



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

## **COMBINED AUTHORITY BOARD**

**Date: Wednesday, 24 November 2021**

**Democratic Services**

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

**10:00 AM**

72 Market Street  
Ely  
Cambridgeshire  
CB7 4LS

**Multi Function Room, New Shire Hall, Alconbury Weald,  
Huntingdon PE28 4YE  
[Venue Address]**

## **AGENDA**

**Open to Public and Press**

### **Part 1 - Governance Items**

- 1.1 Announcements, Apologies for Absence and Declarations of Interest**
- 1.2 Minutes - 27 October 2021 and Action Log 1 - 24**
- 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](#)

### **Part 2 - Finance**

<b>2.1</b>	<b>Budget Monitor Report November 2021</b>	<b>25 - 50</b>
<b>2.2</b>	<b>Draft Sustainable Growth Ambition Statement and 2022-23 draft budget and medium-term financial plan 2022 to 2026</b>	<b>51 - 88</b>
	<b>Part 3 - Combined Authority Decisions</b>	
<b>3.1</b>	<b>Cambridgeshire and Peterborough Independent Commission on Climate Full Report</b>	<b>89 - 104</b>
<b>3.2</b>	<b>Capability Fund 2021-22 Grant Award</b>	<b>105 - 108</b>
<b>3.3</b>	<b>St Neots Future High Streets Fund Scheme - Combined Authority Co-Funding Business Case</b>	<b>109 - 168</b>
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#### **Part 4 - Transport and Infrastructure Committee recommendations to the Combined Authority**

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#### **Part 5 - Skills Committee Recommendations to the Combined Authority**

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**Part 7 - Governance Reports**

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Please refer to the final version of the report shown at the foot of the web page under the 'Additional Meeting Documents' heading.

**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

Austen Adams

Councillor Anna Bailey

Councillor Chris Boden

Councillor Wayne Fitzgerald

Councillor Ryan Fuller

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



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

## Cambridgeshire and Peterborough Combined Authority: Minutes

Date: Wednesday 27 October 2021

Time: 10.30am – 1.15pm

Venue: Sand Martin House, Bittern Way, Peterborough PE2 8TY

Present: Mayor Dr Nik Johnson

A Adams - Chair of the Business Board, Councillor A Bailey – East Cambridgeshire District Council, Councillor W Fitzgerald – Peterborough City Council, Councillor J French – Fenland District Council, Councillor R Fuller – Huntingdonshire District Council, Councillor L Nethsingha – Cambridgeshire County Council, Councillor M Smart – Cambridge City Council and Councillor B Smith – South Cambridgeshire District Council

Co-opted Members: Councillor E Murphy – Fire Authority  
Darryl Preston – Police and Crime Commissioner  
J Thomas – Clinical Commissioning Group

Apologies: Councillor C Boden, substituted by Councillor J French  
Councillor L Herbert, substituted by Councillor M Smart

### 101. Announcements, apologies and declarations of interest

The Mayor invited those present to take a moment to reflect on the recent murder of Sir David Amess MP. Some of those present had known Sir David personally and, without exception, spoke of his humour, his devotion to public service and to his constituents, his lack of high ambition and his deep faith. His murder was an assault on the values of democracy and on the foundations of a just and peaceful society. The Board paused for a moment to remember Sir David, his family and friends and to reflect on the important and fragile democratic values which brought the Board together.

The Mayor announced that the Combined Authority had received a Capability Fund 2021/22 Grant Award of just over £558,000. A report would be brought to the Board's next meeting to seek approval for forwarding these funds to Cambridgeshire County Council and Peterborough City Council for delivery against the funding criteria.

The Mayor stated that the past five months since his election had been some of the hardest of his life. The expectation by some that all of the Combined Authority's problems could be solved instantly was not realistic. He was committed to the principles of compassion, co-operation and community in the Combined Authority's work both internally and externally and he looked forward to working on this with the new chief executive.

Apologies for absence were reported as recorded above. There were no declarations of interest.

## 102. Minutes – 29th September 2021 and Action Log

The minutes of the meeting on 29th September 2021 were approved as an accurate record, subject to some factual corrections in relation to comments by Councillor Bailey. The minutes action log was noted.

## 103. Petitions

No petitions were received.

## 104. Public questions

One public question was received. The question and written response can be viewed [here](#).

## Combined Authority Decisions

## 105. Future Proposals for One CAM Ltd and Local Transport Plan Refresh

The report comprised two elements, the first relating to the proposals to permanently cease the development of the CAM programme and agree that OneCAM Limited should permanently cease work and the second to the refresh of the Local Transport and Connectivity Plan (LTCP).

The Board's approval was sought for a 'soft' launch for the refreshed LTCP consisting of a programme of initial public engagement for four weeks in November 2021, followed by a six-week formal consultation on the framework document in January 2022. The final Plan would be delivered to the Board in March 2022 for approval. The refresh would be designed to secure growth and ensure that planned developments across the county took place in a sustainable way. The aim was to avoid the need for a further refresh in the short to medium term and to incorporate the recommendations from the Independent Commission on Climate and from initial public engagement. Feedback would be sought on key opportunities and challenges and this would be used to update the document before a further round of consultation began in January 2022.

With regard to the future of OneCAM Ltd, the Monitoring Officer stated that recommendation (a) had been revised to invite the Board to agree that the company be

struck off the register of companies after having been placed into dormancy. The Board was asked to approve the costs associated with the closure of OneCAM Ltd; to agree that the remaining shareholders' funds repaid by OneCAM Limited should be returned to the Recycled Growth Fund as partial reimbursement for the Business Board's £995k investment in the project; and to agree to transfer funds from the Combined Authority's Capital Single Pot to the Recycled Growth Funds to reimburse any shortfall between the £995k invested by the Business Board and the shareholder's funds received by the Combined Authority from OneCAM Ltd. The Board had previously approved the material closedown of the company and as sole shareholder in its closure was a matter reserved to the Board.

Councillor Smith welcomed the extensive consultation which she understood had taken place between Combined Authority (CPCA) officers and their counterparts within the district councils. The timescale for the LTCP refresh was ambitious and she expressed the hope that the consultation element was not the end of the engagement process.

Mr Adams welcomed the greater collaboration with constituent councils, commenting that he would also like to see more work on the implications of transport for key CPCA programmes including housing and the University of Peterborough. He expressed surprise that the Board was not being asked to endorse the CPCA's transport vision before the public consultation. Mr Adams judged that there was a need for the Board's transport aspirations to be properly agreed and asked how it was proposed to develop and agree the Board's transport vision.

Councillor Smart described the innovative public transport solutions he had seen in operation in Strasbourg and his wish to see something similarly innovative and ambitious for Cambridgeshire and Peterborough. He asked whether the references in the report to connectivity included digital connectivity. The Mayor stated that to disregard the change in working practices which had taken place in response to Covid would in his judgement be a backward step. Targeting digital connectivity would have an impact on transport use and he highlighted the work being done by Huntingdonshire District Council and East Cambridgeshire District Council in relation to demand responsive transport. Moving forward, he would be looking to the new chief executive to draw together the various elements of the CPCA's business.

Councillor Nethsingha welcomed the proposal to close the OneCAM programme. She understood the disappointment that some would feel at this, but she urged the Board to move forward with funding and supporting those projects which could realistically be delivered. Many local residents had limited access to public transport or active travel options and those were things which the Board could deliver. In her view people's economic lives were being restricted by lack of access to education, training and job opportunities due to transport inequality and she judged the need for an affordable and deliverable transport vision to address this was urgent. The timescales were tight, but Councillor Nethsingha believed there was a need to accept that these were broad principles this point.

The meeting adjourned from 10.31 to 10.32am.

Councillor Smith commented that that the previous Mayor had had a clear vision for his transport priorities, but that this had not been shared by all members of the Board. In

her judgement the CPCA needed to engage with its constituent councils, partner organisations, local business and residents first and listen to their views to inform the development of its transport vision. That vision must also be aligned with other existing and emerging strategies.

The Mayor stated that public transport had been historically under-funded and that in his view not enough thought and care had been given to looking after the public and responding to their needs. His ambition was for world class public transport shaped around buses, rail and active transport, but he had reservations about being too didactic at this stage as he was committed to listening to other voices.

Councillor Fuller commented that he had not supported everything which had been done under the previous Administration, but the OneCAM project had been both ambitious and visionary. Other mayors were also embarking on ambitious long-term transport schemes, and if the CPCA accepted it had no such ambitions it would be left behind. He believed it was an untruth to say that a bus service could be delivered which would reach everybody and meet all of their needs as the CPCA did not have the revenue funding needed to subsidise that kind of service. He agreed with the need to integrate skills, transport and housing projects which had been highlighted by Mr Adams but felt the proposals before the Board were not going about this in the right way.

Councillor Bailey refuted the assertion that there had been no collective position under the previous Administration. There had been an agreed Local Transport Plan which in her judgement was clearly aligned to the CPCA's wider objectives around living and working locally and supporting the skills agenda. The calibre of people which the OneCAM project had attracted spoke to their belief in its deliverability and in her judgement the waste of the costs incurred to date on the OneCAM project was due to the current Mayor. Councillor Bailey asked what conversations had taken place with Government around the ceasing of the OneCAM project and commented that she had not yet received the paperwork she requested in July around the decision to cease the CAM programme. She asked that this information should be provided and that it should also accompany the associated referral made by herself and Councillor Fuller to the Audit and Governance (A&G) Committee. She also questioned the omission of details of background papers in the report. The Monitoring Officer undertook to provide a written explanation to the Board around the reason for this delay and to make sure the information was provided, including to A&G. Councillor Bailey further asked for sight of the paperwork relating to innovative approaches to transport delivery in the West Midlands, referenced at paragraph 3.4 of the report and whether there were any costs associated with the remuneration of the Non-Executive Directors of OneCAM Ltd who had resigned, the rescinding of job offers and the £11k on-going monthly costs shown for the project. The Monitoring Officer stated that the OneCAM Board would need to meet to resolve to move into dormancy and to disperse the company's assets. After three months OneCAM Ltd could be struck off the register of companies, the chief executive would stand down and all costs would end. There were no break costs for the directors leaving the company and it was his understanding that there were no onward costs associated with the rescinding of job offers, but he would check and confirm this outside of the meeting.

With regards to the LTCP, Councillor Bailey commented that she wanted to understand what the public was being consulted on at this stage as she was not sure that there was collective agreement on the CPCA's objectives in this area. The Devolution Deal was focused on doubling GVA and she would want to see how any plan aligned with the Devolution Deal commitments. She further commented that there still a lack of clarity about exactly which geographic areas were meant by the references to parts of East Cambridgeshire, Huntingdonshire and Fenland, with the implication being that parts of those areas were not covered by the proposals.

The Mayor stated that he recognised Councillor Bailey's passion for the OneCAM project. However, whilst she had stated that this was aligned with the CPCA's wider aims it was at odds with the Greater Cambridge Partnership's (GCP) objectives, which might have been one of the reasons so little progress was made. The CPCA was looking at the innovative transport solutions being explored in other areas and would work with all partners, and especially with the GCP, to explore these, but whilst he was not opposed to light rail or train options he did not believe that tunnels under Cambridge was the right choice.

Councillor French commented on the need for the Board to work together. She described the Levelling Up agenda and the emerging Fenland transport plan and the need for all the elements to be brought together. The Mayor described this as a laudable ambition and offered his assurance that Fenland was an absolute focus with regards to transport.

Councillor Fitzgerald expressed the view that there was a need for the Mayor to articulate his transport vision and to get people to buy into this. The issue of how subsidised buses would be paid for was a good question and a response should be placed on record. He judged that work had been needed before this point to achieve some consensus around what issues the consultation exercise should be addressing. Councillor Fitzgerald believed that the Combined Authority's transport vision should be innovative and ambitious, but saw no evidence of that in what he had heard so far. The Combined Authority needed to be clear on its purpose and how this would be fulfilled in order to retain the confidence of Government. In his judgement, the appointment of the new chief executive offered an opportunity to reset and move forward positively. Given the substantial sums which Cambridgeshire and Peterborough contributed to the Treasury the area should be at the forefront of Government plans.

The Mayor stated that the Board had challenged him to move the transport agenda forward. He was not convinced that the CAM project was as popular as some might believe, and the soft launch of the LTCP consultation was designed to find out the public's transport priorities. The Mayor stated that he was committed to doubling GVA without harming the environment and to caring for all of the communities within Cambridgeshire and Peterborough.

On being proposed by the Mayor, seconded by Councillor Nethsingha, the Board noted recommendations a) to c):

- a) Note progress on the Local Transport Plan (LTP) refresh;

- b) Provide feedback on the development of the Local Transport and Connectivity (LTCP) programme, outlining key areas to be addressed within the Soft Launch engagement, in relation to the overarching vision, aims and objectives as well as key challenges and opportunities;
- c) Note that the Transport and Infrastructure Committee has invited officers to review the relevance of the LTP CAM Sub-Strategy following a decision on the ONECAM SPV, and to report back to a future Transport and Infrastructure Committee;

On being proposed by the Mayor, seconded by Councillor Nethsingha, the Board resolved by a majority to:

- d) Permanently stop the development of the CAM programme and agree that One CAM Limited can permanently cease work; and
- e) Agree to a programme of initial public engagement for four weeks in November 2021, followed by a six-week consultation in January 2022 of the framework document, with the Final Plan delivered to Board March 2022 meeting.

In respect of One CAM LTD, to:

- a) Agree that the company be placed into dormancy, followed by strike off from the register of companies;
- b) Approve that the costs associated with the closure of One CAM Limited (as set out in this report) be met;
- c) Agree the remaining shareholders' funds repaid by One CAM Limited be returned to the Recycled Growth Fund as partial reimbursement for the Business Board's £995k investment in the project; and
- d) Agree to transfer funds from the Combined Authority's Capital Single Pot to the Recycled Growth Funds to reimburse any shortfall between the £995k invested by the Business Board and the shareholder's funds received by the Combined Authority from One CAM Limited.

The meeting was adjourned from 11.13am to 11.21am.

## 106. Bus Service Reform

The Mayor welcomed the presence of Peter Blake, Transport Director at the Greater Cambridge Partnership (GCP), to the meeting as an observer. The transport teams at the Combined Authority and the GCP had been working closely and he felt this was symbolic of the two organisations joint ventures, such as jointly funding the ZEBRA green buses bid.

The Government had announced a national bus strategy in Spring 2021 which consisted of £3bn of investment over three years to grow passenger numbers and to support better and more joined up public transport provision. Local authorities were

invited to submit ambitious bus service improvement plans (BSIPs) to qualify for consideration for funding. The Combined Authority was seeking £100m over three years. Passenger priorities such as punctuality, frequency, personal safety and polite staff had all been taken into account and the proposed BSIP represented a balanced and pragmatic approach as part of an integrated plan. A significant increase in rural routes across the whole of the county was being sought in addition to the existing route network and the BSIP would take account of the transport needs of the new University of Peterborough. Officers had worked closely with local bus operators through an independently chaired forum which included working groups on both fares and passenger transport. There would be a requirement that all buses were cleaned daily and would have CCTV installed. A data driven approach had been taken to route pricing points and there was a recognition of the need for the BSIP to align closely with the Local Transport and Connectivity Plan (LTCP). Behavioural change was a central issue and incentives would be used to support this. Consideration was being given to the possibility of enhanced partnership working or franchising options. The outline business case was currently subject to external audit and once this was complete there would be a statutory three-month public consultation period.

Councillor Bailey commented that this appeared to mirror what had been done in relation to the Ely Zipper service which had been forward funded to allow time to develop community ownership. Given the finite resources available she asked whether priority would be given to subsidising routes or subsidising fares. Officers stated that this was currently being explored by the fares working group. The Mayor commented it was about finding a balance and that he would want to listen to the outcome of the working group's deliberations and to the public consultation.

Councillor Nethsingha welcomed the work which was being done in partnership with the GCP. In her judgement, working with the GCP would be crucial to getting a good bus network across the wider Cambridge area. It would also be important to work with the County Council on relevant issues such as school transport in order to maximise the public transport offer. There would be variations in need across the Combined Authority area and so it would be important to consult widely and also to look at how bus provision would be integrated into the wider transport network, including transport hubs and active travel solutions. The Mayor stated that he welcomed the opportunity to work innovatively with the County Council and health service providers on the opportunities available and expressed his willingness to work with any constituent council on this.

Mr Adams expressed his thanks to the Bus Strategy Manager and the transport team for what they had achieved in such a short period of time. He commented that it would be good to see the final version before it was submitted, although in his view it lacked ambition in some areas and there was still more work to be done on it. The Mayor stated that he would be working with the new chief executive to establish better co-ordination across Leaders' strategy meetings and email traffic to take this forward between meetings.

In response to a question from Councillor Smart around the voting requirements shown in the report the Monitoring Officer confirmed that only recommendation b) was subject to special voting arrangements.

Councillor Fitzgerald commented that the GCP might be doing good work in other parts of the county, but this had not been shared with him. He did though remain open to such a conversation. Peterborough City Council welcomed more buses and greener transport solutions and he had tasked his officers to look urgently at the plans by Stagecoach to electrify their fleet. He welcomed the plan before the Board, although expressed a slight concern around funding. Whilst electric buses would not resolve air pollution he considered them to be a step forward. The Mayor noted that the Transport Director at the GCP was observing the meeting and had signalled that he would be happy to meet with Councillor Fitzgerald.

Councillor Fuller welcomed the report and the recognition of the importance of bus infrastructure. He had raised a question around fully costed proposals for bus service improvements in St Ives at a Leaders' strategy meeting, but so far had received no response. He also mentioned a quote attributed to the Mayor in a local publication which wrongly stated that one of Huntingdonshire District Council's (HDC) committees would be reviewing responses to a wider St Ives Transport Study, whereas HDC was in fact a member of the consultation group. The Mayor offered his apologies if the requested information on St Ives had not been provided and asked that officers should resolve this. He was also happy to clarify the reference to HDC and for this to be corrected if needed. Councillor Fuller asked to be copied into any correction.

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

- a) Delegate authority to the Head of Transport, in consultation with the Chair of the Transport and Infrastructure Committee, the Monitoring Officer and the Chief Finance Officer, to submit the Authority's Bus Service Improvement Plan to the Department for Transport no later than 29th October 2021;
- b) Delegate authority to the Head of Transport, in consultation with the Chair of the Transport and Infrastructure Committee, the Monitoring Officer and the Chief Finance Officer, to progress at the earliest opportunity the designated BSIP activities should the funding from Department for Transport (DfT) be approved; and
- c) Approve public engagement on the Bus Reform proposals following completion of the independent audit of the Outline Business Case.

The vote in favour of recommendation b) included at least two thirds of all Members (or their Substitute Members) appointed by the Constituent Councils present and voting, including the Members appointed by Cambridgeshire County Council and Peterborough City Council, and the Mayor.

## 107. OxCam Arc Spatial Framework Position Statement

The Board was advised that Government was planning a spatial framework for the OxCam Arc which would have the status of national planning and transport policy. The consultation was aimed primarily at the public rather than local authorities, but the Combined Authority had submitted a short officer response following consultation with

Leaders. The Government response to the consultation was expected in the spring with the following phase involving Government developing options and policies for the spatial framework. The Board was invited to mandate the Mayor, Lead Members and officers to engage proactively with these discussions alongside constituent council representatives.

Councillor Nethsingha commented that the key issue was to be actively involved in the detailed discussion stage of the process in order to make sure the views of local communities were represented.

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

- a) Note the response to the government's consultation attached at Appendix 1;
- b) Note the issues raised by constituent authorities, parish councils and other respondents to the consultation in Cambridgeshire and Peterborough; and
- c) Mandate the Mayor, Lead Members and officers to engage proactively in discussions with government as it enters the next phase of developing its proposed spatial framework.

## 108. Strategic Water Issues

The Board was familiar with the significance of water issues for the region and its approval was sought for the Combined Authority to become more involved in conversations around this subject. Water Resources East (WRE) represented the formal element of water plans development whilst the Future Fens Integrated Adaptation Initiative would be focusing on economic impacts as well as climate adaptations.

Councillor Nethsingha commented that she believed it to be crucial for the Combined Authority to be involved in this work in order to deliver green growth. In her view this was not just about delivering new housing, but also about the flood defences and mitigations needed to protect existing communities and the local environment. Should the Board agree to the proposal that a senior officer be nominated to represent the Combined Authority on the WRE she would be interested to know who this would be and whether it had to be a Combined Authority officer. The Mayor stated that, if approved, the chief executive would reflect on who was best placed to discharge this role.

Councillor Smith asked how the £7,500 subscription cost of WRE membership had been calculated. Officers stated that this was an equivalent contribution to that of the existing partners.

Councillor Bailey expressed her support for the proposals. She cited the significant concerns which East Cambridgeshire District Council had around the perceived lack of maintenance of the Ouse Washes defences and the difference in local residents'

perception of what was needed and that of the Environment Agency. The Mayor stated that it would be important to draw on Leaders' local knowledge in progressing this work.

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

- a) Agree that the Combined Authority should send a senior representative to the Sponsor Group of the Future Fens Integrated Adaptation Initiative, and approve a financial contribution of £40,000 in 2021-22 from the Non-Strategic Spatial Framework budget line to support the initiative in developing a business case for investment in water management and climate change adaptation in the Fens;
- b) Agree that the Combined Authority should join the Water Resources East (WRE) Board and approve the expenditure of £7,500 in 2021-22 from the Non-Statutory Spatial Framework budget as a subscription to WRE membership; and
- c) Subject to recommendation (b) being approved, delegate authority to the Chief Executive to nominate a senior officer to represent the Combined Authority on the Water Resources East Board.

## 109. Net Zero Compliant Policies: Making an Immediate Difference

The Board was reminded that the Independent Commission on Climate had made thirty-one recommendations to the Combined authority, other organisations and residents. The proposals contained in the report related to recommendations to the Combined Authority and, if approved, these would be complemented by future refreshes of other policies within the organisation. The Commission had recommended that organisations should work both individually and collectively to address climate issues. This would be supported by an officer group which would include lead officers for climate from the constituent councils. With regards to the Combined Authority, it was proposed to adjust procurement policies to take more account of climate issues. The Business Board's feedback on this would be sought to ensure that the organisation continued to support local businesses, within the relevant guidelines.

Councillor Smith commented that it was understood that the Commission's recommendations were difficult and ambitious, but they were also in her view non-negotiable and vital. She emphasised the crucial part to be played by local government in responding smartly, quickly and cost effectively to the climate emergency. Local authorities should in her view lead by example and speak to their local residents and business as they knew them and had their trust.

The Mayor thanked Councillor Bailey for giving prior notice of her intention to move an amendment to the recommendations and invited her to speak.

Councillor Bailey, seconded by Councillor Fuller, proposed that recommendation a) be amended such that the Combined Authority Board:

~~a) Endorse the proposed Action Plan setting out the Combined Authority's actions to implement the first recommendations of the Cambridgeshire and Peterborough Independent Commission on Climate;~~

a) **Endorse the proposed framework for an Action Plan as set out at Appendix 1, and ask the Climate Working Group to prepare by 28 February 2022, for subsequent consideration by the Board on 30 March 2022, a more ambitious, comprehensive and public friendly Action Plan setting out how the Combined Authority will take action to implement the recommendations of the Cambridgeshire and Peterborough Independent Commission on Climate; and thereafter, ensure an updated Action Plan is brought to the Board before the end of March each year.**

(Removed words shown as ~~struck through~~, additional text in **bold**)

Speaking to the amendment, Councillor Bailey commented that it was her wish to push the action plan harder and faster. The Board had not agreed to all of the Commission's work and she felt that her previous comments on this had been badly represented. In her view little progress had been made since discussions in June and she expressed disappointment at this. She had not yet received the information around the waste fleet at South Cambridgeshire District Council which had been offered some months ago. East Cambridgeshire District Council (ECDC) had adopted an environmental supplementary planning document, generated the most renewable energy of the constituent councils and had 500 net zero homes on the Kennett Garden Village site. In her view, Appendix 1 to the report provided a useful breakdown, but it looked like an internal project management tool. She judged there was a need to engage the public and wider stakeholders in order to bring them along on the net-zero journey. There were already good examples of climate-related action plans in place amongst the constituent councils.

Councillor French commented that the amendment seemed a pragmatic way to give partners more time to consider the Climate Commission's recommendations.

The Mayor welcomed the amendment in principle, but stated that he would prefer to include a reference to partners on the Working Group. He would also want to acknowledge that if agreement between all partners could not be reached that outstanding issues should still be reported back to the Board. He therefore proposed a further amendment, seconded by Councillor Nethsingha, to:

~~a) Endorse the proposed Action Plan setting out the Combined Authority's actions to implement the first recommendations of the Cambridgeshire and Peterborough Independent Commission on Climate;~~

a) **Endorse the proposed framework for an Action Plan as set out at Appendix 1, and ask the Climate Working Group to prepare by 28 February 2022, for subsequent consideration by the Board on 30 March 2022, a more ambitious, comprehensive and public friendly Action Plan setting out how the Combined Authority and the partners on the Group will take action to implement the recommendations of the Cambridgeshire and Peterborough Independent Commission on Climate, or if agreement cannot be reached**

**among partners by that time, to report on the outstanding issues; and thereafter, ensure an updated Action Plan is brought to the Board before the end of March each year.**

(Removed words shown as ~~struck through~~, additional text in **bold**. Additions to Councillor Bailey's amendment underlined)

The Monitoring Officer confirmed that it was in order for the Chair to permit two or more amendments to be discussed together (but not voted upon) if circumstances suggested that this course would facilitate the proper conduct of business. The Mayor opened both amendments to discussion.

Councillor Bailey commented that she was concerned that the Mayor's amendment was trying to force other Board members into a particular position. ECDC was progressing its own action plan and in her judgement the recommendation before the Board should focus on what the Combined Authority was doing.

Councillor Fuller commented that he did not feel that the Mayor's amendment was practical and that he was concerned about setting up false expectations around both deliverability and accountability, noting that the constituent councils were not accountable to the Combined Authority. He judged that the Board should focus on the Climate Commission recommendations that were within the Combined Authority's ability to deliver. The Mayor acknowledged that it was not for the Combined Authority to dictate to its constituent councils, but felt that it should foster a collective approach. If constituent councils were experiencing challenges with particular issues this should not be a source of criticism but should be recognised and supported by working together.

Councillor Fitzgerald commented that he understood the Mayor's good intentions, but different constituent councils were at a different places on this. They were though all signed up to the climate change agenda.

In response to the discussion, the Mayor amended his amendment to remove the words, 'and the partners on the Group'. Councillor Nethsingha seconded this change.

Mr Adams commented that it was important to recognise the opportunities presented by the response to climate change as well as the challenges. For example, there were currently no large scale heat pump manufacturers in the UK. He further commented that it should be acknowledged that the response to the Climate Commission's recommendations was on a best endeavours basis.

Councillor Smith emphasised the importance of the Board working together to move things forward and show the ability to deliver at pace. On that basis she would be supporting the Mayor's amendment.

On moving to the vote, the amendment proposed by Councillor Bailey and seconded by Councillor Fuller was lost.

On moving to the vote, the amendment by the Mayor, seconded by Councillor Nethsingha, was carried by a majority vote in favour.

The Mayor opened the report and amended recommendations to debate by the Board.

Councillor Nethsingha commented that there was considerable expertise available around the table and called on the Board to work closely and in partnership.

Councillor Bailey expressed her unhappiness at what she considered to be the hi-jacking of her amendment, commenting that she did not consider this to demonstrate collective working. Councillor Fuller concurred, commenting that he judged it to be both unnecessary and divisive. Councillor Nethsingha disagreed, commenting that in her judgement the additional sentence added by the Mayor would make a positive difference. The Mayor stated that he agreed that Councillor Bailey's had proposed a good amendment, but that he believed it had needed a slight adjustment. He would have been content for the revised wording to have been moved in her name.

Councillor Smart asked whether aiming for net-zero carbon emissions was enough. Officers stated that the Climate Commission's recommendations mapped out a potential path to net-zero. This included the sequestration of carbon as it was recognised that there would be some carbon emissions which could not be reduced by 2050. Whilst net-zero was the legal target set by Government, there would be opportunities to go beyond that via compensatory measures to take carbon out of the atmosphere.

Councillor Fitzgerald commended the report, commenting that all members of the Board were committed to using their best endeavours to address the challenges of climate change.

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

- a) Endorse the proposed framework for an Action Plan as set out at Appendix 1, and ask the Climate Working Group to prepare by 28 February 2022, for subsequent consideration by the Board on 30 March 2022, a more ambitious, comprehensive and public friendly Action Plan setting out how the Combined Authority will take action to implement the recommendations of the Cambridgeshire and Peterborough Independent Commission on Climate, or if agreement cannot be reached among partners by that time, to report on the outstanding issues; and thereafter, ensure an updated Action Plan is brought to the Board before the end of March each year.
- b) Note the setting up of the Climate Working Group to bring partners together to provide system-wide leadership in implementing the wider elements of the Commission's recommendations;
- c) Mandate officers to take forward actions with CPCA budget implications through the Medium-Term Financial Plan refresh process and in line with the Assurance Framework requirements for expenditure decisions;
- d) Mandate officers to review the Assurance Framework and project management guidance to ensure that future Board decisions at project gateways can take into account evidence of their climate impact; and

- e) Mandate officers to prepare a procurement policy for consideration by the Board that would set out criteria for applying climate change considerations to the procurement of goods, services, and to future funding agreements with delivery partners.

This policy to include:

- a. appropriate scoring criteria for climate change in tendered goods and services;
- b. any minimum standards to be applied for suppliers;
- c. an assessment of impacts on supply chain.

## 110. OxCam Arc Environment Principles

The Board was invited to endorse a set of Environment Principles which would form a shared statement of ambition for the Ox-Cam Arc. These aligned with the Combined Authority's doubling nature vision.

Councillor Smith commented that the Principles demonstrated an approach which treated the region with thought and care. They had been drawn up by experts from Government, the third sector and partners and had been adopted by the OxCam Arc leadership and many of its constituent councils. At the outset of the OxCam Arc's work environmental issues had not featured on its agenda, but it was now widely recognised as the one workstream which had delivered.

Councillor Fuller commented that Huntingdonshire District Council was using the Principles to inform a refresh of its environmental strategy. He noted that there had been some misrepresentation of the position locally with the suggestion that these Principles were being imposed by Government, rather than generated by the Arc with a challenge to Government to sign up.

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

Endorse the OxCam Arc Environment Principles.

## Combined Authority Governance Reports

### 111. Annotated Forward Plan

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

Approve the annotated Forward Plan.

## 112. Appointment of Independent Persons

The Board was reminded that under the provisions of the Localism Act 2011 all relevant authorities were responsible for deciding how to deal with standards issues at a local level, including adopting their own local code and determining the arrangements to deal with complaints. The Act required that the Authority must appoint an Independent Person to assist in discharging these responsibilities. The Board had approved the recruitment process in July 2021 and interviews took place on 18 October 2021. It was proposed that the lead Independent Person would be paid £1,000 per annum and the reserve £500 per annum, plus travel costs. Two appointments were recommended with the expectation that the Independent Person would lead on most cases and that the reserve Independent Person would only be used in the case of a conflict of interest. The Act set out those who were excluded from acting as Independent Persons and both of the recommended candidates had confirmed that these were not applicable to them. It was not unusual for Independent Person's to act for several local authorities.

Councillor Fuller commented that whilst it might be permissible for Independent Person's to act for more than one authority he did not believe it was healthy. The Deputy Monitoring Officer stated that there was no prohibition on this in legislation and that it was a model adopted by other combined authorities. Three candidates had been interviewed for the role and the two preferred candidates had been recommended to the Board for approval. The Monitoring Officer stated that he had been concerned at the gap in provision relating to the appointment of Independent Persons and that it would be for the Proper Officers to be vigilant and to ensure that the role was being discharged effectively. The interview process had included the chair of the Audit and Governance Committee and officers would not be recommending the appointments if they were not satisfied that they were appropriate.

The Police and Crime Commissioner asked whether the reserve Independent Person would have any duties to carry out for their £500 remuneration. The Monitoring Officer stated that the level of annual remuneration was fixed irrespective of the number of cases they were involved in.

Councillor Smith asked whether there would be an advantage to having an overlap in the terms of the two appointments. The Monitoring Officer stated that Officers would manage key dates, but that the suggestion would be noted.

The Mayor expressed his thanks to all those who had put themselves forward for consideration for these important roles.

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

- a) Approve the appointment of David Pearl as the Independent Person for the Combined Authority for a four-year term; and

- b) Approve the appointment of Gillian Holmes as the reserve Independent Person for the Combined Authority for a four-year term.

### 113. Information Governance: Updated GDPR Policies

Revised GDPR policies had been reviewed by the Audit and Governance Committee on 24 September 2021 and a number of additions had been recommended which were set out in paragraph 2.6 of the report. The Combined Authority had a service level agreement (SLA) with Peterborough City Council for GDPR support. At present 79% of Combined Authority staff had completed GDPR training and further training would be delivered on the updated policies subject to their approval by the Board.

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

- a) Approve and adopt the new GDPR policies set out at Appendix 1 to 7; and
- b) Delegate authority to the Monitoring Officer to make consequential amendments to the GDPR policies as required.

(Mayor)



## 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	Action	Response	Status
4.	Membership of the Combined Authority	Robert Parkin	Cllr Boden asked that the proposals to amend the Constitution to enable a Non-Statutory Deputy Mayor to be appointed from the membership of the Combined Authority Board to be circulated at the earliest opportunity to allow Board members and their legal advisers to review them.	<p>A paper will be brought to a future Leaders' Strategy meeting which sets out any proposed changes to the Constitution.</p> <p>This will be released early to enable Members to review in full.</p>	Open

Minute	Report title	Lead officer	Action	Response	Status
12.	Calendar of Meetings 2021/22	Robert Parkin	Cllr Herbert asked for better agenda management to reduce the length of Board meetings.	Business is put to the Combined Authority Board at the request of Directors. The governance team seek to manage business away from the Combined Authority Board where appropriate, however a change to the amount of business to the Combined Authority Board will depend upon a review of the overall governance arrangements which will be brought to a Leaders' strategy meeting.	Open
49.	Performance Report and Devolution Deal Update	Paul Raynes	Officers were asked to look at how differences in performance within different areas within the Combined Authority's geography could be expressed in future reports.	09.08.21: Officers will consider this, as a refreshed format of the Performance Report is identified for the future.  11.11.21: A refreshed format of the Performance Report will be proposed at the January Board alongside the new Business Plan.	Open
49.	Performance Report and Devolution Deal Update	Paul Raynes	Officers were asked to produce a fuller description of progress to date against Devolution Deal commitments before the end of the year, to be considered either by the Board or at a Leaders' strategy meeting.	09.08.21: Officers will consider this, as a refreshed format of the Performance Report is identified for the future.  11.11.21: The next Devolution Deal update is due in January 2022.	Open
49.	Performance Report and Devolution Deal Update	Paul Raynes	Officers were asked to include a forward forecast/ projection in future reports.	09.08.21: Officers will consider this, as a refreshed format of the Performance Report is identified for the future.  11.11.21: A refreshed format of the Performance Report will be proposed at the January Board alongside the new Business Plan.	Open

Minute	Report title	Lead officer	Action	Response	Status
49.	Performance Report and Devolution Deal Update	Paul Raynes	Officers to update the section on health to reflect the current position in relation to integrated working between health and social care in future reports.	09.08.21: This will be reviewed closely, during the next update of the Devolution Deal report in January 2022.	Open
71.	Forward Plan	Eileen Milner/ Rowland Potter	Councillor Bailey noted a delay in some cases between decisions going to executive committees and then been brought before the Board where this was required. She gave the example of the report on Cambridge South Station. The previous Chief Executive undertook to look into this.		Open
73.	Peterborough Station Quarter	John T Hill/ Rowland Potter	Cllr Nethsingha suggested that it would be helpful for the Mayor to write to Government seeking clarity around the future of Levelling Up Funding and other funding opportunities as it would be useful to have a longer-term indication of likely funding. The Mayor stated that he would work with officers and the Department for Transport on this.		Open

Minute	Report title	Lead officer	Action	Response	Status
75.	iMET Opportunity and Combined Authority Accommodation Needs	Eileen Milner	Following discussion around the possible availability of office space within the estates of constituent councils and public sector partners the previous Chief Executive suggested a discussion on this should take place with the outcome brought to the Board for consideration.		Open
75.	iMET Opportunity and Combined Authority Accommodation Needs	Eileen Milner	Cllr Smith asked for a discussion outside of the meeting around the iMET clawback provisions to ensure that the same situation did not arise again. The previous Chief Executive stated that officers would circulate a briefing paper to Board members setting out the position as this issue pre-dated the establishment of the Business Board and Combined Authority. It could then be discussed at a Leaders' strategy meeting to look at how this would be taken forward.		Open
86.	Local Assurance Framework Annual Review	Jon Alsop/ Robert Parkin	In future iterations: <ul style="list-style-type: none"> <li>1. Expand the reference to portfolios in the final paragraph of paragraph 3.2.</li> <li>2. Remove tracked formatting changes so that substantive changes are more easily identified.</li> </ul>		Open

Minute	Report title	Lead officer	Action	Response	Status
87.	Budget Monitor Update	Rowland Potter/ Oliver Howarth	Councillor Bailey commented that she would like to see the Bus Task Force re-instated. The Mayor stated that this could be discussed at a future Leaders' strategy meeting.		Open
88.	Implementation of the revised Affordable Housing Programme	Eileen Milner/ Roger Thompson	The Mayor indicated that he was open to the suggestion of an independent review of what had happened previously in relation to the Affordable Housing Programme and potentially obtaining some independent advice on how to move forward with housing policy and delivery going forward, but that this was something he would want to discuss with the new Chief Executive.		Open
92.	ZEBRA Phase 2	Rowland Potter	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.		Open

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)	John T Hill/ Jon Alsop/ Robert Parkin	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.	08.11.21: A report to be produced before January Board meetings.	Open
102.	Minutes – 29 September 2021	Robert Parkin/ Richenda Greenhill	To make a number of factual corrections to comments made by Cllr Bailey.	01.11.21: Corrections made.	Completed
105.	Future Proposals for OneCAM Ltd and the Local Transport Plan Refresh	Kim Sawyer/ Robert Parkin	Cllr Bailey commented that she had not yet received the paperwork she requested in July around the decision to cease the CAM programme. Cllr Bailey asked that this information should also accompany the associated referral made by herself and Cllr Fuller to the Audit and Governance (A&G) Committee. The Monitoring Officer undertook to provide a written explanation to the Board around the reason for this delay and to make sure the information was provided, including to A&G.		
		Kim Sawyer/ Rowland Potter	Cllr Bailey asked for sight of the paperwork relating to innovative approaches to transport delivery in the West Midlands, referenced at paragraph 3.4 of the report.		

Minute	Report title	Lead officer	Action	Response	Status
		Kim Sawyer/ Robert Parker	The Monitoring Officer undertook to confirm whether there were any onward costs associated with the rescinding of job offers.		
106.	Bus Service Reform	Kim Sawyer/ Rowland Potter/ Oliver Howarth	Councillor Fuller commented that he had raised a question around fully costed proposals for bus service improvements in St Ives at a Leaders' strategy meeting, but so far had received no response. The Mayor offered his apologies if the requested information on St Ives had not been provided and asked that officers should resolve this.	11.11.21: Cllr Fuller advised that it has been established that this refers to a Cambridgeshire County Council/ Huntingdonshire District Council project to upgrade bus infrastructure in St Ives, and not to a Combined Authority project.	Completed
		Emily Martin	Cllr Fuller commented that a quote attributed to the Mayor in a local publication had wrongly stated that one of Huntingdonshire District Council's (HDC) committees would be reviewing responses to a wider St Ives Transport Study, whereas HDC was in fact a member of the consultation group. The Mayor stated that he was happy to clarify the reference to HDC and for this to be corrected if needed. Councillor Fuller asked to be copied into any correction.		



## Budget Monitor Report: November 2021

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 24 November 2021

Lead Member: Mayor Nik Johnson

From: Jon Alsop  
Chief Finance Officer

Key decision: Yes

Forward Plan reference: KD2021/075 [General Exception]

Recommendations: a) Note the financial position of the Combined Authority for the year to date.  
b) Approve the reinstatement of the £750k budget for Cambridge South Station.

Voting arrangements: Item a) note only (no vote required)  
Item b) a simple majority of all Members present and voting.

A vote in favour must include the vote of the Mayor or statutory Deputy Mayor acting in the absence of the Mayor.

## 1. Purpose

- 1.1 This report provides an update of the 2021/22 budget position and capital programme as at 30<sup>th</sup> September 2021.

## 2. Background

- 2.1 This report presents the actual expenditure position as at the 30<sup>th</sup> September 2021, the current forecast outturn (year-end) position against that budget and, by exception, explanation of significant forecast variances between outturn and budget.
- 2.2 As previously agreed by the Board, the exception reporting thresholds are: £100k in Mayoral and Corporate Services revenue budgets, £250k for 'Income', 'Housing', 'Business and Skills', and 'Delivery and Strategy' revenue budgets, and £500k on all capital projects.

## 3. Revenue Budget Position

- 3.1 A summary of the financial position of the Authority, showing 'Revenue' income and expenditure for the six-month period to 30<sup>th</sup> September 2021, is set out in the table below. A more detailed breakdown of income and expenditure for the year to date is shown at **Appendix 1**.

	Sept Budget £'000	Adjustments £'000	Revised Budget £'000	Actual to 30 <sup>th</sup> Sept £'000	Forecast Outturn £'000	FO Variance £'000	Change in FO £'000	App 4 ref:
<b>2021-22 Revenue</b>								
<b>Grant Income</b>	<b>-43,596</b>	<b>-2,764</b>	<b>-46,360</b>	<b>-31,725</b>	<b>-46,360</b>	-	<b>-694</b>	
Mayor's Office	488	-	488	177	454	-33	-33	
CA Gross Staffing Costs	5,872	770	6,642	2,679	6,783	141	911	<b>1</b>
Other Employee Costs	327	-	327	78	287	-40	10	
Externally Commissioned Support Services	312	-	312	214	392	80	-2	
Corporate Overheads	780	-	780	168	625	-155	-109	<b>2</b>
Governance Costs	1,184	-	1,184	540	1,184	-	-	
Other Corporate Budgets	10	-48	-38	-214	-133	-95	-143	<b>3</b>
Recharges to Ringfence Funded Projects	-2,508	-786	-3,294	-1,482	-2,928	366	-420	<b>1</b>
<b>Corporate Services Expenditure</b>	<b>5,978</b>	<b>-64</b>	<b>5,914</b>	<b>1,984</b>	<b>6,209</b>	<b>296</b>	<b>247</b>	
Business and Skills	28,084	422	28,506	6,863	23,463	-5,043	-1,956	<b>4-6</b>
Delivery and Strategy	17,781	308	18,090	4,956	17,432	-657	308	
Housing	214	-	214	48	86	-128	-128	
<b>Workstream Expenditure</b>	<b>46,080</b>	<b>730</b>	<b>46,810</b>	<b>11,867</b>	<b>40,981</b>	<b>-5,829</b>	<b>-1,777</b>	
<b>Total Expenditure</b>	<b>52,545</b>	<b>666</b>	<b>53,211</b>	<b>14,027</b>	<b>47,645</b>	<b>-5,566</b>	<b>-1,563</b>	

3.2 The Forecast Outturn as set out in the table above shows a 'favourable' variance of forecast expenditure against approved budgets of £5.6m, an increased variance of £1.6m compared to the previously reported position which is substantially due to a combination of underspends on three delivery programmes combined with two budgetary updates. A full list of all budgets is included in **Appendix 1** and detail on material changes to expenditure forecasts are covered in **Appendix 4**):

- The core AEB Devolution programme has increased its forecast underspend by £450k (total £1.1m forecast underspend).
- The AEB Level 3 Courses budget is now forecasting an underspend of £279k.
- The Energy Hub's Public Sector Decarbonisation programme is now forecasting an underspend of £1.4m and will be bringing a paper to the January CA Board to request a reprofiling of the programme.
- £259k of income from S106 agreements to fund passenger transport services was omitted from the previous report increasing the organisations 'underspend'.
- The Combined Authority has been awarded £558k of Local Authority Capacity Funding for active travel work, this is addressed in detail elsewhere in the agenda.

The final two bullet points are a new funding award, and an existing income stream so further detail will not be included in Appendix 4 as there are no mitigation actions to be identified or taken.

3.3 The increase of £2.8m in budgeted grant income is due to:

- £1.9m across the AEB, Energy Hub Core, and Growth Hub Grants as reported to Board in September.
- £558k of Local Authority capability fund which is the topic of another item on the Board's agenda at this meeting.
- £172k of 21-22 COVID-19 Bus Service Support Grant provided by DfT, this is the final funding being provided by DfT under this grant and is being replaced by a new grant effective from the 31<sup>st</sup> August.

3.4 The current Forecast Outturn shows an expected revenue expenditure for the year of £47.7m against a 'grant income' of £46.4m.

The difference of £1.3m is made up of the balance of contributions to, and drawdowns from, ringfenced reserves built up where grants are received in a different year to the expenditure. The major draw on ringfenced reserves for 2021-22 are for the Rural Communities Energy Fund, the Health and Care Sector Work Academy and LGF topslice reserve. There are forecast contributions to reserves for Enterprise Zone receipts and the Energy Hub.

3.5 There have been two updates to the staffing budgets since the report to the September Board.

First, the budget for the Energy Hub Staff for the year has been included within Business and Skills (£722k), this increased cost is met in full by the Energy Hub funding streams and so the internally recharged staff 'income' budget has been increased to match.

Second the Transport and Strategy teams are now shown separately – this is a presentational change only and has no impact on overall budget or spend.

- 3.6 The Energy Hub staffing inclusion represents the majority of the change in FO in staffing costs but there is a net forecast overspend of £141k across the organisation. This is the net effect of a £48k budget virement from the Corporate Response Fund to fund a temporary transport resource and a variety of variances below the materiality threshold. Corporate Services is forecasting spend £121k above the original budget in order to strengthen Legal, Governance and Strategic HR support to ensure there is sufficient support for the expanding wider business including Energy Hub and Passenger Transport teams.
- 3.7 Actuals to-date on the workstream budgets are only 29%, while claims are submitted to the Combined Authority a month in arrears, we are still noticeably behind the forecasts set at the start of the year which predicted 39% spend by this point - a difference of £4m. The forecast outturn variance for workstream budgets is £5.8m which suggests that the majority of the delayed spend will not be caught up by end of the financial year with some further underspends expected to materialise in the second half of the year.

## 4. Capital Programme

- 4.1 A summary of the in-year capital programme and capital grant income for the period to 30<sup>th</sup> September 2021 are shown in the tables below. Detail of the capital programme can be seen across **Appendices 2 and 3**. (Please note: 'STA' stands for 'Subject to Approval' and 'YTD' for 'year to date').

Capital Programme Summary	Revised 21-22 Budget	Year To-Date Actuals	21-22 Forecast Outturn	Forecast Variance	
	£'000	£'000	£'000	£'000	%
Corporate Services	44	-	44	-	0.0%
Business and Skills	115,368	17,570	106,754	-8,615	-7.5%
Delivery and Strategy	63,415	35,293	62,070	-1,345	-2.1%
Housing	36,960	6,412	30,208	-6,752	-18.3%
<b>Totals</b>	<b>215,787</b>	<b>59,274</b>	<b>199,076</b>	<b>-16,712</b>	<b>-7.7%</b>

Capital Funding Summary	Revised 21-22 Budget	Year To-Date Actuals	21-22 Forecast Outturn	Forecast Variance		% received to date
	£'000	£'000	£'000	£'000	%	
Housing Capital Grants	-	-	-4,000	-	0.0%	0.0%
Active Transport Grant Capital	-	-	-	-	0.0%	0.0%
Capital Gainshare	-12,000	-12,000	-12,000	-	0.0%	100.0%
Local Transport Capital Grants	-23,080	-24,620	-24,620	-1,540	6.7%	100.0%
Getting Building Fund	-7,300	-7,300	-7,300	-	0.0%	100.0%
Transforming Cities Funding	-30,000	-30,000	-30,000	-	0.0%	100.0%
<b>Totals</b>	<b>-72,380</b>	<b>-73,920</b>	<b>-77,920</b>	<b>-1,540</b>	<b>2.1%</b>	<b>94.9%</b>

- 4.2 The Affordable Housing grant programme line reflects the position at the end of September 2021 as reported to the Housing Committee. The Minister for Regional Growth and Local Government has since written to the Mayor to confirm that he has approved £18.7m for 18 schemes to secure delivery of 1,188 affordable homes in Cambridgeshire and Peterborough. The grant will be paid before March 2023 and at least £4m is expected in the current financial year. These scheme approvals, and income expectation, have been reflected in the figures presented to Board here.
- 4.3 The Business and Skills directorate is forecasting a £8.6m underspend against budget, £7.9m of this is due to delays on a combination of two capital projects:
- The Green Home Grant Capital Programme is forecasting a £6.6m underspend and almost no spend to-date. This reflects delays in agreeing the delivery model with Managing Agents and a paper is on the forward plan for the January Board to update the Board on the position in detail and request a reprofile of the expenditure.
  - The forecast of funds invested through Start Codon has reduced from £2.2m to £1m this year with a further £1m forecast in 2022-23.
- 4.4 There have been three material changes in the Delivery and Strategy portfolio since September:
- The A10 Dualling project is forecasting a further £560k underspend, bringing the total forecast underspend to £1.2m. The project is ongoing and any underspend in-year will be requested as carry forward.
  - The Combined Authority Board agreed the cessation of work on the CAM programme, this released the vast majority (£3.25m of £3.5m) of the business case development budget back into corporate capital reserves.
  - The last is the impact of the Board's decision to fund Wisbech Access Strategy to the completion of detailed design, replacing Local Growth Funding, at which point it will be a shovel ready pipeline scheme – this reduced the total budget for the project by £1.4m.
- As the latter two items are the effect of prior Board decisions, requiring no mitigating actions, there are no entries for them in Appendix 4.
- 4.5 Reported capital spend is 29% of forecast spend for the year. Removing the highways capital maintenance grants, which are entirely paid out at the start of the year, and the Green Homes Capital programme, as it is so large it masks the behaviour of the rest of the capital programme, this moves to 31% - the 19% shortfall compared to where one might expect to be half way through the year represents £37.4m less spend to the end of September. There are two factors which explain some of this: some programmes have only been approved in-year and thus not having ramped up their delivery, for example the market towns programme, and the majority of the Authority's spend being against grant claims which are submitted a month in arrears and thus expenditure lagging behind delivery on projects. The Authority is looking at ways to make committed expenditure more up to date and accurate for future reports.
- 4.6 As with the revenue budget, the difference between in-year forecast expenditure and in-year income of £120m is mainly due to timing differences between receiving grant funding and the

associated expenditure along with £23m of forecast income from Housing Loans being repaid. The majority of the grant timing difference is the Greater South East Energy Hub's Green Home Grant capital programme where the funding of £79m was received in 20-21 and the spend against this grant is within 2021-22. The balance is made up of drawdowns from other capital funds either in reserves, or received in advance, including the Capital Single Pot, Local Transport Capital Grants and Recycled Growth Funds.

## 5. Cambridge South Station

- 5.1 Within the MTFP refresh approved by the Board in June 2020 was the removal of funding for the future stages of the Cambridge South Station project – this was in response to the Chancellor's announcement in the March Budget that the project would be funded by DfT moving forward.
- 5.2 It has subsequently come to light that £750k of the capital funding that was removed from the project was for the current, contractually committed, phase of the project and not for the subsequent DfT funded phase. Network Rail have continued their work in line with the contract held with the CPCA and have subsequently submitted invoices in line with the contract. In order to enable payment these legitimate invoices the Combined Authority Board are asked to approve the re-instatement of the £750k capital budget which was removed in error in June 2020.
- 5.3 As the works these invoices are related to was completed in the 20-21 financial year the costs were recognised in the Combined Authority's accounts last year thus will not create a pressure on the overall budget.

## Significant Implications

### 6. Financial Implications

- 6.1 There are no direct financial implications beyond those in the body of the report.

### 7. Legal Implications

- 7.1 The Combined Authority is required to prepare a balanced budget in accordance with statutory requirements.

