23.				and relevant appendices to be published.
15.	Mayoral Decision Notice 24-2020: X3 Bus Service between Huntingdon and Addenbrookes and Mayoral Decision Notice 32-2021: Change to the Officer Delegated Authority under MDN 28-2020	Cambridgeshire and Peterborough Combined Authority Board	8 June 2022	Decision	To note Mayoral Decision Notice 24-2020 on 16 July 2020 and Mayoral Decision Notice 32-2021 on 26 March 2021.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Combined Authority Board Decisions

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
16.	Future Combined Authority Housing Purpose and Function ~~beyond March 2022~~	Cambridgeshire and Peterborough Combined Authority Board	8 June 2022	Key Decision 2021/070	To consider the likely activities and options for the future of the Combined Authority Housing activity and programme beyond March 2022.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Councillor Lewis Herbert Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices.
17.	Climate and Strategy Business Cases	Cambridgeshire and Peterborough Combined Authority Board	8 June 2022	Key Decision 2022/015	To approve the Business Cases and funding from the Subject to Approval line in the Medium-Term Financial Plan for the following projects: - Care Homes Retrofit Programme. - Logan's Meadow Local Nature Reserve wetland extension.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					- Natural Cambridgeshire. - Nature and Environment Investment Fund. - Net Zero Villages Programme. - Doubling Nature Metrics. - City Lifebelt economics portrait.				
18.	Levelling Up Fund 2 – Submission [Contains exempt appendices]	Cambridgeshire and Peterborough Combined Authority Board	8 June 2022	Decision	To present the proposed submissions for the Levelling Up Fund 2 to DHLUC, as presented by the various eligible districts, and seek approval for the recommended submission.	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
	~~LAD 2 (Green Homes Grant) Recovery Plan~~	~~Cambridgeshire and Peterborough~~	~~8 June 2022~~	~~Key Decision 2022/018~~	~~To approve the LAD 2 (Green Homes Grant) Recovery~~	~~Relevant internal and~~	~~Alan Downton~~	~~Mayor Dr Nik Johnson~~	~~It is not anticipated that there~~

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	Removed	~~Combined Authority Board~~			~~Plan 2 and note the forecast underspend and corresponding grant repayment to BEIS after June 2022.~~	~~external stakeholders~~	~~Deputy Chief Officer Business Board and Senior Responsible Officer for the Business Growth Service/ Energy~~		~~will be any documents other than the report and relevant appendices.~~
19.	Active Travel (Peterborough)	Cambridgeshire and Peterborough Combined Authority Board	8 June 2022	Key Decision 2022/020	To approve funding release for the development of Active Travel Schemes in Peterborough. To include: - Fletton Quays footbridge, Peterborough - Peterborough Green Wheel, Peterborough	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
20.	Expansion of Careers Hub	Cambridgeshire and Peterborough Combined Authority Board	8 June 2022	Decision	To accept and allocate Careers and Enterprise Company grant funding for an extended Careers Hub in 2022-23 and recruit for two new positions of Operations Manager and Administrative Assistant, employed by the Combined Authority.	Relevant internal and external stakeholders	Fliss Miller Interim Associate Skills Director	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices.
21.	Multiply Local Investment Plan	Cambridgeshire and Peterborough Combined Authority Board	8 June 2022	Key Decision 2022/024	To approve the Local Investment Plan for the Multiply Programme and its submission to the Department for Education.	Relevant internal and external stakeholders	Fliss Miller Interim Associate Skills Director	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices.

Recommendations from the Business Board

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
22.	Economic Growth Strategy	Cambridgeshire and Peterborough Combined Authority Board	8 June 2022	Decision	To approve the Economic Growth Strategy.	Relevant internal and external stakeholders including the Skills Committee	Alan Downton Deputy Chief Officer Business Board and Senior Responsible Officer for the Business Growth Service/ Energy	Austen Adams Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
23.	Local Growth Fund Recycled Funding Proposals [Contains exempt appendices]	Cambridgeshire and Peterborough Combined Authority Board	8 June 2022	Key Decision 2022/011	To consider and approve Local Growth Fund Recycled Funding Proposals received under the funding call.	Relevant internal and external stakeholders including	Alan Downton Deputy Chief Officer Business Board and Senior Responsible Officer for the Business Growth	Austen Adams Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices

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

Skills Committee 4 July 2022

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
24.	Adult Education Budget Contract Awards for 2022-23 and Multi-year Funding allocations for Grant-holders	Skills Committee	4 July 2022	Decision	To consider recommendations to approve Adult Education Budget Contract Awards for 2022-23 and Multi-year Funding allocations for Grant-holders and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	Fliss Miller Interim Associate Skills Director	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
25.	Growth Works Management Review – July 2022	Skills Committee	4 July 2022	Decision	To monitor and review programme delivery and performance.	Relevant internal and external stakeholders including	Alan Downton Deputy Chief Officer Business Board and Senior Responsible Officer for the Business Growth Service/ Energy	Austen Adams Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
26.	Economic Growth Strategy	Skills Committee	4 July 2022	Decision	To note the Economic Growth Strategy.	Relevant internal and external stakeholders including the Business Board	Alan Downton Deputy Chief Officer Business Board and Senior Responsible Officer for the Business	Austen Adams Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
							Growth Service/ Energy		
27.	Shared Prosperity Fund Investment Plan	Skills Committee	4 July 2022	Decision	To consider and endorse the Cambridgeshire and Peterborough Shared Prosperity Fund Investment Plan ~~and make recommendations to the Combined Authority Board~~.	Relevant internal and external stakeholders including the Skills Committee	Alan Downton Deputy Chief Officer Business Board and Senior Responsible Officer for the Business Growth Service/ Energy	Mayor Dr Nik Johnson ~~Austen Adams Chair of the Business Board~~	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
28.	Employment and Skills Strategy: Delivery Plan and Gainshare Skills Projects	Skills Committee	4 July 2022	Decision	To approve the Employment and Skills Strategy Delivery Plan and Gainshare Skills Projects.	Relevant internal and external stakeholders	Fliss Miller Interim Associate Skills Director	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
									relevant appendices to be published
29.	Multiply Local Investment Plan: Update **New item**	Skills Committee	4 July 2022	Decision	To note the Multiply Local Investment Plan submitted to the Department for Education.	Relevant internal and external stakeholders	Fliss Miller Interim Associate Skills Director	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
30.	Expansion of Careers Hub **New item**	Skills Committee	4 July 2022	Decision	To note the Careers and Enterprise Company grant funding for an extended Careers Hub in 2022-23 and the recruitment for two new positions, employed by the	Relevant internal and external stakeholders	Fliss Miller Interim Associate Skills Director	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					Combined Authority.				to be published
31.	Skills Bootcamps **New item**	Skills Committee	4 July 2022	Decision	To note the successful proposal for the delivery of Skills Bootcamps Wave 3.	Relevant internal and external stakeholders	Fliss Miller Interim Associate Skills Director	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

Housing and Communities Committee – 11 July 2022

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
32.	Future Combined Authority Housing Purpose and Function beyond March 2022 **New item**	Housing and Communities Committee	11 July 2022	Decision	To consider the likely activities and options for the future of the Combined Authority Housing activity and programme beyond March 2022.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Councillor Lewis Herbert Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices.

Transport and Infrastructure Committee - 13 July 2022

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
33.	Alternative Fuel Strategy	Transport and Infrastructure Committee	13 July 2022	Decision	To receive an update on the East Anglian Alternative Fuels Strategy (EAAFS), specifically in relation to work undertaken with Element Energy and the Norfolk and Suffolk LEP to develop the Strategy.	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
34.	A141 St Ives Outline Business Case	Transport and Infrastructure Committee	13 July 2022	Decision	To provide an update on the A141 and St Ives Outline Business Case and St Ives Local Improvement Study.	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
35.	A10 Outline Business Case Update	Transport and Infrastructure Committee	13 July 2022	Decision	To provide an update on the progress towards the A10 Outline Business Case.	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
36.	Active Travel (Cambridgeshire)	Transport and Infrastructure Committee	13 July 2022	Decision	To consider proposals for the development of Active Travel Schemes in Cambridgeshire and make recommendations to the Combined Authority Board. To include the A10/A142 BP Roundabout footbridge, Ely	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
37.	Transport Model Replacement	Transport and Infrastructure Committee	13 July 2022	Decision	To consider proposals to develop a transport model to cover the entire Cambridgeshire and Peterborough Combined Authority and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
38.	Snailwell Loop (Newmarket Curve)	Transport and Infrastructure Committee	13 July 2022	Decision	To consider proposals for the release of funds to develop a business case for options to re-open Snailwell Loop (Newmarket Curve) and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
39.	Wisbech Rail Next Steps	Transport and Infrastructure Committee	13 July 2022	Key Decision 2022/014	To consider an update on the progress of Wisbech Rail and a funding request for next steps and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
40.	Peterborough Electric Bus Depot	Transport and Infrastructure Committee	13 July 2022	Decision	To consider proposals for the release of funding to develop the options appraisal report and business case for bus depot locations and zero emission vehicle conversion and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
41.	Kings Dyke: Request to draw down Subject to Approval Funding **New item**	Transport and Infrastructure Committee	13 July 2022	Decision	To receive an update on the progress of the Kings Dyke project, consider recommendations to approve the draw down of subject to approval funding and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
42.	Levelling Up Fund Round 2: Update **New item**	Transport and Infrastructure Committee	13 July 2022	Decision	To update the Transport and Infrastructure Committee on the Levelling Up Round 2 Fund application the outcome of the Combined Authority Board meeting on 8 June 2022.	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