### 8. Other Significant Implications

- 8.1 There are no other significant implications

## 9. Appendices

- 9.1 Appendix 1 – Detailed breakdown of the revenue position for the year to 30<sup>th</sup> Sept 2021
- 9.2 Appendix 2 – Capital Position to 30<sup>th</sup> Sept 2021
- 9.3 Appendix 3 – Capital Programme
- 9.4 Appendix 4 – Detailed Explanations of Material Variances

## Appendix 1 - Detailed breakdown of the revenue position for the period to 30<sup>th</sup> September 2021

<b>Grant Income</b>	<b>Sept Budget £'000</b>	<b>Adjustments £'000</b>	<b>Revised Budget £'000</b>	<b>Actuals to-date £'000</b>	<b>Forecast Outturn £'000</b>	<b>Forecast Outturn Variance £'000</b>	<b>Change in FO £'000</b>
Additional Home to School Transport Grants	-	-	-	-219.7	-	-	-
Adult Education Budget	-12,097.6	-1,076.4	-13,174.0	-13,174.0	-13,174.0	-0.1	-
Bus Service Operator Grant	-409.0		-409.0		-409.0	-	-409.0
Careers Enterprise Company Funding	-125.0	-86.0	-211.0	-32.3	-211.0	-	-111.0
COVID-19 bus services support grant	-	-172.3	-172.3	-128.5	-172.3	-	-172.3
Digital Skills Bootcamp	-1,826.3		-1,826.3	-	-1,826.3	-	-
Enterprise Zone receipts	-1,208.8		-1,208.8	-	-1,208.8	-	-
ERDF - Growth Service Grant	-1,500.0		-1,500.0	-	-1,500.0	-	-
ESF Growth Service Grant	-600.0		-600.0	-	-600.0	-	-
Growth Hub Grants	-246.0	-290.5	-536.5	-128.0	-536.5	-	-
GSE Energy Hub - Core Funding	-1,025.0	-580.5	-1,605.5	-1,605.5	-1,605.5	-	-
GSE Energy Hub - Decarbonisation	-1,372.3		-1,372.3	-1,372.3	-1,372.3	-	-
LA Capability Fund	-	-558.3	-558.3	-	-558.3	-	-
LEP Core Funding	-500.0		-500.0	-250.0	-500.0	-	-
Mayoral Capacity Fund	-1,000.0		-1,000.0	-1,000.0	-1,000.0	-	-
Mid-Life MOT	-40.0		-40.0	-	-40.0	-	-
Revenue Gainshare	-8,000.0		-8,000.0	-8,000.0	-8,000.0	-	-
Skills Advisory Panel Grant	-75.0		-75.0	-75.0	-75.0	-	-
Transport Capacity Funding	-524.1		-524.1	-524.1	-524.1	-	-
Transport Levy	-13,039.7		-13,039.7	-5,215.9	-13,039.7	-	-
Visitor Economy and R&R Grant income	-7.6		-7.6	-	-7.3	0.3	0.3
<b>Total Grant Income</b>	<b>-43,596.2</b>	<b>-2,764.0</b>	<b>-46,360.2</b>	<b>-31,725.2</b>	<b>-46,360.0</b>	<b>0.3</b>	<b>-693.6</b>
<b>Mayor's Office</b>							
Mayor's Allowance	95.6		95.60	37.1	92.4	-3.2	-3.2
Mayor's Conference Attendance	15.0		15.00	6.8	15.0	-	-
Mayor's Office Expenses	40.0		40.00	6.8	40.0	-	-
Mayor's Office Accommodation	77.4		77.40	28.3	77.4	-	-
Mayor's Office Staff	259.5		259.50	97.6	229.3	-30.2	-30.2

<b>Total Mayor's Office</b>	<b>487.5</b>	<b>-</b>	<b>487.5</b>	<b>176.5</b>	<b>454.1</b>	<b>-33.4</b>	<b>-33.4</b>
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	Sept Budget £'000	Adjustments £'000	Revised Budget £'000	Actuals to- date £'000	Forecast Outturn £'000	Forecast Outturn Variance £'000	Change in FO £'000
<b>Corporate Services</b>							
<b>Combined Authority Gross Staffing Costs</b>							
Business and Skills	1,323.3	722.1	2,045.4	827.2	2,109.0	63.6	785.7
Chief Executive	309.3		309.3	110.3	281.4	-27.9	-27.9
Corporate Services	2,031.2		2,031.2	887.0	2,152.0	120.8	120.8
Transport	1,639.1	-703.8	935.3	358.1	978.3	43.0	-660.8
Strategy and Planning	-	751.8	751.8	295.6	741.5	-10.3	741.5
Housing	569.2		569.2	200.8	520.9	-48.3	-48.3
<b>Total CA Gross Staffing Costs</b>	<b>5,872.1</b>	<b>770.1</b>	<b>6,642.3</b>	<b>2,678.9</b>	<b>6,783.2</b>	<b>140.9</b>	<b>911.1</b>
<b>Other Employee Costs</b>							
Travel	80.0		80.0	10.5	40.0	-40.0	-
Training	90.0		90.0	67.2	90.0	-	10.0
Change Management Reserve	157.0		157.0	-	157.0	-	-
<b>Total Other Employee Costs</b>	<b>327.0</b>	<b>-</b>	<b>327.0</b>	<b>77.7</b>	<b>287.0</b>	<b>-40.0</b>	<b>10.0</b>
<b>Externally Commissioned Support Services</b>							
External Legal Counsel	65.0		65.0	39.3	65.0	-	-
Finance Service	74.0		74.0	27.5	74.0	-	-
Democratic Services	95.0		95.0	47.7	95.0	-	-
Payroll	4.0		4.0	0.7	4.0	-	-
HR	18.0		18.0	9.5	17.0	-1.0	-
Procurement	8.0		8.0	0.9	6.0	-2.0	-2.0
ICT external support	48.0		48.0	88.1	130.5	82.5	-
<b>Total Externally Commissioned Support Services</b>	<b>312.0</b>	<b>-</b>	<b>312.0</b>	<b>213.6</b>	<b>391.5</b>	<b>79.5</b>	<b>-2.0</b>

	Sept Budget £'000	Adjustments £'000	Revised Budget £'000	Actuals to- date £'000	Forecast Outturn £'000	Forecast Outturn Variance £'000	Change in FO £'000
<b>Corporate Overheads</b>							
Accommodation Costs	300.0		300.0	23.2	100.0	-200.0	-100.0
Software Licences, Mobile Phones cost	101.6		101.6	9.1	95.0	-6.6	-6.6
Communications	42.1		42.1	19.1	42.1	-	-
Website Development	15.0		15.0	2.2	15.0	-	-
Recruitment Costs	88.0		88.0	55.4	128.0	40.00	-
Insurance	35.0		35.0	4.0	35.0	-	-
Audit Costs	132.0		132.0	0.4	132.0	-	-
Office running costs	31.2		31.2	7.4	28.0	-3.2	-2.0
Corporate Subscriptions	35.5		35.5	47.7	50.0	14.5	-
<b>Total Corporate Overheads</b>	<b>780.4</b>	<b>-</b>	<b>780.4</b>	<b>168.4</b>	<b>625.1</b>	<b>-155.3</b>	<b>-108.6</b>
<b>Governance Costs</b>							
Committee/Business Board Allowances	144.0		144.0	11.7	144.0	-	-
Election Costs	1,040.0		1,040.0	528.5	1,040.0	-	-
<b>Total Governance Costs</b>	<b>1,184.0</b>	<b>-</b>	<b>1,184.0</b>	<b>540.1</b>	<b>1,184.0</b>	<b>-</b>	<b>-</b>
<b>Other Corporate Budgets</b>							
Corporate Response Fund	145.0		145.0	4.5	145.0	-	-
Contribution to the A14 Upgrade	96.0		96.0	-	96.0	-	-
Interest Receivable on Investments	-231.0		-231.0	-218.0	-374.0	-143.0	-143.0
<b>Total Other Corporate Budgets</b>	<b>10.0</b>	<b>-</b>	<b>10.0</b>	<b>-213.5</b>	<b>-133.0</b>	<b>-143.0</b>	<b>-143.0</b>
<b>Recharges to Ringfence Funded Projects</b>							
Internally Recharged Grant Funded Staff	-1,799.0	-722.1	-2,521.1	-1,170.8	-2,427.2	93.9	-628.2
Externally Recharged Staff	-709.0	-64.0	-773.0	-310.8	-501.1	271.9	207.9
<b>Total Recharges to Ringfence Funded Projects</b>	<b>-2,508.0</b>	<b>-786.1</b>	<b>-3,294.1</b>	<b>-1,481.7</b>	<b>-2,928.3</b>	<b>365.8</b>	<b>-420.3</b>
<b>Total Corporate Services Expenditure</b>	<b>5,977.5</b>	<b>-64</b>	<b>5,913.5</b>	<b>1,983.7</b>	<b>6,209.5</b>	<b>295.9</b>	<b>247.1</b>

<b>Business and Skills</b>	<b>Sep Budget</b>	<b>Adjustments</b>	<b>Revised Budget</b>	<b>Actual To-Date</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>Outturn</b>	<b>Outturn</b>	<b>Change in FO</b>
					<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
AEB Devolution Programme	11,367.6		11,367.6	5,157.3	10,250.3	-1,117.4	-450.3
AEB High Value Courses	236.6		236.6	38.2	208.2	-28.4	-28.4
AEB Innovation Fund - Revenue	500.0		500.0	203.9	294.2	-205.8	15.1
AEB Level 3 Courses	808.8		808.8	80.0	530.0	-278.8	-278.8
AEB National Retraining Scheme	39.5		39.5	-	39.5	-	-
AEB Programme Costs	442.1		442.1	147.0	466.2	24.0	-9.4
AEB Sector Based Work Academies	233.2		233.2	135.2	210.0	-23.2	-23.2
AEB Provider Capacity Building	-	250.0	250.0	-	250.0	-	250.0
AEB Strategic Partnership Development	-	250.0	250.0	-	250.0	-	250.0
Business Board Annual Report	15.0		15.0	4.3	9.3	-5.7	-5.7
Business Board Effectiveness Review	35.0		35.0	-	50.0	15.0	15.0
Careers and Enterprise Company (CEC)	222.1		222.1	-	211.1	-11.0	-11.0
Digital Skills Bootcamp	1,826.3		1,826.3	0.4	1,826.3	-	-
Economic Rapid Response Fund	150.0		150.0	23.5	117.2	-32.8	-32.8
Enterprise Zone Investment	50.0		50.0	-	50.0	-	-
Growth Co Services	3,331.7	-108.2	3,223.5	46.0	3,131.7	-91.8	-200.0
GSE Energy Hub	890.0		890.0	279.3	849.8	-40.2	28.0
GSE COP 26	195.0		195.0	32.8	195.0	-	-
GSE Green Homes Grant Sourcing Activity	894.9		894.9	62.1	896.0	1.1	1.1
GSE Green Homes Grant Sourcing Strategy	69.3		69.3	37.0	69.3	0.0	0.0
GSE Public Sector Decarbonisation	1,372.3		1,372.3	-	0.6	-1,371.7	-1,371.7
GSE Rural Community Energy Fund (RCEF)	735.0		735.0	132.4	936.9	201.9	-40.8
Health and Care Sector Work Academy	3,031.0		3,031.0	188.8	1,088.8	-1,942.2	-5.7
HPC study and roadmap	46.0		46.0	-	46.0	-	-
Insight and Evaluation Programme	82.5		82.5	-	82.5	-	-
Local Growth Fund Costs	560.2		560.2	157.6	518.2	-42.0	-1.8
Market Town and Cities Strategy	120.9		120.9	21.4	97.4	-23.5	-23.5
Marketing and Promotion of Services	97.8	30.0	127.8	56.2	108.2	-19.6	6.3
Mid-Life MOT	40.0		40.0	20.6	20.8	-19.2	-19.2
Peterborough University Quarter Masterplan	100.0		100.0	-	100.0	-	-
Shared Prosperity Fund Evidence Base & Pilot Fund	100.0		100.0	-	100.0	-	-

<b>Business and Skills</b>	<b>Sep Budget £'000</b>	<b>Adjustments £'000</b>	<b>Revised Budget £'000</b>	<b>Actual To-Date £'000</b>	<b>Forecast Outturn £'000</b>	<b>Forecast Outturn Variance £'000</b>	<b>Change in FO £'000</b>
Skills Advisory Panel (SAP) (DfE)	112.3		112.3	10.0	94.1	-18.2	-18.2
Skills Rapid Response Fund	115.2		115.2	8.2	106.1	-9.1	-9.1
St Neots Masterplan	224.0		224.0	7.7	219.4	-4.6	7.9
Trade and Investment Programme	32.5		32.5	6.2	32.5	-	-
Visitor Economy and R&R Grants	7.6		7.6	7.3	7.3	-0.3	-
<b>Total Business and Skills</b>	<b>28,084.3</b>	<b>421.8</b>	<b>28,506.1</b>	<b>6,863.3</b>	<b>23,462.9</b>	<b>-5,043.2</b>	<b>-1,955.9</b>

<b>Delivery and Strategy</b>	<b>Sep Budget £'000</b>	<b>Adjustments £'000</b>	<b>Revised Budget £'000</b>	<b>Actual To-Date £'000</b>	<b>Forecast Outturn £'000</b>	<b>Forecast Outturn Variance £'000</b>	<b>Change in FO £'000</b>
A141 Huntingdon SOBC	114.0		114.0	34.0	114.0	-	-
Additional Home to School Transport Grants	-		-	-	-	-	-
Bus Review Implementation	1,842.4		1,842.4	103.4	1,842.4	-	-
Bus Service Subsidisation	187.0		187.0	187.0	187.0	-	-
CAM Innovation Company	656.5		656.5	-	-	-656.5	-
CAM Metro OBC	-		-	1.5	-	-	-
Climate Change	109.7	50.0	159.7	-	156.0	-3.7	46.3
COVID Bus Service Support Grant	189.0		189.0	120.3	189.0	-	-
LA Capability Fund	-	558.3	558.3	-	558.3	-	558.3
Land Commission	40.0		40.0	-	40.0	-	-
Local Transport Plan	200.0		200.0	7.7	200.0	-	-
Monitoring and Evaluation Framework	150.0		150.0	17.9	156.0	6.0	6.0
Non-Statutory Spatial Framework (Phase 2)	56.7		56.7	8.4	56.7	-	-
P'boro Station Quarter SOBC	350.0		350.0	-	350.0	-	-
Public Transport: Bus Service Operator Grant	409.0		409.0	-	409.0	-	-
Public Transport: Concessionary fares	9,129.0		9,129.0	2,822.7	9,129.0	-	-
Public Transport: Contact Centre	234.0		234.0	138.5	234.0	-	-
Public Transport: Quality Partnership	41.0	-41.0	-	-	-	-	-41.0
Public Transport: RTP1, Infrastructure & Information	209.0		209.0	-	209.0	-	-

<b>Delivery and Strategy</b>	<b>Sep Budget £'000</b>	<b>Adjustments £'000</b>	<b>Revised Budget £'000</b>	<b>Actual To-Date £'000</b>	<b>Forecast Outturn £'000</b>	<b>Forecast Outturn Variance £'000</b>	<b>Change in FO £'000</b>
Public Transport: S106 supported bus costs	259.0	-259.0	-	154.7*	-	-	-259.0
Public Transport: Supported Bus Services	3,003.0		3,003.0	1,156.3	3,003.0	-	-
Public Transport: Team and Overheads	465.0		465.0	107.6	465.0	-	-
St Ives (SOBC)	137.0		137.0	95.7	134.0	-3.0	-3.0
<b>Total Delivery and Strategy</b>	<b>17,781.3</b>	<b>308.3</b>	<b>18,089.6</b>	<b>4,955.8</b>	<b>17,432.4</b>	<b>-657.2</b>	<b>307.6</b>

*\* S106 supported bus costs is a net nil budget as all costs incurred are recharged to the County Council*

<b>Housing</b>							
CLT and £100k Homes	100.0		100.0	2.1	40.0	-60.0	-60.0
Garden Villages	114.0		114.0	45.8	45.8	-68.2	-68.2
<b>Total Housing</b>	<b>214.0</b>	<b>-</b>	<b>214.0</b>	<b>47.9</b>	<b>85.8</b>	<b>-128.2</b>	<b>-128.2</b>

<b>Total Workstream Expenditure</b>	<b>46,079.7</b>	<b>730.1</b>	<b>46,809.7</b>	<b>11,867.0</b>	<b>40,981.1</b>	<b>-5,828.6</b>	<b>-1,776.6</b>
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<b>Total Revenue Expenditure</b>	<b>52,544.7</b>	<b>666.1</b>	<b>53,210.8</b>	<b>14,027.2</b>	<b>47,644.7</b>	<b>-5,566.1</b>	<b>-1,562.8</b>
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## Appendix 2 –Capital Position to 30<sup>th</sup> September 2021

<b>Business and Skills</b>	<b>Approved Budget</b> £'000	<b>21-22 Actuals</b> £'000	<b>Balance to Spend</b> £'000	<b>Forecast Spend</b> £'000	<b>Forecast Over (Under) spend</b> £'000	<b>Change to Forecast Over (Under) spend</b> £'000
AEB Innovation Fund	324	241	-83	319	-5	-
Cambridge Biomedical MO Building	1,702	22	-1,681	1,702	-	-
Cambridge City Centre	691	87	-604	691	-	-
CRC Construction and Digital Refurbishment	911	904	-7	911	-	-
COVID and Capital Growth Grant Scheme	7	-	-7	7	-	-
Eastern Agritech Initiative	100	50	-50	196	96	-4
Green Home Grant Capital Programme	78,340	426	-77,914	71,699	-6,641	-6,641
Illumina Accelerator	1,000	-	-1,000	1,000	-	-
March Adult Education	314	314	-	314	-	-
Market Towns: Chatteris	1,000	5	-995	548	-452	-452
Market Towns: Ely	656	117	-539	656	-	-
Market Towns: Huntingdon	578	-	-578	578	-	-
Market Towns: Littleport	-	-	-	-	-	-
Market Towns: March	1,000	-	-1,000	920	-80	-80
Market Towns: Ramsey	1,000	-	-1,000	1,000	-	-
Market Towns: Soham	200	18	-182	200	-	-400
Market Towns: St Ives	620	-	-620	620	-	-
Market Towns: St Neots	220	-	-220	220	-	-
Market Towns: Whittlesey	1,000	-	-1,000	920	-80	-80
Market Towns: Wisbech	1,000	-	-1,000	773	-228	-228
Metalcraft (Advanced Manufacturing)	2,979	912	-2,067	2,979	-	-
Peterborough City Centre	681	581	-100	681	-	-
South Fen Business Park	997	4	-993	997	-	-
St Neots Masterplan	190	-	-190	190	-	-17
Start Codon (Equity)	2,226	456	-1,770	1,000	-1,226	-1,226
The Growth Service Company	3,000	-	-3,000	3,000	-	-
TTP Incubator	33	33	-	33	-	-
University of Peterborough Phase 2	14,600	13,400	-1,200	14,600	-	-
<b>Total Business and Skills</b>	<b>115,369</b>	<b>17,570</b>	<b>-97,799</b>	<b>106,754</b>	<b>-8,615</b>	<b>-9,127</b>

	Approved Budget £'000	21-22 Actuals £'000	Balance to Spend £'000	Forecast Spend £'000	Forecast Over (Under) spend £'000	Change to Forecast Over (Under) spend £'000
<b>Delivery and Strategy</b>						
A10 Dualling	2,000	-	-2,000	840	-1,160	-560
A1260 Nene Parkway Junction 15	208	7	-201	457	249	249
A1260 Nene Parkway Junction 32/3	239	7	-232	239	-	-
A16 Norwood Dualling	626	22	-604	616	-10	62
A505 Corridor	143	6	-137	143	-	-
A605 Stanground - Whittlesea	217	-	-217	217	-	-
CAM Innovation Company Set up	2,000	-	-2,000	2,000	-	-
CAM Delivery to OBC	250	-	-250	250	-	250
Coldhams Lane roundabout improvements	234	-	-234	-	-234	-234
Digital Connectivity Infrastructure Programme	3,139	469	-2,669	3,139	-	-
Ely Area Capacity Enhancements	326	202	-124	202	-124	-124
Fengate Access Study - Eastern Industries Access - Phase 1	327	98	-229	317	-10	-10
Fengate Access Study - Eastern Industries Access - Phase 2	161	35	-127	161	-	-
Local Highways Maintenance & Pothole (with PCC and CCC)	27,695	27,695	-	27,695	-	-
King's Dyke	7,589	850	-6,738	7,589	-	-
Lancaster Way	500	-	-500	385	-115	-15
March Junction Improvements	2,114	513	-1,601	2,083	-31	-31
Regeneration of Fenland Railway Stations	2,610	-	-2,610	2,657	47	47
Soham Station	9,244	5,389	-3,855	9,482	238	-
Transport Modelling	750	-	-750	554	-196	-
Wisbech Access Strategy	2,739	-	-2,739	2,739	-	-1,393
Wisbech Rail	306	-	-306	306	-	-
<b>Total Delivery and Strategy</b>	<b>63,415</b>	<b>35,293</b>	<b>-28,122</b>	<b>62,070</b>	<b>-1,345</b>	<b>-1,758</b>

	Approved Budget £'000	21-22 Actuals £'000	Variance to Budget £'000	Forecast Spend £'000	Forecast Over (Under) spend £'000	Change to Forecast Over (Under) spend £'000
<b>Housing</b>						
Affordable Housing Grant Programme	25,119	893	-24,226	19,039	-6,081	11,058
Housing Investment Fund - contracted payments	11,841	5,519	-6,322	11,170	-671	5,442
<b>Total Housing</b>	<b>36,960</b>	<b>6,412</b>	<b>-30,549</b>	<b>30,208</b>	<b>-6,752</b>	<b>16,500</b>
	Approved Budget £'000	21-22 Actuals £'000	Variance to Budget £'000	Forecast Spend £'000	Forecast Over (Under) spend £'000	Change to Forecast Over (Under) spend £'000
<b>Corporate Services</b>						
ICT Capital Costs	44	-	-44	44	-	-
Investment in Finance System	-	-	-	-	-	-
<b>Total Corporate Services</b>	<b>44</b>	<b>-</b>	<b>-44</b>	<b>44</b>	<b>-</b>	<b>-</b>
<b>Total Capital Programme</b>	<b>215,787</b>	<b>59,274</b>	<b>-156,513</b>	<b>199,076</b>	<b>-16,712</b>	<b>5,615</b>

## Appendix 3: Capital Programme

Business and Skills	Approved to Spend Budgets				Total approved spend £'000	Subject to Approval budget				Total project budgets £'000
	2021-22	2022-23	2023-24	2024-25		2021-22	2022-23	2023-24	2024-25	
	£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000	
AEB Innovation Fund	324	-	-	-	324	-	-	-	-	324
Cambridge Biomedical MO Building	1,702	-	-	-	1,702	-	-	-	-	1,702
Cambridge City Centre	691	-	-	-	691	-	-	-	-	691
CRC Construction and Digital Refurbishment	911	-	-	-	911	-	-	-	-	911
COVID and Capital Growth Grant Scheme	7	-	-	-	7	-	-	-	-	7
Eastern Agritech Initiative	100	-	-	-	100	-	-	-	-	100
Green Home Grant Capital Programme	78,340	-	-	-	78,340	-	-	-	-	78,340
Illumina Accelerator	1,000	1,000	-	-	2,000	-	-	-	-	2,000
March Adult Education	314	-	-	-	314	-	-	-	-	314
Market Towns: Chatteris	1,000	-	-	-	1,000	-	-	-	-	1,000
Market Towns: Ely	656	-	-	-	656	-	344	-	-	1,000
Market Towns: Huntingdon	578	-	-	-	578	-	422	-	-	1,000
Market Towns: Littleport	-	-	-	-	-	-	1,000	-	-	1,000
Market Towns: March	1,000	1,100	-	-	2,100	-	-	-	-	2,100
Market Towns: Ramsey	1,000	-	-	-	1,000	-	-	-	-	1,000
Market Towns: Soham	200	-	-	-	200	-	800	-	-	1,000
Market Towns: St Ives	620	-	-	-	620	-	380	-	-	1,000
Market Towns: St Neots	220	921	1,959	-	3,100	-	-	-	-	3,100
Market Towns: Whittlesey	1,000	-	-	-	1,000	-	-	-	-	1,000
Market Towns: Wisbech	1,000	-	-	-	1,000	-	-	-	-	1,000
Metalcraft (Advanced Manufacturing)	2,979	-	-	-	2,979	-	-	-	-	2,979
Peterborough City Centre	681	-	-	-	681	-	-	-	-	681
South Fen Business Park	997	-	-	-	997	-	-	-	-	997
St Neots Masterplan	190	95	-	-	285	-	-	-	-	285
Start Codon (Equity)	2,226	-	-	-	2,226	-	-	-	-	2,226
The Growth Service Company	3,000	3,000	3,000	-	9,000	-	-	-	-	9,000
TTP Incubator	33	-	-	-	33	-	-	-	-	33
University of Peterborough Phase 2	14,600	-	-	-	14,600	-	-	-	-	14,600
<b>Total Business and Skills</b>	<b>115,368</b>	<b>6,116</b>	<b>4,959</b>	<b>-</b>	<b>126,444</b>	<b>-</b>	<b>2,946</b>	<b>-</b>	<b>-</b>	<b>129,390</b>

	Approved to Spend Budgets				Total approved to spend £'000	Subject to Approval budget				Total project budgets £'000
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000		2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	
<b>Delivery and Strategy</b>										
A10 Dualling	2,000	-	-	-	2,000	-	-	-	-	2,000
A1260 Nene Parkway Junction 15	208	-	-	-	208	5,000	-	-	-	5,208
A1260 Nene Parkway Junction 32/3	239	-	-	-	239	5,030	1,500	-	-	6,769
A141 capacity enhancements	-	-	-	-	-	-	650	1,300	2,300	4,250
A16 Norwood Dualling	626	-	-	-	626	420	12,000	-	-	13,046
A505 Corridor	143	-	-	-	143	-	-	-	-	143
A605 Stanground - Whittlesea	217	-	-	-	217	-	-	-	-	217
CAM Delivery to OBC	250	-	-	-	250	-	-	-	-	250
CAM Innovation Company Set up	2,000	-	-	-	2,000	-	-	-	-	2,000
Coldhams Lane roundabout improvements	234	-	-	-	234	2,200	-	-	-	2,434
Digital Connectivity Infrastructure Programme	3,139	-	-	-	3,139	-	1,500	1,500	1,500	7,639
Ely Area Capacity Enhancements	326	-	-	-	326	-	-	-	-	326
Fengate Access Study - Eastern Industries Access: Ph 1	327	-	-	-	327	1,330	4,200	-	-	5,857
Fengate Access Study - Eastern Industries Access: Ph 2	161	-	-	-	161	660	1,280	-	-	2,101
Local Highways Maintenance & Pothole Funds	27,695	23,080	23,080	23,080	96,935	-	-	-	-	96,935
King's Dyke	7,589	-	-	-	7,589	2,100	-	-	-	9,689
Lancaster Way	500	-	-	-	500	-	-	-	-	500
March Junction Improvements	2,114	-	-	-	2,114	2,738	-	-	-	4,852
Regeneration of Fenland Railway Stations	2,610	-	-	-	2,610	674	-	-	-	3,284
Soham Station	9,244	4,000	-	-	13,244	-	-	-	-	13,244
Snailwell Loop	-	-	-	-	-	500	-	-	-	500
St Ives (SOBC, OBC & FBC)	-	-	-	-	-	500	1,000	1,400	1,500	4,400
Transport Modelling	750	-	-	-	750	-	-	-	-	750
Wisbech Access Strategy	2,739	-	-	-	2,739	-	-	-	-	2,739
Wisbech Rail	306	-	-	-	306	2,688	3,000	5,000	-	10,993
<b>Total Delivery and Strategy</b>	<b>63,415</b>	<b>27,080</b>	<b>23,080</b>	<b>23,080</b>	<b>136,655</b>	<b>23,840</b>	<b>25,130</b>	<b>9,200</b>	<b>5,300</b>	<b>194,824</b>

	Approved to Spend Budgets				Total approved to spend £'000	Subject to Approval budget				Total project budgets £'000
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000		2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	
<b>Housing</b>										
Affordable Housing Grant Programme	25,119	-	-	-	25,119	-	-	-	-	25,119
Housing Investment Fund - contracted payments	11,841	593	-	-	12,434	-	-	-	-	12,434
<b>Total Housing</b>	<b>36,960</b>	<b>593</b>	<b>-</b>	<b>-</b>	<b>37,553</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>37,553</b>

	Approved to Spend Budgets				Total approved to spend £'000	Subject to Approval budget				Total project budgets £'000
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000		2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	
<b>Corporate Services</b>										
Investment in Finance System	-	-	-	-	-	150	-	-	-	150
ICT Capital costs	44	38	38	38	158	-	-	-	-	158
<b>Total Corporate Services</b>	<b>44</b>	<b>38</b>	<b>38</b>	<b>38</b>	<b>158</b>	<b>150</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>308</b>

<b>Total Capital Programme</b>	<b>215,787</b>	<b>33,827</b>	<b>28,077</b>	<b>23,118</b>	<b>300,810</b>	<b>23,990</b>	<b>28,076</b>	<b>9,200</b>	<b>5,300</b>	<b>367,375</b>
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## Appendix 4: Detailed Explanations of Material Variances

### Operational Revenue Variances >£100k

<b>1. CA Gross Staffing Costs</b>		Change in forecast expenditure	<b>£911k</b>
2021-22 Budget	<b>£6,642k</b>	Forecast expenditure	<b>£6,783k</b>
<p>The majority of the change in forecast is due to the inclusion of £722k of Energy Hub staffing costs, these are met from the Energy hub grants and thus the internally recharged grant funded staff budget has been adjusted to show an additional £722ck 'income'.</p> <p>The balance, of £141k is mainly caused by an increase in spend across Legal, Governance and HR teams reflecting the need to support the expanding organisation including the Energy Hub and Passenger Transport teams.</p>			

<b>2. Accommodation Costs</b>		Change in forecast expenditure	<b>-£100k</b>
2021-22 Budget	<b>£300k</b>	Forecast expenditure	<b>£100k</b>
<p>Reviewing the ongoing accommodation costs for the Combined Authority and the likelihood of new accommodation being found within this financial year, the forecast spend has been reduced to show the net impact of the saving from having no main office space, a contribution to the Mayor's office accommodation budget to reflect it's use by Combined Authority staff, and the costs of hiring venues for public meetings.</p> <p>Work to find a new home for the Combined Authority is ongoing with consideration currently being given to the opportunities across the public sector estate in the area.</p>			

<b>3. Interest Receivable on Investments</b>		Change in forecast income	<b>-£143k</b>
2021-22 Budget	<b>-£231k</b>	Forecast income	<b>-£374k</b>
<p>This budget shows interest received on the cash balances the Combined Authority holds due to timing differences between receiving grant funds and spending them.</p> <p>While interest rates have been at an historic low in the past 12 months, the budget was set when forecasts included the possibility of the Bank of England base rate becoming negative. As the global, and UK, economic position has improved this possibility has reduced and interest rates have</p>			

increased marginally. As such we have achieved more lucrative deals than was originally anticipated when the budget was set.

#### Workstream Revenue Variances >£250k

<b>4. AEB Devolution Programme</b>		Change in forecast expenditure	<b>-£450k</b>
2021-22 Budget	<b>£11,368k</b>	Forecast expenditure	<b>£10,250k</b>
<p>The underspend on the AEB programme is due to a number of factors including underperformance of providers due to the pandemic which resulted in a national drop in AEB enrolments, improved performance management leading to reduction of some provider's funding allocation.</p> <p>To mitigate this forecast the service will be providing additional funding for over-achieving providers, commissioning additional work in-year to address any gaps and flexing funding rules to open up more opportunities for more residents to participate.</p> <p>Longer term the service will over-provision services, anticipating under-delivery based on historic performance and they have set up a capacity building fund to support providers to deliver more training in future.</p> <p>The result of the short-term actions should be seen when the first set of 2021-22 enrolment data is received in December.</p>			

<b>5. AEB Level 3 Courses</b>		Change in forecast expenditure	<b>-£279k</b>
2021-22 Budget	<b>£809k</b>	Forecast expenditure	<b>£530k</b>
<p>The Level 3 campaign has not taken off at the rate that was anticipated. In response to this we have contracted new suppliers and are confident that the forecast outturn will increase. A revised forecast will be submitted after the next data return is received in December.</p>			

<b>6. GSE Public Sector Decarbonisation</b>		Change in forecast expenditure	<b>-£1,372k</b>
2021-22 Budget	<b>£1,372k</b>	Forecast expenditure	<b>£1k</b>
<p>This funding is for the recruitment of specialised staff to support public sector organisations with decarbonisation. In recognition of the pressures within the sector the funding can be spent across the current and next financial years, so the delayed spend does not represent a funding risk.</p>			

Recruitment is beginning in earnest in January and the programme will ramp up once staff are in post.

## Capital Variances >£500k

<b>7. Green Homes Grant Capital Programme</b>		Change in forecast expenditure	<b>-£6,641k</b>
2021-22 Approved Budget	<b>£78,340k</b>	Forecast expenditure	<b>£71,699k</b>
<p>Extensions to earlier phases of the Green Homes Grant (not managed by the Combined Authority and GSE Energy Hub) have caused a bottleneck with the supply chain therefore delaying the start of the current phase.</p> <p>Whilst the majority of the funding is currently time constrained by BEIS to be spent within the current financial year, it has been agreed that the portion of the funds which are ringfenced for contracted to staff and support teams can be spread across a 12-month period from date of contract, thereby extending some expenditure into the next financial year.</p> <p>This is a problem that is being encountered by all Energy Hubs across the country and dialogue with BEIS is ongoing to agree an extension to the funding period. A decision from BEIS is expected in January 2022 and a paper has been added to the Combined Authority forward plan to present a re-profiled programme timeline in anticipation of this.</p>			

<b>8. Start Codon Equity</b>		Change in forecast expenditure	<b>-£1,226k</b>
2021-22 Approved Budget	<b>£2,226k</b>	Forecast expenditure	<b>£1,000k</b>
<p>The investment plan from Start Codon for their Recycled Growth Funds has investments being made, and drawdowns from the Combined Authority to pay for these, across the current and subsequent financial year.</p> <p>The current run rate is approximately £250k invested per quarter and thus the outturn for the year is £1m.</p> <p>Of the underspend against the original profile £1m will be sought to carry forward into 2022-23 in-line with the investment agreement and the balance of £226k will be a capital 'saving'.</p>			

<b>9. A10 Dualling</b>		Change in forecast expenditure	<b>-£560k</b>
2021-22 Approved Budget	<b>£2,000k</b>	Forecast expenditure	<b>£840k</b>
<p>As reported last month, the Department for Transport awarded £2m for the development of the next phase of the A10 dualling.</p> <p>Progress on contracting for the delivery of the business case has not progressed as anticipated resulting in a delay to the initiation of the works and a corresponding delay in spend. The funding that will no longer be spent in</p>			

2021-22 being spent in the following year.



## Draft Sustainable Growth Ambition Statement and 2022/23 draft budget and medium-term financial plan 2022 to 2026

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 24 November 2021

Lead Member: Mayor Nik Johnson

From: Jon Alsop, Chief Finance Officer

Key decision: No

Forward Plan ref: n/a

Recommendations: The Combined Authority Board is recommended to:

- a) Approve the Draft Sustainable Growth Ambition Statement for consultation.
- b) Approve the Draft Budget for 2022/23 and the Medium-Term Financial Plan 2022/23 to 2025/26 for consultation.
- c) Approve the timetable for consultation and those to be consulted.

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 are asked to approve the draft Sustainable Growth Ambition Statement (SGAS) for consultation alongside the Medium-Term Financial Plan to obtain public engagement and feedback on this set of values.
- 1.2. According to the Constitution, functions reserved to the Combined Authority Board include the adoption of the non-mayoral Combined Authority budgets, the Medium-Term Financial Plan and the Capital Programme.
- 1.3. The process for the approval of the Mayoral budget is set out in 'The Combined Authorities (Finance) Order 2017'.
- 1.4. This paper sets out the proposed Combined Authority draft Budget for 2022/23 and the Medium-Term Financial Plan (MTFP) and Capital Programme for the period 2022/23 to 2025/26.
- 1.5. The paper also sets out the proposed timetable for the consultation and approval of the draft budget and MTFP, and the suggested consultees in line with statutory timescales. It is proposed that the draft SGAS is consulted on and brought back for adoption by the Combined Authority Board in line with the budget's statutory timescales.

## 2. Background

- 2.1. According to the Constitution, "The draft Budget shall be submitted to the Combined Authority Board for consideration and approval for consultation purposes only before the end of December each year. The Combined Authority Board will also agree the timetable for consultation and those to be consulted. The consultation period shall not be less than four weeks, and the consultees shall include Constituent Authorities, the Local Enterprise Partnership and the Overview and Scrutiny Committee."
- 2.2. This year, alongside the statutory budget consultation, the Combined Authority are recommended to approve consultation on its draft Sustainable Growth Ambition Statement. This sets out the Combined Authority's underpinning ethos for the strategic framework which is being developed, including the Local Transport and Connectivity Plan and the Economic Recovery Strategy.

### Development Timetable

- 2.3. The proposed timetable for agreeing the Statement, the budget and MTFP is as follows:

<b>Proposed Statement and Budget Setting Timetable</b>	<b>Day</b>	<b>Date</b>
CPCA Board Meeting (to receive and approve the draft Statement, Budget and MTFP for consultation)	Wed	24/11/21
Draft Statement and Budget Consultation Period Starts	Thu	25/11/21
Overview and Scrutiny Committee Meeting (Consultation)	Mon	13/12/21
Consultation Ends	Fri	31/12/21
Overview and Scrutiny Committee Meeting	Mon	24/01/22

CPCA Board Meeting to Approve the Statement, and 2022/23 Budget and MTFP	Wed	26/01/22
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- 2.4. This is in accordance with the key dates and statutory deadlines as set out in the Constitution (Budget framework) and the Finance Order (where these fall on weekends the final working day has been substituted):

<b>Date</b>	<b>Activity</b>
Friday 31 <sup>st</sup> December 2021	Deadline for Draft CA budget to the CA for consideration and approval for consultation (Budget Framework).
Not less than 4 weeks Duration	Consultation period (Budget Framework)
Monday 31 <sup>st</sup> January 2022	Deadline for the Mayor to notify the CA of the Mayor's draft budget for 2022/23 (Finance Order)
Monday 31 <sup>st</sup> January 2022	Deadline for proposed CA budget to be submitted to the CA Board, including consultation responses and the Mayor's budget (Budget Framework)
Within five working days of above	CA Board shall meet to consider the budget and may agree a report (Budget Framework)
At least five working days of report published if amendments to the Mayor's Budget are proposed	CA Board shall meet to re-consider the budget (Budget Framework)
Monday 7 <sup>th</sup> February 2022	Deadline for CA to report on the Mayor's draft budget (Finance Order)
At least five days from receipt of report	Deadline for the Mayor to respond to the CA report (Finance Order)
5 Days after end of deadline period above	Deadline CA to veto or approve Mayor's draft budget (Finance Order)
Monday 14 <sup>th</sup> February 2021	Deadline for issuing the Transport Levy to Peterborough City Council and Cambridgeshire County Council

2.5. Consultees

The consultees on the draft budget and MTFP must, as a minimum, include the following organisations, and these parties will also be key consultees for the statement:

- Cambridge City Council
- Cambridgeshire County Council
- East Cambridgeshire District Council
- Fenland District Council
- Huntingdonshire District Council
- Peterborough City Council

- South Cambridgeshire District Council
- The Business Board
- CPCA Overview and Scrutiny Committee

The draft statement, budget and MTFP will also be set out on the Combined Authority website and a communications campaign will be run to encourage public engagement and feedback.

### **Budget Setting Objectives**

- 2.6. The overarching objective is to set an affordable and balanced budget that supports delivery of the ambitions and priorities of the Mayor and the Combined Authority.
- 2.7. As the Combined Authority is in the process of refreshing its strategic vision for the area in light of changing circumstances since its inception, the draft 2022/23 budget and medium-term financial plan have been set with a light touch approach – there are no changes to existing projects included in the Budget and MTFP – the focus has been on updating and rolling forward existing budgets and projects and incorporating the decisions of the Combined Authority Board to the end of October 2021.
- 2.8. Significantly it does not contain indicative substantial new investments across the area as has been the practice in previous years, and instead maintains a significant capital headroom across the MTFP period. This will enable the Combined Authority Board to have the flexibility to allocate funds, against a refreshed purpose and agreed priorities, to deliver the best interventions guided by the new strategic framework underpinned by the devolution deal commitment – to double GVA – and the Sustainable Growth Ambition Statement.
- 2.9. While the budget does not include new projects, Combined Authority officers have been actively engaging with the Mayor and Members of the Board to ensure that opportunities in the area are recognised and recorded; a summary of the proposals that have been brought forward to date are included in **Appendix 4**. These proposals are not included within the budget, and thus not funded or committed to, they represent the work to-date of a continuing process of engagement with the Combined Authority Board to develop a shared vision and set of priorities. These projects, along with the interventions set out in the recently published Bus Service Improvement Plan, and others brought forward throughout the process, will be the subject of continued consultation with our Constituent Councils and Board Members, and those that are supported will be developed into investment business cases once the relevant strategic frameworks are in place to measure them against.
- 2.10. Other objectives and principles adopted in the development of the proposed draft budget and MTFP are as follows:
- Budget preparation has taken account of the level of reserves brought forward from previous financial years, and of expected annual funding streams from 2022/23 onwards to ensure that spending plans continue to be affordable.
  - The 2022/23 Budget and MTFP provides a clear presentation of capital and revenue budgets on a Directorate basis, strengthening the link between spending plans and funding sources.

- The staffing structure and budgets will continue to be managed at a corporate level by the Chief Executive as Head of Paid Service. As part of this, work is beginning on an organisational design, linked to organisational purpose and priorities to ensure the organisation continues to be appropriately resourced to best meet and support these.
- The Budget and MTFP identifies staffing costs and other contributions to 'overheads' associated with grant funded programmes and these are recharged to the relevant directorate budget line.
- The Budget and MTFP provides a clear presentation of projects where budget lines have already been approved by the Board, and of those projects which are 'Subject to Approval'.
- The Budget takes a prudent approach to funding – new funding sources are not recognised until funding agreements have been received from Government. This means that the draft budget does not include the recently announced Zero Emissions Bus Regional Area funding, nor the Community Renewal Fund. It is anticipated that documentation will be in place in time for their inclusion in the final version of the budget presented in January.

- 2.11. In accordance with the Constitution, all expenditure lines which are indicated 'subject to approval' will need to be approved by the Board before any expenditure can be incurred against them.
- 2.12. All Revenue and Capital expenditure lines included within the 2022/23 budget envelope and the MTFP, including both 'approved expenditure' and 'subject to approval' expenditure, are affordable and provide a balanced budget.
- 2.13. There is no proposal to precept constituent authorities or raise a Council Tax levy for the 2022/23 financial year.
- 2.14. The attached appendices provide the summary positions and detailed supporting schedules for both Revenue Expenditure (Appendix 1) and the Capital Programme (Appendix 2).

### 3. The Sustainable Growth Ambition Statement

- 3.1. The Constitution and Assurance Framework require our funding to be allocated in line with the Combined Authority's strategic policy framework. A key element of that policy framework is the Growth Ambition Statement. This statement was adopted by the Combined Authority in November 2018 and now needs to be updated.
- 3.2. The Board is invited to agree the draft new Sustainable Growth Ambition Statement set out at Appendix 3 for consultation. This restates the Devolution Deal commitment to double the size of the Cambridgeshire and Peterborough economy over the 25 from the date of the Deal. It also describes the six themes which inform the Combined Authority's investment programme.
- 3.3. The draft Sustainable Growth Ambition Statement's investment themes will be supported by measurable outcomes. These will provide a more robust and consistent framework for prioritising future investments and developing business cases that are consistent with the

principles of the HM Treasury Green Book.

- 3.4. As was the case with the previous Growth Ambition Statement, the Sustainable Growth Ambition Statement will provide the strategic policy anchor for future updates of the other key policy documents that make up the Authority's strategic framework.
- 3.5. The draft Sustainable Growth Ambition Statement will be consulted on alongside the draft Budget and MTFP with feedback provided to Leaders in January ahead of a paper proposing a final version of the Statement be adopted at the Combined Authority Board meeting at the end of January.

#### 4. Draft budget for 2022/23 and MTFP for the period 2022/23 to 2025/26

- 4.1. This report presents draft Revenue and Capital Budgets, reflecting decisions taken by the Combined Authority Board up to the end of October 2021, in line with agreed accounting policies. Overall affordability remains the key factor in agreeing a balanced budget and this paper maintains the presentation, established in the 2021-22 Budget, to clearly align Directorate Budgets with funding sources. The budget tables also differentiate between budgets which can be committed without further Board approval ('approved' projects and non-discretionary operational costs) and those that are 'subject to approval' by the Board.

#### 5. Funding

- 5.1. Funding summaries for planned and projected 'Revenue' expenditure and 'Capital' expenditure over the lifetime of the MTFP are shown in Tables 1 and 2 on the next page. These show the expected fund balances available in each year of the MTFP and are made up of reserves brought forward and expected in year funding. These tables show the movement against these funds for both 'approved' and 'subject to approval' expenditure profiles. The positive overall balance for Revenue at the end of each year and at the end of the MTFP period (2025/26 - £9.8m), and for Capital (2025/26 - £51.7m), indicate that the budget is balanced and affordable.
- 5.2. The significant capital headroom seen throughout the MTFP period reflects the current position of the Combined Authority in its vision and policy setting agenda. With a new focus on sustainable growth, as set out earlier in the report, the Combined Authority is refreshing its major strategies to align with this vision and maintaining the flexibility these capital reserves provide will enable meaningful investment into the policy areas and interventions that are driven from the new strategies.
- 5.3. That said, the Combined Authority is aware that it cannot achieve the scale of its ambition with its resources alone and so will seek to work collaboratively with its Constituent Authorities, Central Government, and local businesses to leverage other funding sources and ensure that the maximum impact, and value for money, can be delivered from the resources devolved to the area.
- 5.4. In Table 1, the 'Earmarked Reserves' line is made up of the minimum revenue reserve, the

election reserve and a top-slice funding reserve. The top-slice reserve is fully committed in 2022/23. The 'EU Funds' are a combination of both European Research Development Funding and European Social Funding grants. Other Transport and other Business and Skills are made up of accumulated small grants in those areas.

- 5.5. The Business Board's revenue funds are a combination of locally retained enterprise zone receipts and interest on loans made from the recycled capital funding sources.
- 5.6. In Table 2 the 'Capital Single Pot' is made up of both Capital gainshare and Transforming Cities Funds.
- 5.7. These tables indicate that all revenue and capital expenditure lines included within the 2021/22 budget envelope and the MTFP, including both 'approved' and 'subject to approval' expenditure, are affordable and provide a balanced budget.

**Table 1 - CPCA Revenue Funding Summary**

Source of Funding	2022/23					2023/24					2024/5				2025/6			
	Forecast balance at 1/4/22	In-year income	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End	In-year income	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End	In-year income	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End	In-year income	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End	
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	
Revenue Single Pot	(4,982)	(8,376)	6,695	1,586	(5,078)	(7,975)	7,089	1,520	(4,444)	(7,675)	7,535	1,520	(3,063)	(7,611)	7,692	170	(2,813)	
Earmarked Reserves	(2,357)	(265)	993	-	(1,628)	(145)	454	-	(1,319)	(416)	466	-	(1,269)	(461)	1,244	-	(486)	
Business Board Revenue Funds	(206)	(972)	1,032	-	(146)	(1,009)	348	-	(807)	(1,009)	348	-	(1,468)	(1,009)	250	-	(2,227)	
Adult Education Budget (AEB)	(868)	(11,989)	11,338	-	(1,520)	(11,989)	11,338	-	(2,172)	(11,989)	11,338	-	(2,824)	(11,989)	11,338	-	(3,476)	
Transport Levy	-	(13,300)	13,300	-	-	(13,566)	13,566	-	-	(13,838)	13,838	-	-	(14,115)	14,115	-	-	
EU funds	-	(2,300)	2,300	-	-	(635)	635	-	-	-	-	-	-	-	-	-	-	
Other transport	(781)	-	-	-	(781)	-	-	-	(781)	-	-	-	(781)	-	-	-	(781)	
Energy Hub	(3,414)	-	3,414	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other B&S	(60)	(871)	871	-	(60)	(846)	846	-	(60)	(746)	746	-	(60)	(746)	746	-	(60)	
<b>Total</b>	<b>(12,668)</b>	<b>(38,074)</b>	<b>39,943</b>	<b>1,586</b>	<b>(9,213)</b>	<b>(36,166)</b>	<b>34,277</b>	<b>1,520</b>	<b>(9,583)</b>	<b>(35,672)</b>	<b>34,271</b>	<b>1,520</b>	<b>(9,465)</b>	<b>(35,931)</b>	<b>35,384</b>	<b>170</b>	<b>(9,843)</b>	

**Table 2 - CPCA Capital Funding Summary**

Source of Funding	2022/23					2023/24					2024/5				2025/6			
	Forecast balance at 1/4/22	In-year income	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End	In-year income	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End	In-year income	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End	In-year income	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End	
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	
Capital Single Pot	(32,269)	(33,000)	6,157	31,769	(27,343)	(12,000)	2,001	9,200	(28,142)	(12,555)	42	5,300	(35,355)	(12,184)	-	-	(47,539)	
Housing	(735)	(37,588)	28,389	-	(9,934)	(6,000)	15,674	-	(260)	(3,705)	3,965	-	-	-	-	-	-	
Recycled Growth Funds / Getting Building Fund	(8,192)	(1,138)	5,250	-	(4,080)	(558)	500	-	(4,138)	-	-	-	(4,138)	-	-	-	(4,138)	
Highways Capital Grants	-	(27,695)	27,695	-	-	(27,695)	27,695	-	-	(27,695)	27,695	-	-	(27,695)	27,695	-	-	
<b>Total</b>	<b>(41,196)</b>	<b>(99,421)</b>	<b>67,491</b>	<b>31,769</b>	<b>(41,356)</b>	<b>(46,253)</b>	<b>45,870</b>	<b>9,200</b>	<b>(32,539)</b>	<b>(43,954)</b>	<b>31,701</b>	<b>5,300</b>	<b>(39,492)</b>	<b>(39,879)</b>	<b>27,695</b>	<b>-</b>	<b>(51,676)</b>	

## 6. The Combined Authority's Budget

- 6.1. The revenue budget covers the operational costs of the Combined Authority including staffing and staff related costs, corporate overheads and externally commissioned costs. Other 'revenue' costs include:
- Business Board funding and activities.
  - Ongoing devolution of the Adult Education Budget (AEB) which commenced in the 2019/20 academic year.
  - Drawdown from the Mayoral Election Reserve to fund the costs of the election in 2025/26.
  - Allowance for interest charged on (potential) capital borrowing.
- 6.2. Overall affordability is a key principle in creating a lawful budget and for ensuring financial control over the period of the MTFP. The budget has also been presented to highlight the governance processes for budget lines which are described as 'Approved' and 'Subject to Approval' Schemes.
- An **Approved Budget** line is one that the Board has already approved. Spending against budget lines is permitted without further approval.
  - A **Subject to Approval** budget line is noted within the overall budget affordability envelope, but further approval will be required from the CA Board to approve the spending.
- 6.3. A highlight of the key projects and programmes for each of the Directorates is included below and a detailed breakdown of Directorate budgets and anticipated MTFP expenditure is shown in **Appendices 1 and 2**. Please note that where a budget line is not specified, this is deemed to be an Approved Budget line.
- 6.4. The revenue budget position for 2022/23 and the MTFP, including both approved and subject to approval expenditure is affordable within the anticipated funding sources. Current spending plans leave uncommitted revenue single pot funding of £2,813k at the end of 2025/26 in addition to the minimum revenue reserve set at 2% of gross expenditure.
- 6.5. **Mayor's Budget**

The Mayor's Office budget is included within this report for completeness as it draws on CPCA funding sources. However, the mayoral budget has a different approval process to the non-Mayoral Combined Authority budget. The process for determining the mayoral budget is set out in the Combined Authorities (Finance) Order 2017.

## 7. Corporate Services Directorate

- 7.1. Given the 'non-discretionary' nature of the majority of Corporate costs, which are driven by policy and operational requirements, all but the capacity funds are deemed as "Approved".
- 7.2. Corporate Services are those services which support the business of the organisation. They comprise finance, legal, governance, audit, procurement, HR and communications. Two of the three statutory officers, the Monitoring Officer and the Chief Finance Officer are based in this Directorate. Together they provide the foundation that supports the business and skills, delivery and strategy, transport and housing teams to deliver to the people of Cambridgeshire and Peterborough. The Corporate Services Directorate comprises professionally qualified officers with specialised knowledge, exercising best practice to serve internal officers in the delivery of the corporate objectives.
- 7.3. The key functions of this Directorate are to ensure economy and efficiency in the delivery of services by providing a balanced budget which aligns with the business plan, regulate the good conduct of members and officers, ensure that the work of the organisation is communicated to the public and provide advice to the various decision-making groups, such as the CPCA Board, the Overview and Scrutiny Committee and the Audit & Governance Committee. The officers of this team are constantly assessing the work of the CPCA to ensure that decisions make best use of public funds, are lawful and meet the policy goals of the members.

### Response Funds

- 7.4. The Corporate Response Fund enables the organisation to react to emerging ideas, concepts, and central Government policy. Use of this funding requires the approval of the Chief Executive.  
The directorate response funds from prior years have been centralised to create the "Programme Response Fund". This allows for maximum flexibility and removes silo working from the Combined Authority's ability to respond to emerging issues and opportunities. As with the directorate response funds the Programme Response Fund is 'Subject to Approval' and so requires Board approval prior to allocation.

## 8. Business and Skills Directorate

- 8.1. **Our vision** is to deliver the Board's goal of doubling our economy, under the devolution deal, in a way that is fairer, more inclusive, and would not happen without the activity and programmes of the Combined Authority. One that is greener for the planet, transforms life chances and healthier for our communities.
- 8.2. **Our mission** is to level-up the opportunity of access to both high-quality education and high-quality employment, in order to tackle persistent inequalities in economic, social and health outcomes across our communities.
- 8.3. In terms of education and skills this means:
  - **Inspiring more young people in school to continue their education**, with the

aspiration to double the proportion of school leavers in full time education from just 17% locally in the north, closer to the 33% national average.

- **Inspiring more young people into careers that can transform their life chances**, raising social mobility across the county, and especially in Peterborough and Fenland which are ranked 191st and 319th respectively, out of 324 local authority districts, putting them in the bottom 40% and 2% respectively of places nationally.
- **Tackling the inequalities in access to further and higher education** that hold back life chances and progress to improve related health and social outcomes. Building FE and HE capacity to provide more adults, of all ages, with an education able to improve their access to better jobs and prosperity, raising the proportion of the population in the north from just 32.1% gaining a NVQ4 or above qualification to the 43% national average. Chief amongst our aspirations to raise life chances through education, is the establishment and development of a university for Peterborough and the Fens.

8.4. However, filling the higher-level skills gap in Peterborough and the Fens, will have limited impact on real lives, without effective measures to significantly grow the business demand for those skills. This will require, concurrent development of the innovation and business support eco-system to grow indigenous high-value firms and attract new ones, more evenly across our places.

8.5. Green and inclusive business growth support is key to levelling-up, achieved through an integrated and powerful array of support that accelerates our recovery by strengthening our businesses and workforce capacity for rebound and regrowth. Our key intervention vehicle to enable this, and potentially providing around half of all job growth generated by the Business Board over the next 6 years, will be the Growth Works Service. This will continue to grow and develop to provide:

- **A Growth Coaching Service** to engage and support our highest potential firms to speed their growth, build their capacity for growth, and sustain their period of growth.
- **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 SMEs, grow through organic expansion, offering an integrated range of grants, loans and equity products unavailable commercially.

8.6. **Place based innovation is key to levelling-up.** However, replicating the “Cambridge Phenomenon”, that has taken five decades to organically evolve and develop, requires a specifically designed and long-term programme of interventions that balance supply of improved human capital with the demand for it, created by indigenous and inward business growth, that is higher value, requiring higher level skills. As demonstrated in Cambridge, research is fundamental to achieving this - 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 universities. Having won funding for, and started construction on, the first three buildings of the university campus in Peterborough, now is the time to deliver on the CPIER ambition to increase innovation-based business growth in the north by replicating and extending the infrastructure and networks that have enabled Cambridge to become a global leader in innovative growth, creating an economy-wide innovation eco-system to promote inclusive growth. Future phases of the university project will realise this ambition.

## 9. Delivery and Strategy Directorate

### Transport

- 9.1. The Combined Authority is the area's Local Transport Authority, as such it has responsibility for creating and owning the statutory Local Transport Plan (LTP) – this sets out the long-term strategy to improve transport in Cambridgeshire and Peterborough and Local Plans must show how they adhere to the LTP. Reflecting the impact that internet connectivity has on transport needs, the Combined Authority has rolled Connectivity into the Plan forming the Local Transport and Connectivity Plan (LTCP); the current phase of public engagement comes to an end on the 28<sup>th</sup> November and a formal public consultation is taking place in January 2022 to shape the final Plan being presented in March.
- 9.2. Along with the LTCP the Combined Authority has responsibility for shaping the bus network across the region. This includes paying for concessionary fares as well as supporting bus services to ensure that remote areas of the County aren't excluded. More recently Government has asked us to develop a Bus Service Improvement Plan in collaboration with local bus services, the Greater Cambridge Partnership and the Local Highways Authorities, which sets out our vision for a bus network for the area that is fast, reliable and ready to help drive a modal shift in transport. The first version of this Plan was submitted to the Department for Transport in October and we await a response to understand what the area's share of the £3bn announced for a bus revolution looks like.
- 9.3. The Combined Authority co-ordinated and submitted a bid into the Zero Emissions Bus Regional Area fund which successfully gained Government funding to enable 30 new zero-emission electric busses within the next 12 months, which kick-starts one of the aims of the Bus Service Improvement Plan – to make the area's bus network zero emissions by 2030.
- 9.4. The Transport team also programme manage a portfolio of large capital projects delivering journey improvements and public health benefits across the region to help deliver the Combined Authority's commitment to double GVA – these projects are predominantly funded by the Transforming Cities Fund, a £95m fund devolved to the area with the Combined Authority able to direct to where it will create the greatest impact.

### Strategy and Climate Change

- 9.5. This area leads on strategic planning by developing an overall spatial framework for the area and as well as holding responsibility for the project management office and therefore monitoring and evaluation across the Combined Authority's portfolios of projects. This includes ensuring the provision of high quality, up to-date data to decisionmakers to enable policy to be based on the best available evidence. The team also supports the Board in developing its policies and priorities and ensuring the strategic policy framework is up to

date and supports the Assurance Framework.

- 9.6. Alongside its programme responsibilities it also manages the digital connectivity programme, which is working to provide fast reliable internet to all corners of the Combined Authority area to ensure that no area is digitally left behind.
- 9.7. Finally it supports initiatives that take forward the recommendations of the Cambridgeshire and Peterborough Independent Commission on Climate which issued its final report in Summer 2021 with wide ranging implications for both the public and private sectors in the Combined Authority area.

## 10. Housing Directorate

### **Affordable Housing Programme to March 2022**

- 10.1. The CPCA Housing Strategy (September 2018) recognises that there is a need to deliver genuinely affordable housing across the Combined Authority Area. It further recognises that there is a gap in the market for those who do not qualify for traditional affordable housing and for whom open market housing is out of reach
- 10.2. The Combined Authority's Affordable Housing programme runs to 31 March 2022 with the original ambition under the devolution deal to deliver 2,000 new affordable homes with £100m of Capital funding being provided.
- 10.3. 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 CPCA accepted. CPCA provided a proposed scheme programme in May 2021 that would deliver in excess of 2,000 units which DLUHC responded to in September 2021 being prepared to support 15 of the 19 schemes proposed. Effectively this has given CPCA 6 months to implement the programme that was approved.
- 10.4. The anticipated additional affordable housing unit numbers being delivered is now expected to be between 1,600 -1,800 units, depending upon levels of schemes that cannot start in time and our ability to substitute with replacement schemes as permitted by DLUHC, as time to March 2022 runs out.
- 10.5. To deliver this, the total capital funding being offered by government is now a maximum of £73.7m. Of this £55m has already been received. Approximately £40m of this was initially committed in loans supporting local SME Housing developers. To support a 2021/22 programme DLUHC has conditioned CPCA to use this loan money when re-paid to support the affordable housing programme's grant led schemes and will supply the additional £18.7m when CPCA can evidence the additional schemes as starting on site.

### **Community Housing**

- 10.6. CPCA aspires to support and still offer grants to genuine community led affordable housing schemes that engage legitimate community engagement, transparency and democracy, The previous 'in house' team has now left CPCA and support for Community Housing

groups within the CPCA area (excluding East Cambridgeshire) is proposed to be provided for CPCA by an experienced and respected independent Community homes consultant.

### **Prospects beyond March 2022**

- 10.7. DLUHC advised that in connection with any prospect for the Combined Authority having a further dedicated affordable housing programme beyond March 2022 there is no expectation of there being any additional DLUHC money available that could provide a funding source. CPCA was also advised that DLUHC had no other current Affordable Housing funding support planned for Combined Authorities.
- 10.8. CPCA was referred to a Continuous Market Engagement process and to engage in a discussion with Homes England as they still have £2.9 billion unallocated money in their 2021/26 housing programme. This would be on a scheme specific basis, unlike the recent announcement of strategic partners.
- 10.9. In light of the DLUHC response, it is intended to put current work on the proposed CA Affordable Housing Principles on hold and to look to develop a CA affordable housing strategy in the first half of 2022 taking into account views of our constituent councils and working closely with Homes England.
- 10.10. Recognising that the affordable housing challenge remains severe in all CA districts, once the core of the remaining 2021/22 delivery is underway, the CA housing team will engage with local Registered Providers (RPs). This will focus on those who were not big enough to secure part of the Homes England strategic partner allocation and will depend upon the role and extent to which the CA can provide additional impact in discussion with Homes England.

## **Significant Implications**

### **11. Financial Implications**

- 11.1 There are no financial implications beyond those identified in the paper.

### **12. Legal Implications**

- 12.1 The budget setting process is as set out in the Combined Authority's Constitution

### **13. Appendices**

- 13.1 Appendix 1 – Draft 2021/22 Revenue Budget and Medium-Term Financial Plan
- 13.2 Appendix 2 – Draft Capital Programme 2021/22 to 2024/25
- 13.3 Appendix 3 – Draft Sustainable Growth Ambition Statement
- 13.4 Appendix 4 – Pipeline of Project Proposals

## 14. Background Papers

14.1 [Cambridgeshire and Peterborough Combined Authority - Constitution](#)

14.2 [Current Growth Ambition Statement](#)

## 15. Accessibility

15.1 An accessible version of this report and appendices are available on request from [democratic.services@cambridgeshirepeterborough-ca.gov.uk](mailto:democratic.services@cambridgeshirepeterborough-ca.gov.uk)



## Appendix 1a – Draft Mayoral Revenue Budget

2021/22		2022/23	2023/24	2024/25	2025/6
£000's		£000's	£000's	£000's	£000's
	<b>Mayor's Office</b>				
96	Mayor's Allowance	98	100	102	104
15	Mayor's Conference Attendance	10	10	10	10
40	Mayor's Office Expenses	40	40	40	40
77	Mayor's Office Accommodation	77	77	77	77
260	Mayor's Office Staff	265	270	275	281
<b>488</b>	<b>Total Mayor's Costs</b>	<b>490</b>	<b>497</b>	<b>504</b>	<b>512</b>
<b>488</b>	<b>Total Mayor's Approved Budgets</b>	<b>490</b>	<b>497</b>	<b>504</b>	<b>512</b>

## Appendix 1b – Draft Corporate Services Revenue Budget

2021/22		2022/23	2023/24	2024/25	2025/6
£000's		£000's	£000's	£000's	£000's
	<b>Combined Authority Staffing Costs (inc NI &amp; Pen 'er)</b>				
309	Chief Executive	331	338	345	343
	<b>Housing Directorate</b>				
569	Housing	501	516	533	535
	<b>Business and Skills Directorate</b>				
1,082	Business and Skills	1,204	1,245	1,286	1,292
	- Growth Hub	-	90	188	187
	- Energy	905	485	495	492
242	AEB	249	258	267	269
	<b>Delivery &amp; Strategy Directorate</b>				
1,639	Delivery & Strategy	908	939	969	971
	- Transport	582	598	617	614
	- Passenger Transport	430	447	463	465
	<b>Corporate Services Directorate</b>				
832	Legal and Governance	1,016	1,059	1,101	1,114
665	Finance	736	715	747	749
180	HR	253	182	187	186
354	Communications	414	376	387	386
<b>5,872</b>	<b>Total Combined Authority Staffing Costs</b>	<b>7,528</b>	<b>7,248</b>	<b>7,583</b>	<b>7,603</b>
	<b>Other Employee Costs</b>				
80	Travel and professional memberships	80	80	80	80
90	Training	88	61	52	52
157	Change Management Reserve	162	158	160	160
<b>327</b>	<b>Total Other Employee Costs</b>	<b>330</b>	<b>299</b>	<b>292</b>	<b>292</b>
	<b>Support Services</b>				
65	External Legal Counsel	70	70	70	70
74	Finance Service	65	66	67	68
95	Democratic Services	95	95	95	95
4	Payroll	10	10	10	10
18	HR	12	12	12	12
8	Procurement	8	8	8	8
	- Finance System	-	-	-	-
48	ICT external support	221	221	221	221
<b>312</b>	<b>Total Externally Commissioned Support Services</b>	<b>481</b>	<b>482</b>	<b>483</b>	<b>484</b>
	<b>Corporate Overheads</b>				
300	Accommodation Costs	300	300	300	300
102	Software Licences, Mobile Phones cost	113	113	113	113
42	Communications	35	35	35	35
15	Website Development	10	10	10	10
88	Recruitment Costs	100	100	100	100
35	Insurance	39	39	39	39
132	Audit Costs	140	140	140	140
31	Office running costs	31	31	31	31
36	Corporate Subscriptions	56	56	56	56
<b>780</b>	<b>Total Corporate Overheads</b>	<b>825</b>	<b>825</b>	<b>825</b>	<b>825</b>

	<b>Governance Costs</b>				
144	Committee/Business Board Allowances	144	144	144	144
144	<b>Total Governance Costs</b>	<b>144</b>	<b>144</b>	<b>144</b>	<b>144</b>
	<b>Election Costs</b>				
1,040	<b>Total Election Costs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,040</b>
	<b>Response Funds</b>				
145	Corporate Response Fund	145	145	145	
-	Programme Response Fund				
	<i>Approved</i>	-	-	-	-
	<i>Subject to Approval</i>	1,250	1,350	1,350	
145	<b>Total Response Funds</b>	<b>1,395</b>	<b>1,495</b>	<b>1,495</b>	
	<b>Financing Costs</b>				
- 231	Interest Receivable on Investments	- 68	- 15	- 15	- 15
-	Interest on Borrowing	500	500	500	500
- 231	<b>Net Financing Costs</b>	<b>432</b>	<b>485</b>	<b>485</b>	<b>485</b>
8,389	<b>Total Operational Budget</b>	<b>11,135</b>	<b>10,978</b>	<b>11,307</b>	<b>10,873</b>
	<b>Workstream Budget</b>				
52	Contribution to A14 Upgrade (DFT)	61	72	72	72
52	<b>Total Feasibility Budget</b>	<b>61</b>	<b>72</b>	<b>72</b>	<b>72</b>
	<b>Staffing Recharges</b>				
- 1,799	Internally Recharged Grant Funded Staff	- 2,749	- 2,181	- 2,363	- 2,350
- 709	Externally Recharged Staff	- 484	- 374	-	-
- 2,509	<b>Total Recharges to Grant Funded Projects</b>	<b>- 3,233</b>	<b>- 2,555</b>	<b>- 2,363</b>	<b>- 2,350</b>
5,933	<b>Total Corporate Services Approved Budgets</b>	<b>6,713</b>	<b>7,145</b>	<b>7,666</b>	<b>8,595</b>
-	<b>Total Corporate Services Subject to Approval Budgets</b>	<b>1,250</b>	<b>1,350</b>	<b>1,350</b>	<b>-</b>
5,933	<b>Total Corporate Services Budgets</b>	<b>7,963</b>	<b>8,495</b>	<b>9,016</b>	<b>8,595</b>

## Appendix 1c – Draft Business and Skills Revenue Budget

2021/22		2022/23	2023/24	2024/25	2025/6
£000's		£000's	£000's	£000's	£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	-	-	-	-
<b>28,661</b>	<b>Total Business &amp; Skills Approved Budgets</b>	<b>18,893</b>	<b>12,544</b>	<b>11,727</b>	<b>11,727</b>
-	<b>Total Business &amp; Skills Subject to Approval</b>	-	-	-	-
<b>28,661</b>	<b>Total Business &amp; Skills Revenue Expenditure</b>	<b>18,893</b>	<b>12,544</b>	<b>11,727</b>	<b>11,727</b>

## Appendix 1d – Draft Delivery and Strategy Revenue Budget

2021/22		2022/23	2023/24	2024/25	2025/6
£000's		£000's	£000's	£000's	£000's
	<b>A141 SOBC</b>				
114.0	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	<b>Bus Review Implementation</b>				
1,842.4	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	<b>Bus Service Subsidisation</b>				
187.0	Approved Project Costs	-	-	-	-
	Subject to Approval	-	-	-	-
	<b>Covid Bus Service Support Grant</b>				
189.0	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	<b>Transport Levy CCC</b>				
-	Approved Project Costs	-	-		
-	Subject to Approval				
	<b>Transport Levy PCC</b>				
-	Approved Project Costs	-	-		
-	Subject to Approval				
	<b>A142 Chatteris to Snailwell</b>				
-	Approved Project Costs	-	-	-	-
150.0	Subject to Approval	-	-	-	-
	<b>Climate Change</b>				
160	Approved Project Costs	-	-	-	-
-	Subject to Approval	100	100	100	100
	<b>Development of Key Route Network</b>				
-	Approved Project Costs	-	-	-	-
150	Subject to Approval	-	-	-	-
	<b>Harston Capacity Study</b>				
-	Approved Project Costs	-	-	-	-
150	Subject to Approval	-	-	-	-
	<b>Local Transport Plan</b>				
200	Approved Project Costs	-	-	-	-
-	Subject to Approval	100	-	-	-
	<b>CAM Innovation Company</b>				
657	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	<b>Land Commission</b>				
40	Approved Project Costs	-	-		-
-	Subject to Approval	-	-		-
	<b>Monitoring and Evaluation Framework</b>				
150	Approved Project Costs	34	-	-	-
-	Subject to Approval	36	70	70	70
	<b>Non-Statutory Spatial Framework (Phase 2)</b>				
57	Approved Project Costs	-	-	-	-
245	Subject to Approval	100	-	-	-
	<b>Sawston Station Contribution</b>				
-	Approved Project Costs	-	-	-	-
16	Subject to Approval	-	-	-	-
	<b>Segregated Cycling Holme to Sawtry</b>				
-	Approved Project Costs	-	-	-	-
100	Subject to Approval	-	-	-	-

	<b>St Ives (SOBC)</b>				
137	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	<b>Transport CPCA Bus Operation</b>				
13,040	Approved Project Costs	13,300	13,566	13,838	14,115
-	Subject to Approval	-	-	-	-
	<b>P'boro Station Quarter SOBC</b>				
350	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	<b>Public Transport: Bus Service Operator Grant</b>				
409	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	<b>Transport Response Fund</b>				
-	Approved Project Costs	-	-	-	-
650	Subject to Approval	-	-	-	-
-					
<b>17,531.0</b>	<b>Total Delivery &amp; Strategy Approved Projects</b>	<b>13,334</b>	<b>13,566</b>	<b>13,838</b>	<b>14,115</b>
<b>1,460.9</b>	<b>Total Delivery &amp; Strategy Projects Subject to Approval</b>	<b>336</b>	<b>170</b>	<b>170</b>	<b>170</b>
<b>18,991.9</b>	<b>Total Delivery &amp; Strategy Revenue Expenditure</b>	<b>13,670</b>	<b>13,736</b>	<b>14,008</b>	<b>14,285</b>

## Appendix 1e – Draft Housing Revenue Budget

2021/22		2022/23	2023/24	2024/25	2025/6
£000's		£000's	£000's	£000's	£000's
	<b>CLT</b>				
79	Approved Project Costs	70	70	70	70
-	Subject to Approval	-	-	-	-
	<b>Housing Response Fund</b>				
-	Approved Project Costs	-	-	-	-
350	Subject to Approval	-	-	-	-
	<b>AHP Revenue Costs</b>				
443	Approved Project Costs	443	454	466	464
-	Subject to Approval				
	<b>Garden Villages</b>				
114	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
636	<b>Total Housing Approved Budgets</b>	<b>513</b>	<b>524</b>	<b>536</b>	<b>534</b>
350	<b>Total Housing Projects Subject to Approval</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
986	<b>Total Housing Revenue Expenditure</b>	<b>513</b>	<b>524</b>	<b>536</b>	<b>534</b>



## Appendix 2a – Draft Corporate Services Capital Programme

2021/22		2022/23	2023/24	2024/5	2025/6
£,000		£,000	£,000	£,000	£,000
	<b>Investment in Finance System</b>				
-	Approved Project Costs	-	-	-	-
150	Subject to Approval	-	-	-	-
	<b>ICT Capital</b>				
44	Approved Project Costs	42	42	42	42
-	Subject to Approval				
<b>44</b>	<b>Total Corporate Approved Capital Projects</b>	<b>42</b>	<b>42</b>	<b>42</b>	<b>42</b>
<b>150</b>	<b>Total Corporate Project Costs Subject to Approval</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>194</b>	<b>Total Corporate Capital Projects</b>	<b>42</b>	<b>42</b>	<b>42</b>	<b>42</b>

## Appendix 2b – Draft Business and Skills Capital Programme

2021/22		2022/23	2023/24	2024/25	2025/6
£,000		£,000	£,000	£,000	£,000
	<b>Levelling Up Fund - University of Peterborough Phase 3</b>				
-	Approved Project Costs				
-	Subject to Approval	2,000	-	-	-
	<b>COVID and Capital Growth Grant Scheme</b>				
7	Approved Project Costs	-	-	-	-
	<b>Business Rebound &amp; Growth Service - Capital Grant and Equity Fund</b>				
6,293	Approved Project Costs	4,250	500	-	-
	<b>CRC Construction and Digital Refurbishment</b>				
911	Approved Project Costs	-	-	-	-
	<b>Eastern Agritech Initiative</b>				
100	Approved Project Costs	-	-	-	-
	<b>Getting Building Fund - University of Peterborough Phase 2</b>				
14,600	Approved Project Costs				
-	Subject to Approval	-	-	-	-
	<b>Illumina Accelerator</b>				
1,000	Approved Project Costs	1,000	-	-	-
	<b>Market Town Master Plan Implementation</b>				
7,274	Approved Project Costs	2,021	1,959	-	-
-	Subject to Approval	2,946	-	-	-
	<b>St Neots Masterplan Capital</b>				
190	Approved Project Costs	95	-	-	-
-	Subject to Approval	-	-	-	-
	<b>March Adult Education</b>				
314	Approved Project Costs	-	-	-	-
	<b>AEB Innovation Fund</b>				
324	Approved Project Costs	-	-	-	-
	<b>Cambridge Biomedical MO Building</b>				
1,702	Approved Project Costs	-	-	-	-
	<b>Cambridge City Centre</b>				
691	Approved Project Costs	-	-	-	-
	<b>Green Home Grant Capital Programme</b>				
78,340	Approved Project Costs	-	-	-	-
	<b>Peterborough City Centre</b>				
681	Approved Project Costs	-	-	-	-
	<b>Metalcraft (Advanced Manufacturing)</b>				
2,979	Approved Project Costs	-	-	-	-
	<b>South Fen Business Park</b>				
997	Approved Project Costs	-	-	-	-
	<b>Start Codon (Equity)</b>				
2,226	Approved Project Costs	-	-	-	-
	<b>TTP Incubator</b>				
33	Approved Project Costs	-	-	-	-
	<b>West Cambs Innovation Park</b>				
-	Approved Project Costs	-	-	-	-
<b>118,662</b>	<b>Total Approved Business and Skills Capital Projects</b>	<b>7,366</b>	<b>2,459</b>	<b>-</b>	<b>-</b>
-	<b>Total Business and Skills Project Costs Subject to Approval</b>	<b>4,946</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>118,662</b>	<b>Total Business and Skills Capital Projects</b>	<b>12,312</b>	<b>2,459</b>	<b>-</b>	<b>-</b>

## Appendix 2c – Draft Delivery and Strategy Capital Programme

2021/22		2022/23	2023/24	2024/5	2025/6
£,000		£,000	£,000	£,000	£,000
	<b>A10 Dualling</b>				
2,000	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	<b>A16 Norwood Dualling</b>				
626	Approved Project Costs	-	-	-	-
420	Subject to Approval	12,000	-	-	-
	<b>A141 OBC &amp; FBC</b>				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	650	1,300	2,300	-
	<b>A1260 Nene Parkway Junction 15</b>				
208	Approved Project Costs	-	-	-	-
5,000	Subject to Approval	-	-	-	-
	<b>A1260 Nene Parkway Junction 32-3</b>				
239	Approved Project Costs	-	-	-	-
5,030	Subject to Approval	1,500	-	-	-
	<b>A505 Corridor</b>				
143	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	<b>A605 Stanground - Whittlesea</b>				
217	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	<b>CAM SPV Running Costs</b>				
2,000	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	<b>CAM Business Case Development</b>				
250	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	<b>Coldhams Lane roundabout improvements</b>				
234	Approved Project Costs	-	-	-	-
2,200	Subject to Approval	-	-	-	-
	<b>Digital Connectivity Infrastructure Programme</b>				
3,139	Approved Project Costs	-	-	-	-
-	Subject to Approval	1,500	1,500	1,500	-
	<b>Ely Area Capacity Enhancements</b>				
326	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	<b>Fengate Access Studies Phase 1</b>				
327	Approved Project Costs	-	-	-	-
1,330	Subject to Approval	4,200	-	-	-
	<b>Fengate Access Studies Phase 2 (University Access)</b>				
161	Approved Project Costs	-	-	-	-
660	Subject to Approval	1,280	-	-	-
	<b>Highways Maintenance and Pothole funding (with PCC and CCC)</b>				
27,695	Approved Project Costs	27,695	27,695	27,695	27,695
-	Subject to Approval	-	-	-	-

	<b>King's Dyke</b>				
7,588	Approved Project Costs	-	-	-	-
2,100	Subject to Approval	-	-	-	-
	<b>Lancaster Way</b>				
500	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	<b>March Area Transport Strategy</b>				
2,114	Approved Project Costs	-	-	-	-
2,738	Subject to Approval	-	-	-	-
	<b>Regeneration of Fenland Railway Stations</b>				
2,610	Approved Project Costs	-	-	-	-
674	Subject to Approval	-	-	-	-
	<b>Snailwell Loop</b>				
-	Approved Project Costs	-	-	-	-
500	Subject to Approval	-	-	-	-
	<b>Soham Station</b>				
9,244	Approved Project Costs	4,000	-	-	-
-	Subject to Approval	-	-	-	-
	<b>St. Ives (SOBC, OBC &amp; FBC)</b>				
-	Approved Project Costs	-	-	-	-
500	Subject to Approval	1,000	1,400	1,500	-
	<b>Transport Modelling</b>				
750	Approved Project Costs	-	-	-	-
-	Subject to Approval	-	-	-	-
	<b>Wisbech Access Strategy</b>				
859	Approved Project Costs	-	-	-	-
1,880	Subject to Approval	-	-	-	-
	<b>Wisbech Rail</b>				
306	Approved Project Costs	-	-	-	-
2,688	Subject to Approval	3,000	5,000	-	-
	<b>ZEBRA</b>				
-	Approved Project Costs	-	-	-	-
-	Subject to Approval	1,693	-	-	-
<b>61,535</b>	<b>Total Delivery and Strategy Approved Capital Projects</b>	<b>31,695</b>	<b>27,695</b>	<b>27,695</b>	<b>27,695</b>
<b>25,720</b>	<b>Total Delivery and Strategy Projects Subject to Approval</b>	<b>26,823</b>	<b>9,200</b>	<b>5,300</b>	<b>-</b>
<b>87,255</b>	<b>Total Delivery and Strategy Capital Projects</b>	<b>58,518</b>	<b>36,895</b>	<b>32,995</b>	<b>27,695</b>

## Appendix 2d – Draft Housing Capital Programme

2021/22		2022/23	2023/24	2024/25	2025/6
£,000		£,000	£,000	£,000	£,000
	<b>Affordable Housing Grant Programme</b>				
19,039	Approved Project Costs	21,934	15,674	3,965	-
-	Subject to Approval	-	-	-	-
	<b>Housing Investment (revolving) Fund</b>				
11,170	Approved Project Costs	6,456	-	-	-
-	Subject to Approval	-	-	-	-
<b>30,208</b>	<b>Total Housing Approved Capital Projects</b>	<b>28,389</b>	<b>15,674</b>	<b>3,965</b>	<b>-</b>
-	<b>Total Housing Project Costs Subject to Approval</b>	-	-	-	-
<b>30,208</b>	<b>Total Housing Capital Projects</b>	<b>28,389</b>	<b>15,674</b>	<b>3,965</b>	<b>-</b>
-	<b>Net Capital Cost Subject to Approval</b>	-	-	-	-



## CA SUSTAINABLE GROWTH AMBITION STRATEGY

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 values.

The Devolution Deal between the government and Cambridgeshire and Peterborough established a programme of investment in our economic future, with the aim of doubling the size of the economy. In the past, we have tended to focus narrowly on the target of doubling GVA, and neglect the significance of the investments we are making – even though the Board has in reality picked investments that do address issues of fairness and sustainability. But growth and investment choices go together: it is only because we invest in the future that we can look forward to sustainable growth. The investments we pick reflect our values and are the foundations of our future.

The Combined Authority's strategy is therefore unashamedly values-driven. The values the Mayor wishes to be the hallmark of his term in office are

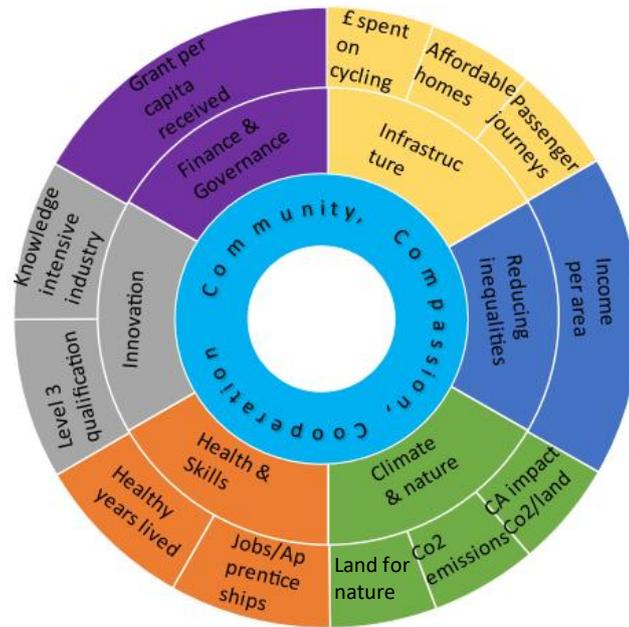
- Compassion
- Cooperation
- Community.

These frame how we will pursue the devolution deal's overall aim of achieving sustainable growth and integral human development.

We propose that we should recognise that our investment programme has six themes, all of which are anchored in the devolution deal. We aim to build up the capital stock of Cambridgeshire and Peterborough across the six dimensions of

- Health and Skills: building human capital to raise both productivity and the quality of life;
- 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;
- Infrastructure: from digital and public transport connectivity, to water and energy, building out the networks needed to support a successful future;
- Innovation: ensuring this area can continue to support the most dynamic and dense knowledge economy in Europe [check];
- Reducing inequalities: investing in the community and social capital which complement skills and connectivity as part of the effort to narrow the gaps in life expectancy and income between places;
- Financial and systems: improving the institutional capital which supports decision-making and delivery.

Shown as a diagram, it looks like this:



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, CO<sub>2</sub> emissions, and earnings gaps.

This strategic approach will be reflected in the Combined Authority’s overall work programme. Plans and strategies such as the Local Transport Plan, Economic Recovery Strategy, and Digital Infrastructure Strategy will identify how they are driven by the ambitions for capital development under each of the themes, and include outcome indicators to show how they will deliver against those themes.

**Does this approach represent a retreat from our commitment to the Devolution Deal GVA objective?**

On the contrary, taking this approach supports the headline doubling GVA objective and would improve our approach to delivering GVA growth sustainably. That is because it would

- (i) Recognise more explicitly the selection criteria we apply in picking projects, so that we understand better and can explain how a given investment contributes to sustainable growth;
- (ii) Recognise, anticipate and manage the risk of conflict between our headline growth objective and other policy objectives and constraints – for example, around the national statutory net zero objective, or the levelling-up agenda.

**Is this approach consistent with the Treasury’s Green Book and our Assurance Framework?**

Yes. As a strategy based on investment objectives and outcome measures, this approach is designed to be consistent with the Treasury’s Green Book and the Combined Authority’s Assurance Framework. Future investments will continue to need to demonstrate value for money through business cases constructed with reference to these strategic objectives. The approach does not remove the commitment to sustained GVA growth over the coming two decades; on the contrary, it

makes explicit the previously silent assumptions of the Devolution Deal about the need for carefully targeted capital formation in order to ensure that sustainable headline growth.

The Green Book was revised in December 2020. That revision placed more emphasis on ensuring that value for money assessments were anchored in a clear understanding of the contribution investments make to strategic objectives. The CPCA Assurance Framework was revised to reflect that approach in September 2021. Central government agreed the revisions.



## **Appendix 4 - Potential Pipeline Projects**

As mentioned in the body of the report, the draft budget being presented to Board does not include substantial new investments and this represents a conscious decision by the Combined Authority reflecting the ongoing development of a refreshed strategic framework underpinned by the devolution deal commitment to double GVA.

Rather than include projects at this stage the Authority is building a pipeline of projects, in consultation with Leaders and Constituent Authorities, and the projects identified by work to-date are included in this appendix. This is an ongoing process and these projects, along with the interventions set out in the recently published Bus Service Improvement Plan, and others brought forward throughout the process, will be consulted on with our Constituent Councils and Board Members and those that are supported will be developed in line with the Combined Authority's project methodology as set out in the Local Assurance Framework and 10-point guide.

These projects are not within the costed and balanced draft budget and are thus not yet funded or committed to. They are presented here to provide transparency to the pipeline of projects that the Combined Authority has currently developed for future consideration.

For this presentation the pipeline has been divided into three broad categories – Mayoral Priorities, Transport and Skills – these categories are indicative only and there are projects which could fall into more than one. There is no intent to suggest that project proposals will be treated differently depending on the category.

The Mayoral Priorities include proposals in response to the Cambridgeshire and Peterborough Independent Climate Commission's final report as well as projects that the Mayor believes will help deliver benefits for the region underpinned by the values of the three C's of Compassion, Community and Co-operation.

The second category, transport projects, are those that deliver primarily transport related benefits and that are expected to be considered against the new Local Transport and Connectivity Plan which is due to be considered for approval by Board in March 2022.

Finally, there are projects which are broadly skills related and are likely to be considered against the Combined Authority's skills strategy.

## **Mayoral Priorities**

<b>Project Title</b>	<b>Brief Description</b>
Doubling nature measurement survey	This is a proposal to develop a baseline and monitoring techniques to provide a first starting position against which to measure the target to 'double nature'.
Rewilding Fund	A fund to provide support for rewilding initiatives.
Contribution to Fen Peat Committee	To continue the Combined Authority's current 1-year support to the Fen Peat Committee
County of culture and sport	Funding to kick-start work on improving the area's culture and sports profile.
Volunteer training and recruitment platform	A project to develop a website that would be a one stop shop for volunteering across Cambridgeshire and Peterborough
Growth Works extension for Health and Wellbeing	Further investment into the Combined Authority's Growth subsidiary to fund new work on Health and Wellbeing.
Nature and Environment Investment Fund	A fund seeking projects which would seek multiple benefits including meeting future biodiversity net gain requirements
March to Wisbech Very Light Rail business case	Funding to develop the business case for delivery of a shuttle type service connecting March and Wisbech (capital funding for deliver is already within the MTFP should it be approved).
Revitalising Market Towns and Villages Programme	A programme to extend the existing Market Towns capital programme to the area's other market towns, villages, and rural communities.
Net zero village	Bidding fund aimed at parish councils to support decarbonisation initiatives
Care Home retrofit fund	A fund to incentivise care homes to decarbonise and adapt to changing climate.

## **Transport Projects**

<b>Project Title</b>	<b>Brief Description</b>
Whittlesey Southern Relief Road SOBC	Developing the Strategic Outline Business Case for the Relief Road after completion of an inception report. The proposed intervention has potential housing, economic growth, and air quality improvements.
Stanground Junction 68 Design	Design and construct improvements to Junction 68 in Stanground, Peterborough. The improvements will ease a congestion hotspot, reducing queues and air pollution and address a significant safety concern at the adjacent Junction 4a.
Thorpe Wood Cycle Scheme Phase 2 Design and Build	Undertake full design of the Thorpe Wood Cycle Scheme culminating in its construction. This is a fully compliant LTN120 and Gearchange scheme that will fill a missing link in Peterborough's cycle network and connect two residential areas, a large employment area plus a country park and other leisure facilities.
Peterborough City Centre Transport Vision	A twenty-year strategy to transform the transport infrastructure in Peterborough City Centre and support the sustainable growth agenda. A Vision has been developed and early engagement with members and internal stakeholders has been successful. The strategy will, over the next two years, build upon the vision and identify how this can be delivered.
Junction 21 - Paston	Design and construct improvements to Junction 21 in Paston, Peterborough. The improvements will facilitate significant growth at the Paston Reserve and Norwood growth sites, and are complimentary to the improvements being developed as part of the A16 Norwood Improvement project.
Fletton Quays Footbridge	Design and construction of Fletton Quays Footbridge linking the Fletton Quays to the Embankment in Peterborough City Centre.

## **Skills Projects**

<b>Project Title</b>	<b>Brief Description</b>
Green Skills Centre	Support for the Green Skills Centre being developed by Peterborough College to provide purpose built educational space, that minimises the use of energy, and provides the students with an exemplar building in which they will be learning sustainable technology applications for motor vehicle and construction.
University of Peterborough – Sports Science Faculty	To create skills in sports and associated health related science through delivery of a “Sports Science Faculty” for the new university of Peterborough. In doing so to enhance sports facilities for the city and facilitate the expansion of the university and research campus of the University programme by relocating the Athletic Track from current location in the Embankment.
Further Education Cold-Spots in Ely and St Neots	To develop two new Further Education campuses in Ely and St Neots to address gaps in provision. This is to meet sufficiency requirements for the projected growth in the 16-19 cohort, tackle ‘cold-spots’ in FE provision for adults and create new facilities for specialist curricula. The proposed provision will also expand access to Technical Education through expanding T-Levels and green skills courses. It will reduce travel times for students by providing local provision.



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

Agenda Item No: 3.1

## Cambridgeshire and Peterborough Independent Commission on Climate: Full Report

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	24 November 2021
Public report:	Yes
Lead Member:	Councillor Smith, Lead Member for the Environment and Climate Change
From:	Paul Raynes, Director of Strategy
Key decision:	Yes
Forward Plan ref:	KD2021/025
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none"><li>a) Thank the Commissioners for their work in developing the climate recommendations.</li><li>b) Support the Commission's call for more devolved funding to implement the recommendations.</li><li>c) Agree the development of actions to implement the CPCA recommendations in Appendix 2, subject to appropriate funding and business case assessments.</li><li>d) Request the Climate Working Group consider the additional recommendations for other stakeholders in Appendix 3 as part of its work on the action plan due in February 2022.</li><li>e) Note the recommendation on the future of the Commission and invite officers to develop revised terms of reference with the Chair of the Commission.</li></ul>
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 agree a response to the Cambridgeshire and Peterborough Independent Commission on Climate additional recommendations.

# 2. Background

- 2.1 The Cambridgeshire and Peterborough Independent Commission on Climate (the Commission) published its full report on 18 October. This provided updates to its March report and made 27 new recommendations. These new recommendations are for action to be taken by the Combined Authority, individuals, businesses, organisations and all tiers of government.
- 2.2 The Board agreed in June 2021 a response to the 31 initial recommendations of Independent Commission on Climate, initially focussing on actions as they relate to the Combined Authority. A range of actions to address the Combined Authority's operations were endorsed at the October Board. The multi-stakeholder Climate Working Group has been asked to prepare a more developed action plan for the recommendations. The October Board also agreed that this action plan be developed by February 2022.
- 2.3 The Environmental Recovery Group established as part of the Covid-19 response has been reconvened to provide a senior officer group to support the Climate Working Group. Its membership will be expanded to include the senior officer leads on climate from each council and an invitation will be extended to the NHS to join the group. This provides a link to the existing best practice on climate issues in the area and can draw upon local climate action plans and organisations' climate ambitions.
- 2.4 The United Nations Climate Change Conference (COP26) was held in Glasgow this month. This considered nations plans to reduce emissions and whether the world is on track to limit global warming to 1.5 degrees. To have a chance to achieve this, COP26 heard that global emissions must halve by 2030 and reach net-zero by 2050. Reducing emissions from Cambridgeshire and Peterborough is part of this wider picture and the Commission's report underlines that.
- 2.5 Strengthening the ability to adapt to climate change impacts is an equally important element as mitigating emissions. This includes the need to deal with economic and non-economic harms caused by climate change impacts. The Commission makes recommendations on adaptation issues in its report.
- 2.5 The Commission's report updates emission figures and adds new themes:
  - Financing
  - A just transition
  - Business, commerce and waste
  - Adapting to climate change
  - Nature-led solutions and water
- 2.6 The report includes 27 additional recommendations, of which 12 are directed at the CPCA, 3 are for government, 6 for businesses, and 10 reference local councils or their core activities (some overlap). The recommendations aimed at the CPCA are summarised in Appendix 2, and other organisations in Appendix 3. The Commission particularly focuses on the challenge of how to ensure that changes are as equitable as possible, and

vulnerable residents and communities supported.

- 2.7 The report recommends that a blend of additional government funding, public and private investment, and behaviour change is required. The Commission calls for significant additional funding to be devolved to the area to implement the recommendations. The scope of the Combined Authority and others to respond is very dependent on the opportunities for future funding arising from the Spending Review, implementation of the Shared Prosperity Fund and other future devolved funding, as local funding is heavily constrained. Appendix 4 maps the CPCA recommendations against two criteria, cost to deliver and relative impact on greenhouse gas emissions or adaptation. This type of analysis will inform the development of specific action responses.
- 2.8 The Government has updated national emissions data to 2019 but also changed the methodology to include emissions from peatland. Given the extensive area of the Fens this change adds 33% to estimated all-source emissions in the CPCA area. The Commission recognises the uncertainty with the underlying data on peat emissions and mapping of remaining peat deposits. It therefore provides per capita rates without the contributions from peat – however, there was little change in the relative rates from 2018 to 2019, with a per capita average that remains 25% higher than the UK.
- 2.9 The Commission’s report highlights the slow national progress on adapting to the risks from the changing climate already locked in due to past emissions. It highlights the increasing risks to Cambridgeshire and Peterborough, particularly flooding and overheating. It makes recommendations on adaptation and risk assessment, particularly the role of nature-led solutions. Actions for the CPCA already considered by the Board would support this theme, such as developing the pump-priming Fund for Nature and more climate-based risk assessments. The Local Resilience Forum provides the fora to discuss and make plans to mitigate risks.
- 2.10 There is a strong link from adaptation across to the just transition theme, because funding of infrastructure to reduce risks can impact on future utility bills, affect the viability of new development, and/or impact on vulnerable communities. The just transition theme picks up on the feedback that residents least able to enact change were also those most exposed to the negative impacts of climate change, or disengaged from decisions. It recommends a set of principles to be used in decision making (Appendix 1). These emphasise tailored support to reflect local circumstances, communication, and increased engagement. These principles needed to be seen in the context of not overriding requirements to take into account statutory responsibilities, and that decisions often needed to balance sometimes conflicting factors.
- 2.11 The business theme recommends a focus on green skills, net zero economy, and encouraging innovation. This is in line with the emerging work on the CPCA’s economic and skills strategies.
- 2.12 The waste theme falls outside the CPCA’s statutory responsibilities. Councils have worked jointly through the Cambridgeshire and Peterborough Waste Partnership (RECAP) since 1999. This has overseen the significant increase in recycling rates. Various trials are underway to reduce emissions, including vehicles with electrically powered bin hoppers and a fully electric vehicle. RECAP are awaiting the government’s Resources and Waste Strategy to update the Joint Municipal Waste Management Strategy (2008-2022) which will inform the response the recommendations.

- 2.13 Finally the Commission recommends that there is an ongoing need for an independent oversight of progress, and the scope for future review of the evidence base. It suggests funding of a small secretariat function and for the Commission to continue and undertake one or two 'deep dives' on specific issues, with annual reporting and a refresh of their recommendations by the end of 2023. The Board is invited to agree that appropriate revisions to the Commission's terms of reference should be made to enable this ongoing role.

## Significant Implications

### 3. Financial Implications

- 3.1 Proposed actions with budget implications in the Action Plan will be brought forward in line with the Assurance Framework requirements and are being considered as part of the ongoing Medium Term Financial Plan (MTFP) process.

### 4. Legal Implications

- 4.1 None.

### 5. Other Significant Implications

- 5.1 Addressing climate change has potentially significant equalities implications. The second report of the CPICC contains recommendations relating to equality and fairness under the heading "Just Transition".

### 6. Appendices

- 6.1 Appendix 1 – Commission recommended Just Transition principles  
6.2 Appendix 2 – Recommendations for the Combined Authority  
6.3 Appendix 3 – Actions to be considered via the Climate Working Group and individual organisations.  
6.4 Appendix 4 – Indicative cost and impact of actions  
6.5 Accessible versions are available on request from [democratic.services@cambridgeshirepeterborough-ca.gov.uk](mailto:democratic.services@cambridgeshirepeterborough-ca.gov.uk)

### 7. Background Papers

- 7.1 [Full report of the Cambridgeshire and Peterborough Independent Commission on Climate Change](#)  
7.2 [Combined Authority Board 27 October 2021 - Items 2.4, 2.5 and 2.6 refers](#)  
7.3 [Combined Authority Board 30 June 2021 - Item 4.3 refers](#)



## Appendix 1: Commission recommended Just transition principles

Further to the recommendation that “A climate change assessment should be undertaken and taken into account for every CPCA and Council policy, development, procurement, action”, the Commission further recommend that the principles (shown in the box) should form part of this climate assessment tool and these should be adopted as principles for policy-making and strategy development:

### **Box 2: Principles of a Just Transition**

- 1. Do no harm.** *Where possible, we must end activities which are actively doing harm to the environment, for example by emitting lots of greenhouse gases, destroying or degrading natural habitats. People and organisations should do as little harm as possible and aim to do good for the environment.*
- 2. Bold ideas and leadership.** *We need strong action, especially in the areas where our emissions are high, with funding to support climate initiatives. Local politicians, governments and businesses should be leading by example.*
- 3. Sustainability should be considered for everything.** *All aspects of decision making should consider emissions and sustainability, for example development in transport planning.*
- 4. Ensure clear, inclusive, meaningful communication** *with citizens, businesses and civil society across the region on climate change and related issues, including the scale of the crisis, up to date information about action locally, and guidance.*
- 5. Sustainable choices must be affordable, convenient and safe.** *Where possible, the best option for people should be the one that is most environmentally beneficial, and people must be provided with practical support to make good decisions.*
- 6. Local decision making.** *While retaining a joined-up approach across the region, decision making should be as local as possible with local accountability and responsibility. It should build on local strengths. People must be able to participate in decision making, design options and be part of the change.*
- 7. Protecting those on the lowest incomes.** *Those who are already struggling must not be burdened by climate action. Their needs must be taken into account, as should those of other groups who could be disadvantaged by changes, such as disabled people. The benefits of climate action must reach left behind communities.*
- 8. Embrace the natural world and environment.** *People want and benefit from access to nature, green space and biodiversity. We should respect and value nature and the environment as we are all interconnected. As well as monitoring our progress on climate action and emissions, we should measure and value not just economic metrics but include new ways of measuring the wellbeing of people and nature.*
- 9. Fairness locally, nationally and internationally.** *We must take into account the global consequences of local decisions, as well as impacts on the rest of the country.*
- 10. Everyone has a part to play.** *It is not just the responsibility of the local government but also of local people and businesses – we all need to get involved. People want to be enabled to be involved and it should be easy for them to play their part. Key to this is funding, support and facilitation for community-based climate initiatives and grassroots approaches to implementing climate policy.*
- 11. Polluters should pay.** *Companies and other organisations that create pollution locally should incur a financial cost (or demonstrate how they are investing to change practices, for example in farming). Payments should be used to subsidise and incentivise greener initiatives. People and organisations creating the most emissions and who have the most money and power should lead the way.*



## ADDITIONAL COMMISSION RECOMMENDATIONS FOR CPCA ACTION

Ref	Summary of Commission's recommendation for action	Led by:
Ov2	Undertake Climate Change assessments for decisions, including procurement: A set principles should, as far as practical, form part of this climate assessment tool. Adopt these principles for policy-making and strategy development, recognising that there may be instances where national statute, guidance or regulation impacts on the extent to which this is achievable.	CPCA has agreed to implement a new approach to undertaking climate change assessments. Will work with public sector to promote consistency.
Ov5	<p>CPCA should: convene a 'climate and inclusion' group with a remit to reach, engage and represent the views of groups who are often left out of climate and policy discussions.</p> <p>Establish regular participative democracy activities, such as Citizen's Assemblies, to aid CPCA decision making on key topics related to climate policy. Work with councils to support engagement activity.</p> <p>Provide information on climate and nature, in particular covering actions that people can take, to all communities in the region, including:</p> <ul style="list-style-type: none"> <li>- Facilitate citizen's climate advice initiatives across CPCA area, in partnership with the local authority and local civil society</li> <li>- Develop a network of local climate and nature champions</li> <li>- Implement community led and community-based communications and engagement work, including engaging schools and young people.</li> </ul>	CPCA
En3	Support, with councils, the activity of community based and grassroots initiatives that help local people lead climate delivery alongside government, businesses and other actors.	CPCA / Councils
BC1	The Business Board to co-develop with industry a bold vision for what the CPCA area economy should strive towards by 2030 and 2050 to meet climate goals. This should include the development of emission reduction pathways for the key industrial sectors.	CPCA / Business Board / Industry
BC2	<p>Develop a green skills and innovation strategy for all three of the region's economies: the forthcoming regional skills strategy should have a strong green "core"</p> <p>The strategy should:</p> <ul style="list-style-type: none"> <li>- identify innovation opportunities and ensure that networking, expertise, leadership, policy clarity and funding are in place to link research, solutions and skills to opportunities. Catalyse cross-fertilization between sectors and technologies to deliver decarbonisation.</li> <li>- attract green demonstrations to the region, through partnerships, financing and local procurement options.</li> </ul>	CPCA / Business Board.
BC3	Expand net zero awareness raising and advice services for business, using CPCA's convening power to bring together local initiatives and organisations; consider establishing a net-zero innovation prize and use of trade fairs.	CPCA / Business Board

BC5	Develop a “Race to Zero” – a Mayor’s Low Carbon Business Charter: building on existing schemes (e.g. in Cambridge and Peterborough) encourage businesses of all types to sign up to pathways to net zero emissions. Consider establishing a loan scheme to help businesses make low-cost low carbon changes, such as for lighting and heating	CPCA / Business Board
BC6	CPCA use its purchasing power in the form of green innovation procurement, to help create local experience and business models to make the region an early mover in technologies to meet climate goals.	CPCA
A1	<p>The CPCA should work with partners to significantly accelerate the delivery of the doubling nature ambition, recognising the contributions that large-scale nature recovery can make to climate change adaptation, including:</p> <ul style="list-style-type: none"> <li>- through the establishment of a multi-million pound ‘Doubling Nature Fund’ that can operate a portfolio of funding models to -finance habitat creation and nature recovery across public, private and third sector investment</li> <li>-through the development of a high-level spatial and landscape framework that ensures we create sufficient space for environmental recovery and integrated water management across the CPCA area, planning for future environmental gains that allow for large-scale natural capital solutions to help with the adaptation agenda</li> <li>-to consider the case for adopting biodiversity net gain targets that are 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</li> <li>-creating and fostering community-led nature recovery programmes in both rural and urban areas, that help communities adapt to climate change and particularly the local impact of severe weather events</li> </ul>	<p>CPCA / Local partners on nature, including Local Nature Partnership, environmental organisations managing sites, businesses and landowners</p> <p>CPCA / Investors and donators</p> <p>CPCA / Multiple stakeholders</p> <p>CPCA has endorsed the set of Environmental Principles to inform the OxCam Arc. These include a 20% net biodiversity gain ambition.</p> <p>CPCA / Multiple stakeholders</p>
A2	Encourage place-based approaches to climate change adaptation such as the joint Anglian Water, Environment Agency and Water Resources East ‘Future Fens’ initiative	CPCA /Others. The CPCA is supporting both the Future Fens Integrated Adaption project, and the development of a Regional Water Plan.
A6	Consider demonstration projects for public and commercial premises, linked where possible to nature-based solutions e.g. building shading and adjacent surfaces, green roofs/walls, porous surface drainage and local green space. Prioritise at-risk locations when considering building retrofit programmes.	CPCA/Multiple stakeholders
A7	CPCA and partners to address the lack of public awareness and preparedness of extreme heat and water events including: Building awareness of need for property-level resilience measures. Local public engagement campaign(s) that link climate impacts to nature, river health and need for water conservation and carbon sequestration Promote the actions that can be taken individually to help people and communities prepare Clarifying responsibilities of different parties / property owners Explore the potential for grant-based scheme to increase action	CPCA /Multiple stakeholders

## ADDITIONAL COMMISSION RECOMMENDATIONS FOR OTHER STAKEHOLDERS

Ref	Summary of Commission's recommendation for action	Action to be considered by:
Ov2	Undertake Climate Change assessments for decisions, including procurement: A set principles should, as far as practical, form part of this climate assessment tool	All
Ov5	<p>Support for assemblies or other engagement events on key climate and policy decisions.</p> <p>Provide information on climate and nature, in particular covering actions that people can take, to all communities in the region, including:</p> <ul style="list-style-type: none"> <li>- Facilitate citizen's climate advice initiatives across CPCA area, in partnership with the local authority and local civil society</li> <li>- Develop a network of local climate and nature champions</li> <li>- Implement community led and community-based communications and engagement work, including engaging schools and young people.</li> </ul>	Local councils (all tiers) / Civil society and advice networks / Communities
En3	Support the activity of community based and grassroots initiatives that help local people lead climate delivery alongside government, businesses and other actors.	Community initiatives and Local councils (all tiers)
En4	Give increased focus on the distributional impact of climate change within local risk assessment and policy responses for adaptation	Local Resilience Forum
BC1	Embrace the economic and business opportunities arising from the transition to net zero. Co-develop with the CPCA a bold vision for what the CPCA area economy should strive towards by 2030 and 2050 to meet climate goals. Industry commitment to the measurement and reporting of emissions.	Businesses
BC2	<p>Use innovation opportunities across all three of the region's economies and ensure that networking, expertise, leadership, policy clarity and funding are in place to link research, solutions and skills to opportunities. Catalyse cross-fertilization between sectors and technologies to deliver decarbonisation.</p> <ul style="list-style-type: none"> <li>- attract green demonstrations to the region, through partnerships, financing and local procurement options;</li> <li>- encourage the inclusion of net zero into the education system and in school careers advisory services.</li> </ul>	<p>Businesses</p> <p>Businesses and Government agencies for innovation funding</p> <p>Government and education providers for the curriculum</p>
BC3	Expand net zero awareness raising and advice services for business, using CPCA's convening power to bring together local initiatives and organisations; consider establishing a net-zero innovation prize and use of trade fairs.	Local business networks and organisations
BC4	Businesses should prioritise actions towards reducing own emissions (for example, using a shadow carbon price in procurement and investment decisions); look to collaborate and where appropriate play a leadership role helping others to reach net zero, locally and in the supply-chain, and with employees (such as through supporting sustainable travel modes).	Businesses

A1	<p>The CPCA should work with partners to significantly accelerate the delivery of the doubling nature ambition, recognising the contributions that large-scale nature recovery can make to climate change adaptation, including:</p> <ul style="list-style-type: none"> <li>- through the establishment of a multi-million pound ‘Doubling Nature Fund’ that can operate a portfolio of funding models to -finance habitat creation and nature recovery across public, private and third sector investment</li> <li>-through the development of a high-level spatial and landscape framework that ensures we create sufficient space for environmental recovery and integrated water management across the CPCA area, planning for future environmental gains that allow for large-scale natural capital solutions to help with the adaptation agenda</li> <li>- the introduction of transition measures for landowners and farmers to avoid delays ahead of the roll out of Environmental Land Management Schemes</li> <li>-to consider the case for adopting biodiversity net gain targets that are 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</li> <li>-creating and fostering community-led nature recovery programmes in both rural and urban areas, that help communities adapt to climate change and particularly the local impact of severe weather events</li> </ul>	<p>Local partners on nature, including Local Nature Partnership, environmental organisations managing sites, businesses and landowners CPCA and investors/donators</p> <p>Multiple stakeholders</p> <p>Government</p> <p>Local planning authorities / Government (OxCam Arc Spatial Framework)</p> <p>Multiple stakeholders</p>
A2	<p>Encourage place-based approaches to climate change adaptation such as the joint Anglian Water, Environment Agency and Water Resources East ‘Future Fens’ initiative</p>	CPCA /Others
A3	<p>Call on government to support new land management/farming techniques</p>	Government
A4	<p>Call on government to reform the Water Industry National Environment Programme, and broadening the Peatland and Woodland Codes to bring in sequestration opportunities within wetlands, inter-tidal habitat and minera soils</p>	Government
A5	<p>Local Resilience Forum to undertake a regular review of risks of interconnected / cascade failures as a result of climate incidents and develop mitigation plan as a response. To review climate risks to public buildings and public spaces.</p>	Local Resilience Forum
A6	<p>Consider demonstration projects for public and commercial premises, linked where possible to nature-based solutions e.g. building shading and adjacent surfaces, green roofs/walls, porous surface drainage and local green space. Prioritise at-risk locations when considering building retrofit programmes.</p>	All

A7	CPCA and partners to address the lack of public awareness and preparedness of extreme heat and water events including: Building awareness of need for property-level resilience measures. Local public engagement campaign(s) that link climate impacts to nature, river health and need for water conservation and carbon sequestration Promote the actions that can be taken individually to help people and communities prepare Clarifying responsibilities of different parties / property owners Explore the potential for grant-based scheme to increase action	CPCA / Others
W1	The waste management strategy for the area should be revisited as a matter of urgency. Plans should include the development, by June 2022, of a communication programme with the public for waste reduction, waste separation and recycling, building on existing activities.	RECAP
W2	Collection of data to enable the annual estimation and publication of estimates of emissions from waste collection and disposal services.	RECAP
W3	Government to provide clarity on the provision of resources to local authorities to deliver changes required by the Environment Bill, including help with dealing with any revisions to existing waste management contracts.	Government
W4	Roll-out of zero carbon collection vehicles should start in urban areas, as existing vehicles need replacement, aiming for full replacement by 2030. This will be aided by Government development of a national framework for the procurement of zero carbon collection vehicles, providing information on suppliers who can meet requirements (in the same way it currently has such a framework for diesel vehicles).	RECAP / Industry / Government
W5	There should be a target, across the CPCA area, for at least a 37% reduction in residual waste by 2030. Reduction in the amount of waste should also be supported by: encouragement of the replication of good practice examples of re-use and repair activities across the area; measures to encourage repair cafes should be considered.  Use of procurement contracts by the CPCA and constituent authorities to specify stringent waste reduction and recycling targets of any local authority funded building work; the use of planning powers should be explored, to pursue these waste objectives in respect of building work more generally. development of procurement policies to exclude single-use plastics, reduce excess packaging and specify recycled content	RECAP
W6	The recycling rate target for household waste should be 65% by 2030 and the combined municipal recycling rate (household and commercial waste) target should be 70% by 2030	RECAP
W7	Preparations need to be made for the separate collection of recyclable and compostable materials. Preparations undertaken by RECAP for the possible introduction by government of mandatory separate food waste collection should continue, with a view to introduction as soon as possible.	RECAP

W8	New EfW plant should only go ahead with public agreement, and on the basis that the economic case stands up in the light of projections taking account of ambitious targets for waste reduction, resource efficiency and recycling, and with CCS fitted from the outset.	Industry / Planning Inspectorate / Waste Planning Authorities (note decisions need to be made in accordance with planning legislation)
W9	Existing EfW waste plant should be retrofitted with CCS by 2035.	Industry
W10	The potential for demonstration of methane oxidation through use of biocovers should be considered within the CPCA area	Industry

Recommendations aimed for CPCA as lead (purple are current CPCA activities)

Costs

BC6: CPCA green procurement

A6: Adaptation demo projects £2m

EN3: Community Nature Projects £400k

BC3: Bring together business advice £100k

OV2: Climate assessment in CPCA decisions

A7: Support action on extreme heat / water risks £100K

BC2: Green Skills and Innovation Strategy £200k

BC5: Business climate grants/loans £1m-£5m

A1: Doubling Nature and Fund £1m-£5m

A2: Place-based adaptation £1m-£5m

OV5: Climate Engagement and Inclusion £100k

BC1: Bold industry vision

**Indicative Cost of Action**

Recommendation	Project	Additional indicative cost (£'000)				Revenue/Capital
		2022-23	2023-24	2024-25	2025-26	
OV2	Climate assessment in policy	existing				Revenue
BC1	Economic Vision update	existing				Revenue
BC3	Business advice services	existing				Revenue
BC6	Green procurement	existing				Capital
OV5	Communications and inclusion	100	100	100	100	Revenue
A1	Doubling Nature baseline and support	250				Revenue
A1	Doubling Nature fund	1,000				Capital
A2	Place-based approaches to adaptation	1,000				Capital
A6	Demonstration projects on heat / water risks	1,000	1,000			Capital
A7	Public awareness of adaptation issues	25	25	25	25	Revenue
EN3	Community initiatives	100	100	100	100	Revenue
BC2	Skills, Education and Innovation support	50	50	50	50	Revenue
BC5	Loans to businesses	1,250	1,250	1,250	1,250	Capital

<b>4,775</b>	<b>2,525</b>	<b>1,525</b>	<b>1,525</b>
525	275	275	275
4,250	2,250	1,250	1,250



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

Agenda Item No: 3.2

## Capability Fund 2021/22 Grant Award

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 24 November 2021

Public report: Yes

Lead Member: Mayor Dr Nik Johnson

From: Rowland Potter Head of Transport

Key decision: Yes

Forward Plan ref: KD2021/066

Recommendations: The Combined Authority Board is recommended to:

Approve the release of the Capability Fund grant from Department for Transport (DfT) to Peterborough City Council and Cambridgeshire County Council, as set out in Paragraph 3.1, to deliver against the bid the Combined Authority submitted in April 2021.

Voting arrangements: A vote in favour by at least two thirds of all Members (or their Substitute Members) appointed by the Constituent Councils present and voting, to include the Members appointed by Cambridgeshire County Council or Peterborough City Council, or their Substitute Members.

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 to advise the Board of the successful submission to the Department for Transport (DfT) Walking and Cycling team for funding from the Capability Fund to provide a continuation of active travel measures across the Cambridgeshire and Peterborough region.
- 1.2 To seek approval to transfer funds to Peterborough City Council and Cambridgeshire County Council in accordance with department for Transport allocation notice in background paper 7.2

# 2. Background

2.1 Earlier this year the Combined Authority made a submission to the DfT on behalf of Peterborough City Council and Cambridgeshire County Council to request funding to deliver activities related to active travel improvements across the region these include:

Peterborough City Council	Cambridgeshire County council
<ul style="list-style-type: none"> <li>• Peterborough - Bike It               <ul style="list-style-type: none"> <li>○ Child cycle training</li> <li>○ Adult cycle training</li> <li>○ Cycle maintenance training</li> </ul> </li> <li>• Workplace travel planning</li> <li>• School travel planning</li> <li>• Peterborough Sustainability and Transformation Plan (STP) &amp; Modeshift</li> <li>• Personalised travel planning</li> <li>• Workplace travel challenge</li> <li>• School travel challenge</li> <li>• Led walks</li> <li>• Led cycles</li> <li>• Cycle security measures</li> <li>• Community active travel events</li> <li>• Active travel marketing/ comms activities</li> <li>• School streets</li> <li>• Scheme planning</li> <li>• Network design</li> <li>• Scheme design</li> <li>• Public engagement/ consultation</li> <li>• Data &amp; evidence collection/ modelling/ research</li> </ul>	<ul style="list-style-type: none"> <li>• Workplace travel planning</li> <li>• School travel planning</li> <li>• School travel challenge</li> <li>• Active travel marketing/ comms activities</li> <li>• Update Cycle Maps</li> <li>• Scheme planning</li> <li>• Scheme design</li> <li>• Data &amp; evidence collection/ modelling/ research</li> <li>• Fenland to Peterborough National Cycle Network 63</li> </ul>

2.2 There was some uncertainty as to the future funding provision to Cambridgeshire and Peterborough Combined Authority for active travel measures earlier in the year, following decisions taken by Peterborough City Council and Cambridgeshire County Council to remove interim solutions at Crescent Bridge, Peterborough and Mill Road, Cambridge.

- 2.3 A commitment was made by the Mayor and the combined authority, following a meeting with the Minister responsible, to work closely with our partners, to monitor closely the delivery of historic, current and future Active Travel and Capability Fund activities. To ensure compliance against not only the detail of the funding criteria but also the spirit.
- 2.4 A commitment has also been made to work closely with both Peterborough City Council and Cambridgeshire County Council in regard to the reinstatement or alternative permanent solutions following the decisions by each to remove interim measures at Crescent Bridge Peterborough and Mill Road Cambridge.
- 2.5 As a result, the Combined Authority has engaged with Sustrans to assist in the assessments of Active Travel Fund delivery to date and how we can then maximise opportunities collectively going forward.
- 2.6 These funds enable the continued work to deliver opportunities to promote healthier living through physical activity which fits our agenda for encouraging people to consider alternatives to their car where possible, fulfilling our commitment to the climate change and public health agendas.

### 3. Financial Implications

- 3.1 The grant award is for the sum of £558,268 which is divided between the two Local Highways Authorities as a percentage share based on the submission made by each Authority:
- Peterborough City Council £299,329
  - Cambridgeshire County Council £258,939

### 4. Legal Implications

- 4.1 No significant legal implications.

### 5. Other Significant Implications

- 5.1 None

### 6. Appendices

- 6.1 None

### 7. Background Papers

- 7.1 [Capability Fund Award Letter \(signatures redacted\)](#)
- 7.2 [Department for Transport Awards](#)





**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

Agenda Item No: 3.3

## St Neots – Future High Streets Fund Scheme: Combined Authority Co-Funding Business Case

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	24 November 2021
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	John T Hill, Director for Business & Skills
Key Decision:	No
Forward Plan ref:	n/a
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none"><li>a) accept the Business Case produced for Combined Authority match funding towards the St Neots Future High Streets Fund Scheme.</li><li>b) Authorise the Chief Legal Officer and Monitoring Officer to complete the funding agreement with the grant recipient.</li></ul>
Voting arrangements:	<p>A simple majority of all Members present and voting.</p> <p>To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor.</p>

# 1. Purpose

- 1.1 This Key Decision relates to a recommendation to accept the Business Case received from Huntingdonshire District Council in support of £3.1m of Combined Authority funding approved towards the St Neots Future High Streets Fund (FHSF) Scheme.

# 2. Background

- 2.1 On 29 April 2020, the Combined Authority Board approved to recycle the £3.1m capital funding to Huntingdonshire District Council to provide co-funding to the St Neots FHSF Scheme.
- 2.2 Unfortunately, due to the impact of the COVID 19 pandemic and the extended lag in receiving confirmation from MHCLG, commencement and delivery of the Scheme's projects have been delayed. On 28<sup>th</sup> July 2021, the CA Board subsequently approved a change request from Huntingdonshire District Council to extend the Combined Authority grant funding period to March 2024. This was subject to the Board receiving the full business case for the CPCA match funding.
- 2.3 The Combined Authority has a process set out in the Assurance Framework for considering new investments. A proportional approach is applied to projects, thus those that fell under the Market Towns Programme (which are generally low value) were approved via a light touch application form-based approach. Given the increase in overall funding, it is proportionate to apply a higher standard and for the CA Board to have sight of the business case to support its decision.
- 2.4 The St Neots Future High Street Fund Scheme will contribute to the regeneration of St Neots Town Centre through a range of investments that will include residential development, office space re-configuration and the refurbishment of a range of community and arts provision at the Priory Centre. This will be supported by a number of connectivity interventions including enhanced pedestrian and cycling infrastructure as well as adjustments to car parking facilities and revamped wider public realm.
- 2.5 The total cost of the Scheme is £8,521,894, with £928,676 of funding secured from Ministry for Housing Communities and Local Government (MHCLG) under the FHSF Programme, £3.1m from Combined Authority under the Market Towns Programme, £993,218 from Huntingdonshire District Council and £3.5m from Highways England. The final Benefit Cost Ratio (BCR) for the overall Scheme is assessed at 1.61, which aligns with the strong strategic value of the Scheme.
- 2.6 Huntingdonshire District Council and partners have already completed feasibility work and business cases developed for both Ministry of Housing, Communities and Local Government and Combined Authority. The Scheme includes six transformational projects for the town of St Neots:
1. Pedestrian and cycling improvements to St Neots Road Bridge.
  2. St Neots High Street improvements.
  3. Market Square improvements, including removal of car parking, improved public realm and connectivity enhancements.