Combined Authority Board 27 July 2022

Governance items

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
43.	Minutes of Annual Meeting on 1 June 2022 and Action Log	Cambridgeshire and Peterborough Combined Authority Board	27 July 2022	Decision	To approve the minutes of the previous meeting and review the action log.	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
44.	Annotated Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	27 July 2022	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
45.	Membership of the Combined Authority 2022-23: Update	Cambridgeshire and Peterborough	27 July 2022	Decision	To appoint the non-voting co-opted member of the Board	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and	Mayor Dr Nik Johnson	It is not anticipated that there will be any

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	New item	Combined Authority Board			nominated by the Fire Authority and any other appointments required.	including the Audit and Governance Committee	Monitoring Officer		documents other than the report and relevant appendices.
46.	Budget Monitor Report July 2022	Cambridgeshire and Peterborough Combined Authority Board	27 July 2022	Key Decision 2022/017	To provide an update on the revenue and capital budgets for the year to date and approve the carry forward of budget underspends to increase the 2022/23 budget.	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief Finance Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
47.	OneCAM Ltd Audit Report **Deferred from June**	Cambridgeshire and Peterborough Combined Authority Board	27 July 2022	Decision	To present the OneCAM Ltd audit report.	Relevant internal and external stakeholders, including the Audit and Governance Committee	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
									relevant appendices.
48.	Cambridgeshire and Peterborough Combined Authority Constitution	Cambridgeshire and Peterborough Combined Authority Board	27 July 2022	Decision	To review and approve a series of proposed changes to the Constitution.	Relevant internal and external stakeholders including the Audit and Governance Committee	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

Combined Authority Decisions

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
49.	Approval of Procurement Policy	Cambridgeshire and Peterborough	27 July 2022	Decision	To approve the Combined	Relevant internal and external	Robert Parkin	Mayor Dr Nik Johnson	It is not anticipated that there

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
		Combined Authority Board			Authority's procurement policy	stakeholders including the Audit and Governance Committee	Chief Legal Officer and Monitoring Officer		will be any documents other than the report and relevant appendices.
50.	Shared Prosperity Fund Investment Plan	Cambridgeshire and Peterborough Combined Authority Board	27 July 2022	Key Decision 2022/010	To consider and approve the Cambridgeshire and Peterborough Shared Prosperity Fund Investment Plan. ~~which includes the Multiply Adult Basic Skills Programme~~.	Relevant internal and external stakeholders including the Skills Committee	Alan Downton Deputy Chief Officer Business Board and Senior Responsible Officer for the Business Growth Service/ Energy	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
51.	Sustainable Warmth Programme 22/23	Cambridgeshire and Peterborough	27 July 2022	Key Decision 2022/019	To approve the delivery plan for the Sustainable Warmth programme	Relevant internal and external stakeholders	Alan Downton Deputy Chief	Mayor Dr Nik Johnson	It is not anticipated that there will be any

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	Deferred from June	Combined Authority Board			22/23 and approve repayment of the forecast unspent grant funds to BEIS.		Officer Business Board and Senior Responsible Officer for the Business Growth Service/ Energy		documents other than the report and relevant appendices.

Recommendations from the Transport and Infrastructure Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
52.	Active Travel (Cambridgeshire)	Cambridgeshire and Peterborough Combined Authority Board	27 July 2022	Key Decision 2022/023	To consider proposals for the development of Active Travel Schemes in Cambridgeshire and	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					make recommendations to the Combined Authority Board. To include the A10/A142 BP Roundabout footbridge, Ely		Interim Head of Transport		the report and relevant appendices.
53.	Transport Model Replacement	Cambridgeshire and Peterborough Combined Authority Board	27 July 2022	Key Decision 2022/021	To develop a transport model to cover the entire Cambridgeshire and Peterborough Combined Authority.	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
54.	Snailwell Loop (Newmarket Curve)	Cambridgeshire and Peterborough Combined Authority Board	27 July 2022	Decision	To approve the release of funds to develop a business case for options to re-open Snailwell Loop (Newmarket Curve).	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
									relevant appendices.
55.	Wisbech Rail Next Steps	Cambridgeshire and Peterborough Combined Authority Board	27 July 2022	Key Decision 2022/014	To provide an update on the progress of Wisbech Rail and seek funding approval for next steps.	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
56.	Peterborough Electric Bus Depot	Cambridgeshire and Peterborough Combined Authority Board	27 July 2022	Decision	To approve release of funding to develop the options appraisal report and business case for bus depot locations and zero emission vehicle conversion.	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
57.	Kings Dyke: Request to draw down Subject to	Cambridgeshire and Peterborough	27 July 2022	Key Decision 2022/025	To receive an update on the progress of the	Relevant internal and	Steve Cox Associate Director	Mayor Dr Nik Johnson	It is not anticipated that there