4. Redeveloping the Priory Quarter to provide a high-quality event and cultural space and act as anchor for the redevelopment of the northern parts of the town centre.
  5. Regeneration of the Old Falcon Inn to bring it back into productive use and protect its heritage status.
  6. A new Waterfront Route including a riverside promenade to create a new attraction which utilises the riverfront of the Great Ouse for leisure and recreation.
- 2.7 The Combined Authority co-funding is being utilised to support delivery of the first three of the six projects listed under 2.6 above.
- 2.8 Cambridgeshire County Council (CCC) is the Council's delivery partner, and a Project Board has been established. The funding agreements for the Scheme have been drafted for sign off and project delivery is about to commence. The overall Scheme is scheduled for completion by March 2025.

## Significant Implications

### 3. Financial Implications

- 3.1 The £3.1m is fully budgeted and profiled over the next 3 financial years to March 2024 as set out within the previous CA Board on 28<sup>th</sup> July 2021.

### 4. Legal Implications

- 4.1 The Combined Authority maintains the legal agreement with Huntingdonshire District Council as the Scheme's lead delivery body.

### 5. Other Significant Implications

- 5.1 None.

### 6. Appendices

- 6.1 Appendix 1 - St Neots Future High Streets Fund Scheme – CPCA Co-Funding Business Case.
- 6.2 Appendix 2 - St Neots Future High Streets Fund Scheme – Engagement Plan.

### 7. Background Papers

- 7.1 [Combined Authority Board 29 April 2020](#) (Item 4.2)
- 7.2 [Combined Authority Board 28 July 2021](#) (Item 3.4)



# **St Neots FHSF CPCA Co-Funding**

## **Business Case**

Date: 29<sup>th</sup> October 2021

## Key Details

Programme/Project Sponsor: Clara Kerr

## Version Control

Version	Date	Summary of Change	Author
0.1	31/08/2021	First issue	Emma Taylor
0.2	23/09/2021	Review comments	Domenico Cirillo
0.3	13/10/2021	Revisions based upon DC comments	Seamus Cleary
0.4	29/10/2021	Revisions based on 21/10 comments by DC	Seamus Cleary

## Distribution

This document has been distributed to

Name	Role	Date of issue	Version
Domenico Cirillo	CPCA Programme Manager	31/08/2021	v.01
Clara Kerr	Programme Manager	31/08/2021	v.01

Filename: St Neots FHSF Co-funding Business Case v.01

Location: Teams/St Neots Regeneration Programme/FHSF/Transport/CPCA

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## 1.0 EXECUTIVE SUMMARY

St Neots is a popular, fast-growing market town in Huntingdonshire. However, due to inadequate urban design in places, parts of the town centre lack appeal to visitors and residents, while heavy traffic reduces the quality of experience. The town centre is also not currently sufficiently attractive to support destination retail and other leisure activities.

Huntingdonshire District Council (HDC) and partners have already completed feasibility work and submitted a business case to the Ministry of Housing, Communities and Local Government (MHCLG) to create transformational change in St Neots.

Funding was sought from the Future High Street Fund (FHSF) for a programme containing the following schemes:

- Pedestrian and cycling improvements to St Neots Road Bridge.
- St Neots High Street improvements.
- Market Square improvements, including removal of car parking, improved public realm and connectivity enhancements.
- Redeveloping the Priory Quarter to provide a high-quality event and cultural space and act as anchor for the redevelopment of the northern parts of the town centre.
- Regeneration of the Old Falcon Inn to bring it back into productive use and protect its heritage status.
- A new Waterfront Route including a riverside promenade to create a new attraction in the town centre which utilises the riverfront of the Great Ouse for leisure and recreation.

Co-funding is sought from the CPCA to support the delivery of the first 3 out of the 6 schemes listed above.

Cambridgeshire County Council (CCC) is the Council's delivery partner and a project board has been established. The funding agreement with MHCLG for the Future High Streets Fund grant has been signed and project delivery is about to commence.

## **2.0 STRATEGIC CASE**

### **2.1 Project aims and objectives**

The overall Future High Street Fund submission to the MHCLG will contribute to the regeneration of St Neots Town Centre through a range of investments that will include residential development, office space re-configuration and the refurbishment of a range of community and arts provision at the Priory Centre. This will be supported by a number of connectivity intervention including enhanced pedestrian and cycling infrastructure as well as adjustments to car parking facilities and revamped wider public realm.

#### **The Request to CPCA**

This CPCA co-funded project will support the delivery of the following St Neots FHSF schemes:

- Pedestrian and cycling improvements to St Neots Road Bridge.
- St Neots High Street improvements.
- Market Square improvements, including removal of car parking, improved public realm and connectivity enhancements.

The Strategic Objectives of the St Neots FHSF Programme is to achieve regeneration of the Town. The projects will contribute towards this by:

- Strengthening - growing the population living and working in the town centre to increase demand for the High Street and night-time economy
- Attracting - Uplifting economic performance of the town centre by giving more reasons for users to visit and dwell in the town centre
- Retaining - Uplifting economic performance of the town centre by increasing the amount of time spent in the town centre by users.
- Connecting - Making it easier for residents and visitors to access the High Street's offer.

## The Value of Infrastructure to wider Regeneration

While making direct links between investment in infrastructure such as roads, public realm and connectivity enhancements proves difficult to measure in monetary terms and visitor / resident experience, some evidence is beginning to emerge in this regard. Sources of same are noted below.<sup>1</sup>

The above strategic objectives will be achieved through a combination of impacts that are both qualitative and quantitative<sup>2</sup>.

### Population:

A target population of 36,110 has been projected for St Neots and this should be achieved by 36,110. This represents an uplift of 17% on the Census 2011 figure of 30,811. Taking into account this projected population growth and the desire to meet the strategic objectives identified above, the following SMART objectives are proposed

### Footfall

- 20% increase in footfall numbers within the St Neots town centre between spring 2022 and spring 2025
- 10% increase in footfall numbers (from visitors i.e., non-St Neots residents) between 2022 and 2025

### Spend

- An increase of 20% of average 'visitor spend' in St Neots between 2022 and 2025
- It is anticipated in spend in the town, particularly within the hospitality, leisure and tourism related businesses.

### Events and Experiences at Market Square

- Delivery of at least one additional 'Annual event' within the town centre between 2022 and 2025 that attracts non-residents to the town centre

### Perceptions of 'The St Neots' Experience'

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<sup>1</sup> The Economic Case for Public Realm Investment in the Heart of London  
<https://heartoflondonbid.london/wp-content/uploads/2020/02/Arup-Holba-Economic-Case-121119.pdf>

The Pedestrian Pound

<https://www.livingstreets.org.uk/media/3890/pedestrian-pound-2018.pdf>

The future of the high street, House of Commons, 10 December 2020, HM Government

<https://www.local.gov.uk/parliament/briefings-and-responses/future-high-street-house-commons-10-december-2020>

Why Investing in Public Space Matters for Cities and Real Estate Developers/ Gesler

<https://www.gensler.com/blog/why-investing-in-public-space-matters-for-cities-and-real>

<sup>2</sup> It is anticipated that a Baseline Survey will be undertaken in spring 2022 to establish a starting point for these indicators. It is anticipated that this timeline some distance between the height of the impact of Covid 19 and Brexit.

- Increase in resident and visitor perception of the key indicators of the St Neots' experience. Indicators may include public realm, accessibility, evening economy, range of independent shops, restaurants and cafes

## 2.2 Strategic Drivers

### 2.2.1 National and Regional

#### **National –**

This overall proposal and the specific Transport and connectivity interventions meets the objectives of the Government's (FHSF), a strategic roadmap outlining the Government's vision for the regeneration of high streets as the drivers of local economic growth. The FHSF was set up to invest in town centre infrastructure, reduce congestion, support redevelopment around high streets, and enable new housing and workspaces to be created.

#### **Regional –**

The initial assessment of need and strategic priorities of St Neots emerged from investment committed by the CPCA in line with a number of strategies and policies including the Cambridgeshire and Peterborough Independent Economic Review (CPIER, 2018)<sup>3</sup>, The Local Industry Strategy (LIS, 2019) and subsequent commitments to the wider Market Towns Programme.

The objectives of doubling the GVA<sup>4</sup> within the St Neots economy is recognised and set out the proposal to MHCLG. As noted in the masterplan there are a number of key themes that are central to achieving the GVA and wider social and economic targets. These are noted as themes of Industry, Transportation, Housing and Regeneration. The report notes

*These themes have been used to form a connected series of remedies and actions that together provide an opportunity to grow St Neots to become an even greater contributor to the sub-region's growth. (ibid, page 4).*

#### Transport and Connectivity

As noted above, there is emerging evidence of the importance of transport connectivity and the public realm as a significant contributor to wider social and economic regeneration<sup>5</sup>; particularly in town centres that were in decline prior to Covid 19 and the impact of Brexit. The Long-Term Transport Strategy (2015) identified notes

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<sup>3</sup> <https://cambridgeshirepeterborough-ca.gov.uk/what-we-deliver/research-strategy-2/>

<sup>4</sup> <https://www.stneotsmasterplan.co.uk/reports/st-neots-masterplan-for-growth.pdf>

<sup>5</sup> Ibid

*The strength of the Cambridge economy should not draw attention away from the rest of the county, where jobs and housing growth at similar rates is expected, including at the Enterprise Zone at Alconbury Weald. This will generate a similar need for major investment in strategic transport infrastructure, particularly around the towns of St Neots, Huntingdon, St Ives, March and Wisbech and the city of Ely.<sup>6</sup>*

It continues

*Over 8,000 new dwellings are planned in the corridor between St Neots and Cambridge, primarily on large sites east of Neots, at Cambourne and Bourn Airfield. This development will lead to new travel demand on the corridor*

This project links with Highways England's **Users and Communities Fund**<sup>7</sup> and aligns with the Communities theme: The Communities theme states that HE should invest in initiatives which add value to the communities affected by our work:

- This Programme supports the development of a local community asset to mitigate the impact of the SRN on the community.
  - The current SRN causes congestion for the local B-roads running into St Neots. The A428 scheme which will decongest and improve local roads running into the town, allowing traffic to flow freely and safely into town.
  - However, this proposal goes above and beyond just creating better access. Through enhancing the St Neots town centre facilities, more people will be attracted to visit the town centre which will result in wider economic benefits for the community. This directly complements the better networks resulting from A428 scheme, mitigating the impact of the existing SRN on St Neots.
  
- This Programme addresses specific needs of residential communities and delivers improvements through small interventions.
  - St Neots suffers from inadequate urban design, heavy traffic, and unappealing aesthetics. Highways England will directly contribute to solving these issues by funding interventions to make the town centre a more attractive, pedestrian friendly place for people to visit.
  - Delivery of this programme is expected to start in Summer 2023, which will be during the construction of the main A428 scheme. The investment and delivery of this programme is therefore an opportunity to promote Highways England's investment to local communities and improve public reputation.

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<sup>6</sup> The Long Term Transport Strategy 2015

<https://www.huntingdonshire.gov.uk/media/3045/inf13-cambridgeshire-long-term-transport-strategy-2015-compressed.pdf>

<sup>7</sup> <https://highwaysengland.co.uk/media/lh2ll0ao/designated-funds-plan-2020-2025.pdf>

## 2.2.2 Local

**District** –HDC’s corporate objectives – Place & People.

This proposal sits within and supports the wider HDC corporate priorities of People and Place<sup>8</sup>, acknowledging that

*We want to create an environment within which Huntingdonshire and its people can thrive. We want to protect and enhance the natural beauty of the area, ensuring that new development creates sustainable places where people want to live.*

**Local** - St Neots Masterplan for Growth <sup>9</sup>

Furthermore, the proposal builds on the St Neots Masterplan for Growth which supports themes of FHSF including parking strategy, connection infrastructure, town centre regeneration, diversification of the retail and leisure offer and pedestrian and cycling connections.

## 2.3 Scope of Request to CPCA

The final scope will be agreed following detailed design stage but expects to include:

### St Neots Road Bridge

- Create new access steps from the south which create a more direct route from the Riverside Car Park.
- Narrow the carriageway to reduce car speeds and discourage vehicles to overtake.
- A gateway treatment on the western approach, indicating the commencement of the town centre.
- Artistic treatment along the bridge’s edge to soften appearance, improving the streetscene including ornamental lighting, making it more appealing for pedestrians.
- Seating/planters along the reclaimed carriage way to provide rest areas for people with reduced mobility and more pleasing environment.

### St Neots High Street

- Introduce gateway treatments at the entrance to inform drivers they are entering a ‘special’ place where they should drive slower.
- Raise the disabled parking and loading bays to footway level to integrate them with the footway, allowing an extension of the footway when unoccupied.

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<sup>8</sup> <https://www.huntingdonshire.gov.uk/media/1390/corporate-plan.pdf>

<sup>9</sup> Ibid, 4 above

- Introduce a new signalized junction adjacent to St Neots United Reformed Church, improving permeability and allowing pedestrians to follow their desire lines.
- Introducing cycle lanes

### Market Square

- Removing car parking from Market Square.
- Shifting the bus loop from Market Place.
- Extending the square outwards connecting the high street and the shops on the southern and eastern sides of the square, enabling shops to spill over and interact with the space.
- Making Market Place access and taxi only, widening the pavement along the west and south side of Market Square, reducing vehicle dominance along the square and allowing for the surrounding businesses to interact with the square.
- Placing moveable furniture in Market Square for people to sit, relax and interact.
- Introducing service connections at either end of Market Square to support events and market days.
- Reviewing the opportunity to introduce landscaping into the town

## 2.4 Deliverables

**Table 1:** Deliverables

Project	Deliverable	Measure/Unit	Jobs
St Neots Road Bridge	Pedestrian Paths Improved	0.55 km	4
High Street Improvements	Length of resurfaced/improved road	0.18 km	20
High Street Improvements	Length of road converted to cycling	0.15 km	
Market Square	Pedestrian Paths Improved	0.25 km	20
Market Square	Length of resurfaced/improved road	0.23 km	

## 2.5 Benefits

The anticipated benefits of the proposed project are:

- Enhanced connectivity and accessibility for walkers, cyclists and horse-riders.
- Increased demand for the High Street and night time economy by growing the population living and working in the town centre.
- Improved economic performance of the town centre by giving more reasons for users to visit and spend longer amounts of recreational time in the town centre.
- Increased inward investment and opportunities for local development
- Improved safety and access for residents and visitors to the High Street.
- Improved experience of active modes using the bridge and provide a more direct link to the Riverside carpark.
- Decreased impact of the existing SRN.

- Increased use of sustainable transport modes.
- Reduced traffic and noise pollution.

The FHSF Programme includes a number of elements that affect different economic metrics, multiple methodologies have been selected and combined to fully capture the economic impact of the proposals. This multi-layered methodology combines land value uplift calculations based on MHCLG appraisal guidance, WebTAG appraisal methodologies consistent with DfT guidance and the use of DCMS appraisal guidance to assess the benefits within St Neots. To capture the full range of benefits of the scheme, the economic analysis has included the following methodologies:

- Land value uplift – to capture the social value of the land use change linked to this scheme applying MHCLG appraisal guidance.
- Employment impacts assessing the value of moving heretofore unemployed people into employment through this scheme.
- Pedestrian movement analysis using DfT’s WebTAG-compliant AMAT and PEAT models.
- The assessment of the impact of cultural and arts engagement on welfare utilising DCMS methodologies.
- Amenity benefits for users of the Waterfront Walkway utilising
- Public realm valuation using the MHCLG Appraisal Guide and the Valuing Urban Realm Toolkit (VURT).

All benefits have been set out over the 30-year appraisal period. The benefits have been discounted at a rate of 3.5% per annum in line with MHCLG appraisal guidance. A consistent cost base across all costs and benefits has been applied to be compliant with HM Treasury Green Book guidance. A summary of the scheme benefits (shown as present value) follows:

Benefits realisation for the following CPCA funding schemes:

- Increased foot traffic to the centre of St Neots making the market town less congested and more attractive to local residents and visitors; SMART target: to increase the weekly footfall numbers for St Neots as set out in ‘a’ above.
- Increased cycle traffic to the centre of St Neots making the market town less congested and more attractive to local residents and visitors; SMART target: to increase the number cycle users for travel (shopping, work) into and out of St Neots.

These gains will be measured through a Baseline Study that will be undertaken in 2022 and will draw data from the new St Neots Footfall Cameras (CPCA) as well as other survey methods).

Mott MacDonald, the professional services team that supported HDC in preparing the submission were re-engaged to assist in refining delivery options. These are in line with MHCLG revised offer and ensured that the minimum threshold of Benefit Cost Ratio (BCR) of 1.5 – 2.0 was met.<sup>10</sup>

The bid is comprised of several sites and whilst the initial benefit cost ratio (BCR) for the whole scheme was high at circa 2.32 (including co-funding) the final BCR was lower at 1.61 as the calculation no longer differentiates between Future High Streets Funding and co-funding. MHCLG changed the criteria in September and then again in December 2020. This resulted in much less weighting for co-funding within the calculations. The final assessed BCR was 1.61 and was deemed acceptable by MHCLG due to the strong strategic value of the bid.<sup>11</sup>

### St Neots Investment

**Table 2:** The St Neots Investment

PV Land value uplift	£12,501,706
PV Conservation deficit	£1,880,681
PV Employment benefits	£178,889
PV Cultural wellbeing	£4,235,480
PV Welfare benefits	£3,533,110
PV Pedestrian movement benefits	£3,109,691
PV Public realm benefits	£6,701,871
PV Health benefits	£24,763
PV Benefits	£32,166,191

The benefits that relate most closely to the transport projects are Pedestrian Movement Benefits and Public Realm Benefits.

<sup>10</sup> HDC, Special Meeting of Cabinet, 23<sup>rd</sup> February 2021, Future High Street Fund (FHSF) section 3.2 (page 5 of 38).

<sup>11</sup> Ibid, Appendix 2 (page 13 of 38), Commercial Considerations, paragraph 4.

A Monitoring and Evaluation Plan has been produced for MHCLG and this will be used to monitor progress of the investment programme. This will detail the baseline survey e.g. footfall cameras will be used to measure the number of current pedestrians and that following the completion of the programme, photographs will be used to evidence the current public realm as well as the number of km of cycle lanes installed. The M & E Plan will be monitored every six months with reports submitted. The outputs of same will be available to the relevant bodies.

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**Table 3** : Benefits of Investment

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<b>Project</b>	<b>Deliverable</b>	<b>Measured output</b>	<b>Outcome</b>
St Neots Road Bridge	Pedestrian Paths Improved	0.55 km	Fewer motor vehicles in town as more residents and visitors access the town by foot from the West (over the Great river Ouse)
High Street Improvements	Length of resurfaced/improved road	0.18 km	Motor vehicles in town slower and drivers are more aware of the town centre environment thereby creating a safer town centre for pedestrian movement
High Street Improvements	Length of road converted to cycling	0.15 km	Fewer motor vehicles in town as more residents

			and visitors access the town by bicycle
Market Square	Pedestrian Paths Improved	0.25 km	Removal of motor vehicles from the centre of the town creating a central public space that can be safely accessed by pedestrians
Market Square	Length of resurfaced/improved road	0.23 km	Removal of motor vehicles from the centre of the town creating a central public space that can be fully utilised by market traders and local businesses

### 2.5.1 Dis-benefits

Link this to the SMART target for reduction in motor vehicle reduction in the town centre.

- SMART target: to decrease the number of motor vehicles in the St Neots central parking areas from (as will be determined in by Baseline Study to be taken in 2022.)

Dis-benefits for the CPCA would be:

Disruption to the access and availability of the town centre during the works (temporary)

The long term financial loss to CCC is estimated at approximately £80k but this will need to be set against the reduction in maintenance costs as well as the wider social, economic and environmental impact of the wider investment in St Neots.

### 2.6 Risks

See Appendix 2 for identified key Risks.

### 2.7 Constraints and Dependencies

A Transport Study for the town of St Neots is being undertaken on behalf of the St Neots Masterplan Steering Group. The purpose of this study is to identify suitable transport projects

for investment from CPCA and HDC. In the town centre, the Transport Study is looking at options to help improve the flow of traffic. Development of the FHSF proposals has been undertaken with reference to the proposals of the Transport Study to ensure the two programmes complement each other.

Wider transport schemes may also have an impact on St Neots. The A428 Black Cat to Caxton Gibbet upgrade will create a new 10 mile stretch of dual carriageway to replace the existing road, which is the only stretch of single carriageway on the A428 between the M1 near Milton Keynes and Cambridge. The A428 upgrade will improve connectivity to the south of St Neots and is, therefore, likely to reduce some of the existing through traffic along St Neots High Street that is seeking to avoid congestion on the A428.

The central section of the East West Rail line between Bedford and Cambridge will pass close to St Neots. The preferred option, announced in January 2020, would see a new station built in the area north of Sandy and south of St Neots to connect with services on the East Coast Mainline. The new station will improve east west connectivity between St Neots and Cambridge to the east and would make the town a more attractive place to live for those who commute to Cambridge. The two projects above, the A428 Black Cat to Caxton Gibbet upgrade and the central section of East West Rail, would reinforce the impact of the town centre interventions to be funded by the FHSF Programme.

## 2.8 Stakeholders

Identified stakeholders are as follows:

- Members
- Senior Leadership Team
- Cambridgeshire and Peterborough Combined Authority
- Cambridgeshire County Council
- St Neots Town Council
- Resident Associations and Residents
- Market Traders
- Businesses
- Connecting Cambridgeshire
- Homes England
- Property Services
- The St Neots Town Initiative
- St Neots Manufacturing Club
- The Neotists
- St Neots Steering Group
- Urban and Civic
- Huntingdonshire Businesses Against Crime
- Hunts Forum of Voluntary Organisations
- Other Council Departments Professionals involved in delivering the project
- Other interested parties (TBC)
- General public

HDC has commissioned a specialist agency Pleydell Smithyman to develop and implement a Communications, Stakeholder and Engagement Plan for the St Neots FHSF Programme.

Whilst key stakeholders have been involved in the design of the Programme throughout the bidding stage, awareness raising of the Programme to the wider community have now commenced and there will be an opportunity input into the design process as the projects progress.

The Communications, Stakeholder and Engagement Plan is attached in Appendix II.

## 3.0 ECONOMIC CASE

### 3.1 Options considered

The FHSF Business case considered 3 options:

- **Do nothing** - Option would not increase town centre footfall, business diversity or pedestrian movement and experience in St Neots. Town centre continues to decline.
- **Do Minimum** - Option does meet some of the spending objectives. The modest enhancement in the public realm on Market Square and along the High Street is likely to increase footfall, but this will likely be insufficient to properly support retail sector. Lack of works on the St Neots Road Bridge will mean pedestrian capacity on the western side of the River Ouse remains constrained. Access to sites with potential for development such as Priory Quarter will only be provided partially, as the Waterfront Route will not go ahead.
- **Preferred option** – 6 interventions (3 transport themed projects). - Option would fully aligns to the spending objectives of both the St Neots Masterplan for Growth and the MHCLG FHSF objectives. This option delivers enhancement to the public realm across the town centre, diversification of the town centre economy through increased footfall that supports retail and makes the place attractive to investment and supports access to sites with potential for development such as the Priory Quarter.

## **3.2 The Procurement process**

Cambridgeshire County Council (CCC) are the delivery partner and the delivery strategy will require the appointment of a suitably experienced contractor to deliver the works. The process of appointment will be carried out via a robust procurement process in line with HDC/CCC procurement rules and relevant external legislation and regulations.

In each case, a multidisciplinary team of contractors will be procured to progress the projects from their current level of development (equivalent to RIBA 1) to the developed design stage of RIBA 3, including projects designs, cost estimates, undertaking site surveys and obtaining statutory consents.

Although TBC, all the projects are expected to be procured via design and build contract for RIBA stages 4 and 5. This generally allows for a reduced project delivery timetable and simplifies contract management for the procuring authority relative to separate design and construction contracts. It also ensures design risk can be passed to the contractor from the public sector.

## **4.0 COMMERCIAL CASE**

### **4.1 Required services**

The project will comprise of the following activities:

- Investigation and preliminary design
- Detailed design and obtain of statutory consents
- Procure works contractors
- Construction
- Handover

### **4.2 Proposed/Agreed charging mechanism**

Cambridgeshire County Council (CCC) is the Council's delivery partner for the 3 transport projects. HDC will enter into a contract with CCC who will procure consultants and works contractors on behalf of the Council. The Council will pass funds onto CCC to pay for agreed eligible project costs.

### **4.3 Proposed/Agreed contract lengths**

It is anticipated that the project programme will run from September 2021 to January 2025 and the contract length will reflect this. Note that the CPCA and FHSF grant must be spent by 31/03/24.

#### **4.4 Proposed/Agreed key contractual clauses**

To be agreed as part of the Procurement Strategy.

#### **4.5 Personnel implications (including TUPE)**

TUPE will not apply to this investment.

### **5.0 FINANCIAL CASE**

#### **5.1 Funding Table**

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**Table 4:** Capital Costs and Funding Streams

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St Neots FHSF CPCA Co-Funding

<b>Capital cost of project</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
St Neots Road Bridge	132,182	216,449	358,342	204,949	911,923
High Street Improvements	251,309	474,557	1,507,171	910,558	3,143,595
Market Square	336,282	658,664	2,161,050	1,310,381	4,466,376
<b>TOTAL</b>	<b>719,773</b>	<b>1,349,670</b>	<b>4,026,563</b>	<b>2,425,888</b>	<b>8,521,894</b>

<b>Funding streams</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
FHSF	500,000	428,676			928,676
CPCA	219,773	920,994	1,959,233		3,100,000
HDC/Highways England			2,067,330	2,425,888	4,493,218
<b>TOTAL</b>	<b>719,773</b>	<b>1,349,670</b>	<b>4,026,563</b>	<b>2,425,888</b>	<b>8,521,894</b>

## 6.0 MANAGEMENT CASE

### 6.1 Project Management Arrangements

A governance structure for the St Neots FHSF is currently being established.

See below diagram.

HDC will agree with CPCA, Highways England and CCC appropriate representation within the structure.



All projects will be subject to the Council’s gateway review process based upon the recommended approach established by the Office of Government and Commerce (OGC). It provides key points in an initiative’s lifecycle where a review and decision on progression will be made. It will allow the projects within the St Neots FHSF to be regularly tested in terms of validity, viability and affordability, allowing both strategic and technical direction to be provided. End stage reviews will be co-ordinated by the Delivery Manager, Project Sponsor and any relevant technical Service Lead. This consists of a checklist which confirms that all tasks required to be completed in this stage of the project have been undertaken. The review will be undertaken by the Council’s Gateway Steering Group and once approved will be authority to proceed to the next gateway stage.

A Monitoring and Reporting Handbook will be produced which sets out the processes that should be followed with regard to risk and issue management, change control and reporting and that aligns to Highway England, MHCLG and CPCA funding conditions.

## **6.2 Arrangements for post project evaluation**

HDC will be commissioning a local evaluation of the FHSF.

## **APPENDICES - SUPPORTING EVIDENCE**

## **Appendix I– Key Risks**

### **Managing and Mitigating Risks**

The risks identified above are considered realistic but manageable at October 2021. All regeneration investments by their very structure are subject to significant risk/ The St Neots Masterplan and investment proposals pre-dated Covid 19 and the unforeseen 'double-whammy' of the pandemic when combined with the economic adjustment required as a result of the implementation of Brexit. Mitigating these risks is dependent upon close

## St Neots FHSF CPCA Co-Funding

Risk	Consequence	Category	Mitigation	Control	Current Risk	Owner
Lack of buy-in from Stakeholders	Potential for opposition resulting in elements of programme not being progressed	Political	Develop Stakeholder Engagement Strategy	Develop and implement Action Plan	9	C Kerr
Underestimation of feasibility costs	Programme cannot be delivered within current budget	Financial	Review all costs against latest BCIS figures and other recent procurements - revise specifications if necessary	Keep costs under review	12	C Kerr
Lack of HDC programme/project resource (capacity & capability)	Could result in delays and/or cost overruns	Organisational/ Financial	Prepare Resource Plan to identify programme and project needs	Review and update regularly	12	C Kerr
Lack of Professional Advice for Programme/Projects	Could result in delays and/or cost overruns and potentially non-delivery	Organisational/ Financial	Prepare Resource Plan to identify programme and project needs	Review and update regularly	12	C Kerr
Price of tenders exceed budget	Interventions would need to be scaled back or additional funding found	Financial	Benchmark from previous study	Guide price to be stated in procurement brief	12	C Kerr
Failure to deliver within timescales set out in grant conditions	Potential clawback of funding	Financial	Develop robust project plans with delivery milestones which meet funders timescales	Regular monitoring of projects to identify any risks and issues early on	12	C Kerr

monitoring of issues and ensuring the allocation of capable and competent staff resources to the overall programme of projects. HDC is working closely with a range of partners and professional advisors through the enabling phase of this scheme. This support will be enhanced as the programme moves towards delivery over 2022 – 2025.

## Appendix II

## **The Communications, Stakeholder and Engagement Plan**

August  
2021



# ENGAGEMENT & COMMUNICATION PLAN

ST. NEOTS - FUTURE HIGH STREETS FUND

Revision H: 28 August 2021

PleydellSmithyman

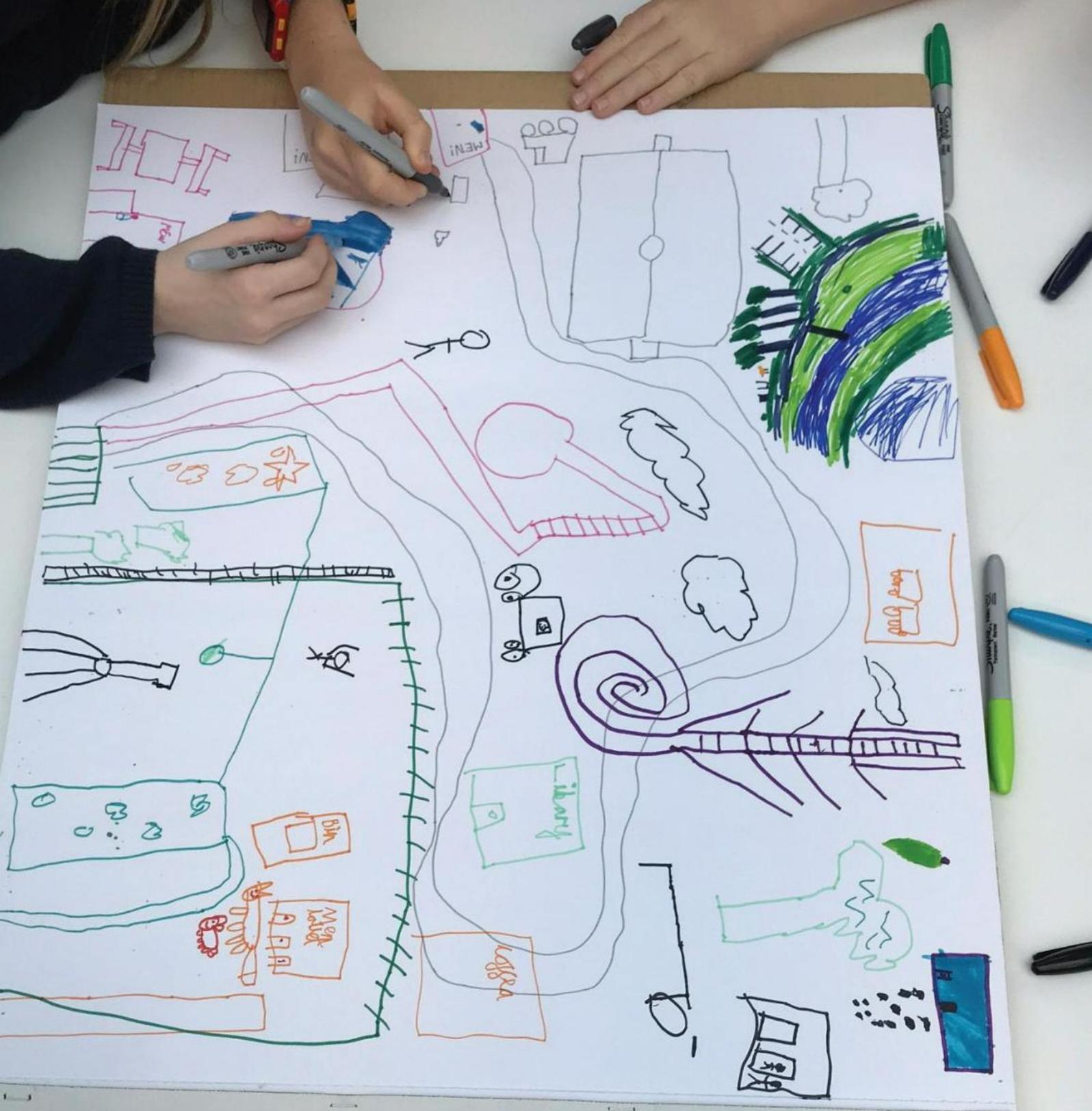
**STRATEGY** • **CREATIVITY** • **DELIVERY**



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**1.0 BACKGROUND**

The Future High Street Fund has been established by the Ministry of Housing, Communities and Local Government (MHCLG) with the aim “to renew and reshape town centres and high streets in a way that drives growth, improves experience and ensures future sustainability. It will do this by providing co-funding to successful applicants to support transformative and structural changes to overcome challenges in their area<sup>1</sup>.”

Huntingdonshire District Council (HDC) has secured funding through the Future High Street Fund (FHSF) and a range of other sources for an ambitious £12.8 million investment programme in St Neots Town Centre. An approach to community and stakeholder engagement and wider communication is needed to support and inform this investment.

This communication and engagement plan has been produced by Pleydell Smithyman Limited and has been informed by discussions with Huntingdonshire District Council (HDC), alongside guidance from the MHCLG and engagement best practise. The plan sets out communication and engagement activities between June 2021 and November 2021.

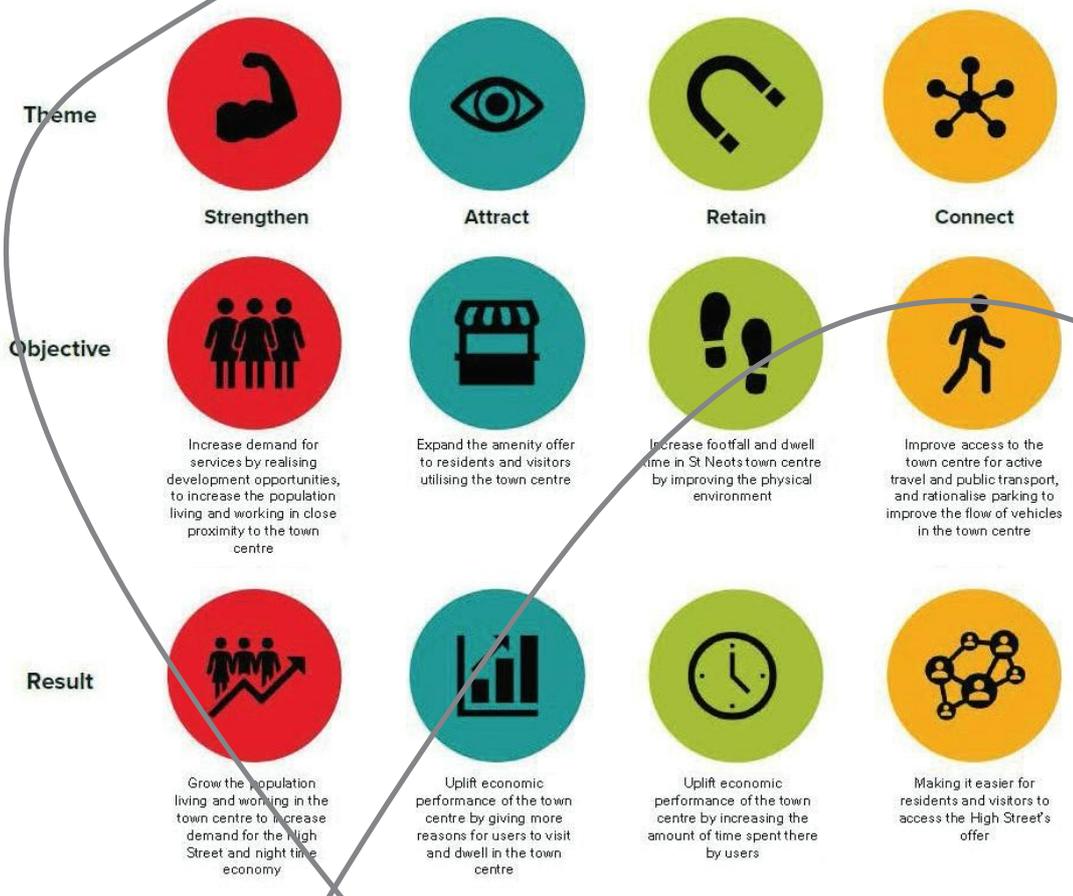
Please note this a working document and will be updated accordingly. A project programme, stakeholder map, equalities impact assessment and risk log support this work.

**2.0 SITUATION**

**2.1 St Neots FHSF Objectives**

The FHSF offered a unique opportunity to address the challenges facing St Neots town centre and enhance the area for the benefit of local people and visitors. To support the process of developing and selecting proposals, four overarching themes were identified; strengthen, attract, retain and connect. In turn these themes were developed into objectives and results as shown in Figure 1 below.

**Figure 1. FHSF Themes, Objectives and Results<sup>2</sup>**



1 <https://www.gov.uk/government/collections/future-high-streets-fund>  
 2 St Neots Future High Street Fund Summary

## 2.2 Selecting and Developing Projects

An Expression of Interest (EOI) in relation to the Future High Street Fund (FHSF) submitted to the MHCLG in March 2019 outlined the current situation, the challenges facing St Neots and the strategic ambition of the town. The EOI drew on existing strategies, that will have been informed by engagement, including the St Neots Masterplan for Growth.

The successful EOI resulted in a request to submit a full business case. This process built on the St Neots Masterplan for Growth and involved collaboration with the St Neots Masterplan Steering Group and other stakeholders. During this process a large number of project ideas and suggestions were assessed and refined down to a smaller number of proposals. This process sought to ensure that all projects put forward in the full business case:

- Fit with the strategic direction of the town.
- Delivered on the St Neots FHSF themes and objectives.
- Aligned with the funding priorities and criteria of the FHSF.
- Maximise value for money for the public sector (costs relative to benefits).
- Were deliverable within the time-frame with acceptable risks.

Through engagement with stakeholders a long list of projects was developed, this was refined through further engagement, urban design studies, cost estimation and a best practise approach options appraisal. This led to six projects being selected for funding.

## 2.3 The Projects

The full business case process informed the selection of 6 projects, that together “will improve the high street’s accessibility, increase its attractiveness to pedestrians and cyclists and ensure strong connectivity between the High Street and the western bank of the River Great Ouse.”<sup>3</sup> The projects are:

- Pedestrian and cycling improvements to St Neots Road Bridge.
- St Neots High Street improvements.
- Market Square improvements, including removal of car parking, improved public realm and connectivity enhancements.
- Redeveloping the Priory Quarter to provide a high-quality event and cultural space and act as an anchor for the redevelopment of the northern parts of the town centre.
- Regeneration of the Old Falcon Inn to bring it back into productive use and protect its heritage status.
- A new Waterfront Route, including a riverside promenade to create a new attraction in the town centre which utilises the riverfront of the Great Ouse for leisure and recreation. The proposed route ends at the Priory Centre, with potential for future extension southwards.

## 2.4 Project Delivery

The strategic investment in St Neots Town Centre will be a collaborative process lead by HDC with a range of delivery partners including Cambridgeshire County Council (CCC), Cambridgeshire & Peterborough Combined Authority (CPCA), the UK Government, and St Neots Town Council (SNTC). These partners are in the process of developing a delivery plan. This engagement and communication plan will seek to support, add value to and enhance that plan.

### 3.0 ENGAGEMENT AND COMMUNICATION

#### 3.1 Why Engage

HDC’s Consultation and Engagement Strategy (2018-2022) states public consultation “is the process by which people are invited to express their views (“here are our options, what do you think?”) which would then be used to help inform the Council’s decision<sup>4</sup>.”

The MHCLG Future High Street Fund prospectus outlines the need for local and stakeholder support, as well as engagement with stakeholders and the community. Whilst the projects that make up the St Neots FHSF and strategic investment have already been selected, there is still an important role for engagement to inform the next steps and projects that are developed and implemented. A well designed programme of engagement and communication will ensure that local people and stakeholders feel involved in the St Neots FHSF, can inform the vision for the future of the town and influence how the 6 projects are designed and delivered.

### 4.0 OBJECTIVES

#### 4.1 Communication and Engagement Objectives

The delivery of the engagement and communication plan will add value to the St Neots FHSF project by delivering the following objectives:

**Table 1. Objectives**

Objective	Priorities
Understand communities and stakeholder vision for the future of the town.	<ul style="list-style-type: none"> <li>• Work with local people and stakeholders to develop a shared vision for the future of the town.</li> <li>• Enable communities to share their perspectives and experiences of the town.</li> <li>• Understand what communities and stakeholders consider to be the challenges facing the town.</li> <li>• Explore local people and stakeholder’s priorities for the future.</li> </ul>
Raise awareness of the St Neots Future High Street Fund and it’s aspirations.	<ul style="list-style-type: none"> <li>• Inform and engage with local people and stakeholders.</li> <li>• Share accessible and timely information about the project.</li> <li>• Explain the decision making process and partners involved.</li> <li>• Address myths around the project selection and wider FHSF process.</li> <li>• Sharing the benefits of participating in engagement.</li> </ul>
Explain the role and remit of the Future High Street Fund, the St Neots projects within in and the Government guidance that shapes the strategic approach.	<ul style="list-style-type: none"> <li>• Plain English, jargon free explanation of the fund and its remit.</li> <li>• Share MHCLG guidance.</li> <li>• Share the aspirations and benefits of the proposed approach in St Neots.</li> </ul>
Ensure local people, businesses and organisations are involved in shaping the design and implementation of the proposed projects.	<ul style="list-style-type: none"> <li>• Identify opportunities where engagement can inform decision making.</li> <li>• Design approaches to engagement that enable participants to understand how their contribution will inform the FHSF project.</li> </ul>
Keep the public, stakeholders and delivery partners updated on the progress of the investment and the projects within it.	<ul style="list-style-type: none"> <li>• Share accessible and timely information about the project.</li> <li>• Share time-lines.</li> <li>• Illustrate how the timing of engagement aligns with the wider project programme.</li> </ul>

Objective	Priorities
Support a multi platform approach to engagement that ensures the opportunity to participate is open to all.	<ul style="list-style-type: none"> <li>• Offer engagement activities across a range of platforms.</li> <li>• Design and deliver a COVID secure approach to engagement.</li> <li>• Identify seldom heard groups and deliver targeted engagement activities.</li> <li>• Ensure everyone has a mechanism to participate and join the conversation around the St Neots FHSF.</li> </ul>

## 5.0 TARGET AUDIENCE

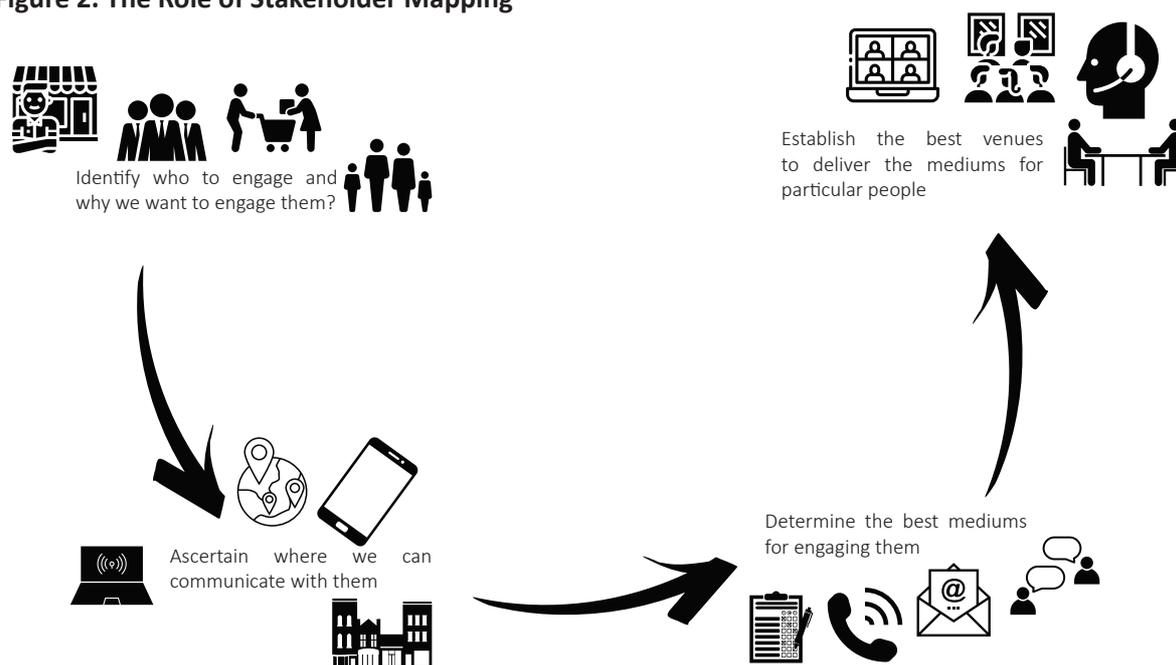
### 5.1 Stakeholder Mapping

Critical to a robust engagement programme is a good understanding of all the stakeholders, and planning how they need to be involved and anticipating how they will react. Stakeholders are essentially those individuals and organisations that are affected by the St Neots Future High Streets Fund, affect the St Neots Future High Streets Fund or both affect and are affected by the St Neots Future High Streets Fund. The Consultation Institute recommends using the ‘Six Tests’ method for the basis of identifying key stakeholders<sup>5</sup>:

- Test 1: Who is **directly** impacted by this decision?
- Test 2: Who is **indirectly** impacted?
- Test 3: Who is **potentially** impacted?
- Test 4: Whose **help** is needed to make the decision work?
- Test 5: Who **knows** about the subject?
- Test 6: Who will have an **interest** in the subject?

The stakeholder mapping has influenced our approach as follows:

Figure 2. The Role of Stakeholder Mapping<sup>6</sup>



Our approach to stakeholder mapping is based around Consultation Institute protocols and uses an interest/influence matrix which will ensure the individuals and organisations that need to have a voice in the process will have one. The mapping process also gives consideration to suitable methods of engagement for each group and supports the wider strategy for the project. It becomes the foundation of the stakeholder management system, a database which we use to store data and information relating to participants throughout the project.

Along with this plan the database will be regularly updated to include details of all correspondence, participation and any reasons given for opting not to take part. Throughout the process there will be open lines of dialogue, with all engagement and communications logged. The project will have a clear single point of contact, and partners will be encouraged to share issues and ideas during the project in both a structured and flexible manner.

We are conscious that COVID-19 and the economic down turn will mean that a range of organisations will have other priorities and we will put in the work to reach out to all stakeholders to ensure they have an opportunity to participate in a way that works for them. To achieve this aspiration, we will put a focus on sharing the benefits of engaging and make it easy and effective for them and showing how participation will inform the FHSF project.

## 5.2 Seldom Heard Voices

We believe in community and stakeholder engagement that enables everyone to have a voice, tell their stories and share. The phrase “hard to reach communities” can be interpreted as suggesting people or organisations don’t want to participate, rather than reflecting on the numerous barriers that have disengaged people. We prefer to use the term “seldom heard” and our approach is to put the emphasis on us and acknowledge that we need to work harder to reach this group.

This plan has been informed by, and will continue to be informed by, a stakeholder and community mapping exercise and accompanying equality impact analysis. This process ensures that we identify all people and organisations that we should be engaging with, ensures we remove or minimise disadvantages that could be barriers to participation, and take steps to meet the needs of diverse groups to build relationships. Our targeted approach to communication and management will be based around collaboration with those organisations and partners working with seldom heard groups. We will explore opportunities to work in partnership to ensure their voices are heard and inform the St Neots FHSF.

## 6.0 COMMUNICATION AND ENGAGEMENT PRINCIPLES

### 6.1 Reaching Communities and Stakeholders

All engagement and communication activity to support the St Neots Future High Street Fund will be:

- Open and inclusive to all interested parties, with particular emphasis on widening participation amongst members of the community who do not traditionally partake in engagement.
- Involving all communities, including those from wards that are not within the town centre.
- Robust and representative, ensuring that those involved in the process can evidence the value of their participation.
- Providing adequate opportunities for all interested parties to participate.
- In-line with current guidelines relating to COVID-19 and social distancing.
- Innovative in the way that engagement can take place, accessing as many of the different community and stakeholder groups as possible.
- Flexible and able to adapt to respond to participation and potential changes in the wider project.
- Clear and concise, ensuring messages are easily understood by all.
- Available in different formats, acknowledging that not everyone has the digital access or literacy to participate in online engagement. All communication will be in plain English. Any use of acronyms will be explained, and jargon avoided to ensure everyone can understand the information we are sharing and the questions we are asking.
- In line with MHCLG brand guidance.
- Consistent and accountable in relation to the aspirations of the St Neots FHSF.

- Flexible, all activity is designed to meet the needs of its specific target audience.
- Safe and welcoming, in line with current protocols around COVID-19 to ensure people feel safe and able to participate.
- Open, honest and transparent; we will share the information we can share and explain when and why there is information that cannot be made public for example if it is commercially sensitive.
- Targeted, to make sure messages reach right the people in a way that is engaging for them.
- Timely, making sure people have the time to participate and that engagement and communication activity aligns with the FHSF delivery plan.
- Two way, we will listen and respond. We will provide feedback to illustrate how communication and engagement outcomes have affected the wider FHSF project.

## **7.0 TACTICS**

### **7.1 A Multi Platform Approach**

There is no single communications channel that will be effective in reaching and engaging all our target audiences. It is therefore important that a range of methods are used that present information in a timely way that is targeted to its specific audience. Collaboration with stakeholders, partners and those organisations working in the community will provide insight into the best methods and approaches for engaging seldom heard groups.

### **7.2 Website and Social Media**

The project team are seeking to develop a bespoke website for St Neots FHSF Programme, which will be a hub for communication and engagement. For the duration of our work on this project, Pleydell Smithyman will provide and upload content for the site and social media. This content will be in line with the engagement objectives and principles set out in this plan. In line with MHCLG Communications and Branding Guidance all social media activity will use the #FutureHighStreet and tag MHCLG. In addition we will also monitor social media to collate and code feedback and comments from the community and stakeholders.

### **7.3 Branding**

All communication and engagement activity, promotional materials and content will be designed and delivered in accordance with MHCLG Communications and Branding Guidance.

## 8.0 ENGAGEMENT ACTIVITIES

### 8.1 Stakeholder Launch

The success of the engagement process and the ultimate implementation of the Future High Street Fund in St Neots will be dependent on a number of partners within the Council alongside a wide range of organisations, project partners and stakeholders, working together. A workshop session will be held to launch the project and bring together partners for an open and honest dialogue. The invitation list will be taken from the stakeholder mapping with a focus on those within the high influence and high interest area of the matrix, those who are key partners to work with and engage and will enable us to consult with the wider community.

Coordinated and facilitated by Pleydell Smithyman Limited, this session will communicate with all available existing and potential partners the overall process and aims of the project, raising awareness of the process among stakeholders and clarifying suitable levels of future involvement and partnership working opportunities. The session will also start the conversation around developing a shared vision for the future of St Neots.

### 8.2 Community Outreach Relationship Building

We have learnt the importance of being visible to support participation and reach seldom heard groups. For example, in our work on the Neath Port Talbot Play Sufficiency Assessment we effectively moved in to the area, developing relationships with parent & toddler groups, nurseries and schools and attending appropriate events to both engage stakeholders and reach parents and carers. As COVID-19 limits are softened, our ability to be embedded in identified communities to work with them should be increased.

During the equalities and stakeholder mappings we have identified the communities we need to work with and the organisations that could support this process. This plan will be updated to reflect collaboration with these groups and engagement activities.

### 8.3 Questionnaire: The Future of St Neots

Our approach seeks to blend qualitative and quantitative techniques to support decision making. The questionnaire is key to our quantitative approach and will influence later elements of the engagement plan. The questionnaire will enable us to see if the community perspective aligns with the evidence base and to capture priorities for change to inform the vision and options for the future. The focus of this initial engagement will be understanding stakeholder's and the communities aspirations for the future of the town; in essence what type of town do they think St Neots should be in the future.

### 8.4 Your Future High Street Community Event

In our work on the Vision for the Future of Rhyl Town Centre, the most popular method of engagement was a pop up exhibition in an empty High Street shop which was attended by over 700 local people across 3 days. Whilst Town Centre footfall is not what it was, having been impacted by COVID-19, we still believe a Town Centre presence will be a key part of the engagement process and we are proposing a 2 day socially distanced exhibition, over a weekend. The exhibition will present the Future High Streets Fund, and the projects within it, alongside the thinking behind the process of project selection.

This event will feature interactive displays to capture comments and feedback, to support the short listing process and the development of a shared vision. It will provide a valuable opportunity for myth busting and raising awareness around the projects and the fund. In addition the information from the event will be made available online for those who do not wish to or cannot attend the event.

### 8.5 Embedded Engagement

Following the socially distanced exhibition and to support the work undertaken by the strategy and bid team, we are proposing to work in partnership with them to host and deliver a programme of embedded engagement in St Neots. The activities would be in accordance with COVID-19 protocols and could include meetings, workshops, visioning sessions and a world cafe. "The World Café methodology is a simple, effective, and flexible format for hosting large group dialogue. It is a creative process for leading collaborative dialogue, sharing knowledge and creating possibilities for action in groups of all sizes."<sup>7</sup>

7 <http://www.mspsguide.org/tool/world-cafe>

## **8.6 Themed Workshops and Stakeholder Surgery Sessions**

The stakeholder workshop that starts off the engagement process will be a wide ranging and general discussion on St Neots and the Future High Streets Fund. To enable more focussed and in-depth engagement we are proposing a series of 6 themed workshops, one for each project included in the Future High Street Funds Bid. Depending on COVID-19 restrictions, participation levels and the needs of stakeholders, these workshops could take place in person in a socially distanced environment, take the form of a walk-shop (in the location of the project) or digitally via a platform such as Teams or Zoom. We are also conscious that there are stakeholders who may wish to discuss opportunities, issues or concerns on a one to one basis or in more detail. We will therefore make the equivalent of 3 days available for stakeholders to book a surgery slot for a telephone or online discussion.

## **8.7 Focus Groups**

Focus groups are a great tool for obtaining qualitative data and drilling into the issues and opportunities highlighted through desktop research and quantitative data. We are proposing to host 4 digital community focus groups to enable a more in-depth conversation with key groups / audiences identified through the questionnaire and stakeholder mapping around the four FHSF themes: strengthen, attract, retain and connect.

## **8.8 Myth Busting**

A key part of community and stakeholder engagement is myth busting, providing consistency of information and ensuring participants have a clear understanding of the role and remit of the project. Myth busting will be built into all elements of the engagement strategy and techniques. We will undertake a myth busting campaign through social and local media, in partnership with the project team. This will include a digital 'ask me anything session' focused on the Future High Street Fund, web content including frequently asked questions and short videos for Instagram, Facebook and YouTube each focusing on a specific question / aspect of the project.

## **8.9 Recommendations for Future Engagement**

The project and implementation of funding will benefit from continued engagement with the community and stakeholders after this initial project has concluded. At the conclusion of this first phase of engagement we will put forward recommendations for future engagement based on the capacity and resources of the Council and the project. In addition we would establish and host the first engagement activity.

## **8.10 The Future of Your High Street Event and Feedback**

Good quality engagement includes feedback. Often people disengage from consultation because they can't see the value of their contribution and how it is used. We recommend that the Council publish the findings of the consultation on the Future High Streets Fund website and notify participants of next steps and any tangible outcomes of the consultation. Pleydell Smithyman Limited would support this process by developing an infographic which will summarise the engagement process, participation and findings. We will email or post this with a thank you note to everyone who participated in the project and opted into receiving communications. To conclude this phase of engagement we will hold a pop up The Future of Your High Street Event, this will be delivered with the wide range of partners who will support the implementation of the projects.

## 9.0 MONITORING & EVALUATION

### 9.1 Understanding Participation

Throughout this phase of engagement and communication we will constitutently and consistently monitor all activity to ensure we are reaching our target audiences and ensure we are providing equal and appropriate opportunities for participation. It is through monitoring and evaluation that we will be able to learn lessons and gain insight into community and stakeholder perceptions and aspirations, in so doing adapt the approach to engagement and inform the FHSF project.

A communication log will record all activities including participation by demographics characteristic to ensure that we don't exclude any groups.

Examples of how we will monitor participation and engagement include:

- Media and social media monitoring and listening.
- Stakeholder feedback.
- Community feedback.
- Equality monitoring.
- Scrutiny and challenge from the FHSF team and partners.
- Communication log.

This plan is a live document and where necessary we will update and redesign our approach in response to the ongoing monitoring and evaluation process. It is important for the Future High Street Fund Project to illustrate that it is sharing information, listening to the community and stakeholders and responding to participant's concerns and challenges. We will monitor all communication activity from June 2021 to November 2021 via social / digital media tracking tools, feedback from participants and the communications log.

# APPENDIX 1



Power and Influence

HIGH

LOW

## Stakeholder Map

The diagram below is a thematic stakeholder map, based on the St Neots Future High Streets. This map builds on this map with details of specific organisations and individuals. The map below uses an engagement level with but that the way we engage with them will be different.

LOW

### KEEP SATISFIED

- Local businesses (not on the High Street) and their representatives / organisations that we engage with them
- Cultural and creative institutions
- Tourist attractions
- Developers and housing associations
- Local Schools, Colleges and Training Providers
- Arms-length bodies and other non-departmental government agencies
- Investors and philanthropists
- Active Travel Groups
- Local media including community based social media

### MONITOR

- Emergency / public services
- One Leisure, gyms and local sports teams

Fund (FHSF) Application and MHCLG guidance. There is an accompanying stakeholder register and communication log which interest / impact matrix to focus approaches to engagement. It is not to say that those in the high interest / low impact won't be

## Interest

## HIGH

### MANAGE CLOSELY

- The Residents of St Neots
- Jonathan Djanogly, MP
- Huntingdonshire District Council
- Cambridgeshire County Council
- Cambridgeshire & Peterborough Combined Authority
- The Business Board of the Cambridgeshire and Peterborough Combined Authority (formerly the LEP)
- St Neots Town Council
- St Neots Initiative
- Neotists
- St Neots Manufacturing Club
- St Neots Masterplan Steering Group
- Cambridge Ahead
- Cambridgeshire Chamber of Commerces
- Community Group and Third Sector Organisations
- High Street Businesses and Market Traders
- Travel providers e.g. bus and rail service and taxis
- Project locations e.g. The Priory Centre
- Community building and facilities in the Future High Street Fund area including Churches and Places of Worship
- East West Rail
- OxCam Arc
- Urban & Civic
- Welcome Back Fund

### KEEP INFORMED

- Ministry of Housing, Communities and Local Government
- Visitors and tourists

## EQUALITY IMPACT ASSESSMENT

PROJECT TITLE:	Community and Stakeholder Engagement to support the St Neots Future High Street Fund
ASSESSMENT COMPLETED BY:	Sarah Wheale-Smith, Associate, Pleydell Smithyman Limited
DATE OF INITIAL ASSESSMENT:	17 June 2021
REVISION:	-
REVISION DATE:	-

### 1.0 SCOPING

#### 1.1 What are the aims of the project, policy, service / service change or contract?

This project sets out to ensure local people and stakeholders are communicated and engaged with about the St Neots Future High Street Fund project. This project has 5 core objectives:

- Understanding communities and stakeholder vision for the future of the town.
- Raising awareness of the St Neots Future High Street Fund and its aspirations.
- Ensuring local people, businesses and organisations are involved in shaping the design and implementation of the proposed projects.
- Keeping the public, stakeholders and delivery partners updated on the progress of the investment and the projects within it.
- Supporting a multi platform approach to engagement that ensures the opportunity to participate is open to all.

#### 1.2 Who does the project/service/policy/contract affect? Who are the main customers (internal or external)?

This project will have a wide ranging impact on residents of St Neots and Huntingdonshire, alongside local businesses and organisations, as well as visitors to St Neots. Appendix 1 uses a stakeholder mapping matrix to identify and prioritise key groups.

#### 1.3 What equality information is available, including any evidence from engagement and analysis of use of services?

As this project has the potential to impact all people, it needs to take into account the widest possible equality information, including, but not limited, to census data and information available through the Cambridgeshire and Peterborough Open Data Portal.

During this engagement process (Engagement and Communication Plan, Section 9.0) we will monitor and collate equalities data relating to participants in engagement activity. We have identified a range of seldom heard groups and will be working with organisations that already work with these groups to collaborate on the design and implementation of our engagement activities. Seldom heard characteristics identified include:

- Disability.
- Ethnicity.

- Sexuality.
- Communication impairments.
- Communities for whom English is not a first language.
- Learning disabilities and learning difficulties.
- Mental health problems.
- Those with health issues including those shielding from COVID-19.
- People living in areas of deprivation.
- Unemployed.
- Homeless.
- People living in geographically isolated areas.
- Gypsy / traveller communities.
- Digital exclusion.
- Young people.

#### **1.4 What does this information tell us about the equality issues associated with the service and implications for the protected groups?**

Through our experience of community engagement and working with seldom heard groups we have identified a number of issues that act as barriers to participation. These included feeling disengaged and put off by the language used in community engagement, as outlined in our communication and engagement principles (Engagement and Communication Plan, Section 6.0) all communication will be in plain English. Any use of acronyms will be explained and jargon avoided to ensure everyone can understand the information we are sharing and the questions we are asking. Tools such as Microsoft's accessibility checker and in house peer review will be used to ensure information is concise and understandable.

Research also suggests that people are less likely to participate if they do not think they will be directly affected by the proposals, it is therefore important to illustrate how the design and implementation of the St Neots Future High Street Fund will impact on participants from seldom heard groups, as well as the benefits it can have for them and their communities. Seldom heard groups often feel they are not listened to, so it will be important to ensure that we explain why their participation is important and how it will impact the FHSF. We also need to ensure we feedback to these groups to explain and illustrate the impact of the conversations they have had with us.

We need to take a targeted approach to the design and implementation of engagement and communication with seldom heard groups. This includes collaborative working with organisations they trust and have an existing relationship with. We must also take our approaches to where these groups already live and meet and not expect them to come to us.



## 2.0 ASSESSMENT OF IMPACT: ANALYSIS AND ACTION PLANNING

Any gaps in information of provision, opportunities to promote equalities and good relationships id engagement and communication activity.

<b>Opportunity to promote equality, good relations and/or address barriers to service/differential impact</b>
<b>The needs of different ethnic groups including white minorities, but also established white communities</b>
There are a range of issues that can affect ethnic minorities communities, which may result in making it harder for them to engage. This could include language and cultural barriers which make people less likely to access 'official' spaces both off and online where engagement activities take place and are advertised.
<b>The needs of men, women and people who do not define their gender Including taking account of pregnancy</b>
Our experience of engagement and communication suggests there is unlikely to be significant differentiation on the basis of gender.
<b>The needs of disabled people</b>
There are a range of physical, sensory and learning disabilities that could affect people's desire and ability to engage. It is important to hear the views and opinions of people with disabilities to ensure that plans for the future of St Neots are not detrimental to this group and take into account the needs of people with disabilities.
<b>The needs of people with mental health issues</b>
A range of mental health issues can impact on people's ability or desire to participate in engagement, it is important that we develop approaches that enable these voices to be heard.
<b>The needs of people with a religion or belief</b>
It is not considered likely that there are specific barriers to responding to consultations related to a person's religion or belief.
<b>The needs of the LGBTIQ community</b>
It is not considered likely that there are specific barriers to responding to consultations related to a person's sexuality.
<b>Issues from marriage and civil partnership</b>
It is not considered likely that there are specific barriers to responding to consultations related to a persons marital status.
<b>The needs of different age groups, for example older and younger people</b>
There may be some barriers associated with age to prevent people from responding to consultations. Young people are less likely to participate in community engagement for a range of reasons, for example they are less likely to be in 'official' off and online places where engagement is traditionally hosted and promoted.
The COVID-19 pandemic has resulted in increased use of the internet by older people and their digital literacy has grown however, it is important to ensure that lack of internet access / limited digital literacy is not a barrier to participation.
<b>The needs of people who are disadvantaged by socio-economic factors such as low incomes, skill or living</b>
There is evidence to suggest that socio-economic disadvantage is likely to affect a persons likelihood to participate in engagement. This can result from a range of factors including lack of awareness, low skills levels and a belief that engagement doesn't benefit them or their community.

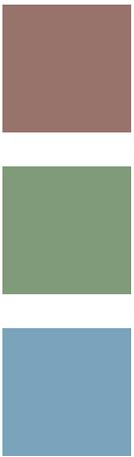


identified need to be translated into actions and recorded below. These actions need to be delivered and monitored through all

Current action taken to address these	Responsibility	How will impact be measured
Building links and collaborating with ethnic minority community groups and leaders. Including, but not limited to Huntingdonshire Community Group (HCG), and Places of Worship.	Sarah Wheale-Smith	Monitoring of ethnic minority participation, redesign and adapt engagement if participation does not reflect the demographic data.
<b>Disability and maternity</b>		
	Sarah Wheale-Smith	
Collaborate with projects and organisations that support people with physical, sensory and learning disabilities. Design and implement engagement and communication activity in partnership with these organisations.	Sarah Wheale-Smith	Monitoring of disability participation, redesign and adapt engagement if participation does not reflect the demographic data.
Collaborate with projects and organisations that support people with mental health needs. Design and implement engagement and communication activity in partnership with these organisations.	Sarah Wheale-Smith	Monitoring of participation, redesign and adapt engagement if participation does not reflect the demographic data.
Places of Worship in the FHSF area will be identified and contacted through stakeholder mapping.	Sarah Wheale-Smith	
Collaborate on engagement design and delivery with local groups and associations that represent and work with the LGBTIQ community.	Sarah Wheale-Smith	
	Sarah Wheale-Smith	
Work with schools, colleges and local youth groups to reach and engage young people.  Work with older people groups to reach older people including those without internet access.  All activities will have an off and online presence.	Sarah Wheale-Smith	Monitoring of participation by age, redesign and adapt engagement if participation does not reflect the demographic data.
<b>Engagement in a deprived area</b>		
Partnership working with community groups and organisations based in deprived areas to design and deliver engagement. Sharing the benefits of participation.	Sarah Wheale-Smith	Monitoring of participation by socio-economic status (based on areas of deprivation), redesign and adapt engagement if participation does not reflect the demographic data.

# APPENDIX 2

<b>Opportunity to promote equality, good relations and/or address barriers to service/differential impact</b>
<b>The needs of people who live in rural areas / without access to transport</b>
Transport barriers could prevent people from participating in engagement activities. In addition some rural areas may have limited / no broadband access which could prevent online engagement.
<b>The needs of people who are digitally excluded</b>
Not everyone has access to the internet and / or the skills required to participate online.
<b>The needs of gypsy / traveller communities</b>
A range of barriers, including cultural barriers, prevent this group engaging. To reach this group requires going to the community and inviting them to participate.



Current action taken to address these	Responsibility	How will impact be measured
<p>Provide community engagement opportunities at times when public transport is available and in areas that are easier to access via public transport.</p> <p>Outreach work in hard to reach rural areas in partnership with local community groups.</p> <p>A multi-platform off and online engagement.</p>	Sarah Wheale-Smith	Monitoring of participation by postcode to identify geographical areas to identify low and no participation areas. Extend outreach in low / no engagement areas.
<p>All activities will have an off and online presence.</p> <p>Provide a telephone number and free post address to support non digital contact.</p>	Sarah Wheale-Smith	
<p>Collaboration with the Traveller Liaison at Cambridgeshire County Council (CCC).</p>	Sarah Wheale-Smith	Monitoring of participation from gypsy / traveller communities.

# APPENDIX 3

## 3.0 RISK ASSESSMENT

Identification of potential risks that may impact on the delivery and implementation of the community...

Identified Risk	Likelihood (Low 1 - 5 high)	Consequence (Low 1 - 5 high)	Risk Rating
The process is insufficient to shape / support the development and implementation of the Future High Street Fund Project.	3	5	15
Low participation and engagement levels.	5	5	25
Stakeholders do not engage / participate.	5	5	25
Jargon is off putting and a barrier to engagement	3	5	15
It is hard for people to take part	2	5	10

ication and engagement plan, alongside potential mitigation methods.

Mitigation	Likelihood after control	New Risk Rating
<ul style="list-style-type: none"> <li>• A robust and realistic engagement plan designed in response to the Government Guidance on the levelling up fund and aspirations of the wider strategy.</li> <li>• An effective communications strategy.</li> <li>• Partnership working and collaboration with stakeholders.</li> </ul>	1	5
<ul style="list-style-type: none"> <li>• We will take engagement opportunities to the community, rather than hoping they will come to us, highlighting the benefits of taking part and the ways in which engagement will have an impact.</li> <li>• We will work in partnership to design and promote opportunities to engage.</li> <li>• We will provide a range of mechanisms for engagement.</li> <li>• We will provide clear and honest feedback on how the engagement has shaped proposals for the future.</li> <li>• We will monitor participation and adapt / flex the approach to engagement in response to what is and isn't working.</li> </ul>	2	10
<ul style="list-style-type: none"> <li>• Comprehensive stakeholder mapping.</li> <li>• Early initial contact with stakeholders.</li> <li>• Provide stakeholders with a range of options for engagement and participation.</li> <li>• Highlight the benefits and impact of taking part.</li> <li>• We will provide clear and honest feedback on how the engagement has shaped proposals for the future.</li> </ul>	2	10
<ul style="list-style-type: none"> <li>• Provide clear "plain English" versions of key guidance and decision making.</li> <li>• Work with partners to test engagement materials, questionnaires and communications.</li> <li>• Work with stakeholders to ensure information is appropriate to the audience.</li> <li>• Use a range of approaches for example infographics and videos to explain and share information.</li> </ul>	1	5
<ul style="list-style-type: none"> <li>• We will continuously ask what are the potential barriers to engagement and how we can address them.</li> <li>• We will take engagement to communities in a number of ways including attending events and activities they participate in both online and in person.</li> <li>• We will offer a balance of face to face and digital engagement options.</li> <li>• We will ensure participants feel safe and that engagement is undertaken within COVID-19 protocols.</li> </ul>	1	5

# APPENDIX 3

Identified Risk	Likelihood (Low 1 - 5 high)	Consequence (Low 1 - 5 high)	Risk Rating
COVID-19 reduces people's desire and ability to participate	4	5	20

Mitigation	Likelihood after control	New Risk Rating
<ul style="list-style-type: none"> <li>• We will offer a balance of face to face and digital engagement options.</li> <li>• We will promote the benefits of participation and the ways to take part across a range of platforms.</li> <li>• We will ensure people are aware that they can choose how to take part.</li> <li>• Comprehensive risk assessments and socially distancing measures will be put in place for all face to face engagement.</li> </ul>	2	10



# APPENDIX 4



## 4.0 PROJECT PROGRAMME

The diagram below presents a plan for the delivery of this engagement and communication plan. T

Activity	FHSF Representatives	Invitees	June				
			7	14	21	28	5
Project Inception Meeting / Update Meetings	FHSF Project Team	-	●				
Monthly Summary Report	-	-					
<b>Engagement and Communication Plan</b>							
Draft Plan	-	-		—			
Stakeholder Mapping	-	-		—	—		
Engagement Database	-	-			—	—	
Equalities Impact Assessment	-	-		—	—		
Risk Assessment	-	-		—	—		
Monitoring and Evaluation	-	-					
<b>Communication</b>							
Launch the engagement phase	FHSF Project Team	-					
Regular updates through press releases, website / holding page and social media).	FHSF Project Team	-					
Updates to mailing list and partners.	-	-					
<b>Stakeholder Launch</b>							
Issue Invitations	-	-					
Stakeholder Workshop - 6 September at the Priory Centre	Council Leader FHSF Project Team	<ul style="list-style-type: none"> <li>• St Neots Councillors</li> <li>• St Neots Town Council</li> <li>• Stakeholders who submitted letters of support</li> <li>• Key HDC Council Officers</li> <li>• Project Partners</li> </ul>					
<b>Community Outreach Programme &amp; Embedded Engagement</b>							
Identify Community Groups and Activities	-	-					
Issue Invitations	-	-					
Community Digital Workshop	FHSF Project Team Representative	Community Groups and Third Sector Organisations					
Embedded Engagement Activities with local groups	-	Local community groups, third sector organisations, schools and teams.					



# APPENDIX 4

Activity	FHSF Representatives	Invitees	June				
			7	14	21	28	5
<b>Questionnaire: The Future of St Neots</b>							
Draft community and business questionnaires	-	-					
Engagement Window	-	-					
Analysis	-	-					
<b>Your Future High Street Community Event</b>							
Event preparation and artwork development	-	-					
Communication and awareness raising	-	-					
Event (Saturday, 28 and Sunday, 29 August)	FHSF Project Team Representative	General Public					
<b>Themed Workshops and Stakeholder Surgery Sessions</b>							
Update for Cllr Fuller	FHSF Project Team						
Visioning Workshop	FHSF Project Team Representative	<ul style="list-style-type: none"> <li>• St Neots Councillors</li> <li>• St Neots Town Council</li> <li>• Stakeholders who submitted letters of support</li> <li>• Key HDC Council Officers</li> <li>• Project Partners</li> <li>• Community Groups</li> <li>• Third Sector Partners</li> <li>• Business Sector Representation</li> </ul>					
Workshops / Walk-shops 1 per project	FHSF Project Team Representative Project specific team members for example urban designer	<ul style="list-style-type: none"> <li>• St Neots Councillors</li> <li>• St Neots Town Council</li> <li>• Stakeholders who submitted letters of support</li> <li>• Key HDC Council Officers</li> <li>• Project Partners</li> <li>• Community Groups</li> <li>• Third Sector Partners</li> <li>• Business Sector Representation</li> </ul>					
Surgery Sessions	-	Project stakeholders or partners who request a surgery slot.					
<b>Focus Groups</b>							
Preparation	-	-					
Four number digital community focus group sessions	FHSF Project Team Representative	General Public					
<b>Branding</b>							
Meeting to develop brief based on community engagement	Council Leader FHSF Project Team	Key partners and stakeholders.					
Brand development	-	-					
Brand review meeting	Council Leader FHSF Project Team	Key partners and stakeholders.					



# APPENDIX 4

Activity	FHSF Representatives	Invitees	June				
			7	14	21	28	5
Community Testing	-	General Public					
Finalise branding, brand guidance and website brief.	-	-					
<b>Website and Social Media</b>							
Develop holding and update pages/s within HDC website.	-	-					
Website Development.	-	-					
Launch website and FHSF social media - January 2022	-	-					
<b>Communications</b>							
Press Releases	-	-					
Updating holding page.	-	-					
Updates through HDC social media.	-	-					
Regularly update FHSF website and social media platforms.	-	-					
Myth Busting	-	-					
Mailing List Updates	-	-					
<b>The Future of Your High Street Event and Feedback</b>							
St Neots Business Event		B2B event					
Findings of engagement published on FHSF website.	-	-					
Mailing list update.	-	-					
The Future of Your High Street Stakeholder Event	FHSF Project Team Representative	<ul style="list-style-type: none"> <li>St Neots Councillors</li> <li>St Neots Town Council</li> <li>Stakeholders who submitted letters of support</li> <li>Key HDC Council Officers</li> <li>Project Partners</li> <li>Community Groups</li> <li>Third Sector Partners</li> <li>Business Sector Representation</li> </ul>					
The Future of Your High Street Community Event	Council Leader FHSF Project Team	General Public					
<b>Analysis and Reporting</b>							
Analysis	-	-					
Draft Report	-	-					
Final Report	-	-					







Agenda Item No: 3.4

## Market Towns Programme Investment Prospectus – Approval of Recommended Projects November 2021

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	24 November 2021
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	John T Hill Director of Business & Skills
Key Decision:	Yes
Forward Plan ref:	KD2021/062
Recommendations:	The Combined Authority Board is recommended to:  (a) approve project proposals received under the Market Towns Programme received from East Cambridgeshire District Council for the towns of Ely and Soham to the sum of £344,000.
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 Combined Authority Board ratification of project proposals received under the sixth funding call for the Cambridgeshire and Peterborough Combined Authority (CPCA) Market Towns Programme.
- 1.2 To seek approval of three recommended project proposals received from East Cambridgeshire District Council for the market towns of Ely and Soham.

## 2. Background

- 2.1 The CPCA are committed to helping their region's market town to thrive and are investing to ensure towns remain vibrant and thriving places. This commitment included the production of a Masterplan for each of the key market towns (based on new research and analysis required to deliver the bold growth ambitions) and their interventions hereby enshrine the importance of inclusive growth, in line with CPIER and LIS recommendations.
- 2.2 Combined Authority funding is shared across the market towns, with district authority leads able to bid for capital funds for each town. Proposals are invited to support the mobilisation of each Masterplan and against activities which address the needs and those interventions identified as required to drive targeted growth and regeneration of each town in a post Covid-19 pandemic economy.
- 2.2 All project proposals are independently appraised where the strategic need, economic and commercial case is assessed against an agreed set of appraisal metrics. Appraised applications are scored based on programme criteria set and must achieve a minimum pass mark to be recommended for Combined Authority Board approval.
- 2.3 To date, there have been five funding calls under the Programme (September 2020, November 2020, January 2021, March 2021 and June 2021) resulting in 41 projects being approved by the CA Board, awarding a total of £10,866,348 in grant funding (and bringing in an additional £11,605,295 of partner match investment).
- 2.4 The total funding awarded to date and remaining budget allocations against each town is as follows:

Town	Total Allocation	Total Funding Approved	Funding Call 6 - November 2021	Remaining Allocation
St Ives	£1,000,000	£620,125		£379,875
Huntingdon	£1,000,000	£577,725		£422,275
Ramsey	£1,000,000	£1,000,000		£0
Wisbech	£1,000,000	£1,000,000		£0
March	£1,000,000	£1,000,000		£0
Whittlesey	£1,000,000	£1,000,000		£0
Chatteris	£1,000,000	£1,000,000		£0
Ely	£1,000,000	£656,000	£344,000	£0
Soham	£1,000,000	£200,000		£800,000
Littleport	£1,000,000			£1,000,000
St Neots	£3,100,000	£3,100,000		
	<b>£13,100,000</b>	<b>£10,153,850</b>	<b>£344,000</b>	<b>£2,602,150</b>

- 2.4 Two further funding calls are scheduled for January and March 2022, with the aim the remaining £2,602,150 will be fully allocated by the end of this financial year.

### 3. Funding Call 6 – November 2021

- 3.1 The following three bids are recommended for Board approval. The independent Appraisal Report and Scoring Matrix are included as Appendices 1 and 2, and set out the assessment and appraisal recommendations:

PROJECT NAME	DESCRIPTION	CPCA GRANT AMOUNT	MATCH FUNDING
<b>East Cambridgeshire</b>			
42. Ely CCTV Network Expansion	This project is in support the City of Ely Councils ambition to upgrade and extend the city's aging CCTV infrastructure to complete the second and third phases of its CCTV network upgrade and expansion programme. Phase 1 of the CCTV camera network installed 27 cameras, Phase 2 will deliver a further 12. The third phase allows 3 temporary cameras to be used for events such as festivals and concerts.	£120,000	£150,000 (Ely City Council)
43. Ely Town Centre Capital Investment Fund	Following consultation with local stakeholders, the need to improve the frontage of buildings and the general appearance around key areas of the city centre featured strongly. To support this the Council will encourage businesses and organisations to access a capital grant fund for businesses within certain parts of the town centre.	£100,000	
44. Ely Street Furniture Upgrades	The CPCA has awarded ECDC grants totalling £201,000 to improve the appearance of Ely Town Centre's signage, and street furniture (as bins, benches, shelters and walkways). This additional request is aimed at addressing important 'shortfalls' to the first phase of street improvements following local feedback.	£124,000	

- 3.2 One further project proposal was submitted for consideration this funding call. This was the Soham Agritech Business Centre - application to support the successful activities at Soham's Eastern Agritech Innovation Hub (EAIH) managed by NIAB. The Hub is home to five start-up businesses and supports a further seven stakeholder businesses, but does it have adequate seminar facilities. The investment will fund a log cabin style building with kitchen, toilets, and conferencing, meeting, exhibit equipment along with necessary audio visual and seating. The proposal is seeking £145,000 of CPCA grant funding.
- 3.3 The independent appraisal recommends a conditional approval only of the Soham Agritech Business Centre proposal. This application was submitted by East Cambridgeshire District Council, but given that the end beneficiary is NIAB, they should be bound by the grant conditions. Assuming this is addressed along with the other conditional requirements, then this project too would be worthy of full approval and is invited to be resubmitted for ratification at the January 2022 Combined Authority Board.

## Significant Implications

### 4. Financial Implications

- 4.1 Approval is requested for £344,000. There are Combined Authority funds approved in the MTFP budget of £500k for 2020/21, with an additional £9.5m CPCA capital allocated in 2020/21 and 2021/22. Payments to fund approved projects will be subject to the conditions as set out in the assessment report being met and signed funding agreement in place.

### 5. Legal Implications

- 5.1 The Combined Authority maintains the legal agreements with project delivery bodies.

### 6. Other Significant Implications

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

### 7. Appendices

- 7.1 Appendix 1 – Appraisal Report (November 2021)
- 7.2 Appendix 2 – Scoring Matrix (November 2021)
- 7.3 An accessible version of this report and appendices are available on request from [democraticservices@cambridgeshirepeterborough-ca.gov.uk](mailto:democraticservices@cambridgeshirepeterborough-ca.gov.uk)

### 8. Background Papers

- 8.1 None





**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

**MARKET TOWNS PROGRAMME  
Investment Prospectus**

Appraisal Report

5<sup>th</sup> November 2021

**Hewdon Consulting** 

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DISCLAIMER- This report is provided solely for the purpose for which it is commissioned by the person to whom it is addressed. No liability is accepted for its use for any other purpose or by any other person.

1. Cambridgeshire & Peterborough Combined Authority issued its sixth call for Market Towns funding projects with **four applications** from East Cambridgeshire received by the agreed timescale.
2. The CPCA are committed to helping their region's market town to thrive and are investing over £13 million, to ensure our towns remain vibrant and thriving places. This commitment included the production of a Masterplan for each of the key market towns (based on new research and analysis required to deliver the bold growth ambitions) and their interventions hereby enshrine the importance of inclusive growth, in line with CPIER and LIS recommendations.
3. We were asked to act as the independent assessors for the call and this report is prepared to assist the Combined Authority's Board for a decision on each project.
4. **Strategic Fit.** All projects followed directly from the completion of their respective town masterplan which were produced in line with CPIER and LIS recommendations. Most projects were therefore able to find strong alignment with them, so the Strategic Fit score is less useful as a criterion for distinguishing between bids.
5. **Leverage / Resources.** Match funding is thin on the ground with only one of the projects able to get close to a 50% match and the other requesting 95% funding. Typically, we placed less value on contributions in kind and placed more weight on direct cash contributions. However, the in-kind contributions were still included in our assessments.
6. **Value for Money** This was easier to assess than in previous rounds, which have had a paucity of information supplied. In both these applications some attempt to provide meaningful targets has been made. Because of the value of public funding being requested, it is vitally important that each application demonstrates a competitive cost per outcomes.
7. The projects each covered different areas of activities that we have summarised in the table below:

PURPOSE	Number	Value
Place making	3	£369,000
Transport Improvements	0	0
Community Safety	0	0
Capacity Building	1	£120,000
<b>TOTALS</b>	<b>4</b>	<b>£ 489,000</b>

8. The small number of projects in this round allows time to expand on the Scoring matrix and included a summary of our review.
9. Ely CCTV Network Expansion - This project is in support the City of Ely Councils ambition to upgrade and extend the city's aging CCTV infrastructure to complete the second and third phases of its CCTV network upgrade and expansion programme. Phase 1 of the CCTV camera network installed 27 cameras, Phase 2 will deliver a further 12. The third phase allows 3 temporary cameras to be used for events such as festivals and concerts.
10. Ely Town Centre Capital Investment Fund – Following consultation with local stakeholders, the need to improve the frontage of buildings and the general appearance around key areas of the city centre featured strongly. To support this the Council will encourage businesses and organisations to access a capital grant fund for businesses within certain parts of the town centre.
11. Ely Street Furniture Upgrades – The CPCA has awarded ECDC grants totalling £201,000 to improve the appearance of Ely Town Centre's signage, and street furniture (as bins, benches, shelters and walkways). This additional request is aimed at addressing important 'shortfalls' to the first phase of street improvements following local feedback.
12. Soham Agritech Business Centre – The application is to support the successful activities at Soham's Eastern Agritech Innovation Hub (EAIH) managed by NIAB. The Hub is home to five start-up businesses and supports a further seven stakeholder businesses, but does it have adequate seminar facilities. The investment will fund a log cabin style building with kitchen, toilets, and conferencing, meeting, exhibit equipment along with necessary audio visual and seating.
13. We have recommended the first 3 projects for approval totalling **£344,000** from the market towns programme at the amount they have requested. We have recommended a conditional approval only of the Soham Agritech Business Centre for **£145,000**. This application was submitted by East Cambridgeshire District Council, but given that the end beneficiary is NIAB, NIAB should resubmit this application to be bound by the grant conditions. Assuming this is addressed along with our other requirements, then this project too would be worthy of full approval.
14. The detailed recommendations are set out in the next section. This report should be read in conjunction with the appraisal matrix for each project which is provided as a separate attachment.

App No.	Applicant	Project	Grant Requested	Recommendations
1	City Of Ely Council	Ely CCTV Network Expansion	£120,000	Approve at the request amount of £120,000 subject to the following conditions 1. Letter from the City of Ely Council confirming they have approved this application. 2. Agreement of suitable performance measures with which to measure the project's impact. 3. Confirmation that City of Ely Council will underwrite any future capital or revenue shortfall. 4. Submission of a risk register using the CPCA's supplied template.
2	East Cambridgeshire District Council	Ely Town Centre Capital Investment Fund	£100,000	Approve at the request amount of £100,000 subject to the following: 1. Submission of suitable economic measures on which to assess the performance of the business support grant such as number of businesses supported, jobs created. 2. Submission of suitable state aid advice for the grant fund and a Risk Register. 3. Confirmation of the that Fund has been approved by the Council's Finance and Assets committee with a copy of the final Grant scheme terms/application criteria/and governance arrangements.
3	East Cambridgeshire District Council	Ely Street Furniture Upgrades	£124,000	Approve for the request amount of £124,000 subject to the following conditions: 1. Submission of costs estimates detailing the works to be supported via this application. 2. Agreement of suitable performance measures with which to measure the project's impact. 3. Submission of a risk register using the CPCA's supplied template.
4	East Cambridgeshire District Council	Soham Agritech Business Centre	£145,000	Conditional approval for the requested amount of £145,000 subject to the following conditions: 1. Resubmission of the application with NIAB as the applicant. 2. Submission of evidence of Subsidy Control (state aid) compliance. 3. Submission of a detailed cost break down along with details of a tender process with at least three quotations sought. 4. Confirmation that all project revenue costs and any capital cost overrun will be met by NIAB.
	<b>TOTAL</b>		<b>£ 489,000</b>	

## Market Towns Programme Investment Prospectus

Application Appraisal Matrix (summary)

Weighted Score (max 99 available)	Minimum pass is 74 marks (75%)			
Project Title / Town:	Ely CCTV Network Expansion	Ely Town Centre Capital Investment Fund	Ely Street Furniture Upgrades	Soham Agritech Business Centre
Criteria	Mark - Edit	Mark - Edit		Mark - Edit
Rationale	4	6	6	4
Timescales	4	6	6	4
Activities/Milestones	3	3	1	2
Delivery Arrangements	9	9	9	6
Outputs/Outcomes	5	10	10	15
Strategic Fit	15	15	15	10
State Aid	2	2	3	2
Costs	6	6	6	6
Resourcing	12	4	4	4
VFM	15	10	10	15
Risks	4	4	4	4
<b>Total Score</b>	<b>79.0</b>	<b>75.0</b>	<b>74.0</b>	<b>72.0</b>
<b>Percentage Score</b>	<b>79.8%</b>	<b>75.8%</b>	<b>74.7%</b>	<b>72.7%</b>

Market Towns Programme Investment Prospectus: Application Appraisal Matrix (with Weighting)					Weighted Score (max 99 available)		
Project Title / Town: East Cams - Ely CCTV Network Expansion					MINIMUM PASS IS 74 MARKS (75%)		79.0
Name: Hewdon Consulting Date: 04.01.21		0 = not answered 1 = does not meet the criteria 2 = meets the criteria					
Criteria	Definitions	Marking Guide (1-5)	Comments	Weighting	Mark - Edit	Total	
Rationale	Does the application evidence strong market failure?	1. No 2. Partially 3. Yes	Ely's ageing CCTV infrastructure is cited as an obstacle to delivering a safe city environment with a thriving 'day and night-time' economy. This project extends the impact of the City Council's planned 27 camera upgrade by providing a further 12.	2	x 2	=	4.0
Timescales	What is the planned implementation timetable and can spend be achieved by March 2022?	1. No, expenditure extends beyond 31 March 2021 2. Yes, expenditure achieved by March 2021 3. Yes, expenditure achieved by March 2021 but further work on the project, using alternative funding sources, continues after March 2021	Project aims to complete by early summer 2022. Its delivery should be a relatively straight forward Council procurement led exercise.	2	x 2	=	4.0
Activities/Milestones	How well defined are the principal activities and what more development work is recommended for the full application?	1. Not defined/inadequate 2. Activities broken down 3. Activities with key milestones identified	Costs are provisional estimates based on Phase 1 costings. The timetable for delivering the project is now clearly set out through until Q1 22/23.	1	x 3	=	3.0
Delivery Arrangements	How developed is the project plan and does it have the following attributes? e.g. route to and level of risk in securing land, planning and remaining funding if build or transport project e.g. route to and level of risk in securing remaining funding and competent/experienced delivery resources if a service	1.No strategy to secure any of the key elements 2.Poor strategy to secure some of the key elements 3.Good strategy to secure ALL of the key elements but high risks apparent	Match funding seems to be in place, locations identified. A relatively modest procurement led project with limited delivery risks.	3	x 3	=	9.0
Outputs/Outcomes	Because the value of funding being requested can be considered a Strategic Investment, it is important that the application demonstrates outcomes that make a strategic-level impact against the approved Market Town Masterplan	1. No Output and outcome information 2. Output and outcome information not clearly specified 3. Outputs and outcome detailed clearly specified	No target outputs have been provided. The applicant has stated this project will strengthen community cohesion and support the local economy by improving community safety and protecting the City's business community. However as public monies are being spent suitable performance measures should be agreed.	5	x 1	=	5.0
Strategic Fit	Because the value of funding being requested can be considered a Strategic Investment, it is important that the application demonstrates good fit with the CPIER, Skills Strategy, or LIS	1. No 2. Partially 3. Yes	This project is in the masterplan which has a good fit with CPIER	5	x 3	=	15.0
State Aid	Is the project State Aid compliant? Has information been submitted on why state aid does not apply?	1. No information 2. Insufficient information provided 3. Sufficient information provided	Wider public benefit project with no state aid issues envisaged based on the current proposals.	1	x 2	=	2.0
Costs	Are costs set out, at least as an initial budget estimate?	1. No cost information 2. Some top level cost information 3. Breakdown of cost information	Top level costings only, effectively creating a budget for the project within which it must be delivered. The applicant has now confirmed that the City Council will cover the revenue costs.	3	x 2	=	6.0
Resourcing	Because the value of funding being requested, it is important that there is good leverage and/or match funding	1. No match funding 2. Yes, match funding - <50% 3. Yes, match funding >50%	A match of 55% match is being provided from the City council.	4	x 3	=	12.0
VFM	Because the value of funding being requested and limited resources allocated to each town, it is important that the application demonstrates a competitive cost per outcomes	1. No VFM information offered 2. Poor VFM 3. Good value for money	As stated above, limited information has been provided to support VFM. The project has good leverage when compared to others supported under this grant scheme. It is strongly supported locally and will compliment the other projects the market towns programme has funded in Ely.	5	x 3	=	15.0
Risks	Is there a realistic assessment of risks?	1. No risks identified 2. Poor risk assessment 3. Risks identified and explained	No risk register was provided as should be a condition of funding if supported. The intention is to deliver the project within the budget available, which will mean cut backs should costs increase following procurement.	2	x 2	=	4.0
Recommendation(s)	Approval and progress onto next stage (EAP and CA Board approval) Push back on applicant further information or clarity Reject as unsuitable.  Please comment to explain recommendation decision.		Approve at the request amount of £120,000 subject to the following conditions: 1. Letter from the City of Ely Council confirming they have approved this application. 2. Agreement of suitable performance measures with which to measure the project's impact. 3. Confirmation that City of Ely Council will underwrite any future capital or revenue shortfall. 4. Submission of a risk register using the CPCA's supplied template.	Total Score			79.0

Market Towns Programme Investment Prospectus: Application Appraisal Matrix (with Weighting)				Weighted Score (max 99 available)		
Project Title / Town: East Cams - Ely Town Centre Capital Investment Fund				Minimum pass is 74 marks (75%)		75.0
Name: Howdon Consulting Date: 04.01.21		0 = not answered 1 = does not meet the criteria 2 = meets the criteria				
Criteria	Definitions	Marking Guide (1-5)	Comments	Weighting	Mark - Edit	Total
Rationale	Does the application evidence strong market failure?	1. No 2. Partially 3. Yes	Application is based on funding urgent interventions to stem the blight on COVID-19 on the town's high street. Project aims to encourage local residents and visitors to eat and shop locally to return its vibrancy.	2	x 3	= 6.0
Timescales	What is the planned implementation timetable and can spend be achieved by March 2022?	1. No, expenditure extends beyond 31 March 2021 2. Yes, expenditure achieved by March 2021 3. Yes, expenditure achieved by March 2021 but further work on the project, using alternative funding sources, continues after March 2021	Planned expenditure is to run to March 22.	2	x 3	= 6.0
Activities/Milestones	How well defined are the principal activities and what more development work is recommended for the full application?	1. Not defined/inadequate 2. Activities broken down 3. Activities with key milestones identified	Good level of detail provided on the objectives and management of the grant scheme, though the proposal has yet to be signed off by the Council's Finance and Assets committees. Grant scheme terms/application criteria/governance may therefore change from that submitted in the application and supporting papers.	1	x 3	= 3.0
Delivery Arrangements	How developed is the project plan and does it have the following attributes? e.g. route to and level of risk in securing land, planning and remaining funding if build or transport project e.g. route to and level of risk in securing remaining funding and competent/experienced delivery resources if a service	1.No strategy to secure any of the key elements 2.Poor strategy to secure some of the key elements 3.Good strategy to secure ALL of the key elements but high risks apparent	Project will be subject to further development if approved, particularly on its governance, application process and identification of potential applicants.	3	x 3	= 9.0
Outputs/Outcomes	Because the value of funding being requested can be considered a Strategic Investment, it is important that the application demonstrates outcomes that make a strategic-level impact against the approved Market Town Masterplan	1. No Output and outcome information 2. Output and outcome information not clearly specified 3. Outputs and outcome detailed clearly specified	No target outputs have been provided. Application states that local businesses/trade will benefit but no target values have been set.	5	x 2	= 10.0
Strategic Fit	Because the value of funding being requested can be considered a Strategic Investment, it is important that the application demonstrates good fit with the CPIER, Skills Strategy, or LIS	1. No 2. Partially 3. Yes	The masterplan fits with the LIS and CPIER and this project will enable progress on the masterplan to be monitored	5	x 3	= 15.0
State Aid	Is the project State Aid compliant? Has information been submitted on why state aid does not apply?	1. No information 2. Insufficient information provided 3. Sufficient information provided	The grant scheme requires further detailed state aid consideration. The applicant is quite right in stating that this needs to be reviewed on a case by case basis, but gives no detail of the state aid assessments that will be undertaken on each project to ensure they comply with current subsidy control rules. Even small grants could face legal challenges if not seen to be administered fairly and checks made on eligibility for grant aid.	1	x 2	= 2.0
Costs	Are costs set out, at least as an initial budget estimate?	1. No cost information 2. Some top level cost information 3. Breakdown of cost information	No detail is given on how this £100k figure has been arrived at and whether any project management is included. Draft guidance for the fund was provided but is now understood to be out of date with no rationale is given for the new 100% intervention rate was selected over a more normal 50%.	3	x 2	= 6.0
Resourcing	Because the value of funding being requested, it is important that there is good leverage and/or match funding	1. No match funding 2. Yes, match funding <50% 3. Yes, match funding >50%	No match funding is to be sought. Despite the example application stating the funding would make a maximum 75% contribution to each supported business, the Council subsequently confirmed they intend to make awards of up to 100% to eligible businesses.	4	x 1	= 4.0
VFM	Because the value of funding being requested and limited resources allocated to each town, it is important that the application demonstrates a competitive cost per outcomes	1. No VFM information offered 2. Poor VFM 3. Good value for money	As stated above, limited information has been provided to support VFM with the project offering no leverage. However it is strongly supported locally and will complement the other projects the market towns programme has funded in Ely.	5	x 2	= 10.0
Risks	Is there a realistic assessment of risks?	1. No risks identified 2. Poor risk assessment 3. Risks identified and explained	No risk register provided.	2	x 2	= 4.0
Recommendation(s)	Approval and progress onto next stage (EAP and CA Board approval) Push back on applicant further information or clarity Reject as unsuitable.  Please comment to explain recommendation decision.	Approve at the request amount of £100,000 subject to the following: 1. Submission of suitable economic measures on which to assess the performance of the business support grant such as number of businesses supported, jobs created. 2. Submission of suitable state aid advice for the grant fund and a Risk Register. 3. Confirmation of the that Fund has been approved by the Council's Finance and Assets committee with a copy of the final Grant scheme terms/application criteria/and governance arrangements.		<b>Total Score</b>		<b>75.0</b>

Market Towns Programme Investment Prospectus: Application Appraisal Matrix (with Weighting)					Weighted Score (max 99 available)		
Project Title / Town: East Cams - Ely Street Furniture Upgrades					Minimum pass is 74 marks (75%)		
Name: Hewdon Consulting Date: 16.06.21					74.0		
0 = not answered 1 = does not meet the criteria 2 = meets the criteria							
Criteria	Definitions	Marking Guide (1-5)	Comments	Weighting	Mark - Edit	Total	
Rationale	Does the application evidence strong market failure?	1. No 2. Partially 3. Yes	This is a programme of urgent actions that have been assessed by the local authority to improve the appearance of Ely Town Centre by introducing new and improved facilities to improve vitality and vibrancy post-pandemic.	2	x 3	= 6.0	
Timescales	What is the planned implementation timetable and can spend be achieved by March 2022?	1. No, expenditure extends beyond 31 March 2021 2. Yes, expenditure achieved by March 2021 3. Yes, expenditure achieved by March 2021 but further work on the project, using alternative funding sources, continues after March 2021	Programme of works should be completed by March 2022, subject to contractor availability and prevailing weather conditions during the delivery of the works	2	x 3	= 6.0	
Activities/Milestones	How well defined are the principal activities and what more development work is recommended for the full application?	1. Not defined/inadequate 2. Activities broken down 3. Activities with key milestones identified	Limited detail is given on precisely what the monies will be spent on - stated in the application as 'identified important shortfalls in street improvements'. Nor is it clear why a 3rd tranche of funding is needed above the £210k already invested by the CPCA.	1	x 1	= 1.0	
Delivery Arrangements	How developed is the project plan and does it have the following attributes? e.g. route to and level of risk in securing land, planning and remaining funding if build or transport project e.g. route to and level of risk in securing remaining funding and competent/experienced delivery resources if a service	1.No strategy to secure any of the key elements 2.Poor strategy to secure some of the key elements 3.Good strategy to secure ALL of the key elements but high risks apparent	Street Works appear to be ready to start with the project being delivered by the County Highways contractor. Match funding seems to be in place, locations identified. A relatively modest procurement led project with limited delivery risks.	3	x 3	= 9.0	
Outputs/Outcomes	Because the value of funding being requested can be considered a Strategic Investment, it is important that the application demonstrates outcomes that make a strategic-level impact against the approved Market Town Masterplan	1. No Output and outcome information 2. Output and outcome information not clearly specified 3. Outputs and outcome detailed clearly specified	No target outputs have been provided. The applicant has stated this project will encourage visitors to visit the city, and protect economic activity (jobs and income) but offered no measurable targets. If supported suitable performance measures should be agreed.	5	x 2	= 10.0	
Strategic Fit	Because the value of funding being requested can be considered a Strategic Investment, it is important that the application demonstrates good fit with the CPIER, Skills Strategy, or LIS	1. No 2. Partially 3. Yes	This project is in the masterplan which has a good fit with CPIER	5	x 3	= 15.0	
State Aid	Is the project State Aid compliant? Has information been submitted on why state aid does not apply?	1. No information 2. Insufficient information provided 3. Sufficient information provided	Wider public benefit project with no state aid issues envisaged based on the current proposals.	1	x 3	= 3.0	
Costs	Are costs set out, at least as an initial budget estimate?	1. No cost information 2. Some top level cost information 3. Breakdown of cost information	No costs estimates provided though the applicant has stated these will be provided shortly. If supported this should be a condition of any funding award.	3	x 2	= 6.0	
Resourcing	Because the value of funding being requested, it is important that there is good leverage and/or match funding	1. No match funding 2. Yes, match funding - <50% 3. Yes, match funding >50%	No match funding	4	x 1	= 4.0	
VFM	Because the value of funding being requested and limited resources allocated to each town, it is important that the application demonstrates a competitive cost per outcomes	1. No VFM information offered 2. Poor VFM 3. Good value for money	As stated above, limited information has been provided to support VFM with the project offering no leverage. However it is strongly supported locally and will compliment the other projects the market towns programme has funded in Ely.	5	x 2	= 10.0	
Risks	Is there a realistic assessment of risks?	1. No risks identified 2. Poor risk assessment 3. Risks identified and explained	No risk register provided	2	x 2	= 4.0	
Recommendation(s)	Approval and progress onto next stage (EAP and CA Board approval) Push back on applicant further information or clarity Reject as unsuitable.  Please comment to explain recommendation decision.		Approve for the request amount of £124,000 subject to the following conditions: 1.Submission of costs estimates detailing the works to be supported via this application. 2. Agreement of suitable performance measures with which to measure the project's impact. 3. Submission of a risk register using the CPCA's supplied template.	Total Score		74.0	

Market Towns Programme Investment Prospectus: Application Appraisal Matrix (with Weighting)					Weighted Score (max 99 available)			
Project Title / Town: East Cambs - Soham Agritech Business Centre					Minimum pass is 74 marks (75%)			72.0
Name: Hewdon Consulting Date: 16.06.21		0 = not answered 1 = does not meet the criteria 2 = meets the criteria						
Criteria	Definitions	Marking Guide (1-5)	Comments	Weighting	Mark - Edit	Total		
Rationale	Does the application evidence strong market failure?	1. No 2. Partially 3. Yes	The application is based on the opportunities stemming from Soham's historically strong farming-based economy and the emerging job opportunities from Cambridgeshire's strong agri-tech industry .	2	x 2	=	4.0	
Timescales	What is the planned implementation timetable and can spend be achieved by March 2022?	1. No, expenditure extends beyond 31 March 2021 2. Yes, expenditure achieved by March 2021 3. Yes, expenditure achieved by March 2021 but further work on the project, using alternative funding sources, continues after March 2021	The project is expected to be completed by Summer 2022. However the Planning position is currently unclear. The application assumes that the project will not need planning consent as a temporary building – if it does this will add 8 to 12 weeks.	2	x 2	=	4.0	
Activities/Milestones	How well defined are the principal activities and what more development work is recommended for the full application?	1. Not defined/inadequate 2. Activities broken down 3. Activities with key milestones identified	Acquisition and build of the log cabin style building should be relatively straight forward to deliver, however procurement of building and groundworks, planning, connection of services and fit out are all in early stages of development...pending confirmation of funding.	1	x 2	=	2.0	
Delivery Arrangements	How developed is the project plan and does it have the following attributes? e.g. route to and level of risk in securing land, planning and remaining funding if build or transport project e.g. route to and level of risk in securing remaining funding and competent/experienced delivery resources if a service	1.No strategy to secure any of the key elements 2.Poor strategy to secure some of the key elements 3.Good strategy to secure ALL of the key elements but high risks apparent	Though the end beneficiary is NIAB, the applicant was submitted by East Cambs DC. The legal relationship between them was not made clear in the application. If supported it is suggested that this be transferred to NIAB in order to make them party to the grant conditions.	3	x 2	=	6.0	
Outputs/Outcomes	Because the value of funding being requested can be considered a Strategic Investment, it is important that the application demonstrates outcomes that make a strategic-level impact against the approved Market Town Masterplan	1. No Output and outcome information 2. Output and outcome information not clearly specified 3. Outputs and outcome detailed clearly specified	50 Full time job equivalents are claimed to result from this project along with 2 apprenticeships. If supported it is recommended that further detail is provided from NIAB to ensure these are additional to other CPCA funding awards.	5	x 3	=	15.0	
Strategic Fit	Because the value of funding being requested can be considered a Strategic Investment, it is important that the application demonstrates good fit with the CPIER, Skills Strategy, or LIS	1. No 2. Partially 3. Yes	Historical link between Soham and its declining farm-based economy due to the gradual mechanisation and reduction in job opportunities is well made. As is the need to rebalance this loss by putting Soham at the heart of Cambridgeshire's agri-tech industry.	5	x 2	=	10.0	
State Aid	Is the project State Aid compliant? Has information been submitted on why state aid does not apply?	1. No information 2. Insufficient information provided 3. Sufficient information provided	NIAB have apparently sought legal council and have written to the CPCA, though this was not included with their application. If supported, an appropriate state aid (subsidy control) report is needed.	1	x 2	=	2.0	
Costs	Are costs set out, at least as an initial budget estimate?	1. No cost information 2. Some top level cost information 3. Breakdown of cost information	No detailed costings was provided. If supported, NIAB should be asked to provide evidence of an appropriate tender exercise and provide a guarantee that they will meet any costs over run.	3	x 2	=	6.0	
Resourcing	Because the value of funding being requested, it is important that there is good leverage and/or match funding	1. No match funding 2. Yes, match funding - <50% 3. Yes, match funding >50%	No match funding	4	x 1	=	4.0	
VFM	Because the value of funding being requested and limited resources allocated to each town, it is important that the application demonstrates a competitive cost per outcomes	1. No VFM information offered 2. Poor VFM 3. Good value for money	As stated above, the project claims to support 50 new jobs, but offers no leverage. As stated above, if these jobs can be validated as being solely attributable to this funding award then the project would represent good VFM.	5	x 3	=	15.0	
Risks	Is there a realistic assessment of risks?	1. No risks identified 2. Poor risk assessment 3. Risks identified and explained	No risk register provided	2	x 2	=	4.0	
Recommendation(s)	Approval and progress onto next stage (EAP and CA Board approval) Push back on applicant further information or clarity Reject as unsuitable.  Please comment to explain recommendation decision.	Conditional approval for the requested amount of £145,000 subject to the following conditions: 1. Resubmission of the application with NIAB as the applicant. 2. Submission of evidence of Subsidy Control (state aid) compliance. 3. Submission of a detailed cost break down along with details of a tender process with at least three quotations sought. 4. Confirmation that all project revenue costs and any capital cost overrun will be met by NIAB.		Total Score			72.0	



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

Agenda Item No: 3.5

## Cambridgeshire and Peterborough Business Growth Company Limited: Appointment of new Director

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	24 November 2021
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	Jon Alsop Head of Finance, Chief Finance Officer
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	The Combined Authority Board is recommended to:  a) Consent to the appointment of Alan Downton, Deputy Chief Officer of the Business Board at the Cambridgeshire Peterborough Combined Authority, as a director of Cambridgeshire and Peterborough Business Growth Company Limited (Growth Co)
Voting arrangements:	A simple majority of all Members present and voting

## 1. Purpose

- 1.1 To consent to the appointment of Alan Downton, Deputy Chief Officer of the Business Board as a director of Cambridgeshire and Peterborough Business Growth Company Limited (Growth Co).

## 2. Background

- 2.1 On 27 November 2019, the Cambridgeshire and Peterborough Combined Authority (CPCA) Board adopted the 'Business Growth Service Outline Business Case'. The Business Case sought the Authority's support for local business growth and development and to do so through a new subsidiary of the CPCA called Growth Co.
- 2.2 Growth Co (company number 12811846) was incorporated at Companies House on 13 August 2020.
- 2.3 On 5 August 2020 Growth Co's Business plan was presented and approved by the Combined Authority Board. Paragraph 10.1 of the Business Plan states that '*The directors will consist of an Independent Chairperson, the Deputy Chief Officer of the Business Board and the Chief Finance Officer for the CPCA*'.
- 2.4 The previous Deputy Chief Officer resigned the position of Deputy Chief Officer of the Business Board (BB) on 9 April 2021 and resigned as a Director of Growth Co on 22 April 2021.
- 2.5 Following an external recruitment and interview process, Alan Downton was appointed as Deputy Chief Officer (BB) and Senior Responsible Officer for Business Growth & Energy at the Combined Authority.
- 2.6 The Board of Directors of Growth Co subsequently appointed Alan Downton to the Board of Directors by written resolution pursuant to Article 10 and Article 72.1.1 of the Articles of Association of the company.
- 2.7 In accordance with the Shareholders Agreement relating to Growth Co, the decision to 'appoint or dismiss any Director' is a Consent Matter for the Combined Authority.
- 2.8 The Board is therefore recommended to consent to the appointment of Alan Downton as Director of Cambridgeshire and Peterborough Business Growth Company Limited.

## Significant Implications

### 3. Financial Implications

- 3.1 There are no additional financial implications to the appointment

### 4. Legal Implications

- 4.1 None

## 5. Other Significant Implications

5.1 None

## 6. Appendices

6.1 Appendix 1 – Written Resolution of the Board of Directors of Cambridgeshire and Peterborough Business Growth Company Limited [12811846]

## 7. Background Papers

7.1 [CPCA Board report 5 August 2020](#)

Appendix 1:

**Written Resolution of the Board of Directors of Cambridgeshire and Peterborough Business Growth Company Limited [12811846]**

We, the undersigned, being directors of the Company RESOLVE pursuant to Article 10 of the articles of association of the Company that:

Mr Alan Downton be appointed to the Board of Directors of the Cambridgeshire and Peterborough Business Growth Company Limited [12811846], pursuant to Article 72.1.1 of the Articles of Association of that Company, and that Nigel Parkinson and Jon Alsop be authorised to give notice of the appointment on behalf of the Company to Cambridgeshire and Peterborough Business Growth Company Limited [12811846].

.....  
SIGNED Jonathan Alsop

.....  
DATE

.....  
SIGNED Nigel Parkinson

.....  
DATE



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

Agenda Item No: 3.6

## Community Renewal Fund Award Approval

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	24 November 2021
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	John T Hill, Director of Business and Skills
Key decision:	Yes
Forward Plan ref:	2021/073 [General Exception]
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none"><li>a) Note the award of £3,393,851 from Department for Levelling Up, Housing and Communities (DLUHC) jointly with Department for Work and Pensions (DWP) in relation to the Community Renewal Fund</li><li>b) Following acceptance of the grant, delegate authority to the Director of Business and Skills in consultation with the Chief Finance Officer and Monitoring Officer to enter into grant funding agreements on behalf of the Combined Authority with the two approved providers.</li></ul>
Voting arrangements:	<p>Item a), note only (no vote required). Item b) a simple majority of all Members present and voting</p> <p>To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor.</p>

## 1. Purpose

- 1.1 The Board is invited to note the proposed grant funding to the Combined Authority being offered jointly from Department for Levelling Up, Housing and Communities (DLUHC) and Department for Work and Pensions (DWP) relating to the Community Renewal Fund (CRF).
- 1.2 The Board is requested to delegate authority to the Director of Business and Skills to enter into grant funding agreements for delivery of the two approved projects.
- 1.3 To facilitate immediate commencement and delivery of the projects confirmed in the funding award the Board delegation is sought to mobilise through a Grant Funding Agreement to the Cambridgeshire and Peterborough Growth Company to enable variation of existing contract to be signed with the delivery partner.

## 2. Background

- 2.1 On the 3<sup>rd</sup> November 2021 Government announced nationally the outcome of the Community Renewal Fund competition with the Combined Authority securing approval of two projects with a grant value of £3,393,851 from the seven that were submitted in June 2021. Award offer letter from the joint Government Departments is at Appendix 1. The full list of successful projects can be viewed on the .Gov webpage: <https://www.gov.uk/government/publications/uk-community-renewal-fund-successful-bids>
- 2.2 The Combined Authority in its designated role as Lead Authority for the CRF submitted a shortlist of seven project applications from Cambridgeshire and Peterborough to a value of £6.6million
- 2.3 The two successfully approved projects are below and also brief outline contained at Appendix 2:

Project Name	Project Delivery Organisation	CRF Awarded to Project
Start & Grow	Cambridgeshire and Peterborough Combined Authority	£2,480,000
Turning Point	Cambridgeshire and Peterborough Combined Authority	£847,305

- 2.4 A 2% management fee will be retained by the Combined Authority to provide the Lead Authority role in the oversight, reporting and monitoring function as per the Local Assurance Framework. This Lead Authority Management Fee equates to £66,546. The project business plan has the majority of this work being outsourced to the Growth Co with only high level review and monitoring retained by the Combined Authority.
- 2.5 As outlined in the UKCRF prospectus the Lead Authority of each of the 100 priority places will also receive capacity funding to have completed the local process inviting and appraising bids, then preparing and submitting a shortlist. Each Lead Authority is receiving a fixed amount of £20,000 per priority place. As the Lead Authority for Fenland and Peterborough the Combined Authority will receive £40,000.
- 2.6 The project delivery window for all projects has also been extended from the original

proposed end date of 31 March 2022 until 30 June 2022, this to accommodate the later announcement from Government and its impact on a timely start date.

- 2.7 Given the short window for delivery of the programme the Combined Authority is asked to approve mobilisation of the two projects and delegate authority to the Director of Business and Skills to enable contracting with the delivery partners through the Cambridgeshire and Peterborough Growth Company.
- 2.8 It is understood that the funding provided will be via a revenue grant and therefore can be awarded to the Cambridgeshire & Peterborough Business Growth Company Limited.
- 2.9 The payment of the grant from DLUHC has been confirmed to be in two tranches, the first in December 2021 and then the final payment in July 2022 after successful completion of the projects. This means the final grant payment is retrospective against delivery and does require the projects to be cash-flowed by the Combined Authority. The Combined Authority will seek to mitigate the risk associated with this payment profile by mirroring any conditions within the grant agreement (such as payments being based on outcomes, or ringfenced to specific areas of the projects) in its onward agreement with the Growth Company.
- 2.10 The Grant Funding Agreement for the two selected projects is expected from DLUHC to the Combined Authority imminently and once satisfactorily reviewed by Legal and Finance teams, the Chief Finance Officer will accept the grant within his delegated capacity within the Constitution to accept grant funding into the Combined Authority.
- 2.11 The five projects from the Combined Authority submission which were unsuccessful at getting approved for funding are listed below. Each have been notified of the outcome and more detailed feedback on each bid is awaited from DLUHC to be relayed to each bidding organisation to aid learning and improvement ahead of launch of the Shared Prosperity Fund.

Project name	Project Organisation
Cambridgeshire and Peterborough Region of Learning (CPRoL)	Cambridge City Council
Unleashing Fenland's Potential	Cambridgeshire ACRE
The Place – Connect, Create, Grow	Peterborough City College
Innovate-2-Zero	Opportunity Peterborough
Fenland Sustainable Futures	West Suffolk College

- 2.12 Updates on this CRF grant award offer was given to the Business Board on 8th November 2021 and the Skills Committee on 10th November 2021.