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	Approval Funding **New item**	Combined Authority Board			Kings Dyke project and consider recommendations to approve the draw down of subject to approval funding.	external stakeholders	and Tim Bellamy Interim Head of Transport		will be any documents other than the report and relevant appendices.

Recommendations from the Skills Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
58.	Adult Education Budget Contract Awards for 2022-23 and Multi-year Funding allocations for Grant-holders	Cambridgeshire and Peterborough Combined Authority Board	27 July 2022	Key Decision 2022/013	To approve Adult Education Budget Contract Awards for 2022-23 and Multi-year Funding allocations for Grant-holders.	Relevant internal and external stakeholders	Fliss Miller Interim Associate Skills Director	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices

									to be published

Recommendations from the Business Board

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
59.	Growth Works Management Review – July 2022	Cambridgeshire and Peterborough Combined Authority Board	27 July 2022	Decision	To monitor and review programme delivery and performance.	Relevant internal and external stakeholders including Skills Committee	Alan Downton Deputy Chief Officer Business Board and Senior Responsible Officer for the Business Growth Service/ Energy	Austen Adams Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
60.	Recycled Local Growth Fund (LGF) Project	Cambridgeshire and Peterborough	27 July 2022	Key Decision 2022/022	To approve LGF Recycled Funding Proposals received under the	Relevant internal and external stakeholders	Alan Downton Deputy Chief	Austen Adams Chair of the	It is not anticipated that there will be any

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	Proposals – Category 2 Call	Combined Authority Board			Category 2 funding call.	including Skills Committee	Officer Business Board and Senior Responsible Officer for the Business Growth Service/ Energy	Business Board	documents other than the report and relevant appendices to be published
61.	Local Enterprise Partnership (LEP) Review and LEP Integration Plan	Cambridgeshire and Peterborough Combined Authority Board	27 July 2022	Decision	To consider the outcomes of the LEP Review and the Combined Authority's LEP Integration Plan as required for submission to Government.	Relevant internal and external stakeholders including Skills Committee	Alan Downton Deputy Chief Officer Business Board and Senior Responsible Officer for the Business Growth	Austen Adams Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
							Service/ Energy		
62.	Profile of Investments	Cambridgeshire and Peterborough Combined Authority Board	27 July 2022	Decision	To note the profile of investments made by the Business Board.	Relevant internal and external stakeholders including Skills Committee	Alan Downton Deputy Chief Officer Business Board and Senior Responsible Officer for the Business Growth Service/ Energy	Austen Adams Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

Skills Committee – 5 September 2022

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
63.	University of Peterborough Programme Business Case	Skills Committee	5 September 2022	Decision	To consider the Programme Business Case for the University of Peterborough and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	Fliss Miller Interim Associate Skills Director	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

Combined Authority Board – 28 September 2022

Governance items

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
64.	Minutes of the meeting on 27 July	Cambridgeshire and Peterborough Combined Authority Board	28 September 2022	Decision	To approve the minutes of the previous meeting	Relevant internal and external stakeholders	Richenda Greenhill, Democratic	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	2022 and Action Log				and review the action log.		Services Officer		other than the report and relevant appendices.
65.	Annotated Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	28 September 2022	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
66.	Budget Monitor Update	Cambridgeshire and Peterborough Combined Authority Board	28 September 2022	Decision	To provide an update on the revenue and capital budgets for the year to date.	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief Finance Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices

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

Recommendations from Skills Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
67.	University of Peterborough – Programme Business Case	Cambridgeshire and Peterborough Combined Authority Board	28 September 2022	Decision	To approve the Programme Business Case for the University for Peterborough.	Relevant internal and external stakeholders	Fliss Miller Interim Associate Skills Director	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

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

Please send any comments or queries about the Forward Plan to Robert Parkin, Chief Legal Officer and Monitoring Officer. We need to know:

1. Your comment or query.
2. How we can contact you with a response (please include your name, a telephone number and your email address).
3. Who you would like to respond to your query (if you are unsure, please leave this blank and it will be passed to the person best placed to reply).