## Significant Implications

### 3. Financial Implications

- 3.1 Due to the delays in the decision from DLUHC and the CPCA having not yet received the official Grant Funding Agreement, the exact financial details of the grant award are not yet known. The first payment, which is expected in December, may be delayed dependant on

when the Funding Agreement is received and may also be impacted by the Christmas holiday period.

- 3.2 As the funding agreement has not been received, and the work not yet procured, the profile of the income and expenditure for the Combined Authority's budgets is not currently known. When this becomes clear the budget will be updated to reflect the approved schemes and reported to the Board within their regular budget update reports.
- 3.3 The 2% management fee has been included in the business plan to cover the costs of project management both within the Growth Company and within the Combined Authority. The work within the Combined Authority is anticipated to be relatively light touch and thus have a minimal financial resource requirement.
- 3.4 As referred to earlier, the second tranche of funding will be received after project implementation, should there be conditions attached to this second tranche – such as payment based on actual outputs – then the Combined Authority will seek to mirror these conditions in its agreement with the Growth Co, to mitigate and share any funding risks. The delayed payment structure will create a pressure on the Combined Authority's cashflow but this is manageable within the Combined Authority's resources.

## 4. Legal Implications

- 4.1 The Combined Authority will be required to comply with the conditions within the Grant Funding Agreement from DLUHC and DWP
- 4.2 The Combined Authority will be required to ensure projects are managed through flow down Grant Funding Agreements in line with the Local Assurance Framework.

## 5. Other Significant Implications

- 5.1 None

## 6. Appendices

- 6.1 Appendix 1 – Letter of award from DLUHC and DWP
- 6.2 Appendix 2 - Community Renewal Fund Successful Projects outline

## 7. Background Papers

- 7.1 Community Renewal Fund Final Submission Approval  
[Combined Authority Board 30 June 2021 Item 7.3](#)



Department for Levelling Up,  
Housing & Communities

**Neil O'Brien MP**

*Parliamentary Under Secretary of State for  
Levelling Up, the Union and Constitution*

**Department for Levelling Up,  
Housing and Communities**

Fry Building  
2 Marsham Street  
London  
SW1P 4DF



Department  
for Work &  
Pensions

**Rt Hon Therese Coffey MP**

*Secretary of State for Work &  
Pensions*

**Department for Work and  
Pensions**

Caxton House  
Tothill Street, Westminster  
London  
SW1H 9NA

3 November 2021

Dr Nik Johnson  
Mayor of Cambridgeshire & Peterborough Combined Authority  
The Mayor's Office  
72 Market Place  
Ely  
CB7 4LS

Dear Dr Johnson

### **Outcome of UK Community Renewal Fund Bidding Process**

*Thank you very much for the project proposals from your area for the UK Community Renewal Fund (UKCRF). We know these were prepared at pace and very much appreciate the work that has gone into appraising and prioritising a shortlist of projects. The UKCRF was a competitive bidding process and following assessment of your submitted bids the Department for Levelling Up, Housing and Communities (DLUHC) can confirm the outcome for each project listed in Annex A – Successful projects and Annex B – Unsuccessful projects.*

*Costs incurred from the date of this letter for successful projects are eligible for funding but please note that this would be at your own risk prior to signing the Grant Funding Agreement. We will contact you soon regarding the issuing of your Grant Funding Agreement. The Funding Agreement must be signed and returned to DLUHC within 10-working days from the date of issue, please note that the standard conditions of the Funding Agreement are non-negotiable.*

*If any of the approved projects are no longer deliverable to the revised activity end date of the 30 June 2022 (previously 31 March 2022), or there are significant changes please let us know as soon as possible from receipt of this letter by emailing details to [CRFMailbox@communities.gov.uk](mailto:CRFMailbox@communities.gov.uk) so we can discuss how we could support activity. If we do not hear back we will draft the Funding Agreement based on the details in Annex A.*

*Projects outlined in Annex B could not proceed to contract.*

Further details on how funding decisions were reached are provided at:  
<https://www.gov.uk/government/collections/new-levelling-up-and-community-investments#the-uk-community-renewal-fund>

*As outlined in the UKCRF prospectus the Lead Authority of each of the 100 priority places will receive capacity funding in order to invite bids locally and appraise these bids. Each Lead Authority will receive a fixed amount of £20,000 per priority place. As the Lead Authority for Fenland and Peterborough you will receive **£40,000**. This funding will be paid week commencing 8th November 2021 with no requirement for you to submit a claim.*

*We look forward to working with you to ensure that UK Community Renewal Fund investment is successful.*

*We have copied this letter to John T Hill as Director of Business & Skills of Cambridgeshire & Peterborough Combined Authority.*

**Yours Sincerely,**

Signature redacted



Signature redacted



**Neil O'Brien MP**

**Minister for Levelling Up, The Union  
and Constitution**

**Rt Hon Therese Coffey MP**

**Secretary of State for Work &  
Pensions**

**Annex A**

**Successful Projects**

<b>Project Reference no.</b>	<b>Project Name</b>	<b>Project Value (as taken from Lead Authority Summary Sheet)</b>	<b>LA Management Costs</b>
1. CRF103894	Start and Grow	£ 2,480,000	£ 49,600
2. CRF602992	Turning Point	£ 847,305	£ 16,946

**Total Project Value £3,327, 305**

**Total Management Costs £66,546**

**Overall Lead Authority Award £3,393,851**

## Annex B

### Unsuccessful Projects

<b>Project Reference no.</b>	<b>Project Name</b>	<b>Project Value (as taken from Lead Authority Summary Sheet)</b>	<b>LA Management Costs</b>
3. CRF224180	Innovate-2-Zero	£630,000	£12,600.00
4. CRF276151	Cambridgeshire and Peterborough Region of Learning	£540,055	£10,801.10
5. CRF863015	The Place - Connect, Create, Grow	£638,437	£12,768.74
6. CRF667503	Unleashing Fenland's Potential	£823,839	£16,476.78
7. CRF485920	Fenland Sustainable Futures	£658,400	£13,168.00

Project Name	Project Description	Lead Authority	CRF Project Areas & Delivery Ratio	CRF contribution	Outcomes							
					People in education/training following support	People gaining a qualification following support	People engaged in job searching following support	Introducing new products to the market as a result of support	Businesses introducing new products to the firm as a result of support	Employment increase in supported businesses as a result of support	Jobs safeguarded as a result of support	Investment attracted as a result of support
Start & Grow	Start and Grow will engage 249 individuals and 314 early-stage / micro businesses in an intensive enterprise programme. It will bring skills development and business investment together in one scheme through a 'pre-qualification' process for grant awards. A minimum of 264 grants will be awarded as this programme responds to the investment priorities of the CRF by increasing start-up success through investment in local business; it equips new and existing enterprises with the business skills they need for sustainable growth and through this will safeguard jobs and increase employment opportunities.	Cambridgeshire & Peterborough Combined Authority	Fenland - 25% Peterborough - 50% Huntingdonshire - 25%	£ 2,480,000				103	103	32	103	£586k
Turning Point	The activities to be delivered as part of this project specifically target transitional points within the labour market to catalyse and smooth these for individuals and employers. The project will consist of four activities, delivered as a rapid intensive response in a time critical period for the region but also testing the potential for wider delivery in the future. Personal Skills Analysis to guide individuals in understanding and identifying opportunities for re-skilling, up-skilling and re-training. This will involve working directly with individuals to identify opportunities to transition back into work following a period of furlough; into new roles with their existing skills, or to identify training that will support them in transitioning to a new role. Raising awareness of, signposting to, and providing vouchers up to £600 to enable access to free short course training not currently funded via other means to enable re-skilling, up-skilling and re-training and promote development of digital, net-zero, and management/leadership skills, as well as 'work re-entry' workshops to support transition back to work from furlough. Short courses will be demand led and we will commission new courses if applicable. Delivering real-world experiences of work through funded internships. Funding of £5k per internship will be provided to employers to provide new work opportunities. To support these internships activities will include: Workshops and webinars on a 1-to-many basis to highlight the benefits of, and ways to implement, internships; 1-to-1 meetings for companies to explore the opportunities for and benefits of internships; securing and matching 3 month paid internships; and 'Learning Mentor Training' for the host organisation. Training Needs Analysis to identify re-skilling, up-skilling and re-training opportunities within a business. This will include working with (1) businesses to identify skills development opportunities for businesses that have furloughed staff and consider jobs to be at risk upon return to secure employment and (2) businesses looking to develop or expand into key areas such as Net-zero or Digital by training their current staff.	Cambridgeshire & Peterborough Combined Authority	Fenland - 34% Peterborough - 66%	£ 847,305	365	19	436		64	20		



UK Government

## UK Community Renewal Fund Application Form

This form is for project applicants, applying for funding from the UK Community Renewal Fund across the UK. **Annex D in this document includes General Guidance for Completing the Application Form.**

The UK Community Renewal Fund Prospectus, Assessment Criteria, a Technical Note for Project Applicants and Deliverers and Technical Note for Lead Authorities are available [here](#).

The level of information provided should be proportionate to the size and complexity of the project proposed.

### Applicant Information

**Applicant name:** Cambridgeshire and Peterborough Combined Authority

**Bid Manager Name and position:**

Steve Clarke, Senior Responsible Officer Strategic Funds, Market Insight and Evaluation

**Contact telephone number: 07715 653901 Email address:**

[steve.clarke@cambridgeshirepeterborough-ca.gov.uk](mailto:steve.clarke@cambridgeshirepeterborough-ca.gov.uk)

**Postal address:** The Mayor's Office, 72 Market Street, Ely, CB7 4LS

**Website:** <https://cambridgeshirepeterborough-ca.gov.uk/>

**Company Registration Number (where relevant):** N/A

**Charity Registration Number (where relevant):** N/A

**Senior Responsible Officer contact details:** As above

**Please confirm the type of organisation:** Local Government

Local authority

Private sector

Voluntary sector

University

FE College

Other (please specify)

**Value being Requested (£):** £2,480,000

**The Bid – investment priority**

Please select which investment priority or priorities of the UK Community Renewal Fund are you applying under:

Investment in skills

Investment for local communities

Investment in communities and place

Supporting people into employment

**Private and Voluntary Sector Applicants in Northern Ireland.** Please confirm you have attached a copy of the applicant's latest accounts.

YES/NO

## Part 1 - Project Summary

1a Project Name

Start and Grow

For questions 1b-1f, please describe in 500 words or less per question. Please be as concise as possible.

1b What activities will take place?

Start and Grow will bring 224 individuals and 293 early-stage / micro businesses through an intensive enterprise programme. It will bring skills development and business investment together in one scheme through a 'pre-qualification' process for grant awards.

Start and Grow is designed to deliver on CPCA's strategic mission to prioritise investment in enterprise programmes that support economic recovery over 2021-22. Cambridgeshire and Peterborough's economy has been hit hard by COVID, with nearly 102,000 furloughs to March 2021 and a doubling in JSA and UC claims over the period.

This programme responds to the investment priorities of the CRF by increasing start-up success through investment in local business; it equips new and existing enterprises with the business skills they need for sustainable growth and through this will safeguard jobs and increase employment opportunities across Peterborough, Fenland and Huntingdonshire.

The 'Start' component will focus on disadvantaged individuals and under-represented groups. The 'Grow' component will support existing businesses up to 3 years old or with fewer than 3 employees. It will target SMEs with the desire to grow, expand into new and priority markets, create more jobs, increase profitability and productivity, but without the skills and experience to do so.

### Pre-start support for individuals

This scheme will work by first connecting with individuals in harder-to-reach and 'socially disadvantaged' groups with an offer to support them through their business start-up journey. It will do this through a mix of direct marketing, partner referrals (e.g. housing associations, community groups) and outreach initiatives. The programme will combine information sessions, workshops, online learning and materials, mentoring, networking and peer support. Those who complete the course will undertake an intensive programme of structured support to develop a viable plan to start their business and pre-qualify for investment through grant funding. This will be tailored to need, opportunity and risk appetite and range from small grants of less than £1k to larger packages (less than £30k) with a 10% match funding requirement for grant applications of more than £1k. In exceptional circumstances the scale of assistance may go above this, based on the potential for job creation.

Those engaged by this programme who decide starting a business is not the route for them will be connected to alternative programmes of support and other routes to realising their economic potential, such as employment schemes, training and education. It will add value to a range of local initiatives and services through cross-referral and the transferable skills that come with engaging in business planning and learning from experienced enterprise coaches.

### Growth support for early-stage / micro businesses

This scheme would work in a similar way for early-stage businesses whose scale and age doesn't meet the thresholds for mainstream growth services. Participating businesses would undertake an

equivalent support programme to address gaps in business planning, understand their opportunities for growth and put the support in place to maximise the potential of realising that growth. They would also complete an intensive programme of structured support tailored to their specific needs to pre-qualify for investment, which could include access to the pre-start support sessions as required.

#### 1c Who will deliver the activities?

CPCA would deliver the activities through its *Growth Works* consortium contractor where there is an existing team with the capacity to mobilise quickly. Growth Works is Cambridgeshire and Peterborough's business growth service, funded by CPCA, HM Government and ESIF. It comprises 5 workstreams:

- Growth Coaching Service
- Inward Investment Service
- Skills Brokerage Service
- Capital Growth Investment Fund
- The Cambridgeshire & Peterborough Growth Hub

This programme will make use of an OJEU-compliant procurement, journal number 2020/S 032-076457, concluded in February 2021 for adding to the Growth Works contract. This has ceiling headroom of contract provision to £80m, with only £29m currently contracted.

YTKO are currently the lead partner delivering business support throughout Cambridgeshire and Peterborough as part of the Growth Works consortium and has a dedicated local team of 10 FTE staff. It is because of this real-time market intelligence that they are best positioned to understand local need and identify gaps in provision. When successful, Start and Grow will be added to its established provision. This will maximise market penetration, minimise mobilisation time for the programme and enable YTKO to deliver support direct to eligible clients from day 1 of contract delivery. This support will be maintained at full capacity until the 31st March 2022, optimising client engagement and maximising impact.

YTKO has delivered award-winning start-up, sustainability, growth, scale-up, access to finance, and other support to SMEs through public sector programmes for over 15 years, and directly to clients in the private sector for over 40 years.

Since 2006 it has delivered 36 government-funded programmes totalling in excess of £52m (including specific projects in Peterborough, Cambridgeshire and Huntingdonshire). It has met or exceeded profiled targets on every programme. Founded and headquartered in Cambridge from 1979, its local knowledge and experience will be essential to delivering to the CRF's schedule. Start and Grow dovetails with YTKO's existing offer around pre-start and early-stage growth support delivered through its Outset services. It also fits with its business growth support offer, delivered through its GetSet for Growth provision. The CRF will target those that are not otherwise be eligible for this current support.

Outset was launched in 2009 to address the huge gap in support for disadvantaged clients and those living in our deprived communities to transform their lives through starting a new enterprise. Since then, more than **30,000 individuals** have engaged in the programme, and it has won many national and international awards. Despite targeting what others would class as 'hard-to-reach' communities its business survival rates outstrip the national average, and 63% of its start-ups are women-owned businesses.

Through GetSet for Growth, it has supported over **22,400 growth-oriented established SMEs**. Its evidence base includes raising over £70m from a range of sources including bursaries, grants, crowd-funding, asset, debt and equity, and it has a 98.4% success rate, even with disadvantaged and under-represented clients, demonstrating the value of focussing on helping clients become market and investment ready is correct.

1d How will the activities be delivered?

CPCA will procure delivery of Start and Grow through its existing Growth Works consortium contract, using the headroom available there for additional requirements. This would provide the platform from which the programme can mobilise immediately with the partners in that consortium and especially YTKO who are leading the enterprise element of the Growth Works programme.

#### Pre-qualification support

YTKO will deliver the 'Start' component through its award-winning Outset support service focused on disadvantaged individuals and under-represented client groups who are looking to start a business. The 'Grow' component for existing micro businesses will be delivered through its GetSet service for businesses up to 3 years old.

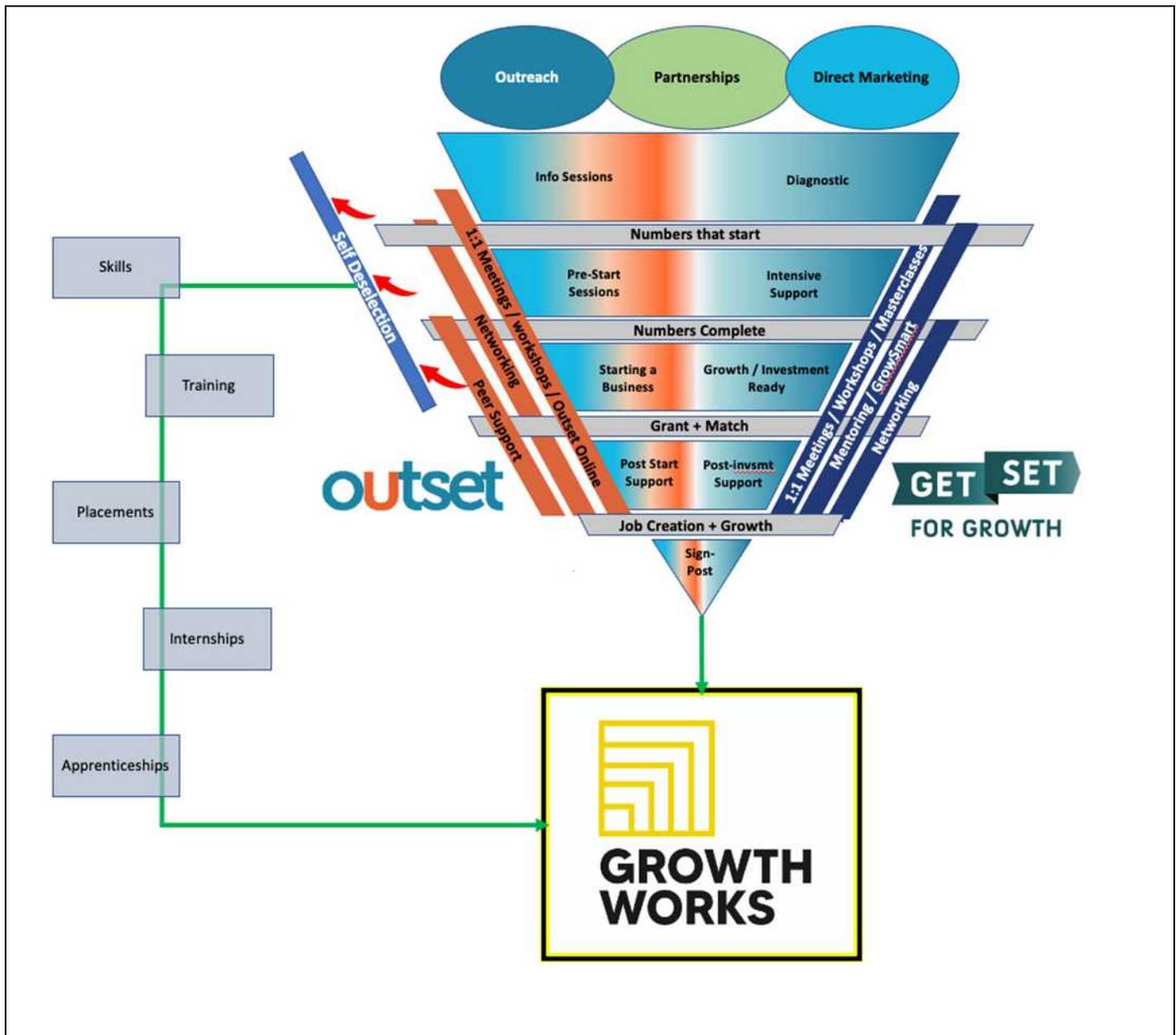
Together, these components will provide an intensive, integrated and rolling support programme on all the critical learning and knowledge required to plan, start up and develop a successful business in a variety of locations and hubs across the Peterborough City Council (PCC), Huntingdonshire District Council (HDC) and Fenland District Council (FDC) local authority regions. This support will be delivered through a mixture of in-person 1:1, workshops, masterclasses, peer-to-peer, mentoring and networking support, all of which can be delivered online based on the pandemic and the needs of individual service users.

Having been assessed for their potential, each participant will have a tailored pathway through the service. Those individuals with the highest potential will fast track and have more intensive 1:1 coaching to enhance their capacity and capability, plus any specialist support that is required to increase their chances of achieving success.

There will be slow-track and fast-track options, 3 separate programmes with content tailored for the key stages - preparation, start, and sustainability through the first critical years of commercial reality, evening and weekend options.

#### Start up and early-stage growth grants

Under-capitalisation is a critical contributing factor to business failure. This programme therefore underpins the intensive business support provision with access to grants for those that become pre-qualified through the programme (90% grant for start-ups and 80% grant for eligible existing businesses). Access to significant grants, combined with pre and post investment support will de risk investment and maximise return. The requirement of a private sector match contribution (10% for start ups and 20% for existing business) encourages the client to have 'skin in the game', increasing ownership and with a higher return on investment.



1e Who will be the beneficiaries of the project?

Start and Grow will focus on 2 core beneficiary groups:

1. Pre-start: people who wish to start and develop an enterprise.

The programme will target deprived or disadvantaged areas, especially those individuals seeking to use enterprise as a way out of unemployment or economic inactivity, addressing the current market need and complimenting other provisions such as the New Enterprise Allowance. It will engage with pre-start individuals looking for support and guidance in developing their opportunities and enterprises, regardless of the sector, and concentrate 1:1 intensive support on those individuals with potential.

2. Undertakings: **micro businesses** that have been trading for less than 3 years / with less than 3 employees

It will target SMEs with a desire to grow, expand into new markets, create more jobs, increase profitability and productivity, but simply do not know how to do so. The biggest barrier to this is leadership and management skills and knowledge deficit. This programme will also target SMEs that may have started trading without having a business plan or the business acumen needed to optimise their sustainability and growth potential.

The experience from YTKO's existing Outset and GetSet services (covering pre-starts and undertakings respectively) is that they become more confident, more knowledgeable, and their capability and capacity increases so that they are more motivated to go forwards. This is particularly true of female business owners, who represent half of YTKO's clients, and of other under-served segments like BaME businesses.

The spread of outputs will be predominantly focused on the Priority 1 area of Peterborough City Council, but will also deliver substantial support through Fenland and Huntingdonshire Districts.

The programme will stimulate demand and reach its intended beneficiaries through:

**Marketing communications** that will be an integrated, pervasive and sustained mix of tactics, comprising a mix of social media, digital, print, (flyers, leaflets), e-marketing, PR, events and drop-in sessions, ambient media, and radio as appropriate to particular segments, and whether individuals or early stage businesses.

**Outreach** - getting out and having a presence where the target audience is. For early-stage businesses - managed work space, co-working spaces, and innovation centres, business and networking events, industrial estates and science parks, conferences, seminars and trade shows. For pre-starts – existing work hubs, fliers, posters and informal outreach and drop in sessions in community centres, street markets, pubs and clubs, supermarkets/shopping centres, libraries, special interest groups, health centres, churches, sports clubs, school groups - everywhere that people go.

**Partnership working** – this can take many forms, including hot desk space, joint promotional material and activities, joint events such as drop in surgeries, speaking opportunities, literature at each others premises/events, hot desks at the JCP and work clubs, partner workshops and joint steering committees. For reaching certain segments of the disadvantaged audience, such as some ethnic and religious communities, working through community champions and elders may be necessary to first gain trust and invitations to work with their members. CVS organisations and social housing organisations are also key routes.

1f Where will the activities take place?

The spread of outputs across the geographies covered by Start and Grow are:

- 49% Peterborough City Council

- 25.5% Fenland District Council
- 25.5% Huntingdonshire District Council

With in-situ support based at:

- Key community facilities in Peterborough and market towns in Huntingdonshire and Fenland
- Existing business support venues across the three local authority areas for example Allia Future Business Centre (Peterborough), Wisbech Boathouse, South Fens Business Centre in Chatteris, Creative Exchange St Neots, The Incubator Alconbury Weald.

The geographical balance of this scheme reflects the concentration of need and potential to make an impact across the CPCA area. For instance, Peterborough and Fenland both have greater shares of people who go from 16-18 education to not in employment, education and training (NEET) than the England average (15.3% and 13.9% respectively vs 13%). There are fewer self-employed people as a share of the population in Peterborough (5.5%) than the UK average (6.8%). And in 2020 the business formation rate in Fenland (8.6%) was well below the UK average (12.7%)

1g When will the project start?	September 1 <sup>st</sup> 2021 with potential for an August start if CRF allocation confirmed in July	When will the project end?	31 <sup>st</sup> March 2022
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1h Which places (district or unitary areas) will benefit from the activity?

Local Authority Area	Approximate percentage of activity / expenditure
Peterborough City Council	49% activity / expenditure
Fenland District Council	25.5% activity / expenditure
Huntingdonshire District Council	25.5% activity / expenditure

1i What are the key milestones for the development and implementation of the project?

Milestone	Target Month
Contract award	July 2021
Demand stimulation activities / stakeholder engagement (mobilised through existing network, CPCA and LA partners, no cost to CRF)	July 2021
Website	September 2021

Client engagement (information sessions, 1:1's, workshops, peer to peer support, masterclasses, mentoring support, online platform access, grants)	1 <sup>st</sup> September 2021 – 31 <sup>st</sup> March 2022
Independent Evaluation	March 2022

## Part 2 – Project Impact

For questions 2a-2d, please describe in 500 words or less per question. Please be as concise as possible.

2a What will be the short and long term benefits of the project on its beneficiaries and the wider community?

### People

Short-term, and over the duration of the scheme, the individuals who engage with Start and Grow will benefit from intensive support in working through their business plans and, if more appropriate, in connecting to other services. Longer-term, those who pre-qualify for a start-up grant will create businesses that are more likely to survive and create sustainable jobs for the community than the national average.

### Businesses

The intensive support that participating micro businesses receive over the duration of the programme will equip them with the leadership and business planning skills to expand into new markets, create more jobs, increase profitability and productivity. Longer-term, those who pre-qualify for a grant will receive financial support for business growth – safeguarding and creating new jobs in the wider community.

Start and Grow will deliver these benefits by filling a market void in new enterprise support that inhibits the participation of underrepresented and disadvantaged groups. People from this demographic are often alienated from mainstream, academic or overly “business speak” style programmes, not seeing it as intended for them. Financial expectations of the new businesses are set much too high for many aspiring sole traders/new businesses when at the exploration stage, particularly those who are financially and socially excluded, or who have low skills, or a background of unemployment and disadvantage. Recent Nomis data reflects this local trend with Peterborough City Council residents falling 20% behind the East of England average for self employment, with females in particular being over 25% less likely to become self-employed than the regional average.

For new businesses with little track record or collateral, there remains a market weakness and information asymmetry in accessing finance across the UK following the pandemic, the subsequent economic downturn and the significant uncertainty around Brexit. Improving awareness of, and understanding about, the different types of finance available, and how to create robust and viable business plans, will help address imperfect information market failures on the part of both lenders and businesses. This is also applicable to social enterprises and the voluntary and community sector, who have traditionally relied on grant

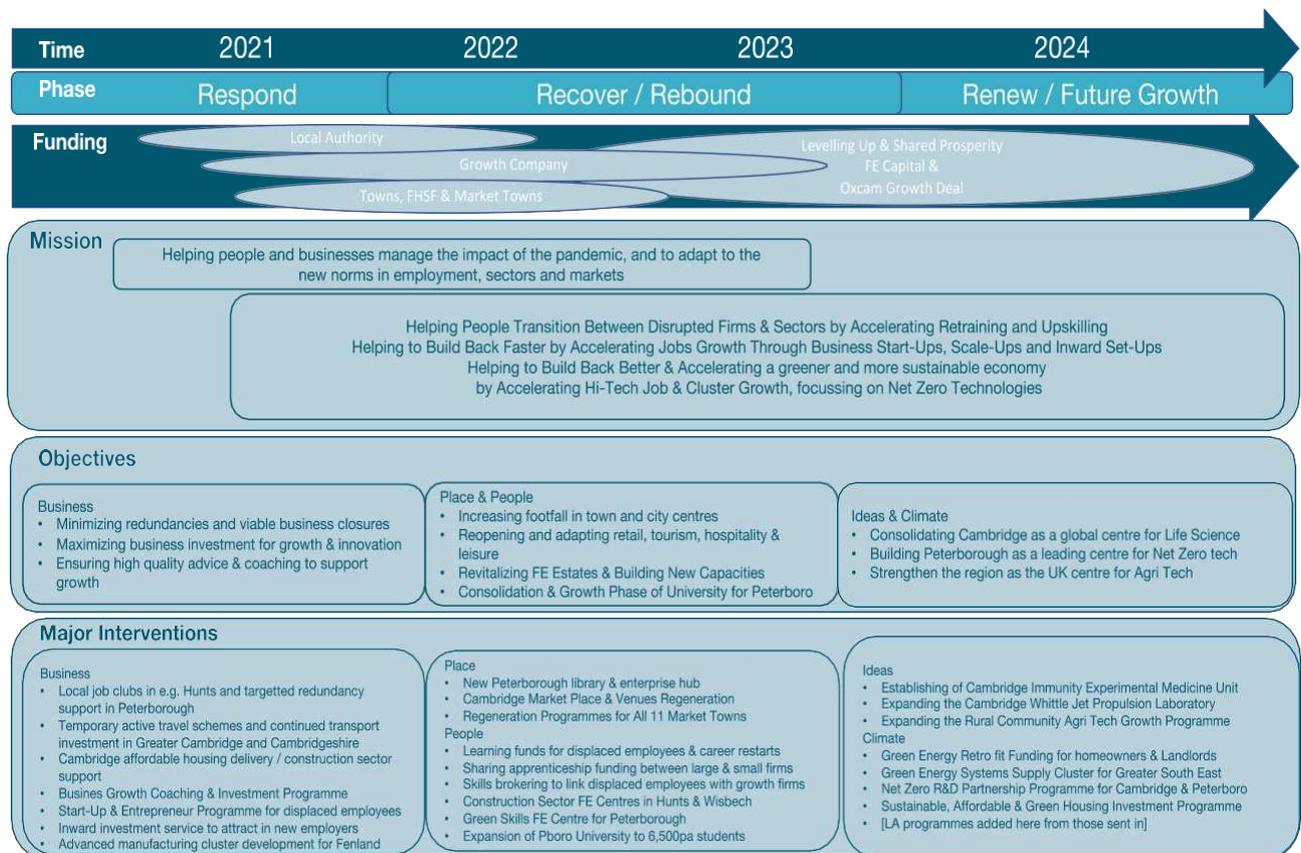
funding and philanthropy, now much harder to access. This programme will support the participants to be better equipped to apply for funds should this be the right route for them.

2b How does the proposal align with local needs and long-term strategic plans for local growth?

The Local Economic Recovery Strategy (LERS) of CPCA and its partners is a rolling programme of live priorities – most recently updated in March 2021. It is the primary reference document for local growth initiatives across Cambridgeshire and Peterborough and prioritises investment in enterprise programmes that support economic recovery over 2021-22.

This scheme would complete by 31 March 2022, following six months of delivery and 1.5 months of pre-delivery planning and publicity work. But it would contribute to each of Cambridgeshire and Peterborough's missions for the three phases of its Local Economic Recovery Strategy:

- Response (2021): Help people and businesses at risk of unemployment by accelerating retraining and upskilling
- Recover and Rebound (2021-2022/3): Build back faster by accelerating start-ups, scale-ups and set-ups
- Renewal and Future Growth (2023-): Build back better and greener by accelerating hi-tech jobs and cluster growth, focussing on green, digital and net zero technologies



The options analysis undertaken for this programme considered alternative LERS interventions for creating start-ups among disadvantaged groups and displaced employees.

This included standalone 'when-it's-gone-it's-gone' grant programmes with eligibility criteria and no pre-qualification process. The proposed configuration was selected as having both the greatest potential impact, value for money and least risk because:

- Pre-qualification allows for business plans to evolve with feedback and reflect acquired knowledge from info sessions, mentoring and peer support, increasing the ROI on CRF investment;
- Without pre-qualification support, those who self de-select from a grant application process would be unknown to the programme and an opportunity to signpost harder-to-reach individuals to other, more appropriate interventions would be lost.

The options analysis concluded the same for early-stage businesses with growth potential: a passive approach to identifying and developing investment prospects is at odds with what evaluation evidence tells us about the efficacy of more intensive support approaches, more commonly applied to larger, more established businesses.

2c How does the project support the Government's Net Zero ambitions or wider environmental considerations? (This is not a requirement for employment support proposals)

Although Start and Grow will not restrict eligibility to particular sectors, the Cambridgeshire and Peterborough economy is set for nationally-significant industrial development focused on existing strengths in agri-tech, renewable energy, advanced manufacturing and materials. This will open up opportunities for new start-up ventures and early-stage businesses.

We expect Start and Grow will help to make these connections. Within YTKO's Outset programme (which Start and Grow will link into) there is a dedicated module on creating and exploring new business ideas called 'Starting Up Green'. In this workshop participants are encouraged to start to think about how their idea, and the management of a business around that idea, might be able to contribute to a lower-carbon economy, and consider the wider environmental impacts of running that business. We understand and promote the need to ensure that environmental awareness, protection and enhancement is incorporated at the earliest stages of new enterprise, and that awareness and understanding of these challenges starts at business inception.

While promoting environmental sustainability as part of the core programme delivery, Outset leads by example. It sets and monitors stretch targets on recycling, electricity usage and fuel consumption, and actively encourages and rewards staff who come up with innovative ideas to reduce the operation's carbon footprint, and as individuals in their personal and domestic lives.

2d How does the project demonstrate innovation in service delivery?

The integration of consistently good quality, intensive pre-start, start-up and early-stage sustainability support (targeting SMEs with 3 or less workers) has never been delivered in the PCC, FDC and HDC regions before. The provision of an 80-90% grant, with support to access the match needed, as part of the core provision is also unique.

But it is not just the innovation in the targeted and blended approach that makes this application special, it is the contract architecture that integrates the national and local

agendas to deliver a place-based approach tailored to the unique needs of the 3 sub economies of the targeted areas. The urban / rural characteristics and specific demographics of the 3 areas require a tailored approach in each. Although underpinned by award-winning best practice and replicable success, the provision will not be a one-size-fits-all approach, it will be tailored to the needs of the individuals and SMEs within these 3 individual sub economies.

The blend of support proposed addresses a significant market need that falls between the current ERDF, ESF, LGF, BEIS, DWP and local authority funded provisions, but is structured in such a way that it adds significant value and to the existing infrastructure of support. It transcends what would historically have been siloed client groups and activities, putting the participant at the heart of the approach.

As can be seen from the client journey graphic, the innovation comes in the harmonisation with, and integration of, a previously fragmented business start-up and early-stage growth landscape:

- 1) CPCA have already invested substantial resources into Growth Works, focusing on the top 1,000 high-growth potential SMEs
- 2) NEA delivers light touch start-up mentoring support
- 3) The Restart Programme will focus on the welfare to work agenda (which includes a start-up strand)
- 4) Start Up Loans Company provides debt finance to start-up businesses
- 5) DIT provides generic inward investment and internationalisation support
- 6) Universities and colleges provide internship / apprenticeship and business start-up support
- 7) Serco deliver Skills Support for the Workforce and Skills Support for Apprenticeships

The proposed programme integrates all of this current / planned provision and **adds value, delivering support not currently being provided, in a way currently not being delivered, to clients currently not being engaged.**

The innovation is in the CRF becoming the much needed glue to bring together what is currently a disparate and fragmented support landscape, confusing to the service user and restricted in its ability to support the market in a coordinated and synergistic way.

This proposal is a solid, standalone proposition that will add substantial value to the region, but it is also designed in partnership with partners within the Growth Works programme Skills stream. Pre-start participants that positively disengage from the enterprise journey will take the transferable skills and knowledge they have gained and, where appropriate, be proactively integrated into the skills pathway in order to continue their employment journey. Likewise, SMEs engaged in support will have access to interns and apprentices from the Skills team, providing placement opportunities to local residents, receiving support and prequalified recruits in the process.

2e Which groups will your UK Community Renewal Fund project target? (also complete Annex A - Project Impact Indicators)

Also see numbers in Annex A.

Start and Grow will target:

- 224 people (85% employed | 15% unemployed)
- 293 businesses (all micro businesses trading for less than 3 years / less than employees).

2f Please describe how you have considered the equalities impacts of your proposal, the relevant affected groups based on protected characteristics, and any measures you propose in response to these impacts.

Our delivery partner YKTO's existing Outset and GetSet services (into which Start and Grow will connect) deliver 3-year business survival rates outstripping the national average, while achieving exceptional benchmarks for equality (63% of start-ups and 50% of small business clients are women) and diversity (BaME clients supported are typically at twice their representation in the local population).

This is achieved by designing programme content as accessible to all, inclusive, flexible and tailored to suit the needs of individuals, and removing barriers. These programmes understand their target audience and are designed specifically to promote equality of opportunity in business creation. All workshops are held in venues that are safe, well lit, physically accessible and are easily accessible by public transport. Their timing takes into account carer requirements, particularly for parents looking after young children, therefore avoiding the "school run" and half-term holiday times. For some cultural or religious groups, the choice of a female adviser is very important, and the positive role modelling which female business advisers present, is essential to meet the needs of our diverse client group.

A high percentage of YKTO's client audience is from disadvantaged backgrounds in some way, and/or from deprived areas. CPCA's CRF services will be accessible to all who can benefit, irrespective of race, colour, nationalities, ethnicity, physical disability, marital status, sexual orientation, dependents, age, health, and political and religious beliefs. They will access and support networks of BME and disabled people where possible, proactively addressing any imbalances that emerge from the client profile.

Further to this, CPCA has long-standing Equality and Diversity Policy (March 2017) and Start and Grow will be subject to it.

All our delivery partners, including for this programme will be required to demonstrate that they have suitable policies in place and are able to support compliance with the CPCA policy, which sets out CPCA's stance on;

- Ensuring that equality between men and women as well as gender perspective are taken into account;
- Accessibility for persons with disabilities;
- The need to eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited;
- The need to advance equality of opportunity between people who share a protected characteristic and people who don't;
- The need to foster good relations between people who share a protected characteristic and people who don't.

2g What UK Community Renewal Fund Outcomes will the project deliver?

*Please describe below and complete Annex A – Project Impact Indicators*

Start and Grow will deliver:

- Employment increases in supported enterprises: 103
- Jobs Safeguarded: 32
- Number of New Businesses created:103
- Businesses introducing new to the firm products: 103
- Investment attracted as a result of support: £586,000

2h How have the outcomes been estimated?

Employment increases in supported based on:

- All new start / sole traders counted as an employment increase (based on their FTE) i.e. undertaking has no employees and founder works within the undertaking full time = 1 employee;
- Further to the above, we would expect that jobs are created in the 161 SMEs that draw down a grant but these are most likely to be activated after the 31 March 2022 cut off for delivery of CRF interventions with time taken to recruit and / or draw down match-funding. We will capture these outputs in the evaluation.

Jobs safeguarded based on:

- 20% of the 161 SMEs that will draw down grants. The grants can be a lifeline to struggling businesses in the post-COVID climate

Number of new businesses created based on:

- Number of engaged individuals and the share that self-deselect. The standard attrition rate for the existing Outset programme is 77%, but this does not include a grant incentive to engage with or complete the support activities. Here we double the 23% baseline to 46%, giving 103 new businesses from 224 pre-start individuals receiving support.

Businesses introducing new to the firm products based on:

- All 103 start-ups are classified as new to the firm

Investment attracted based on:

- The £586k contribution from clients to leverage grant

2i Would you expect to achieve any of these outcomes without UK Community Renewal Fund support?

The CRF funding would deliver a brand new service that targets those not otherwise eligible for current support. Core to this is proactive outreach to harder-to-reach groups and communities and the financial incentive of pre-qualified access to grants for those who complete the support programme.

Without these CRF-funded activities we expect only a small percentage of individuals and businesses engaged by Start and Grow (~10%) would connect with existing support provision.

### Part 3 - Funding Package

3a How much UK Community Renewal Fund investment is sought?

*Please also complete Annex B – Funding Package and Profile*

£2,480,000

3b Does the funding package include any match funding? If so, how much?

When will any funding that is not in place be secured?

Total Match Funding = £1,386,000

Funding from Local Authorities:

Peterborough City Council = £400,000

Fenland District Council = £200,000

Huntingdonshire District Council = £200,000

Private sector contribution (from clients to leverage grants) = £586,000

Local Authority Funding will be subject to local political approval post local elections

Private sector contribution will be secured throughout the lifetime of the delivery window.

3c What will the funding package be spent on?

- Staff costs - salaries + on-costs (NI + pension) = £179,963
- Overheads, at 15% of staff costs = £26,995
- Business travel = £9,990
- Fees of contractors and consultants = £100,000
- Costs of materials or venue hire = £13,088

- Marketing and publicity costs = £45,000
- Grants provided to end beneficiaries = £2,859,000
- Private sector match on eligible spend to leverage grant = £586,000
- Office costs (IT / Phone / printer / stationary etc) = £17,964
- Recruitment = £1,000
- Evaluation = £27,000

Total Contract Value = £3,866,000

#### **Part 4 – Project Applicant Experience and Capacity**

Please limit your responses to each question to 250 words or less. Please be as concise as possible.

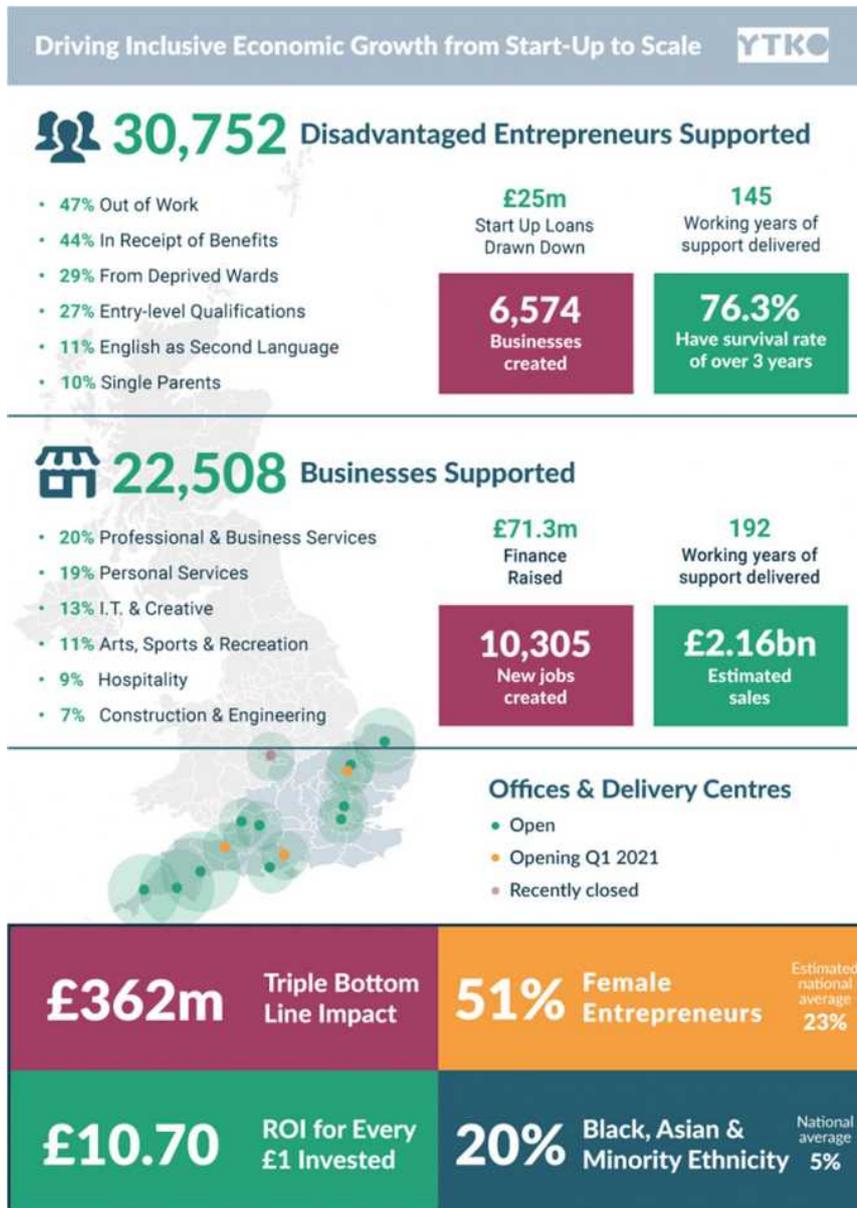
4a What experience does the organisation have of delivering this type of activity?

CPCA has developed the key flagship Growth Works programme over the last 18 months, and mobilised into delivery this spring.

CPCA (and the predecessor LEP) has funded many projects which have supported business start-up provision, incubation programmes, accelerators and business growth initiatives. Also managing and delivering the BEIS funded Growth hub for the region.

Start and Grow will be delivered by Growth Works Contractor YKTO. With offices in London, Cambridgeshire, and seven regional locations in the UK, it has over 40 years private and public sector expertise in supporting entrepreneurs, growth businesses and corporates. This expertise centres on pre-start and business start-up support, business strategy and growth models, value propositions, strategic marketing, and on execution and implementation of market expansion activities, particularly for B2B businesses.

In the past decade YTKO has reached, engaged and helped more than 30,000 individuals and 20,000 SMEs. This knowledge and experience will be brought to bear on this programme, from the proactive 'feet on the streets' outreach and engagement activities, to the selection of venues, workshop design and delivery. YTKO was awarded the EEPA Grand Jury Prize, beating all entrants in all categories from all countries.



4b Describe the resources (e.g. staff) the organisation has available now to deliver the project?

CPCA would contract Growth Works – through YTKO - to deliver this new service but CPCA would continue to project manage the CRF as part of the Growth Works performance management processes. CPCA has a dedicated Senior Responsible Officer for Growth Works, a Performance Manager and two coordinators who are monitoring the existing £29m contract.

Growth Works has 42 staff already focussed on delivering support and partner YTKO provides the growth coaching to businesses and individuals considering start-up.

YTKO currently employ 72 members of staff, 10 of which are based in our CPCA office. These team members are already delivering support throughout the Peterborough, Huntingdonshire and Fenland regions. When successful, the CRF project will bolt into this existing infrastructure of support, enabling immediate engagement of the market, demand stimulation (pre contract) and client engagement from day 1 of delivery. This existing team also means we can maintain optimum client engagement right up to the 31<sup>st</sup> March 2022, maximising accessibility and the impact of the CRF across the region.

The in-person support offered by the local team is complemented by the digital support available from the YTKO national team, offering access to a rich and comprehensive network of skilled and experienced staff to our CRF clients immediately. In order to maximise capacity we would recruit 5.5 FTE dedicated CRF team members, with the sole responsibility for delivering CRF start up and growth support in the region. This would be further complimented by our diverse network of independent consultants and YTKO affiliates who we are able to draw upon to add even greater capacity and niche expertise as required.

Marketing and brand collateral for Outset and GetSet is proven in effectively engaging the target client groups, and can be easily / quickly adapted and localised to meet the specific needs of the Peterborough, Huntingdonshire and Fenland clients we are looking to engage.

4c If the organisation will have to recruit staff or appoint contractors what plans are in place to manage the risk of delay?

- CPCA would appoint through an existing contractor where there is an existing team with capacity to engage at full capacity from day 1 of delivery (10 local FTE YTKO employees already in situ). As the project gets underway it will be handed on seamlessly to a dedicated and onboarded CRF team.
- Use of existing OJEU-compliant procurement for adding to the Growth Works contract – this procurement has ceiling headroom of contract provision to £80m with only £29m currently contracted.
- Recruitment of coaches and mentors would be done through existing network established by Growth Works contractor.

4d Describe the systems and processes that will be used to ensure only costs directly related to the project will be included in grant claims.

CPCA already has systems established to manage the Growth Works programme, including a shared CRM, agreed reporting regime and this would continue to project manage the CRF as part of the Growth Works performance management processes.

The financial controller (FC) at Growth Works partner YTKO is a permanent member of the Senior Management Team, which has formal arrangements for financial and project reporting and internal control principles with line managers and project leads, including weekly and monthly reporting and monthly and bimonthly meetings. It is supported by Audit, Remuneration and CSR committees. The FC reports directly to the CEO.

YTKO has a permanent claims team based in its Littleport office, who are highly experienced in public sector data collection, reporting and auditing. It maintains full records from offer letter and budget, correspondence, variations, original invoices, bank statements, contracts, payroll

information, progress reports, recruitment and legal requirement records. This enables a clear audit trail for all income and expenditure related to the project.

Each individual project has a separate Basecamp (secure project management platform) solely on financial control and management. Through this platform YTKO's CFO and finance team have regular, often daily, contact with each of the projects. Here they can comfortably ask questions, manage profile spend, send information securely and be effectively managed to ensure timely and accurate submission of relevant information.

Invoices are checked and approved at several stages. The local administrator date-stamps the invoice and compares it with the purchase order, then checks that the product or service was received in good order, and if appropriate, was procured appropriately. The administrator will code the invoice to the dedicated CRF project coding structure, verifying these actions by means of signature on the invoice. The invoice passes to the Programme Manager for signature, verifying it is eligible and approved for payment. The administrator then copies the invoice before sending the original to Finance, and retains a copy locally.

Separate nominal ledger accounts are held for each accounting line per project, which will conform to agreed CRF expenditure headings. Sage Line 50, our accounting software, is backed up offsite, and runs on a central server.

Monthly reports compare actual spend against Budget, by budget lines, of spend to date, monthly spend and variances for each project. These give an early warning of potential under/overspend: results are typically within 0.1% of contract budget.

All documents are filed under project name and number corresponding with the structure of the accounts system. They are subdivided alphabetically or by month, whichever is most appropriate. Two years of project files are kept in locked cupboards in Littleport. After which, all documents are packed and stored in our secure offsite storage facility.

The YTKO finance team has successfully managed over £52m of public sector contracts since 2006.

## Part 5 – Project Risk Management

Please limit your responses to each question to 250 words or less. Please be as concise as possible.

5a Summarise the key risks to the project in Annex C – Project Risks

Please refer to Annex C

5b Describe the process and that will be used to monitor risk.

YTKO's approach involves undertaking risk assessments throughout the life of the project and at particular milestones, and maintaining a risk register. Milestones relate to the running of the project and complement the risk assessment that forms part of the overall project management processes and procedures.

A sequential approach is used with a scoring system applied to show high/medium/low actions needed to address and reduce potential risk points.

- 1) Identify potential risk points. Where are the strategic, programme and operational risks likely to occur? For customer risk points, a check list is developed relevant to the project implementation and project management procedures, and used to ensure that all customer interface activity risks and any dependencies are considered and assessed.
- 2) Produce documentation for the risk management activities and communicate to project team and key stakeholders as appropriate. This is updated during the life of the project and informs the evaluation.
- 3) Define roles and responsibilities for managing risk and ensure that there is a senior member of staff with ultimate responsibility. These form part of the performance evaluations for key staff members.
- 4) Create reporting and review mechanisms when potential risk points are identified during project duration. Any new or evolving risks are added during the project, and to the reporting.
- 5) Identify risk interdependencies. This includes any partner risks that arise.

YTKO adopt a weekly 'RAID log' approach (Risk, Assumptions, Issues and Dependencies) which are contributed to and updated by the whole team and are submitted to the senior management team for review and action as required. This approach ensures that all potential risks are constantly monitored and mitigating actions can be implemented prior to impact being amplified.

Community Renewal Fund: RAID LOG DASHBOARD - HEADLINE VIEW							
RISKS		ASSUMPTIONS		ISSUES		DEPENDENCIES	
Total Risks	13	Total Assumptions	2	Total Issues	9	Total Dependencies	1
Closed Risks	6	Closed Assumptions	1	Closed Issues	5	Closed Dependencies	0
Open Risks	7	Open Assumptions	1	Open Issues	4	Open Dependencies	1
Open Risks (% Total)	54%	Open Assumptions (% Total)	50%	Open Issues (% Total)	44%	Open Dependencies (% Total)	100%
Level 1 (low)	0	Level 1 (low)	0	Priority Level-1 (low)	0	Level 1 (low)	0
Level 2 (medium)	4	Level 2 (medium)	1	Priority Level-2 (medium)	2	Level 2 (medium)	1
Level 3 (high)	3	Level 3 (high)	0	Priority Level-3 (high)	2	Level 3 (high)	0
Total: Risks - Scores by Level		Total: Assumptions - Scores by Level		Total: Issues - Scores by Level		Total: Dependencies - Scores by Level	
L1	0	L1	0	L1	0	L1	0
L2	27	L2	6	L2	14	L2	8
L3	48	L3	0	L3	32	L3	0
DATE LAST UPDATED		30/04/2021					

## Part 6 – Evaluation

6a A key objective of the UK Community Renewal Fund is to try new ways of delivering activity to businesses and people. It is important that projects are robustly evaluated and that learning is shared with others.

Please limit your responses to around 500 words and describe

- how the project will be evaluated, in terms of how it was delivered and its impact on clients
- how the findings of the evaluation will be disseminated

The range of engagement types, routes to support and funding outcomes with Start and Grow offer multiple opportunities for data capture and learning that will inform future evaluation and show how this pilot could be replicated elsewhere. A larger, future programme under the Shared Prosperity Fund could be more nuanced, with greater tailoring to specific barriers and

target groups (e.g. offenders, new graduates) and with a greater range of pre-qualified investment offers. The insights captured during delivery will shape the design of a second phase, inform future policy development and budgets.

To this end Start and Grow will be evaluated in line with CPCA's Monitoring and Evaluation (M&E) Framework, which sets out our commitment and approach to M&E. Monitoring supports the effective tracking of a scheme or series of policy interventions ensuring that intended outputs are being achieved. Evaluation quantifies and assesses outcomes, including how schemes were delivered and whether the investment generated had the intended impact and ultimately delivered value for money.

CPCA is committed to implementing effective M&E so that it is able to:

- a. Provide local accountability to the public by demonstrating the impact of locally devolved funding and the associated benefits being achieved.
- b. Comply with external scrutiny requirements. Specifically, M&E will be used to demonstrate local progress and delivery to senior government officials and Ministers who are ultimately accountable to parliament for devolved funds.
- c. Understand the effectiveness of policies or investments and to justify reinvestment or modify or seek alternative policy.
- d. Develop an evidence base for input into future business cases and for developing future funding submissions.

Our M&E Framework commits to undertaking independent evaluation where a project is identified as one where significant learning could be available that would help to inform future policy making either locally or nationally - including projects that are innovative or considered 'pilots'. As such, we will appoint an independent evaluator at the outset of the project, to work with our team on the design and implementation of a project M&E framework (linked to the project's theory of change). This will enable us to:

- Monitor impacts and progress towards project goals, and to understand whether the project is on track to deliver projected outputs and outcomes.
- Assess the additionality of activities (and impacts) and whether the project has achieved VfM.
- Identify the sustainability of impacts, and the equality implications of activities.
- Maintain scrutiny and accountability.
- Inform future investment prioritisation and resource allocation.
- Identify what works (and what does not), and in what circumstances, to inform future activities and delivery and the sharing of best practice.

Alongside monthly grant funding reports, we will provide monthly project progress reports to the independent evaluator. The evaluator will present an interim report, allowing time for an initial feedback to be incorporated into the remaining delivery window, and a provide an end of project evaluation report, reflecting on the process, impact and benefits of the project. These will be submitted to CPCA's Business Board and Skills Committee and will be made publicly available via the CPCA website.

## Part 7 – Subsidy Control

All bids must also consider how they will deliver in line with subsidy control (or State Aid for aid in scope of the in Northern Ireland Protocol) as per UK Government guidance: <https://www.gov.uk/government/publications/complying-with-the-uks-international-obligations-on-subsidy-control-guidance-for-public-authorities>

7a Does any aspect of the project involve the provision of subsidies (or State Aid)?	Yes/No
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7b If yes, briefly explain how the subsidies or state aid are compliant with the UK’s subsidy control regime as set out in the guidance.

Businesses will receive variable subsidies ranging from less than £1k up to £30k.

We understand these subsidies to be compliant, as the total value of financial support distributed through the project to businesses in the area will not exceed £3.111m combined for all businesses, with an estimated average of £11.8k per business, in a six-month period. Whilst this is a subsidy to each business, this is lower than 325,000 SDR over a three year period, which is understood via legal advice to be the permissible level.

However, before any support is offered to employers, YTKO will conduct eligibility checks to ensure compliance with state aid. Eligibility checks include:

- Confirmation of employer existence
- Confirmation of existing employees
- Confirmation of company ownership
- Confirmation of turnover
- De Minimis - Confirmation of any other funding received in the last 3 years

Businesses will be required to:

- Self-declare that are aware of, understand and will stay within the UK Subsidy SDR limit; and
- self-declare previous state aid provided with supporting evidence.

All Declaration forms will be checked by YTKO before the business is accepted as being eligible for support provided through the project. The Combined Authority will also perform spot checks to ensure that SMEs are eligible and De Minimis aid ceilings are respected. The Combined Authority will retain all records of de minimis aid awarded in accordance with state aid requirements. This will include individual records of aid awarded to employers and a cumulative total of aid awarded under the scheme.

**Part 8 - Branding and Publicity**

Guidance on the branding and publicity requirements for the UK Community Renewal Fund is set out in the Fund Technical Note for Project Deliverers.

8a Please confirm that you have read and will comply with all aspects of the Fund branding and publicity requirements.	Yes/No
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**Data Protection**

Please note that the Ministry for Housing Communities and Local Government (the Department) will be a Data Controller for all UK Community Renewal Fund-related Personal Data collected with this form and submitted to the Department, and the control and processing of Personal Data.

Mayoral Combined Authorities, the Greater London Authority, County Councils or Unitary Authorities, have been designated as a 'Lead Authority' in Great Britain for the UK Community Renewal Fund. Each Lead Authority has been invited to run a local bidding process and will be a Data Controller for all UK Community Renewal Fund related Personal Data collected with the relevant forms as part of this process, and the control and processing of Personal Data, where such applications are not submitted to the Department for consideration.

The Lead Authority (in Great Britain) and the Department will process all data according to the provisions of the Data Protection Act 2018 and the UK General Data Protection Regulation 2018 (UK GDPR) all applicable laws and regulations relating to processing of Personal Data and privacy, including, where necessary, the guidance and codes of practice issued by the Information Commissioner and any other relevant data protection regulations (together "the Data Protection Legislation (as amended from time to time)").

As a Processor of UK Community Renewal Fund-related Personal Data your organisation and the Lead Authority (when acting in Great Britain) must ensure that such Personal Data is processed in a way which complies with the Data Protection Legislation (as amended from time to time).

By proceeding to complete and submit this form, you consent that the Lead Authority (in Great Britain) and its contractors where relevant, and the Department, and its contractors where relevant, may process the Personal Data that it collects from you, and use the information provided as part of the application to the Department for funding from the UK Community Renewal Fund, as well as in accordance with its privacy policies. For the purposes of assessing your bid the Department may need to share your Personal Data with other Government departments (such as the Department for Work and Pensions) and departments in the Devolved Administrations and by submitting this form you are agreeing to your Personal Data being used in this way.

Data Controller, Personal Data, Personal Data and Processor all have the meaning given to them in the Data Protection Legislation (as amended from time to time).

**You can find more information about how the Department deals with your data here:**

<https://www.gov.uk/government/publications/uk-community-renewal-fund-prospectus>

## Part 9 - Project Applicant Statement

I declare that I have the authority to represent the project applicant in making this application. I understand that acceptance of this application form by the Lead Authority (in Great Britain) or the Ministry for Housing Communities and Local Government (the Department) does not in any way signify that the project is eligible for funding under the UK Community Renewal Fund or that any such funding has been approved towards it.

On behalf of the project applicant and having carried out full and proper inquiry, I confirm to the Lead Authority (in Great Britain) and the Department that:

- the project applicant has the legal authority to carry out the project; and
- the information provided in this application is accurate.

I also confirm to the Lead Authority (in Great Britain) and the Department that:

I have informed all persons whose personal information I have provided of the details of the personal information I have provided to you and of the purposes for which this information will be used, and that I have the consent of the individuals concerned to pass this information to you for these purposes;

I consent to the Personal Data submitted with this form being shared as set out in this form and in accordance with the Lead Authority’s Privacy Policies (in Great Britain) and the Department’s Privacy Policies;

I shall inform the Lead Authority (for Great Britain projects) if, prior to any UK Community Renewal Funding being legally committed to the project applicant, I become aware of any further information which might reasonably be considered as material to the Lead Authority or the Department in deciding whether to fund the proposal;

For Northern Ireland projects, I shall inform the Department if, prior to any UK Community Renewal Funding being legally committed to the project applicant, I become aware of any further information which might reasonably be considered as material to the Department in deciding whether to fund the proposal;

Any match funding that has been set out in part 3 will be in place prior to any award of UK Community Renewal Funding; and

I am aware that if the information given in this application turns out to be false or misleading, the Lead Authority (where relevant) or Department may demand the repayment of funding and/or terminate a funding agreement pertaining to this proposal.

I confirm that I am aware that checks can be made to the relevant authorities to verify this declaration and any person who knowingly or recklessly makes any false statement for the purpose of obtaining grant funding or for the purpose of assisting any person to obtain grant funding may be prosecuted. A false or misleading statement will also mean that approval may be revoked and any grant may be withheld or recovered with interest.

I confirm that I understand that if the project applicant commences project activity, or enters in to any legally binding contracts or agreements, including the ordering or purchasing of any equipment or services before the formal approval of the project, any expenditure is incurred at the organisation’s own risk and may render the project ineligible for support.

For and on behalf of the project applicant Name:			
Position		Date	

## Annex A – Project Impact Indicators

1a Which groups will your UK Community Renewal Fund project target?

Main Indicator	Indicator Subset	Target Group	Number
People	Economically Inactive	Yes	0%
	Unemployed	Yes	15%
	Employed	Yes	85%
	Total		224
Businesses	Small <sup>1</sup>	Yes	293
	Medium <sup>2</sup>	No	
	Large <sup>3</sup>	No	
	Total		293
Organisations	Public	No	
	Private	No	
	Voluntary Sector	No	
	Total		0

1b What types of support will you provide via your UK Community Renewal Fund project?

Main Indicator	Indicator Subset	Proposed Support Type	Number
Direct support	1 to 1	Yes	1572
	1 to many	Yes	293
Financial Support (£s)	Grant	Yes	264
	Voucher	No	

<sup>1</sup> <https://www.legislation.gov.uk/ukpga/2006/46/section/382>

<sup>2</sup> <https://www.legislation.gov.uk/ukpga/2006/46/section/465>

<sup>3</sup> Any business that does not qualify as a small or medium business

1c What UK Community Renewal Fund Outcomes will the project deliver (see Technical Note for Project Applicants and Deliverers for details)?

Outcome	Total
Employment increases in supported enterprises	103
Jobs Safeguarded	32
Number of New Businesses created	103
Businesses introducing new to the firm products	103
Investment attracted as a result of support	£586,000

### Annex B – Funding Package and Profile

	Amount		
(a) UK Community Renewal Fund Requested	£2,480,000		
(b) Other Public Funding	£800,000	In place	Subject to local political approval post elections
(c) Private Funding	£586,000	In place	No
(d) Total Project Costs (a+b+c)	£3,866,000		
Expenditure Profile. How much will be spent in:			
Jul – Sept 2021	£995,895		
Oct – Dec 2021	£1,707,771		
Jan – Mar 2022	£1,162,334		
<b>Total</b>	£3,866,000	Must equal (d)	
How much of the budget will be spent on capital costs?	£0	0%	

If the project will deliver under more than one of the UK Community Renewal Fund's investment priorities, please estimate how much will be spent under each theme

Investment in skills	15.2%	Investment for local businesses	56.4%
Investment in communities and place	0%	Supporting people into employment	28.4%

## Annex C – Project Risks

Project Risk Management				
Please be as concise as possible.				
<p>Summarise:</p> <ul style="list-style-type: none"> <li>the key risks to the delivery and success of the project</li> <li>who is responsible for managing the risk, the Owner</li> <li>the probability of the risk occurring, is it high, medium or low?</li> <li>what would be the impact of the risk, high, medium or low?</li> <li>The mitigation plans in place to manage the risk occurring or to deal with the risk if it does occur</li> </ul>				
Risks Description	Owner	Probability (H,M,L)	Impact (H,M,L)	Mitigation
Unable to recruit to the CRF specific roles due to short term nature of the contract	subcontractor	M	M	<p>Secure subcontractor with existing local and national team that can be drawn upon in the event recruitment proves difficult.</p> <p>Review opportunity to vire resource between budget lines in the event salary spend has to be reallocated to consultancy to enables optimum delivery capacity.</p>
Unable to stimulate sufficient demand in timeframe to achieve ambitious output profile	subcontractor	L	M	<p>Modelled on local demand based on Growth Hub experience, known impact from start-up services elsewhere and significantly enhanced through the adoption of an innovative approach and a significant grant facility.</p> <p>Procure local subcontractor who is familiar with local needs, already has good</p>

				stakeholder partnerships in place / is well networked, has experience of delivering this type of support and therefore has the credibility and experience to mobilise quickly and engage the market effectively
Future lockdown effecting community-based engagement	Subcontractor / CPCA	L / M	H	Procure subcontractor with proven ability to pivot delivery and continue to engage / offer support through online facilities. This will have an inevitable impact on the more marginalised groups who engage better with in person support but will still optimise return under the circumstances.
Cost Overruns The risk that delivery incurs greater cost than anticipated or budgeted.	Subcontractor / CPCA	L	L	External factors such as market-rates and local economic performance might affect the impact of this risk. Close monitoring and management of subcontractor, and ensuring procured subcontractor has high standards of financial and contract management. Procure subcontractor with clear organisational experience of running similar projects to project costs and management plan
Failure to obtain Private sector match funding	YTKO	L	M	Grant intervention rate kept deliberately low on the match side but deliberate decision to ensure grant applicants co-invested in their own start up and growth aspirations. The pre-grant intensive support will be delivered in such a way that all that need the grant are supported in developing their business plans to a point where they can have confidence to invest from their own reserves and / or position themselves to access mainstream finance options such as the Start Up Loan provision.

				Procuring subcontractor who is therefore familiar with the access to finance landscape and has a proven track record in supporting clients to leverage finance is critical.
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## Annex D – General Guidance for Completing the Application Form

The application must be completed and submitted in Word.

Provide describe the project as simply as possible. Do not use technical terms, explain any acronyms. If an assessor cannot understand the project it cannot be assessed against the selection criteria and the bid will be rejected.

Some sections of the form contain guidance on the number of words to be used. Additional information and text in excess of any limits will not be considered. If possible use fewer words. The assessment of bids will be based on the information provided in the Application Form only. **Do not attach appendices or include links to websites.**

The UK Government will not contact bidders to clarify any aspect of submitted bids.

### Part 1 - Project Summary

Full details of the investment priorities are set out in the Prospectus. Bids must demonstrate how they align with at least one of the priorities.

If the proposed project intends to deliver under more than one priority, provide an estimate of the percentage of funding that will be spent under each priority in Annex B – Funding Package and Profile.

**1 b – 1 f** Clearly explain what the project intends to do and how it will be done. Be as straightforward as possible. If it helps to use diagrams these can be inserted into the application. When reviewing your bid consider the following questions from the point of view of someone who knows nothing about the organisation or the project:

- is it clear what the project would do?
- is it clear who will deliver the activities, who is involved and their roles?
- is it clear how, when and where the project will be delivered (ie. will the project deliver one to one support, one to many events/activities, will it be delivered in a specific location, on business or personal premises)?
- is it clear which individuals and businesses will benefit from the project, is there a focus on certain groups of people or types of businesses?
- is it clear how the project activities reflect the investment priorities?

If the project will work with people or businesses, you can summarise the customer journey using a flow chart showing specific project activities. A logic model or theory of change may also help explain your proposal.

**1 h.** List the local authority areas that may benefit from the project. For projects working with people or businesses this should be based on the location of the intended beneficiaries. In Great Britain, the relevant local authority area is as set out in the [list of places](#).

A project may be delivered in a single area or cover several areas. A project may operate in all parts of a local authority area or focus on particular locations.

**1 i.** These key milestones must link to the proposed activities and demonstrate that the project is deliverable by 31 March. Do not include milestones relating to the approval of the bid. Consider:

- securing internal approvals for the project or any other funding
- establishing the project team
- procurement for external services/suppliers
- project launch and recruiting beneficiaries
- key points on the beneficiary journey

Projects will be monitored against these milestones.

## **Part 2 - Project Impact**

**2 a.** Consider the impact on the beneficiaries and what the organisations involved in delivering the project hope to learn from it. Summarise the objectives of the project. These should be specific, measurable, achievable and time constrained. Set out how the project responds to any market failure or delivery inefficiency.

In part 5 explain how performance against these objectives will be evaluated.

**2 b.** Describe how the project activities and expected impacts contributes to local priorities set out in local plans. When lead authorities invite bids, they will identify the key local growth priorities they have chosen to focus on.

**2 c.** This section is not a requirement for bids submitted entirely under the ‘supporting employment’ investment priority. Projects under the employment investment priority will not be disadvantaged during the assessment and prioritisation of bids because this criterion does not apply.

Explain how the project would contribute to the UK Government’s Net Zero or wider environmental considerations. Projects should be based on low or zero carbon best practice, adopt and support innovative clean tech where possible and support the growing skills and supply chains in support of Net Zero where possible.

As a minimum projects should meet the clean growth principle and must not conflict with the UK's legal commitment to cut greenhouse gas emissions to net zero by 2050.

**2 d.** Describe how the project demonstrates innovation in service delivery for example:

- introducing new delivery approaches
- new integrated approaches across policy themes or
- collaboration across areas
- testing existing approaches with different types of beneficiaries
- new ways of using digital technology to support beneficiaries

Trying new ways of working is riskier and in some cases can be more expensive than established ways of working. This will be taken in account during the assessment and prioritisation of bids and during the monitoring of successful projects.

**2 e.** Complete Annex A of the application – Project Impact Indicators.

Provide any further information on the groups or sub-groups of people or businesses the project would work with. Describe how the number in each group has been estimated.

**2 f.** The UK Government is required to consider equalities impacts in line with the Equality Act 2010. This questions helps us understand how equality considerations have shaped the design of the project and the extent to which [groups with protected characteristics](#) have been considered and any mitigations proposed. It does not form part of the assessment process.

**2 g/h.** Complete Annex A of the application. Provide any further information on project outcomes and explain how the figures have been estimated. For example, explain the relationships between the number of intended final beneficiaries and the outcomes you intend to achieve?

Projects will be required to report on the number and type of beneficiaries supported and the outcomes achieved.

**2 i.** Describe what would happen if the bid to the UK Community Renewal Fund is unsuccessful. Would the project proceed on a smaller scale, would the activities be undertaken in a different way or at a later date, or would none of the activities occur?

### **Part 3 - Funding Package**

**3 b.** Match funding is any funding other than funding from the UK Community Renewal Fund that will be used to meet project costs. This includes from the project applicant or other organisations

including income from beneficiaries. Please set out who match funding will come from, where relevant.

If the project relies on match funding and it is not secured, explain when it is expected to be secured and what the impact would be if it is not secured.

**3 c.** Summarise the amount that will be spent under the main areas of expenditure. The breakdown must be detailed enough to demonstrate that the funding package and budget is appropriate to the proposed activities and sufficient to deliver the project.

Examples of the types of headings to use are:

- staff costs - salaries and contractual benefits, National Insurance and superannuation contributions
- overheads, at 15% of staff costs
- business travel, subsistence and accommodation
- fees of contractors and consultants
- costs of materials or venue hire
- marketing and publicity costs
- grants provided to end beneficiaries
- training participant costs e.g. allowances, travel expenses
- dependent care costs of training participants
- small items of equipment
- evaluation
- external audit cost (Northern Ireland)

VAT that cannot be recovered from HMRC as part of the VAT system is eligible for support. Estimate the amount of irrecoverable VAT the project would incur in section 3 c.

**3 d.** Describe how the figures provided in section 3 c were estimated. For example

- staff costs of X posts at salaries of £Y pro-rata for Z months of activity
- grants of between £X and £Y at an average of £Z per grant multiplied by the number of expected beneficiaries
- materials at a cost of £X per beneficiary multiplied by the number of expected beneficiaries

Explain what has been done to test the budget is accurate and how any unexpected costs or cost increases would be managed.

## **Part 4 – Project Applicant Experience and Capacity**

**4 a - c.** The deliverability of projects is significant element of the criteria that will be used to assess bids to the UK Community Renewal Fund. It is important that we can have confidence that organisations that are offered funding are able to implement their projects quickly and effectively.

As the UK Community Renewal Fund is seeking innovation and new ways of working it is not essential that applicant organisations have a track record in delivering similar projects. It is however essential that organisations can draw on relevant experience and are able to demonstrate they have or will have access to the resources and expertise they need to deliver the project.

If the project will recruit staff or appoint contractors, this should be included in the project milestones. Describe the contingency plans that are in place to manage the risk if there are delays.

**4 d.** Project costs must be based on the actual expenditure incurred in delivering the project, evidenced through invoices or other transactions. Describe the process and controls the organisation would use to ensure only costs related to the project are included in grant claims.

Describe how the project will manage the risk of the project being defrauded by beneficiaries, contractors or members of staff. If the project involves grants, describe how fraud risk will be managed at key stages of the grant process. UK Community Renewal Fund projects may be selected for audit visits by the lead authority (GB) or the UK Government (GB & NI).

## **Part 5 – Project Risk Management**

Complete Annex C. This should provide a clear summary of the key risks to delivering the project activity and achieving the project's objectives.

**5 b** Describe how the risk identified in Annex C will be monitored, what systems will be used, who is responsible.

Be realistic, projects rarely run exactly as planned. The project must demonstrate that risks have been considered and appropriate plans are in place to keep the project on track.

## **Part 6– Evaluation**

The project's evaluation budget must be set out in part 3 c. of the application. This should be 1-2% of the amount of UK Community Renewal Fund requested, with a minimum threshold of £10,000.

**6 a.** Describe how the project will be evaluated. Evaluation should consider both the impact of the project and lessons from the process of how the project was delivered.

Evaluators should generally be independent of the project and have appropriate evaluation expertise. However, in the case of smaller projects this may not be necessary or cost effective and

an evaluation could be undertaken in-house, in which case it should still be undertaken by someone with the necessary skills and be subject to independent review.

The approach will vary depending on the scale and nature of each project. However, all evaluations are expected to consider the following themes:

- appropriateness of initial design
- progress against targets
- delivery and management
- outcomes and impact
- value for money
- lessons learnt

Describe how the evaluation will be used to inform future activity and how it will be shared with others.

#### **Part 7 – Subsidies and/or State Aid where relevant**

**7 a/b** If the project will provide support to businesses or public / voluntary sector organisations that are operating in a commercial way there is potential for this support to represent a subsidy.

If the project would involve the award of subsidies explain how this will be managed in line with the UK's obligations. For example small scale awards can be managed under the threshold for Special Drawing Rights (or De Minimis where State Aid applies).

If the project provides support to businesses but you feel this does not constitute a subsidy explain why.

#### **Part 8 - Branding and Publicity**

Please confirm that the project will comply with branding and publicity requirements set out in the Fund Technical Requirements and Guidance document. Failure to do so will mean your bid is rejected.



## UK Community Renewal Fund Application Form

This form is for project applicants, applying for funding from the UK Community Renewal Fund across the UK. **Annex D in this document includes General Guidance for Completing the Application Form.**

The UK Community Renewal Fund Prospectus, Assessment Criteria, a Technical Note for Project Applicants and Deliverers and Technical Note for Lead Authorities are available [here](#).

The level of information provided should be proportionate to the size and complexity of the project proposed.

### Applicant Information

**Applicant name:** Cambridgeshire and Peterborough Combined Authority

**Bid Manager Name and position:** Fliss Miller, Senior Responsible Officer Workforce Skills

**Contact telephone number:** 07715 644417 **Email address:**  
[Fliss.Miller@cambridgeshirepeterborough-ca.gov.uk](mailto:Fliss.Miller@cambridgeshirepeterborough-ca.gov.uk)

**Postal address:** The Mayor's Office, 72 Market Street, Ely, CB7 4LS

**Website:** <https://cambridgeshirepeterborough-ca.gov.uk/>

**Company Registration Number (where relevant):** N/A

**Charity Registration Number (where relevant):** N/A

**Senior Responsible Officer contact details:** As above

**Please confirm the type of organisation:** Local Government

**Local authority**

Private sector

Voluntary sector

University

FE College

Other (please specify)

Click or tap here to enter text.

**Value being Requested (£):** £847,305

**The Bid – investment priority**

Please select which investment priority or priorities of the UK Community Renewal Fund are you applying under:

- Investment in skills**
- Investment for local businesses
- Investment in communities and place
- Supporting people into employment

**Private and Voluntary Sector Applicants in Northern Ireland.** Please confirm you have attached a copy of the applicant's latest accounts.

Choose an item.

## Part 1 - Project Summary

1a Project Name

Turning Point

For questions 1b-1f, please describe in 500 words or less per question. Please be as concise as possible.

1b What activities will take place?

The activities to be delivered as part of this project specifically target transitional points within the labour market to catalyse and smooth these for individuals and employers. The project will consist of **four** activities, delivered as a rapid intensive response in a time critical period for the region but also testing the potential for wider delivery in the future.

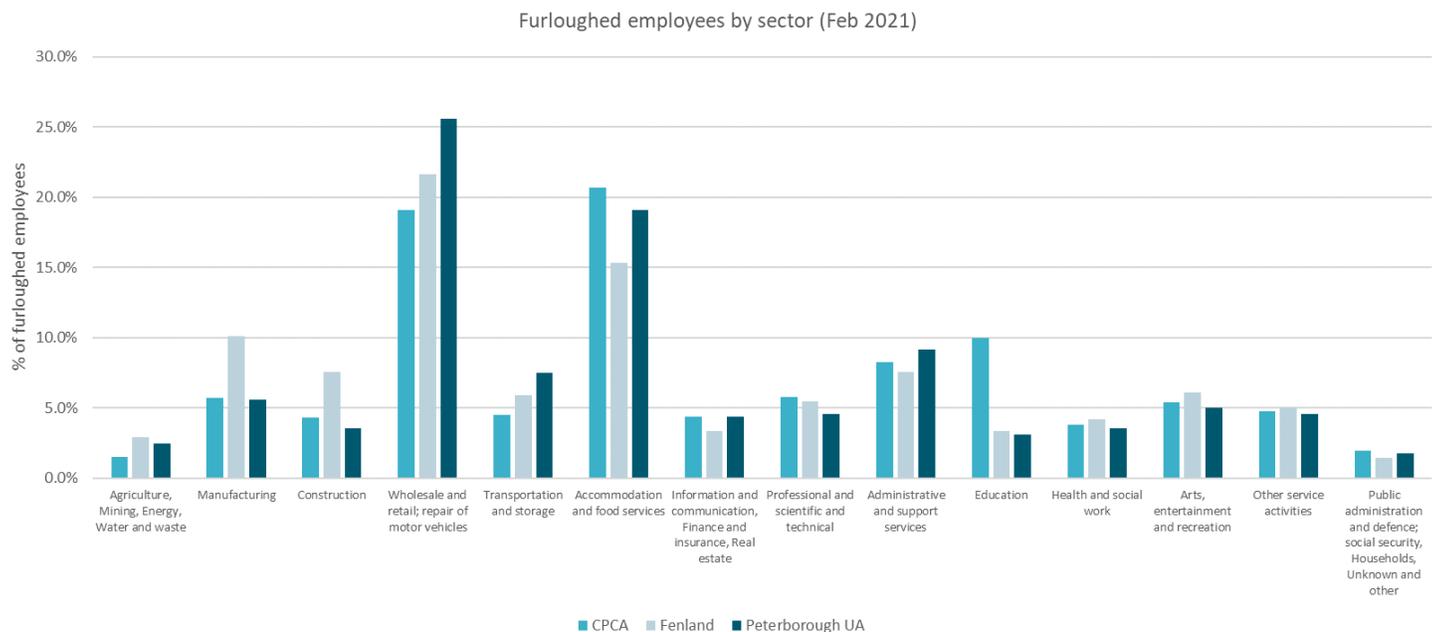
- **Personal Skills Analysis** to guide individuals in understanding and identifying opportunities for re-skilling, up-skilling and re-training. This will involve working directly with individuals to identify opportunities to transition back into work following a period of furlough; into new roles with their existing skills, or to identify training that will support them in transitioning to a new role.
- Raising awareness of, signposting to, and providing vouchers up to £600 to enable access to free **short course training not currently funded via other means** to enable re-skilling, up-skilling and re-training and promote development of digital, net-zero, and management/leadership skills, as well as 'work re-entry' workshops to support transition back to work from furlough. Short courses will be demand led and we will commission new courses if applicable.
- Delivering real-world experiences of work through funded **internships. Funding of £5k per internship will be provided to employers to provide new work opportunities. To support these internships activities** will include: Workshops and webinars on a 1-to-many basis to highlight the benefits of, and ways to implement, internships; 1-to-1 meetings for companies to explore the opportunities for and benefits of internships; securing and matching 3 month paid internships; and 'Learning Mentor Training' for the host organisation.
- **Training Needs Analysis** to identify re-skilling, up-skilling and re-training opportunities within a business. This will include working with (1) businesses to identify skills development opportunities for businesses that have furloughed staff and consider jobs to be at risk upon return to secure employment, and (2) businesses looking to develop or expand into key areas such as Net-zero or Digital by training their current staff.

All activities will be supported by social media activity to promote the opportunity of participating to individuals and local businesses.

The transition points in people’s educational and working lives provide both opportunity and challenge. Switching from education into employment, returning to work from unemployment or furlough, for example, are known to present individuals and organisations with a set of expectations from one another, and frequently a mismatch between the two.

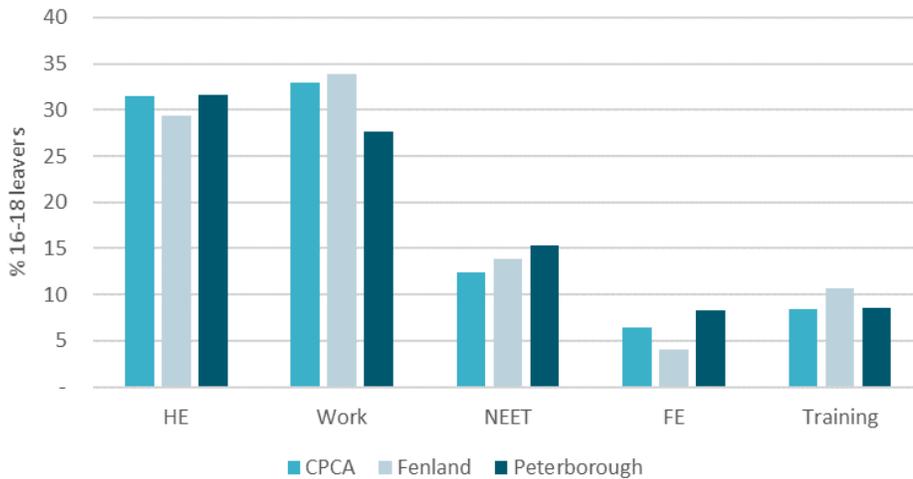
The economic downturn as a result of the Coronavirus pandemic has resulted in greater numbers of people on the verge of a transition. Research from McKinsey shows that more people need to transition to new jobs in the post-covid scenario.

Similar trends are playing out within CPCA where there are significant numbers of people who are unemployed and need to upskill in order to move back into the post-covid workforce, or people who need to re-skill in order to return from furloughed employment. Both Peterborough and Fenland experience above average rates of unemployment, 6.0% and 4.5% respectively. Additionally, 17,000 people are still on furlough across the two authorities with sectors such as Wholesale and retail, Accommodation and food, and Manufacturing particularly hard hit:

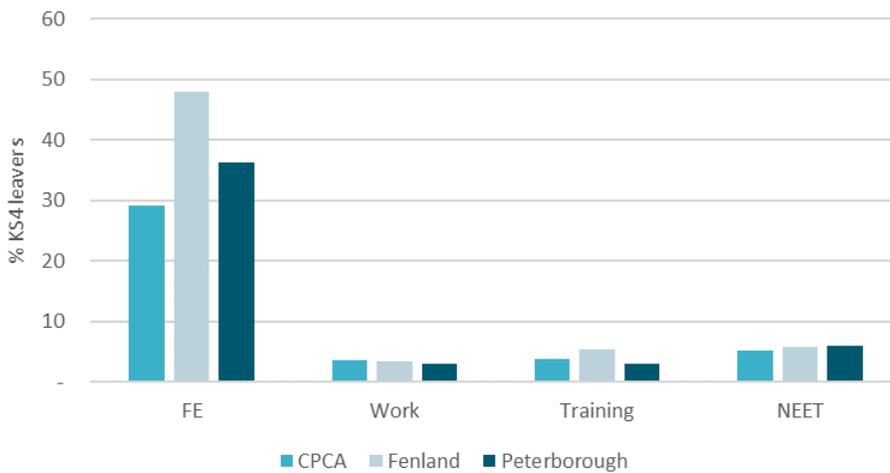


People who are currently economically inactive, such as students, also face important transition points. The charts below demonstrate the above-average proportions of those leaving education and becoming NEET. These cohorts require quality careers advice and guidance to smooth their switch into economic activity and employment.

Destinations of 16-18 leavers (2018/19)



Destinations of KS4 leavers (2018/19)



Some companies enable the transitions well, as do some educational institutions, they all have an outcome-focus and create a mentoring culture that supports individuals. However, there is very little consistency, and the opportunity exists to build on good practice and enable individuals and organisations to create a supportive environment for transitions.

1c Who will deliver the activities?

CPCA will deliver the activities through its Growth Works consortium contractor where there is an existing team with the capacity to mobilise quickly. Growth Works is Cambridgeshire and Peterborough’s Business Growth Service, funded by CPCA, HM Government and ESIF. This project will make use of an OJEU-compliant procurement concluded in February 2021 for adding to the Growth Works contract. This has ceiling headroom of contract provision to £80m, with only £29m currently contracted.

The project will be delivered by GPC Skills Ltd, lead on the Skills Brokerage Service in the Growth Works Consortium. GPC is an innovative consulting and service delivery firm, dedicated to taking a principled, evidence-based approach to solving problems that result in progression, development and growth.

GPC Skills challenges the traditional transactional approach to re-skilling, up-skilling and re-training, which focuses on selling products to fix symptoms, by working with employers to address the underlying causes of skills issues - rather than simply responding to the symptoms. By understanding the source of issues faced by employers, we can create opportunities for them to access the skills they need, and provide employment and training opportunities for residents that lead to work that is rewarding for all.

GPC Skills will build a small team dedicated to this project. The team will be led by existing staff, enabling immediate deployment to create a responsive, locally based unit that will deliver the activities over the project.

The team will be led by Jim Curran, Head of Skills Implementation & Strategy at GPC Skills. Jim who is leading the implementation of the CPCA Skills Brokerage, has over two decades of experience in a brokerage role and brings a strategic approach to ensure the team is equipped with the right knowledge, focussed on the right outcomes and can deliver to achieve the outcomes within this project.

Jim, supported by a Skills & Business Engagement Lead to oversee operational delivery and an Internship Co-ordinator. This core team will have dedicated administrative support from within GPC Skills and will report to Fliss Miller, SRO Workforce Skills at CPCA.

In the first month of the project, the team will recruit/appoint additional capacity in the following roles:

- Skills Advisors: These will work with employers to carry out Training Needs Analyses with businesses to help identify skills development opportunities and gaps in their internal capability; and with individuals to carry out Personal Skills Analyses with individuals, to help identify opportunities for skills development to support with transitioning to a new job or gaining new skills.
- Internship Advisors: These will support in the development of high-quality internship placements, and support both prospective interns and employers in developing a valuable experience that is outcome-focussed. Advisors will run webinars and workshops on the benefits of, and practical steps to develop, high quality internships.

Learning mentor provision will also be sourced from Form the Future, a local high quality provider, with an excellent track record of delivery across careers, employer engagement and work experience activities.

GPC Skills will actively engage with regional training providers to signpost employers and learners to courses in the region, and where new provision is required will seek to bring in new providers to meet unmet demand for new requirements.

GPC Skills will work collaboratively with other government agencies, including but not limited to DWP, NCS and JCP, to ensure this offer provides additionality; avoiding duplicity at all costs.

1d How will the activities be delivered?

The project activities will be delivered to ensure that they are widely accessible. Some activities will be delivered face to face, others will be delivered online. Those that are delivered online will be a mixture of self-directed and live interactive events.

Our Digital Talent Platform will be a virtual 'shop window', through which people gain access to the project. All those that engage with this project will be encouraged to sign up on the platform which is a pre-existing technology solution deployed for the skill brokerage service in the CPCA area. Enhancements specifically for this project will enable employers to list internship vacancies and candidates will be able to create a profile and apply for internships. The platform will host resources and links to content, support information and provide access to the team.

Market engagement and lead generation activity will bring people to the platform where they will be able to access information about the services and products on offer. Individuals who engage with the platform will be encouraged to complete a Personal Skills Analysis (PSA); employers will be encouraged to complete a Training Needs Analysis (TNA). The outcomes from these will direct people to resources and the opportunity to engage with our team. During the process of completing the PSA and TNA individuals will be able to connect with a member of our team, who can provide support online, via the phone or face to face.

Skills Advisors will be based locally in Peterborough and Fenland and will actively meet with both companies and individuals either via referral through the Digital Talent Platform or via live events that we hold in the regions. Skills Advisors will encourage and support the completion of the TNA for employers and PSA for individuals.

Online support, via platforms such as Teams & Zoom, will enable access to support for those who prefer this way of working, to provide continued support in the event of additional restrictions being imposed as a result of coronavirus, and to enable greater reach into the populations of Peterborough & Fenland by supporting companies and individuals without the need to travel. This will also enable us to offer support on a one-to-many basis; providing greater value for money. Face to face support will be provided alongside online support, enabling us to engage on a 1-to-many basis and to provide in person meetings for those people for whom digital is a barrier.

Learning modules for the learning mentor and work re-entry courses will be available online, with self-directed study. These courses will be tailor made to meet the needs of local businesses in Peterborough and The Fens. Recognising the unique challenges that both areas face.

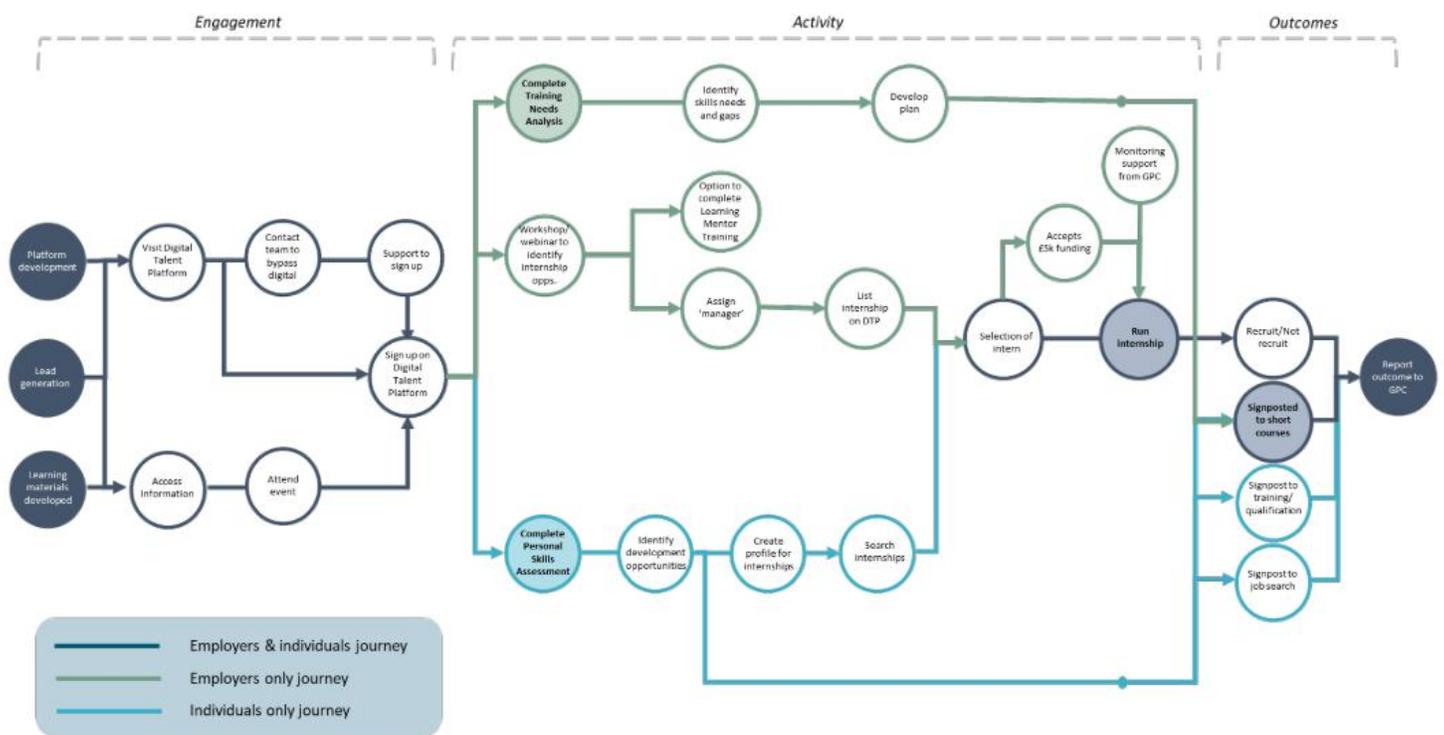
Webinars and online workshops will provide support for employers and individuals, introducing them to the benefits of internships, whilst also giving practical advice on setting up and running internships. This will include guidance on how to list internships on the Digital Talent Platform, and how to search and select candidates. Candidates can also sign up on the platform to showcase their skills and experience and apply for internship opportunities.

Short courses will be searchable and available via the core Digital Talent Platform. Individuals will be able to access short courses via local providers and those ineligible for funded learning will receive a voucher to cover the cost of the training. The team will work with providers to ensure the courses required are sourced locally.

Skills Advisors will work with businesses identifying where there is a need to bring new talent into the organisation. Through personal needs analysis with individuals we will direct and match those who would benefit from a funded internship with employers offering the placements.

Additional support from dedicated team of skills advisors will be provided by phone and email.

Activities are outlined in the following activity flow diagram:

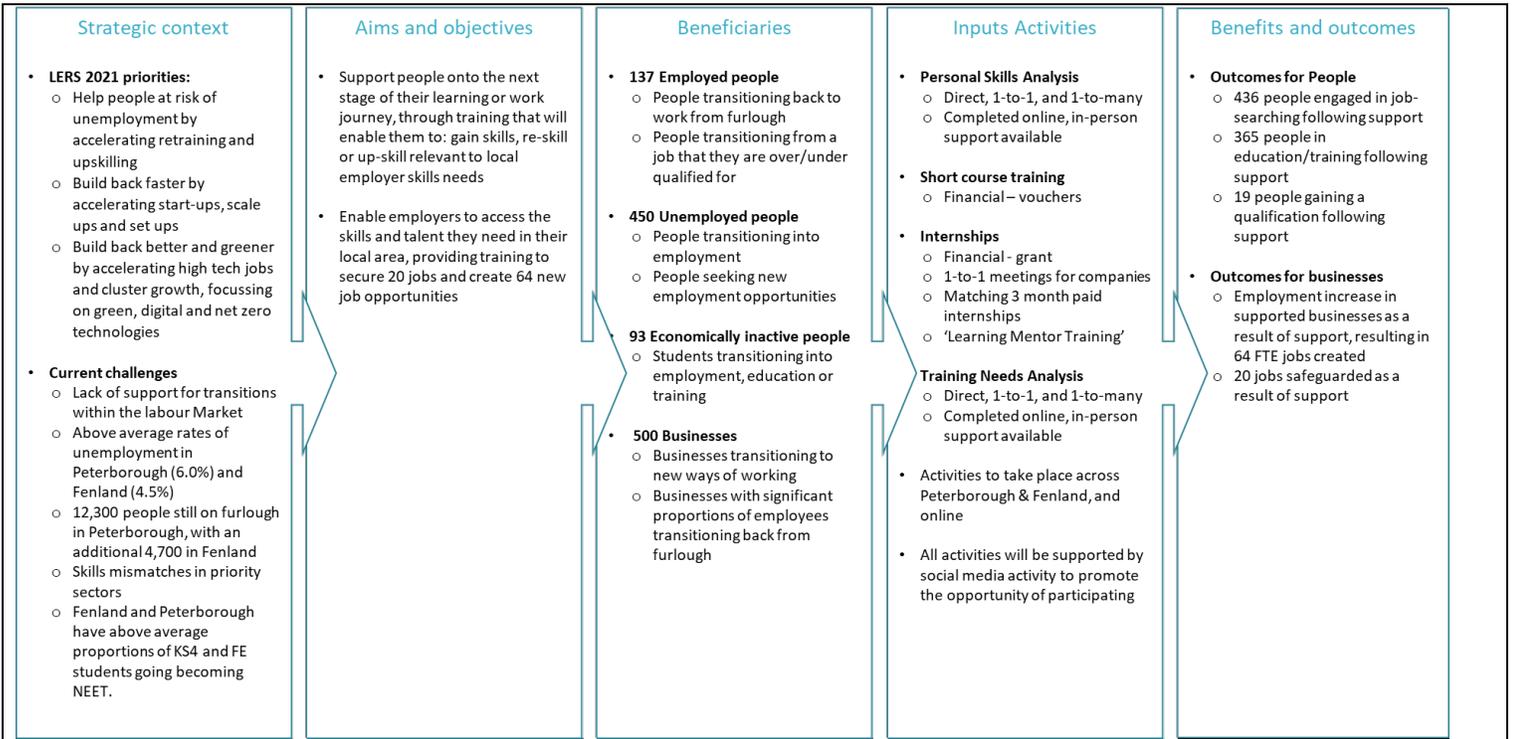


1e Who will be the beneficiaries of the project?

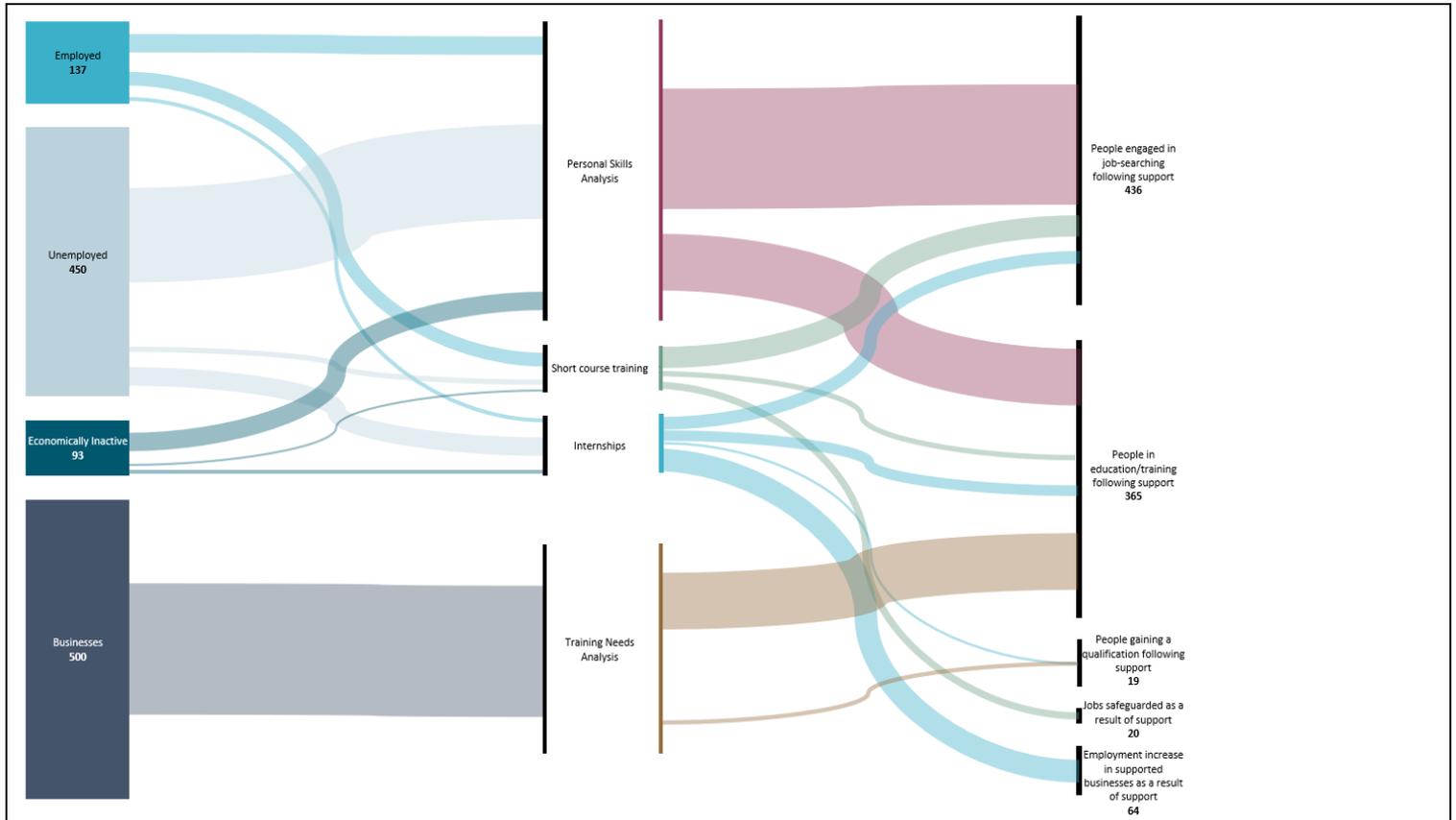
This project will focus on 4 core beneficiary groups:

- 137 individuals who are employed. This may include:
  - People who are employed but need to transition from a job that they are either over or under qualified for. According to a 2018 CIPD Survey, almost half (49%) of UK workers are in jobs they are either under- or over-skilled for.
  - People who are employed but on furlough and need to understand how their skills translate into a post-covid context where the world is digital by default.
  - People who are employed in sectors or jobs that are expected to change due to trends in these development areas, and therefore need to upskill.
  
- 450 people who are unemployed including:
  - Individuals who are unemployed and want to work or are seeking new opportunities or practical experience of work
  - People affected by structural unemployment caused by covid-19 and need to upskill or reskill in order to transition back into employment
  
- 93 people who are economically inactive:
  - Students who are currently economically inactive (NEET) and require guidance or experience to transition into employment, education, or training.
  
- 500 businesses. Specifically, this will include:
  - Local businesses who are in CPCAs priority sectors who may need to transition to new ways of working and adopt future development opportunities in digital and net-zero.
  - Businesses in sectors which still have significant proportions of their employees who need to transition back from furlough and upskill to meet occupation changes associated with digital development

The following logic model describes the theory of change in the project, from strategic context through the benefits and outcomes that will be realised for beneficiaries.



The following Sankey diagram depicts how these changes and transitions will flow through the activities:

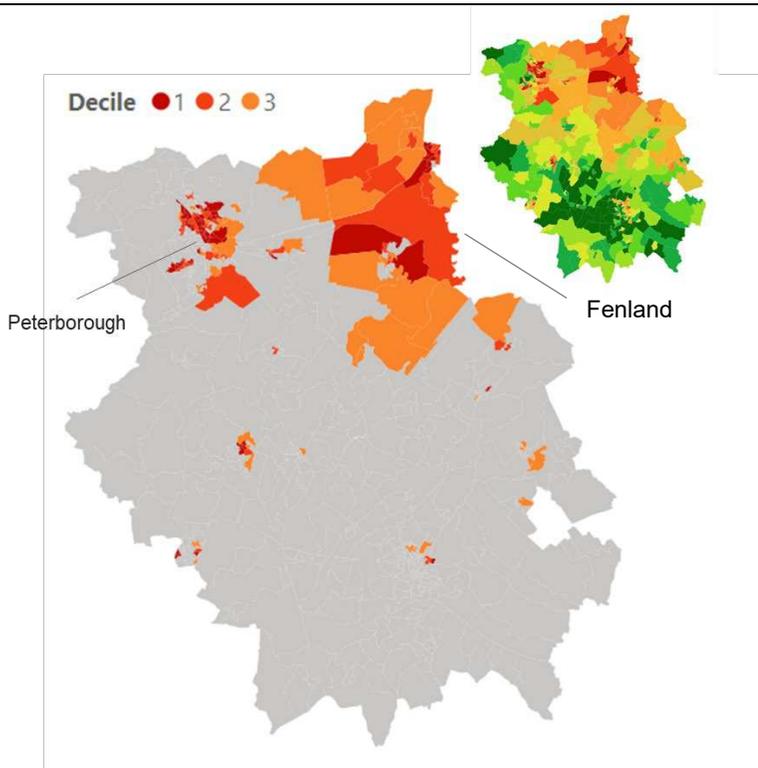


### 1f Where will the activities take place?

Activities will take place across Peterborough & Fenland as well as online.

Peterborough and the Fens have long been left behind places; the highest levels of social deprivation in the CPCA region are concentrated in these areas. Child poverty levels average at 25% compared to 17% nationally; social mobility levels are low, especially in Fenland, which is ranked 319th out of 324 local authority districts; and healthy life expectancy levels are also low and even below retirement age in some areas.

The map below shows Education, Skills and Training Deprivation across the CPCA; with the bottom 3 deciles highlighted, showing the concentration of need in this area.



Training Needs Analyses can be completed online, but where employers need additional support, this can be provided remotely, online or via phone, or at employer premises across the two geographies.

Personal Skills Analyses can be completed online, but where individuals need additional support, this can be provided remotely, online or via phone, or will take place at employer premises, in community venues, or in another safe space to accommodate the individual.

Group events to complete PSAs will be provided in rented workshops and consulting space to support individuals in their transition into new careers or back into work.

We will use our existing networks and the newly launched Business Growth Service and Skills Brokerage Services to reach into our communities. In addition to this we can also use the work with our Market Towns (mainly through district and town councils) and can target businesses in town centres/on the high street. Through the Enterprise Zones we have a direct link into this network.

We will link with our ESF programmes such as Skills Support for the Workforce and Skills Support for the Unemployed to access employers and individuals that this service is relevant.

We will also use our relationships with the Chamber of Commerce, Institute of Directors and Federation of Small Business to use their established networks.

The service will be promoted via our Growth Hub which has links to over 4000 SME's in the region.

We will work with our partners and stakeholders to expand the reach and maximise the impact of the scheme within Cambridgeshire and Peterborough through strategic joint communications and marketing activity. Our partners and stakeholders include but are not limited to:

- The Business Board (the Local Enterprise Partnership for the region)
- The County and District Councils
- Our Adult Education Providers
- Third sector organisations
- ESF provider network
- Business Growth Service, Skills Brokerage Team
- Growth Hub

1g When will the project start?	01 September 2021  This date is assumed based on when funds will become available. Date could be brought forward if awarded sooner	When will the project end?	31 March 2022
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1h Which places (district or unitary areas) will benefit from the activity?

Local Authority Area	Approximate percentage of activity / expenditure
Peterborough	66%
Fenland	34%

1i What are the key milestones for the development and implementation of the project?

Milestone	Target Month
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Contract award, review and sign-off	July/August
Contract mobilisation: recruitment of staff, appoint evaluation team	August/September
Learning materials and technology platform development	August/September
Lead generation/marketing	August/September
Launch and ongoing delivery of needs analysis, short courses and internships	October-March
Interim evaluation	December
Project closedown and final evaluation	March

## Part 2 – Project Impact

For questions 2a-2d, please describe in 500 words or less per question. Please be as concise as possible.

2a What will be the short and long term benefits of the project on its beneficiaries and the wider community?

The overarching objectives of the project are aligned to the ‘investment in skills’ and ‘investment for local business’ investment priorities. They can be summarised as:

- Support 680 people onto the next stage of their learning or work journey, through training that will enabling them to: gain skills, re-skill or up-skill relevant to local employer skills needs.
- Enable employers to access the skills and talent they need in their local area, providing training to secure 20 jobs and create 64 new job opportunities

The benefits that each activity will provide are:

- By undertaking the **Personal Skills Analysis**, the individual will be able to identify appropriate vacancies outside of their current search parameters and identify appropriate training provision to

support them in upskilling or reskilling to transition their career. Long-term, this will result in increased employability and wider employment opportunities.

- The benefit of the **short course training** to the individual will be for them to re-skill or up-skill to enable a change of role or career. Additionally, the business will be able to create new job opportunities and gain the skills required to address development needs. Overall, the benefits result from a more skilled and productive workforce.
- **Internships** would allow the individuals to acquire real-world, practical experience and gain skills that can be applied to future jobs, thus enabling a smoother transition into permanent employment. Additionally, the business will benefit by acquiring new staff via a supported 'trial period' and would improve their capability to training and develop new talent in the long term.
- The **Training Needs Analysis** will improve businesses understanding of skills requirements and what training and be used to both reskill staff where jobs are at risk, or grown and develop business skill sets. This would enable existing staff to undertake training to re-skill, meaning that where a job may have been at risk it is secured.

The skills challenges in CPCA that this project will ameliorate are:

- A lack of support around transitions
- The high risk of unemployment and inactivity (exacerbated by covid-19)
  - Claimant count, NEETS, unemployment, people wanting work
  - Re-skilling where covid-19 has caused structural changes to employment
- Skills mismatches in priority sectors
  - Low employability of people entering the workforce due to a lack of sector specific skills.
  - Employers need support in workforce planning and upskilling to maximise future opportunities
  - Graduates underemployed and taking jobs with lower skill requirements that could otherwise be filled by someone else.

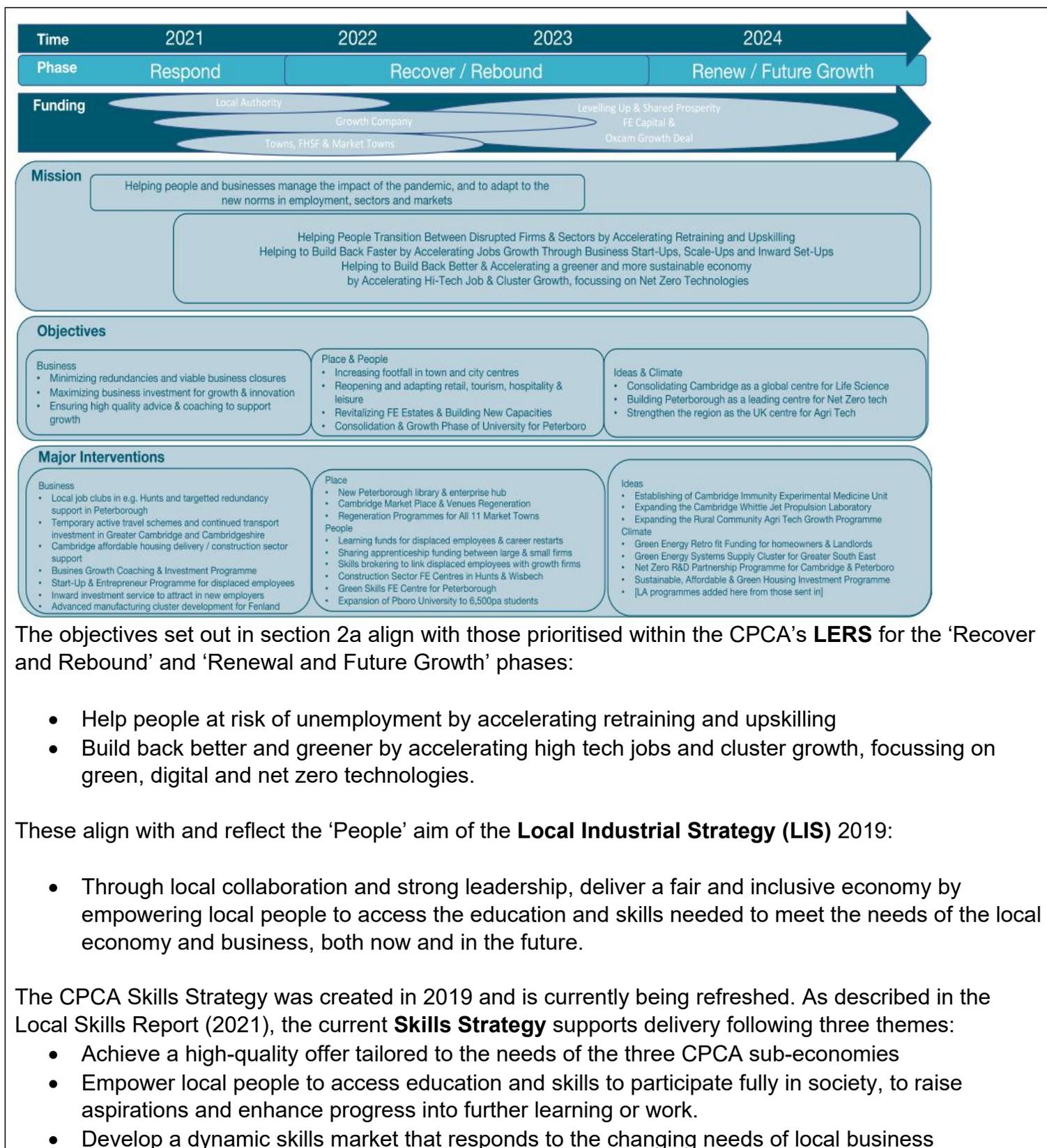
2b How does the proposal align with local needs and long-term strategic plans for local growth?

The Cambridge and Peterborough Independent Economic Review (CPIER) identified a set of priority sectors as fundamental drivers of the region's economy, and these have been highlighted in recovery plans as the platforms which will enable the economy to return to pre-pandemic growth trajectories. However, impacts of Covid-19 across CPCA's geography are not consistent, with a north-south divide evident. Most employment in the priority sectors is clustered in the south around Cambridge and South Cambridgeshire, which means that southern areas may be poised for a more rapid recovery once the virus is contained.

In the north, however, there is a risk of worklessness becoming an embedded feature of the region. Apprenticeship starts have declined by 10% since 2018, online job postings have not recovered, and Universal Credit claims are rising to the point where there is now one UC claimant for every five people in the workforce. Without interventions delivered through CPCA's skills strategy there is a risk of temporary dislocation from the labour market in these areas becoming more permanent, and therefore substantially more difficult to address.

As we continue to unlock the economy, for labour markets it remains too soon to tell whether the worst has passed – or indeed what the worst will be. Government policies (particularly the furlough scheme) have delayed the full extent of the impact on labour markets, but a rise in unemployment when the scheme does eventually come to an end appears inevitable. Structurally higher unemployment is likely to endure for some time and the burden will fall disproportionately on more deprived people and places. The crisis has sped up the process of digital technology adoption in businesses. In addition to the current disruption to labour markets and workplaces, technological adoption by companies will transform tasks, jobs and skills over the next few years.

The CPCA's Local Economic Recovery Strategy (LERS) is a rolling programme of live priorities – most recently updated in March 2021. It is the primary reference document for local growth initiatives across Cambridgeshire and Peterborough and prioritises learning funds for displaced employees and career starts over 2021-22.



2c How does the project support the Government's Net Zero ambitions or wider environmental considerations? (This is not a requirement for employment support proposals)

The Green Jobs Taskforce, will shortly publish a Green Jobs Action Plan that will set out steps to achieve the government's ambition (to deliver 2 million new green jobs and achieve net zero emissions by 2050) and advise what support is needed for people in transitioning industries.

In anticipation of the Action Plan, this proposal has been developed aligned to the Taskforce's current stated aim: to focus on the immediate and longer-term challenges of delivering skilled workers for the UK's transition to net zero. This includes:

1. Ensuring we have the immediate skills needed for building back greener, such as in offshore wind and home retrofitting.
2. Developing a long-term plan that charts out the skills needed to help deliver a net zero economy.
3. Ensuring good quality green jobs and a diverse workforce.
4. Supporting workers in high carbon transitioning sectors, like oil and gas, to retrain in new green technologies.

Responding specifically to immediate skills needed for building back greener – our short-course provision will include a focus on green and net-zero courses, enabling individuals to re-skill and up-skill in areas such as domestic retrofit, retrofit coordination, whole-dwelling assessment and energy efficiency retrofit, installing sedum roof units. We will also look to embed simulator qualifications, which reduce the environment cost of plant training, and enhancing digital skills, particularly around software integration and data analytics, which play a significant role in optimising machine performance and reducing energy usage in process.

2d How does the project demonstrate innovation in service delivery?

This project will bring together new policy initiatives proposed in the Skills for Jobs White Paper; flexible and short courses to upskill and reskill workers – using similar methods to the skills boot camps. In addition, bringing employers to the heart of the system and directly linking them with providers to commission new courses most in need to enable change.

The project is innovative in its design and delivery. This funding will provide the scaffolding in between traditional step off points in education and employment through funding different bridges/interventions to link individuals to the next step in their career, through the identified funded support. This will in turn reduce the number of residents who do not meet their intended destination and displace others in lower skilled employment. Traditionally an individual is not able to access support when in the middle of a

transition between education and employment or when moving employers. Support for this part of the process ‘falls between stools’ – as people pass from provider, to employer, or from employer to employer. There isn’t a source of support to help make a change.

The project will minimise these barriers to switching careers and re-skilling, enabling access to skills support by removing eligibility criteria around the type, duration and size of learning, along with the age of the learner and size of the business. Each person that can be helped to the next stage of their career will be.

The project will ensure success in learning, by providing business with sector leading learning mentor training – ensuring that both the employer and individual will gain most benefit from the funded internships.

This project is focussing support on people and businesses, irrespective of their individual circumstances. The coronavirus pandemic has had such a significant impact on once robust businesses and highly skilled and knowledgeable people, it is vital that we are able to provide the support to enable people to transition into high quality careers from wherever they currently are, and to support all businesses in accessing the skills they need.

The type, duration and size of learning, along with the age of the learner and size of the business all contribute to a restriction in who can access support for skills. Mid-career professionals will be able to access funded internships – which are normally ringfenced for new talent – this is a step change in supporting mid-career changes for those underemployed or at risk of redundancy due to an outdated skill set.

The short and intense interventions will allow for individuals to transition without having to take a career break to change their career.

In addition, we will use new technology solutions to underpin all of the project delivery; most notable the utilisation of the class-leading TalentView platform to list internship vacancies. Employers can use Talentview to upload internships vacancies. They can search for future talent and directly contact individuals who register. TalentView can also route highly-rated candidates who just miss out on opportunities in one organisation through to other interested employers.

2e Which groups will your UK Community Renewal Fund project target?

*Please describe below and complete Annex A – Project Impact Indicators*

The project will target:

680 people (137 employed, 450 unemployed, 93 economically inactive)

500 businesses (420 micro and small businesses, 72 medium, 8 large)

The project will be targeted at businesses based in and people living/working in Peterborough and Fenland.

The project will not specifically exclude individuals or businesses based on personal characteristics – a point of innovation in this project is that support is open to all. However, in the event of over subscription, we will seek to prioritise resources such that support is available first for individuals/businesses in sectors that have been most adversely affected by the pandemic, for those who are seeking skills support related to green/net-zero, digital or management & leadership skills, young people struggling to enter the labour market for the first time and those who have an immediately viable switching opportunity as a result of re-training.

2f Please describe how you have considered the equalities impacts of your proposal, the relevant affected groups based on protected characteristics, and any measures you propose in response to these impacts.

The CPCA's equality and diversity policy is a commitment delivered through the Cambridgeshire & Peterborough Combined Authority's Equality Duty. The policy is designed to ensure that there is a consistent approach across the authority to all areas of equalities work.

The policy sets out that the CPCA believes that:

- everybody should have an equal opportunity to contribute to and benefit from society and
- a diverse integrated and cohesive community is a positive asset to the region, which allows greater opportunities for a wider society to influence and contribute

CPCA recognises that people still experience inequality in society because of their background. The CPCA will not tolerate discrimination directly or indirectly in recruitment or employment or against customers on the grounds of age, disability, sex, gender reassignment, pregnancy, maternity, race (which includes colour, nationality and ethnic or national origins), sexual orientation, religion or belief, or because someone is married or in a civil partnership - the "protected characteristics."

CPCA leads by example in promoting equality of opportunity in the service delivery. The project activities outlined in this bid have been designed in alignment with the following operating principles, which take active steps to challenge prejudice, discrimination and harassment and promote equality of opportunity as well as equality of outcomes;

- Providing accessible information about the services available.
- Undertaking assessments to determine if there is any adverse impact for equalities on policies and activities
- Delivering services in ways which are appropriate, relevant and sensitive to service user needs and, whenever possible, removing barriers which may deny access
- Using our powers to ensure that organisations providing services on our behalf operate in accordance with the aims of this Policy and have a good track record in handling equality issues, covering both employment as well as service issues.

- Ensuring, wherever possible, out sourced services are provided by local organisations or those with close connections with region.
- Promoting widely the availability of the CPCA's Complaints system to ensure people know how to raise issues about services.
- Ensuring staff do not discriminate against or harass a member of the public in the provision of services or goods.
- Ensuring that reasonable adjustments are made to remove barriers and enable those with a disability to access services.
- Discussing the importance of equality policies with all partners and encouraging service providers to use the same or similar formats for evaluation purposes such as equality monitoring categories, equality impact assessments templates, etc.

In addition, upon initiation we will prepare a specific Equality and Equal Opportunities Action Plan for this project, further ensuring embedded equalities good practice in staff training, performance review, delivery model and working methods.

2g What UK Community Renewal Fund Outcomes will the project deliver?

*Please describe below and complete Annex A – Project Impact Indicators*

The **Personal Skills Analysis** will deliver these outcomes:

- People engaged in job-searching following support
- People in education/training following support

The **short course training** will deliver these outcomes:

- People gaining a qualification following support
- People engaged in job-searching following support
- Jobs safeguarded as a result of support

The **internships** will deliver these outcomes:

- Employment increase in supported businesses as a result of support
- People engaged in job-searching following support
- People in education/training following support
- People gaining a qualification following support

The **Training Needs Analysis** will deliver these outcomes:

- People in education/training following support
- People gaining a qualification following support

## 2h How have the outcomes been estimated?

Outcomes have been estimated drawing on the professional expertise of the project delivery team and standard sector benchmarks on conversion rates from activities. We have also taken into account the delivery window for the project and realistic deliverability of activities and onward outcomes within a six month period.

The project aims to engage 500 businesses in training needs analysis, which constitutes 3.7% of the business base across the 2 areas – this translates a need to ensure engagement from 1 in 27 business contacts.

Similarly, we anticipate that 500 individuals will participate in personal skills analysis, which constitutes 0.4% of the population across the 2 areas – this translate to a need to ensure engagement from 1 in 272 individual contacts. Post support, the majority of these individuals will be engaged in job searching to complete their transition, aligned to their existing skillset. A further set will be undertaking training, which will enable them to re-skill and change direction in the future.

We have estimated a modest referral rate of 160 staff for short-course training, 80 of whom will be referred to existing AEB provision and 80 will be allocated to a voucher for bespoke support through the project. We anticipate 100 opportunities for internships, which are likely to be particularly attractive due to the any age, any skill nature of the potential interns. A traditional conversion rate of internship to hire is 80%, again – given that these interns may include those who are more expensive to hire than an early career worker, we have assumed a lower two thirds conversion from internship to a job created. We assume that a proportion of interns will go on to look for similar alternative employment, a number will go on to further related study and some (though a small number) to understand a further related qualification to aid their transition.

There may be a small amount of double counting in the outcomes – where a single person constitutes two outcomes. For example, a person may complete an internship, not be offered a job with the host company and therefore decide to undertake further education and training at the same time as job-searching. Or, where a person undertakes training which safeguards their job with their current employer, but they still decide to actively look for work elsewhere. These are natural labour market dynamics, but we do not anticipate that the number of outcomes will exceed the number of individuals participating by more 1/3<sup>rd</sup>.

## 2i Would you expect to achieve any of these outcomes without UK Community Renewal Fund support?

Whilst providing learning funds for displaced employees and career starts is a core priority in the CPCA's LERS, the funding streams available focus on a narrow band of provision through the CPCA's Adult Education Budget, or smaller projects funded by individual institutions/agencies that may target specific types of training.

The opportunity of the CRF funding in this project is to bring together what is otherwise likely to be a piecemeal approach to re-skilling and career start support under one project, with core strategic oversight that is direct toward achieving outcomes for wider economic benefit, rather than for individual organisations.

This means that whilst some re-skilling training is likely to be undertaken anyway, it is likely to be a small proportion. Training Needs Analysis is also currently accessible through the wider business growth service offer. However, we anticipate that the lead generation work in this project will drive significantly higher take-up of TNA, leading to a greater number of outcomes. Per the HCA Additionality Guide ready reckoner for training interventions, it is estimated that 15% of project outcomes could be considered to be deadweight (have occurred anyway).

The localised personal skills analysis and internships delivered as part of this project are not currently funded as part of any programme across CPCA. Therefore, all outcomes associated with these will be additional.

### Part 3 - Funding Package

3a How much UK Community Renewal Fund investment is sought?

*Please also complete Annex B – Funding Package and Profile*

£847,305

3b Does the funding package include any match funding? If so, how much?

When will any funding that is not in place be secured?

Match will be provided by staff time equating to £47, 500 over the project.

3c What will the funding package be spent on?

CRF Budget	Out	Balance
Total Budget		£ 847,305
Business Grants		
100x£5k - Internship	£ 500,000	£ 347,305
90x£600 - Shortcourse	£ 56,000	£ 291,305
CPCA		
Costs	£ 28,000	£ 263,305
Development Costs		
Course Development	£ 24,000	£ 239,305
Marketing	£ 10,000	£ 229,305
IT/Software	£ 45,000	£ 184,305
Recruitment	£ 6,000	£ 178,305
Staffing		
Management Fee	£ 56,000	£ 122,305
Proejct Coordinator	£ 4,150	£ 118,155
Finance	£ 4,455	£ 113,700
Fens - Skills & Business Enagamenet Managers x2	£ 29,500	£ 84,200
Peterborough Skills & Business Enagamenet Managers x2	£ 29,500	£ 54,700
Project Administrator	£ 16,200	£ 38,500
Operating Costs		
Travel	£ 12,000	£ 26,500
Subsistence	£ 6,000	£ 20,500
Misc/Room Hire/Expenses	£ 8,500	£ 12,000
External Evaluation	£ 12,000	£ -
<b>Totals</b>	<b>£ 847,305</b>	<b>£ -</b>

#### Part 4 – Project Applicant Experience and Capacity

Please limit your responses to each question to 250 words or less. Please be as concise as possible.

4a What experience does the organisation have of delivering this type of activity?

The Combined Authority has significant experience in delivering extensive grant funded programmes through commissioning work to reputable and proven delivery partners. As a managing authority we have the strategic oversight of the areas most in need in the region's economy. This is based on extensive labour market intelligence and analysis.

GPC Skills has recently been awarded the Growth Work with Skills contract as part of the Business Growth service and as such will work closely with the Combined Authority to position the project against all existing and emerging priorities. This programme of work will enable a rapid response of intensive support to extend the skills brokerage's current offer.

The Senior Leadership Team of GPC Skills has a track record of successful management and delivery of grant funded programmes such as ESF, NEET, Opportunity Area (DfE), Coastal Regeneration Budget, Community Learning amongst others. Our approach is further supported by an experienced 'market engagement' professional via Weight Lifted. This experience in lead generation and market penetration across the two distinct geographies will help us to reach beneficiaries through targeted campaigns, driving demand through the Platform - allow us to allocate staff and resources to deliver a needs driven, demand led service.

Our project manager has just successfully managed the delivery of an ERDF contract for her previous employer; our Skills & Business Engagement manager has a history of successful employer engagement and internship support; and our Skills, Business & Education Lead who had extensive history of successfully managing & leading target driven teams.

4b Describe the resources (e.g. staff) the organisation has available now to deliver the project?

The Combined Authority will utilise the existing procurement framework to award this contract. The Senior Responsible Officer for Workforce Skills will have the responsibility of delivering the project. Her team are experienced in the delivery and therefore compliance of grant funded projects. The system and processes are established to mobilise and implement new contracts at speed.

Through the existing procurement the delivery partner is GPC Skills who has an existing management team ready to recruit and deploy the operational team to engage with businesses and residents across Peterborough and Fenland. With an established Digital Talent Platform, enhanced functionality will be scheduled for mobilisation to ensure a rapid roll out of the service.

Our existing network of approved sub contractors provide us with the ability to respond swiftly to demand and deploy resources where and when needed immediately upon contract award.

In addition, our Skills & Business Engagement Lead will oversee operational delivery. Nigel Noble is new to the team, he brings with him extensive experience of employer engagement and problem solving activity and will manage the delivery team on a day to day basis.

Eliza Ellis-Hyman joins us from a higher education environment, with extensive experience of internships and placements. Eliza will co-ordinate the internship programme and be responsible for the advice and guidance for employers and candidates, to ensure effective and impactful placements.

4c If the organisation will have to recruit staff or appoint contractors what plans are in place to manage the risk of delay?

The Combined Authority will utilise the existing contract it has to deliver the Business Growth Service and therefore proven experienced contractors are already in place to take forward this additional work.

GPC Skills Ltd. is has been focussed on workforce planning and strategic HR since its launch in 2017. Its recruitment and selection processes are robust and effective, with higher than average applications for key roles. We are confident that we will be able to attract and deploy the right team in a timely manner.

We are, however, also pragmatic, and understand that in today's economy, there are many factors outside of our control and so we also ensure that we have mitigating factors in place to manage the risk of delay.

GPC Skills Ltd. is part of the Gateley consortium, delivering the Business Growth Service for the Cambridgeshire and Peterborough Combined Authority. Within the structure of the Business Growth Service contract, we have a substantial list of approved subcontractors that we are able to draw on rapidly.

The majority of these already have Framework Agreements in place, and are able to respond to requests for work through the issuing of a Statement of Work. This will enable us to deploy resource to implement and deliver the project, even in the event of delay in recruiting staff or contractors.

4d Describe the systems and processes that will be used to ensure only costs directly related to the project will be included in grant claims.

The Combined Authority will be the Accountable Body for the project. As the Accountable Body, The Combined Authority will be responsible for discharging all obligations with the Managing Authority. CPCA will be responsible for overseeing the financial management and accountability monitoring of the project. Through the delivery of being awarded many grant funded programmes the Combined Authority has robust accounting processes and systems in place to ensure that only eligible costs are included in claims.

Led by the Senior Responsible Officer for Workforce Skills we have a team who currently process all claims for ESF and ERDF funded programmes, they will be responsible for the oversight of this project. Monthly submissions will be audited with sample checks of all claimed expenditure. All payments will be

made in accordance with the contract. All evidence of defrayal will be ratified by the Combined Authority Finance Manager before inclusion into CRF Claims.

Project Governance arrangements are as follows:

- Delivery is underpinned by profiled KPI reporting, underperformance policy and audit and compliance checks.
- Monthly operational reporting, quarterly claim. Monthly operations review meeting, quarterly formal performance review.

## Part 5 – Project Risk Management

Please limit your responses to each question to 250 words or less. Please be as concise as possible.

5a Summarise the key risks to the project in Annex C – Project Risks

See Annex C

5b Describe the process and that will be used to monitor risk.

Risk is reviewed and monitored via an established and robust reporting mechanism at the Combined Authority. The central Project Management Office (PMO) have published a Ten-point guide to CPCA project management. All projects are required to be managed in line with these guidelines.

Projects incorporate a Monitoring and Evaluation Framework which includes a structured monitoring plan. This includes:

- A monthly highlight report cycle is embedded across the organisation. Projects are required to have monthly reports completed, updating on budget spend and performance against key milestones and outputs/outcomes
- Highlight reports also contain risk registers for each project, where project managers track and monitor key risks
- Using information from these monthly highlight reports, a monthly dashboard report is created, which is reviewed by the senior management team
- All funding contracts with external sub-contractors include reporting guidelines as specified in the Monitoring and Evaluation Framework

Project managers are required to allocate a RAG status to their projects. This is incorporated into all monthly project highlight reports and the corporate risk register. Any changes to a project RAG status must be signed off by the Senior Responsible Officer or Project Board and must be clearly explained in the project highlight reports.

Fliss Miller, SRO, will be responsible for maintaining the risk register and ensuring that risks are managed and mitigated effectively. A bi-weekly project board meeting will be established to identify potential risks to quickly mitigate against any newly identified risks.

## Part 6 – Evaluation

6a A key objective of the UK Community Renewal Fund is to try new ways of delivering activity to businesses and people. It is important that projects are robustly evaluated and that learning is shared with others.

Please limit your responses to around 500 words and describe

- how the project will be evaluated, in terms of how it was delivered and its impact on clients
- how the findings of the evaluation will be disseminated

The range of activities within the project offer multiple opportunities for data capture and learning that will inform future evaluation and show how this pilot could be replicated elsewhere. A larger, future programme under the Shared Prosperity Fund could be more nuanced, with greater tailoring to specific barriers and target groups. The insights captured during delivery will shape the design of a second phase, inform future policy development and budgets.

The project will be evaluated in line with CPCA's Monitoring and Evaluation (M&E) Framework, which sets out our commitment and approach to M&E.

Monitoring and evaluation is a critical component of an effective performance management regime and forms a significant part of the policy feedback loop to inform future policy development, priorities and budgets.

- Monitoring supports the effective tracking of a scheme or series of policy interventions ensuring that intended outputs are being achieved.
- Evaluation quantifies and assesses outcomes, including how schemes were delivered and whether the investment generated had the intended impact and ultimately delivered value for money.

CPCA is committed to implementing effective M&E so that it is able to:

- a. Provide local accountability to the public by demonstrating the impact of locally devolved funding and the associated benefits being achieved.
- b. Comply with external scrutiny requirements. Specifically, M&E will be used to demonstrate local progress and delivery to senior government officials and Ministers who are ultimately accountable to parliament for devolved funds.
- c. Understand the effectiveness of policies or investments and to justify reinvestment or modify or seek alternative policy.

- d. Develop an evidence base for input into future business cases and for developing future funding submissions.

Our M&E Framework commits to undertaking independent evaluation where a project is identified as one where significant learning could be available that would help to inform future policy making either locally or nationally - including projects that are innovative or considered 'pilots'. As such, we will appoint an independent evaluator at the outset of the project, to work with our team on the design and implementation of a project M&E framework (linked the project's theory of change). This will enable us to:

- Monitor impacts and progress towards project goals, and to understand whether the project is on track to deliver projected outputs and outcomes.
- Assess the additionality of activities (and impacts) and whether the project has achieved VfM.
- Identify the sustainability of impacts, and the equality implications of activities.
- Maintain scrutiny and accountability.
- Inform future investment prioritisation and resource allocation.
- Identify what works (and what does not), and in what circumstances, to inform future activities and delivery and the sharing of best practice.

Alongside monthly grant funding reports, we will provide monthly project progress reports to the independent evaluator. The evaluator will present an interim report, allowing time for an initial feedback to be incorporated into the remaining delivery window, and a provide an end of project evaluation report, reflecting on the process, impact and benefits of the project. These will be submitted to the CPCA's Business Board and Skills Committee and published on the CPCA website.

**Part 7 – Subsidy Control**

All bids must also consider how they will deliver in line with subsidy control (or State Aid for aid in scope of the in Northern Ireland Protocol) as per UK Government guidance:

<https://www.gov.uk/government/publications/complying-with-the-uks-international-obligationson-subsidy-control-guidance-for-public-authorities>

7a Does any aspect of the project involve the provision of subsidies (or State Aid)?	Yes
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7b If yes, briefly explain how the subsidies or state aid are compliant with the UK's subsidy control regime as set out in the guidance.

Business will receive a £5,000 subsidy for the wage costs of an intern for 3 months.

We understand these subsidies to be compliant, as the total value of financial grant distributed through project to businesses in the area will not exceed £347,305 combined for all businesses, with an estimated average of £5k per business, in a six- month period. Whilst this is a subsidy to each business,

this is lower than 325,000 SDR over a three year period, which is understood via legal advice to be the permissible level.

However, before any support is offered to employers, GPC Skills will conduct eligibility checks to ensure compliance with state aid. Eligibility checks include:

- Confirmation of employer existence
- Confirmation of company size
- Confirmation of company ownership
- Confirmation of turnover
- De Minimis - Confirmation of any other funding received in the last 3 years

Businesses will be required to self-declare previous state aid provided with supporting evidence.

All Declaration forms will be checked by the GPC Skills before the business is accepted as being eligible for support provided through the project.

The Combined Authority will also perform spot checks to ensure that SMEs are eligible and De Minimis aid ceilings are respected.

The Combined Authority will retain all records of de minimis aid awarded in accordance with state aid requirements. This will include individual records of aid awarded to employers and a cumulative total of aid awarded under the scheme.

## Part 8 - Branding and Publicity

Guidance on the branding and publicity requirements for the UK Community Renewal Fund is set out in the Fund Technical Note for Project Deliverers.

8a Please confirm that you have read and will comply with all aspects of the Fund branding and publicity requirements.

Confirmed and agreed

### Data Protection

Please note that the Ministry for Housing Communities and Local Government (the Department) will be a Data Controller for all UK Community Renewal Fund-related Personal Data collected with this form and submitted to the Department, and the control and processing of Personal Data.

Mayoral Combined Authorities, the Greater London Authority, County Councils or Unitary Authorities, have been designated as a 'Lead Authority' in Great Britain for the UK Community Renewal Fund. Each Lead Authority has been invited to run a local bidding process and will be a Data Controller for all UK Community Renewal Fund related Personal Data collected with

the relevant forms as part of this process, and the control and processing of Personal Data, where such applications are not submitted to the Department for consideration.

The Lead Authority (in Great Britain) and the Department will process all data according to the provisions of the Data Protection Act 2018 and the UK General Data Protection Regulation 2018 (UK GDPR) all applicable laws and regulations relating to processing of Personal Data and privacy, including, where necessary, the guidance and codes of practice issued by the Information Commissioner and any other relevant data protection regulations (together “the Data Protection Legislation (as amended from time to time)”).

As a Processor of UK Community Renewal Fund-related Personal Data your organisation and the Lead Authority (when acting in Great Britain) must ensure that such Personal Data is processed in a way which complies with the Data Protection Legislation (as amended from time to time).

By proceeding to complete and submit this form, you consent that the Lead Authority (in Great Britain) and its contractors where relevant, and the Department, and its contractors where relevant, may process the Personal Data that it collects from you, and use the information

provided as part of the application to the Department for funding from the UK Community Renewal Fund, as well as in accordance with its privacy policies. For the purposes of assessing your bid the Department may need to share your Personal Data with other Government departments (such as the Department for Work and Pensions) and departments in the Devolved Administrations and by submitting this form you are agreeing to your Personal Data being used in this way.

Data Controller, Personal Data, Personal Data and Processor all have the meaning given to them in the Data Protection Legislation (as amended from time to time).

**You can find more information about how the Department deals with your data here:**  
<https://www.gov.uk/government/publications/uk-community-renewal-fund-prospectus>

## Part 9 - Project Applicant Statement

I declare that I have the authority to represent the project applicant in making this application. I understand that acceptance of this application form by the Lead Authority (in Great Britain) or the Ministry for Housing Communities and Local Government (the Department) does not in any way signify that the project is eligible for funding under the UK Community Renewal Fund or that any such funding has been approved towards it.

On behalf of the project applicant and having carried out full and proper inquiry, I confirm to the Lead Authority (in Great Britain) and the Department that:

- the project applicant has the legal authority to carry out the project; and
- the information provided in this application is accurate.

I also confirm to the Lead Authority (in Great Britain) and the Department that:

I have informed all persons whose personal information I have provided of the details of the personal information I have provided to you and of the purposes for which this information will be used, and that I have the consent of the individuals concerned to pass this information to you for these purposes;

I consent to the Personal Data submitted with this form being shared as set out in this form and in accordance with the Lead Authority's Privacy Policies (in Great Britain) and the Department's Privacy Policies;

I shall inform the Lead Authority (for Great Britain projects) if, prior to any UK Community Renewal Funding being legally committed to the project applicant, I become aware of any further information which might reasonably be considered as material to the Lead Authority or the Department in deciding whether to fund the proposal;

For Northern Ireland projects, I shall inform the Department if, prior to any UK Community Renewal Funding being legally committed to the project applicant, I become aware of any further information which might reasonably be considered as material to the Department in deciding whether to fund the proposal;

Any match funding that has been set out in part 3 will be in place prior to any award of UK Community Renewal Funding; and

I am aware that if the information given in this application turns out to be false or misleading, the Lead Authority (where relevant) or Department may demand the repayment of funding and/or terminate a funding agreement pertaining to this proposal.

I confirm that I am aware that checks can be made to the relevant authorities to verify this declaration and any person who knowingly or recklessly makes any false statement for the purpose of obtaining grant funding or for the purpose of assisting any person to obtain grant funding may be prosecuted. A false or misleading statement will also mean that approval may be revoked and any grant may be withheld or recovered with interest.

I confirm that I understand that if the project applicant commences project activity, or enters in to any legally binding contracts or agreements, including the ordering or purchasing of any equipment or services before the formal approval of the project, any expenditure is incurred at the organisation's own risk and may render the project ineligible for support.

For and on behalf of the project applicant Name:	Fliss Miller			
Position	SRO – Workforce Skills	Date	7 <sup>th</sup> May 2021	



## Annex A – Project Impact Indicators

1a Which groups will your UK Community Renewal Fund project target?

Main Indicator	Indicator Subset	Target Group	Number
People	Economically Inactive	Yes	93
	Unemployed	Yes	450
	Employed	Yes	137
	Total		680
Businesses	Small <sup>1</sup>	Yes	420
	Medium <sup>2</sup>	Yes	27
	Large <sup>3</sup>	Yes	8
	Total		500
Organisations	Public	No	N/A
	Private	No	N/A
	Voluntary Sector	No	N/A
	Total		N/A

<sup>1</sup> <https://www.legislation.gov.uk/ukpga/2006/46/section/382>

<sup>2</sup> <https://www.legislation.gov.uk/ukpga/2006/46/section/465>

<sup>3</sup> Any business that does not qualify as a small or medium business

1b What types of support will you provide via your UK Community Renewal Fund project?

Main Indicator	Indicator Subset	Proposed Support Type	Number
Direct support	1 to 1	Yes	20%
	1 to many	Yes	80%
Financial Support (£s)	Grant	Yes	100
	Voucher	Yes	80

1c What UK Community Renewal Fund Outcomes will the project deliver (see Technical Note for Project Applicants and Deliverers for details)?

Outcome	Total
People engaged in job-searching following support	436
People in education/training following support	365
People gaining a qualification following support	19
Employment increase in supported businesses as a result of support	64
Jobs safeguarded as a result of support	20

### Annex B – Funding Package and Profile

	Amount		
(a) UK Community Renewal Fund Requested	£	£847,305	
(b) Other Public Funding	£	In place	N/a

(c) Private Funding	£	In place	n/a
(d) Total Project Costs (a+b+c)	£	£847,305	

Expenditure Profile. How much will be spent in:			
Jul – Sept 2021	£	£206,757	
Oct – Dec 2021	£	£320,274	
Jan – Mar 2022	£	£320,274	
<b>Total</b>	£	£847,305	
How much of the budget will be spent on capital costs?	£	4%	
If the project will deliver under more than one of the UK Community Renewal Fund's investment priorities, please estimate how much will be spent under each theme			
Investment in skills	24%	Investment for local businesses	76%

Investment in communities and place	n/a	Supporting people into employment	n/a
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## Annex C – Project Risks

### Project Risk Management

Please be as concise as possible.

Summarise:

- the key risks to the delivery and success of the project
- who is responsible for managing the risk, the Owner
- the probability of the risk occurring, is it high, medium or low?
- what would be the impact of the risk, high, medium or low?
- The mitigation plans in place to manage the risk occurring or to deal with the risk if it does occur

Risks Description	Owner	Probability (H,M,L)	Impact (H,M,L)	Mitigation
A delay in the awarding of the contract which will delay the start of the project	SRO	M	M	The delivery team will prepare two delivery/project plans, so they are ready to deliver over a shortened timescale if required. The team will also operate at risk once the contract award has been announced to recruit staff as required.
A further lockdown due to Covid19	SRO	M	M	All resources and activities are designed to be delivered virtually as well as in person.
Delay in the recruitment of personnel to deliver the activities in the project	SRO	M	H	The delivery team, have an agile staffing base. They have access to a flexible workforce, who they can employ on a PT/flexible basis through ST contracts.
Unable to stimulate sufficient demand in timeframe to achieve outcome profile	GCP Skills	L	M	GPC Skills are familiar with local needs, already has good stakeholder partnerships in place / is well networked, has experience of delivering this type of

				support and therefore has the credibility and experience to mobilise quickly and engage the market effectively
Cost Overruns The risk that delivery incurs greater cost than anticipated or budgeted.	GCP Skills/SRO	L	L	Procure subcontractor with clear organisational experience of running similar projects to project costs and management plan

## Annex D – General Guidance for Completing the Application Form

The application must be completed and submitted in Word.

Provide describe the project as simply as possible. Do not use technical terms, explain any acronyms. If an assessor cannot understand the project it cannot be assessed against the selection criteria and the bid will be rejected.

Some sections of the form contain guidance on the number of words to be used. Additional information and text in excess of any limits will not be considered. If possible use fewer words. The assessment of bids will be based on the information provided in the Application Form only. **Do not attach appendices or include links to websites.**

The UK Government will not contact bidders to clarify any aspect of submitted bids.

### Part 1 - Project Summary

Full details of the investment priorities are set out in the Prospectus. Bids must demonstrate how they align with at least one of the priorities.

If the proposed project intends to deliver under more than one priority, provide an estimate of the percentage of funding that will be spent under each priority in Annex B – Funding Package and Profile.

**1 b – 1 f** Clearly explain what the project intends to do and how it will be done. Be as straightforward as possible. If it helps to use diagrams these can be inserted into the application. When reviewing your bid consider the following questions from the point of view of someone who knows nothing about the organisation or the project:

- is it clear what the project would do?
- is it clear who will deliver the activities, who is involved and their roles?
- is it clear how, when and where the project will be delivered (ie. will the project deliver one to one support, one to many events/activities, will it be delivered in a specific location, on business or personal premises)?
- is it clear which individuals and businesses will benefit from the project, is there a focus on certain groups of people or types of businesses?
- is it clear how the project activities reflect the investment priorities?

If the project will work with people or businesses, you can summarise the customer journey using a flow chart showing specific project activities. A logic model or theory of change may also help explain your proposal.

**1 h.** List the local authority areas that may benefit from the project. For projects working with people or businesses this should be based on the location of the intended beneficiaries. In Great Britain, the relevant local authority area is as set out in the [list of places](#).

A project may be delivered in a single area or cover several areas. A project may operate in all parts of a local authority area or focus on particular locations.

**1 i.** These key milestones must link to the proposed activities and demonstrate that the project is deliverable by 31 March. Do not include milestones relating to the approval of the bid. Consider:

- securing internal approvals for the project or any other funding
- establishing the project team
- procurement for external services/suppliers
- project launch and recruiting beneficiaries
- key points on the beneficiary journey

Projects will be monitored against these milestones.

## **Part 2 - Project Impact**

**2 a.** Consider the impact on the beneficiaries and what the organisations involved in delivering the project hope to learn from it. Summarise the objectives of the project. These should be specific, measurable, achievable and time constrained. Set out how the project responds to any market failure or delivery inefficiency.

In part 5 explain how performance against these objectives will be evaluated.

**2 b.** Describe how the project activities and expected impacts contributes to local priorities set out in local plans. When lead authorities invite bids, they will identify the key local growth priorities they have chosen to focus on.

**2 c.** This section is not a requirement for bids submitted entirely under the ‘supporting employment’ investment priority. Projects under the employment investment priority will not be disadvantaged during the assessment and prioritisation of bids because this criterion does not apply.

Explain how the project would contribute to the UK Government’s Net Zero or wider environmental considerations. Projects should be based on low or zero carbon best practice, adopt and support innovative clean tech where possible and support the growing skills and supply chains in support of Net Zero where possible.

As a minimum projects should meet the clean growth principle and must not conflict with the UK's legal commitment to cut greenhouse gas emissions to net zero by 2050.

**2 d.** Describe how the project demonstrates innovation in service delivery for example:

- introducing new delivery approaches
- new integrated approaches across policy themes or
- collaboration across areas
- testing existing approaches with different types of beneficiaries
- new ways of using digital technology to support beneficiaries

Trying new ways of working is riskier and in some cases can be more expensive than established ways of working. This will be taken in account during the assessment and prioritisation of bids and during the monitoring of successful projects.

**2 e.** Complete Annex A of the application – Project Impact Indicators.

Provide any further information on the groups or sub-groups of people or businesses the project would work with. Describe how the number in each group has been estimated.

**2 f.** The UK Government is required to consider equalities impacts in line with the Equality Act 2010. This questions helps us understand how equality considerations have shaped the design of the project and the extent to which [groups with protected characteristics](#) have been considered and any mitigations proposed. It does not form part of the assessment process.

**2 g/h.** Complete Annex A of the application. Provide any further information on project outcomes and explain how the figures have been estimated. For example, explain the relationships between the number of intended final beneficiaries and the outcomes you intend to achieve?

Projects will be required to report on the number and type of beneficiaries supported and the outcomes achieved.

**2 i.** Describe what would happen if the bid to the UK Community Renewal Fund is unsuccessful. Would the project proceed on a smaller scale, would the activities be undertaken in a different way or at a later date, or would none of the activities occur?

### **Part 3 - Funding Package**

**3 b.** Match funding is any funding other than funding from the UK Community Renewal Fund that will be used to meet project costs. This includes from the project applicant or other organisations including income from beneficiaries. Please set out who match funding will come from, where relevant.

If the project relies on match funding and it is not secured, explain when it is expected to be secured and what the impact would be if it is not secured.

**3 c.** Summarise the amount that will be spent under the main areas of expenditure. The breakdown must be detailed enough to demonstrate that the funding package and budget is appropriate to the proposed activities and sufficient to deliver the project.

Examples of the types of headings to use are:

- staff costs - salaries and contractual benefits, National Insurance and superannuation contributions
- overheads, at 15% of staff costs
- business travel, subsistence and accommodation
- fees of contractors and consultants
- costs of materials or venue hire
- marketing and publicity costs
- grants provided to end beneficiaries
- training participant costs e.g. allowances, travel expenses
- dependent care costs of training participants
- small items of equipment
- evaluation
- external audit cost (Northern Ireland)

VAT that cannot be recovered from HMRC as part of the VAT system is eligible for support. Estimate the amount of irrecoverable VAT the project would incur in section 3 c.

**3 d.** Describe how the figures provided in section 3 c were estimated. For example

- staff costs of X posts at salaries of £Y pro-rata for Z months of activity
- grants of between £X and £Y at an average of £Z per grant multiplied by the number of expected beneficiaries
- materials at a cost of £X per beneficiary multiplied by the number of expected beneficiaries

Explain what has been done to test the budget is accurate and how any unexpected costs or cost increases would be managed.

#### **Part 4 – Project Applicant Experience and Capacity**

**4 a - c.** The deliverability of projects is significant element of the criteria that will be used to assess bids to the UK Community Renewal Fund. It is important that we can have confidence that organisations that are offered funding are able to implement their projects quickly and effectively.

As the UK Community Renewal Fund is seeking innovation and new ways of working it is not essential that applicant organisations have a track record in delivering similar projects. It is however essential that organisations can draw on relevant experience and are able to demonstrate they have or will have access to the resources and expertise they need to deliver the project.

If the project will recruit staff or appoint contractors, this should be included in the project milestones. Describe the contingency plans that are in place to manage the risk if there are delays.

**4 d.** Project costs must be based on the actual expenditure incurred in delivering the project, evidenced through invoices or other transactions. Describe the process and controls the organisation would use to ensure only costs related to the project are included in grant claims.

Describe how the project will manage the risk of the project being defrauded by beneficiaries, contractors or members of staff. If the project involves grants, describe how fraud risk will be managed at key stages of the grant process. UK Community Renewal Fund projects may be selected for audit visits by the lead authority (GB) or the UK Government (GB & NI).

#### **Part 5 – Project Risk Management**

Complete Annex C. This should provide a clear summary of the key risks to delivering the project activity and achieving the project's objectives.

**5 b** Describe how the risk identified in Annex C will be monitored, what systems will be used, who is responsible.

Be realistic, projects rarely run exactly as planned. The project must demonstrate that risks have been considered and appropriate plans are in place to keep the project on track.

#### **Part 6– Evaluation**

The project's evaluation budget must be set out in part 3 c. of the application. This should be 1-2% of the amount of UK Community Renewal Fund requested, with a minimum threshold of £10,000.

**6 a.** Describe how the project will be evaluated. Evaluation should consider both the impact of the project and lessons from the process of how the project was delivered.

Evaluators should generally be independent of the project and have appropriate evaluation expertise. However, in the case of smaller projects this may not be necessary or cost effective and an evaluation could be undertaken in-house, in which case it should still be undertaken by someone with the necessary skills and be subject to independent review.

The approach will vary depending on the scale and nature of each project. However, all evaluations are expected to consider the following themes:

- appropriateness of initial design
- progress against targets
- delivery and management
- outcomes and impact
- value for money
- lessons learnt

Describe how the evaluation will be used to inform future activity and how it will be shared with others.

### **Part 7 – Subsidies and/or State Aid where relevant**

**7 a/b** If the project will provide support to businesses or public / voluntary sector organisations that are operating in a commercial way there is potential for this support to represent a subsidy.

If the project would involve the award of subsidies explain how this will be managed in line with the UK's obligations. For example small scale awards can be managed under the threshold for Special Drawing Rights (or De Minimis where State Aid applies).

If the project provides support to businesses but you feel this does not constitute a subsidy explain why.

### **Part 8 - Branding and Publicity**

Please confirm that the project will comply with branding and publicity requirements set out in the Fund Technical Requirements and Guidance document. Failure to do so will mean your bid is rejected.



**CAMBRIDGESHIRE  
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COMBINED AUTHORITY

Agenda Item No: 4.1

## March Area Transport Study Outline Business Case

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	24 November 2021
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	Rowland Potter, Head of Transport
Key decision:	Yes
Forward Plan ref:	KD2021/026
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none"><li>a) Approve the drawdown of £1.5 million for production of the Full Business Case and detailed design.</li></ul>
Voting arrangements:	<p>A vote in favour by at least two thirds of all Members (or their Substitute Members) appointed by the Constituent Councils present and voting, to include the Members appointed by Cambridgeshire County Council or Peterborough City Council, or their Substitute Members.</p> <p>Any vote in favour must include the vote of the Mayor, or the Deputy Mayor acting in place of the Mayor, to be carried.</p>

## 1. Purpose

- 1.1 This matter was considered at the Transport and Infrastructure Committee on 8 September 2021 and summarised the work on the March Area Transport Strategy as well as outlined the next stage of the project.
- 1.2 The Board is invited approve the drawdown of £1.5 million for production of the Full Business Case and detailed design.
- 1.3 It was recognised by the committee how this proposal demonstrates the successful collaboration of delivery teams across Cambridgeshire County Council, Fenland District Council and the Combined Authority Transport and Business and skills team to bring real outcomes for the people of March, with 7 of the 9 schemes previously approved for delivery having been completed and the remaining two to be delivered by February 2022.
- 1.4 Following discussion, the Transport and Infrastructure Committee resolved unanimously to recommend the proposals to the Combined Authority Board for approval.
- 1.5 The Committee report and appendices can be viewed via the link below. Item 2.2 refers:  
[Transport and Infrastructure Committee - 8 September 2021](#)

## 2. Considerations

- 2.1 None

## 3. Appendices

- 3.1 Appendix 1 - Project Change Request for University of Peterborough Phase 2 Car Park
- 3.2 Appendices 1 and 2 to the Business Board report can be viewed by following the links below:  
[Appendix 1 – Business Board LGF Monitoring Report](#)  
[Appendix 2 – Wisbech Access Strategy Project Review and Lessons Learned](#)

## 4. Background Papers

- 4.1 [Transport & Infrastructure Committee meeting- 8 November 2021](#)



**CAMBRIDGESHIRE  
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Agenda Item No: 4.2

## A1260 Nene Parkway Junction 15

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	24 November 2021
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	Rowland Potter, Head of Transport/ Kim Sawyer
Key decision:	Yes
Forward Plan ref:	KD2021/032
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none"><li>a) Approve the Full Business Case</li><li>b) Approve an allocation of £3.014m from its capital reserves to increase the current subject to approval budget from £5m to the forecast construction cost of £8.014m</li><li>c) Approve the total £8.014m for the construction phase of the project including the re-profiling of the project budget</li></ul>
Voting arrangements:	<p>A vote in favour by at least two thirds of all Members (or their Substitute Members) appointed by the Constituent Councils present and voting, to include the Members appointed by Cambridgeshire County Council or Peterborough City Council, or their Substitute Members <i>or</i></p> <p>Any vote in favour must include the vote of the Mayor, or the Deputy Mayor acting in place of the Mayor, to be carried.</p>

## 1. Purpose

- 1.1 To seek Combined Authority Board approval to proceed with construction as a result of the outcomes of the Full Business Case.
- 1.2 It was noted at the committee how this scheme sets the standard for all combined authority projects going forward in its business case development to include sustainable and environmental improvements, to include biodiversity net gain assessment and solutions, to what has seen by many previously as purely a highways project.
- 1.3 These proposals were considered by the Transport and Infrastructure Committee on 8 November 2021. Following discussion, the Committee resolved unanimously to recommend the proposals to the Combined Authority Board for approval.
- 1.4 The Committee report and appendices can be viewed via the link below. Item 2.3 refers:  
[A1260 Nene Parkway Junction 15](#)

## 2. Considerations

- 2.1 None.

## 3. Appendices

- 3.1 Appendices to the report to the Transport and Infrastructure Committee on 8 November 2021:  
[Item 2.3 - Appendix1 - Full Business Case](#)

## 4. Background Papers

- 4.1 [Combined Authority Board report 5 August 2020 - Outcomes of Outline Business Case](#)







**CAMBRIDGESHIRE  
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COMBINED AUTHORITY

Agenda Item No: 5.1

## Adult Education Budget Commissioning Approach and Statement for 2022/23 onwards

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 24 November 2021

Public report: Yes

Lead Member: Councillor L Nethsingha, Lead Member for Skills

From: John T Hill, Director of Business and Skills

Key decision: Yes

Forward Plan ref: KD2021/053

Recommendations: The Combined Authority Board is recommended to:

- a) Approve the proposed commissioning approach for the devolved Adult Education Budget from 2022-23 academic year onwards, to procure Independent Training Providers under contracts for services for up to £3m per year, subject to Department for Education (DfE) awarding the funding.
- b) Approve the implementation of three-year Plan-Led Funding, for the commissioning of Further Education Colleges and Local Authorities, operating under grant funding, from 2022-23 academic year onwards, subject to DfE funding awards.
- c) Delegate authority to the Director of Business and Skills in consultation with the Chief Finance Officer and Monitoring Officer, to enter into multi-year grant funding agreements with providers on behalf of the Combined Authority, following approval of three-year Plans

- d) Delegate authority to the Director of Business and Skills in consultation with the Chief Finance Officer and Monitoring Officer, to enter into contracts for services with Independent Training Providers on behalf of the Combined Authority, following conclusion of the commissioning process outlined in this report.

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 Board's approval is sought for the proposed commissioning approach, to undertake an open and competitive tendering process to procure Independent Training Providers (ITPs) for delivery of training courses. Funding of up to £3m of devolved Adult Education Budget (AEB) and National Skills Fund (NSF) will be awarded under Contracts for Services with providers, for a five-year period from 1 August 2022 to 31 July 2027.
- 1.2 The Board's approval is also sought to implement a three-year, Plan-Led Funding process for grant funded providers. This includes Further Education Colleges, Sixth-Form Colleges and local authority providers of adult education.
- 1.3 The Board is invited to delegate authority to the Director of Business and Skills to enter into grant agreements and contracts for the Adult Education Budget and/or National Skills Fund for a five-year period from 1 August 2022 to 31 July 2027.
- 1.4 These proposals were considered by the Skills Committee on 10 November 2021. Following discussion, the Committee resolved unanimously to recommend the proposals to the Combined Authority Board for approval.
- 1.5 The report and appendices presented to the Skills Committee can be viewed via the link below:

[AEB Commissioning Statement and Approach 2022-23](#)

## 2. Considerations

- 2.1 There was a question from the Overview and Scrutiny Committee, which asked about the linkages between the AEB Commissioning approach and the Loneliness Strategy. A verbal response was provided by the Chair at the meeting as follows:

Loneliness is a universal public health issue that significantly impacts health and wellbeing and generates demand for social care and health services. It is indeed recognised that Adult Education does play a role to support individuals and communities to make social connections, and for individuals to build their social and communication skills, confidence, and self-belief. Colleges and Adult Learning Centres also play a vital role as civic institutions, providing a neutral and trusted space for citizens from diverse backgrounds to meet in the pursuit of learning.

The Department for Media, Culture and Sport, published the Loneliness Strategy under Theresa May's government and to note that this is, in fact not referenced in the report. However, the wider outcomes of adult education in improving the quality of life for individuals and the community are well-documented in academic research and national best-practice. Therefore, the AEB Commissioning Statement will reference the wider outcomes of both formal and informal learning, in helping to address wider societal issues. These include:

- tackling loneliness
- improving community connection and cohesion
- enhancing civic engagement through volunteering
- environmental sustainability awareness

- boosting mental health and wellbeing
- creating 'cultural' buzz' in communities through increasing foot-fall
- raising aspirations by connecting citizens to opportunities.

Employment is also a lifeline for social contact. The role of good jobs in addressing loneliness and supporting good mental health is also well documented in research literature and AEB commissioning will continue to fund skills support for the unemployed through both grant-funded colleges and adult and community institutes and commissioned training providers.

- 2.2 In response to the report, members asked several questions about the approach to Community Learning. Officers explained that AEB funding is planned based on an 80:20 split - 80 per cent Adult Skills qualifications and 20 per cent Community Learning. Local Authority providers – City College Peterborough and Cambridgeshire Skills are commissioned to deliver Community Learning, both accredited and informal learning across the sub-region. Officers will co-produce with the two local authorities, a clearer definition of the four different categories of Community Learning to better align with the Employment and Skills Strategy, which are:
- Personal and Community Development Learning (PCDL)
  - Neighbourhood Learning in Deprived Communities (NLDC)
  - Family Literacy, Language and Numeracy (FLLN)
  - Wider Family Learning (WFL)
- 2.3 A question about Community Learning in Village Colleges was raised and officers advised, these are funded via a sub-contract via Cambridgeshire County Council and would be considered as part of the AEB Evaluation and upcoming review of subcontracting. It was noted that a shift to three-year Plan-Led Funding would also help provide greater certainty to colleges and providers, including Village Colleges, to enable greater investment in curriculum and infrastructure.
- 2.4 There were several questions from Members about how businesses and employers have input into the Commissioning approach. Officers advised that business input is an ongoing process and has been provided through the Employment and Skills Board in it's advisory capacity and also the conversations with business as part of the Employment and Skills Strategy consultation.
- 2.5 A question was asked about SMEs in Fenland and other rural areas, who may not be accessing skills training to grow. Officers mentioned that a 'cold-spot' analysis is underway, looking at gaps in provision and this would inform future commissioning. Skills brokerage is provided by Growth Works for Skills, which continues to support SMEs with skills needs. There is also a need to build capacity to create new provision, such as the new training centre in Chatteris, where an investment from Local Growth Fund in a new building will open further skills support in Fenland. There is also work underway to look at gaps in Ely and St Neots. In addition, discussions with Fenland District Council to look at a Levelling Up Fund submission for enhancing FE capacity in Wisbech.
- 2.6 A member raised a question about the importance of volunteering in building strong communities and ensuring there are progression opportunities for the low skilled. Officers

advised that work to promote and enable volunteering, in partnership with the Council of Voluntary Service (CVS) is underway and officers will be able to report to a future Skills Committee. The wider outcomes of Adult Education, including volunteering will be considered as part of the second-year's evaluation of AEB. Members were assured that the wider outcomes of learning, including volunteering, community connection and health and wellbeing are also considered. Officers confirmed that there is sufficient funding in place for opportunities for the low-skilled.

- 2.7 There were various questions about the importance of ensuring there is flexibility in the funding agreements with providers to ensure responsiveness and adaptation to the changes in the economy and wider funding system.
- 2.8 It was proposed that at the Skills Committee meeting in March, further information about the provision offer will be agreed with grant funded providers and will be shared, alongside the final funding allocations for 2022/23.

### 3. Appendices

- 3.1 Appendices to the report to the Skills Committee on 15 March 2021 can be viewed via the link below:

[Item 2.1 - Appendix 1 - AEB Allocations 2021-22](#)

### 4. Background Papers

- 4.1 [AEB Commissioning Strategy 2020-2025](#)





**CAMBRIDGESHIRE  
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Agenda Item No: 6.1

## Strategic Funding Management Review November 2021 and Project Change Request

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	24 November 2021
Public report:	Yes
Lead Member:	Austen Adams, Chair of the Business Board
From:	John T Hill, Director of Business and Skills and Steve Clarke
Key decision:	Yes
Forward Plan ref:	KD2021/065
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none"><li>a) Approve the project change request for the University of Peterborough Phase 2 Car Park infrastructure project.</li><li>b) Approve the proposed strategy for investing Business Board recycled funds, and for Officers to make any relevant changes to the Local Assurance Framework.</li></ul>
Voting arrangements:	<p>A simple majority of all Members present and voting</p> <p>Any vote in favour must include the vote of the Mayor, or the Deputy Mayor acting in place of the Mayor, to be carried.</p>

## 1. Purpose

- 1.1 The Combined Authority Board is invited to approve the Business Board's recommendation in relation to the project change request regarding the University of Peterborough Phase 2 Car Park infrastructure project and the proposed strategy for investing Business Board recycled funds, and for Officers to make any relevant changes to the Local Assurance Framework.
- 1.2 These proposals were considered by the Business Board on 8 November 2021. Following discussion, the Business Board resolved unanimously to recommend the proposals to the Combined Authority Board for approval.
- 1.3 The report to the Business Board can be viewed via the link below. Item 2.2 refers:  
[Strategic Funds Management Review November 2021](#)

## 2. Considerations

- 2.1 None.

## 3. Appendices

- 3.1 Appendix 1 – Project Change Request for University of Peterborough Phase 2 Car Park
- 3.2 The appendices to the report to the Business Board can be viewed at:  
[Appendix 1 - Business Board LGF Investment Monitoring Report](#)  
[Appendix 2 - Wisbech Access Strategy Project Lessons Learned](#)  
[Appendix 3 - Project Change Request University of Peterborough Phase 2 Car Park](#)

## 4. Background Papers

- 4.1 University of Peterborough 2 change request and business plan  
[Business Board 12th May 2021 Agenda item 2.3](#)
- 4.2 Wisbech Access Strategy (Phase 1)  
[CA Board 25th August Agenda Item 2.1](#)
- 4.3 [Local Growth Fund Documents, Investment Prospectus, Guidance and Application Forms](#)
- 4.4 [List of funded projects and MHCLG monitoring returns](#)
- 4.5 [Local Industrial Strategy and Associated Sector Strategies](#)

## Project Change Request Form

This document should be used to seek approval to change one or more of the agreed parameters of the project e.g. budget, deadlines.

It can also be used for changes that have already happened or that are already within planned work that will mean the project falls outside of the agreed tolerances (“slippage”). For example, if additional or reduced finances is required, a change request should be completed.

The Change Request will be considered in line with the agreed parameters and delegations and may need to be referred to the Combined Authority Board, depending on the level of change being requested. The change should not be implemented until Project Board/CPCA approval is obtained.

Please ensure a copy Project Change Request form is saved down in the project folder on SharePoint and that changes are recorded on the project highlight reports.

<b>Details of change request</b>	
<b>Project Name</b>	<b>Date of change request</b>
Infrastructure Grant - To support Net Zero Manufacturing and Materials Research & Development Centre	11 <sup>th</sup> October 2021
<b>Project Manager</b>	<b>Project Director</b>
Steve Clarke	John T Hill
<b>Background</b>	
<p>On the 5<sup>th</sup> November 2020 the Mayor using his general power of competence, having consulted with the Combined Authority Board Members at the Leaders’ Strategy Meeting on 28th October 2020 approved £14.6 million Getting Building Funding into the University of Peterborough Manufacturing &amp; Materials Research &amp; Development Centre Project. Since the approval, activity has commenced including the enabling groundworks for this project (linked to University phase 1 groundworks happening at same time), final design works, submission of the planning application, and the construction contract placed.</p> <p>The supporting car park infrastructure element of the project comprises a grant to Peterborough City Council (PCC) for delivering the parking infrastructure support to the Phase 2 project, which was originally envisaged to be a larger multi-storey car park to serve all of the current and future phases of the University but has been revised to provide the minimum level of parking spaces to comply with the planning consent and is now the provision of the additional car parking for Phase 1 &amp; Phase 2 of University of Peterborough only. The revised requirements have resulted in a lower surface car park specification plus a reduction in the overall costs and this in turn reduces contribution required from PCC. Although this change requests that the £827,000 grant from the GBF is still utilised meaning this becomes a higher intervention rate, it should be noted that reducing PCC’s contribution from borrowing in turn reduces PCC interest costs are lowered, which in turn keeps the chargeable lease cost lower for each parking space rented to PropCo2 (which is 90% CPCA owned) lowering overall costs for leasing the car park – and helps the R&amp;D Centre break even faster.</p> <p>PCC have costed the 128 surface car park at just over £1million but have taken a formal request to their Cabinet and Investment Committee for approval of £500,000 budget from borrowings towards the project to allow for contingency within the current climate to make sure the project is delivered with no budgetary issues.</p> <p>The reduced contribution does not affect the output or outcomes of the project and enable the requirements for parking spaces to be met.</p>	



Project delivery remains on target for occupation from September 2022 plus the Getting Building Fund spent by end of March 2022, PCC have begun the process of design and procurement for the car park works.

**Reason for change**

The initial application was flexible on the size and scope for the infrastructure requirements for the project in order that the Project Team could ensure that the grant supported the development of the building and associated phases of ARU Peterborough including wider infrastructure requirements to comply with planning such as car parking provision. PCC have revised the costs of developing the car park for the 2 phases of ARU Peterborough from an original project budget of £2.727million down to £1.327million and this change reflects this reduction from what was envisaged to be a much larger 500 space City centre capacity car park requirement from planning down to a 128 space surface car park.

**Other options considered**

Build a multi storey carpark, this was not required as part of planning and therefore the car park was revised to reflect the requirements of the facility

**Costs of implementing the change**

The financial implications are positive, the reduction in contribution from PCC reduces their borrowing costs and in turn reduces the costs charged to the PropCo2 in terms of the lease price of each car park space.

**Risk of implementing the change**

There are no risks identified

**Decisions/approval for change**

**Business Board decision**

Name of Director:

Decision:

Date of Decision:



**CAMBRIDGESHIRE  
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Agenda Item No: 6.2

## Agri-Tech Sector Strategy

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	24 November 2021
Public report:	Yes
Lead Member:	Austen Adams, Chair of the Business Board
From:	John T Hill, Director of Business and Skills and Martin Lutman
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	The Combined Authority Board is recommended to:  Approve the adoption of the Agri-Tech Sector Strategy/Action Plan.
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 the adoption of the Agri-Tech Sector Strategy/ Action Plan.
- 1.2 These proposals were considered by the Business Board on 8 November 2021. Following discussion, the Business Board resolved unanimously to recommend the proposals to the Combined Authority Board for approval.
- 1.3 The report to the Business Board can be viewed via the link below. Item 3.1 refers:  
[Agri-Tech Sector Strategy - Action Plan](#)

## 2. Considerations

- 2.1 None.

## 3. Appendices

- 3.1 Appendix 1 – Agri-Tech Action Plan

## 4. Background Papers

- 4.1 [Promar International Ltd's proposed AgriTech Strategy](#)



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

**From Report to Reality:  
An Agri-Tech Action Plan for the CPCA**

**Prepared by Agri-TechE**



**October 2021**

## EXECUTIVE SUMMARY

The CPCA geography is becoming globally renowned for agri-tech, and stakeholders across the agri-tech value chain are clear that the opportunity to build on this excellence should not be missed.

Key intervention areas for consideration resulting from the stakeholder consultation include (i) providing an **enabling environment for “agri-tech” business scale-up**, (ii) specific support for **de-risking technology adoption by farmers**, (iii) **skills development and augmentation** and (iv) accelerating the **journey to net zero**.

In addition, there is appetite to develop a clear understanding of the assets within the CPCA area and using this to support the ongoing engagement with neighbouring LEPs (particularly New Anglia LEP and Lincolnshire LEP) to develop (v) a **robust shared regional narrative for agri-tech** to present to the world. We also suggest a possible over-arching mechanism to enable greater leverage of the potential for **multi-disciplinary engagement around agri-tech**, to harness the synergies with other sectors such as health and life sciences, digital and advanced manufacturing.

We encourage caution so as not to conflate “*agri-tech*” with “*agriculture*” or the wider “*agri-food supply chain*.” For the purposes of this report, we have considered the agri-tech value chain to operate across fundamental and applied R&D and its commercial application on farm and in primary processing in packhouses, for example. Secondary processing (such as new product development by food companies, for example) is deemed out of scope.

Attempts have also been made to leverage or align with existing successful initiatives, rather than recreating or duplicating, or having entirely *de novo* inventions. Given the current pressures on the public purse, a parsimonious approach seems the most pragmatic, although some ideas are presented on which to potentially build business cases for higher cost interventions.

### 1. INTRODUCTION

Agri-TechE was commissioned by the Cambridgeshire & Peterborough Combined Authority (CPCA) to undertake a piece of work to build on the high-level strategy plan developed by Promar, and to scope out elements of a Delivery Plan for submission to the Business Board in November 2021.

This report aims to provide some tangible, actionable insights which build on the Promar report and reflect the views of a series of stakeholders (some of whom were consulted in the Promar work).

The wider context here is to provide a series of high level deliverables to inform the Business Board’s recommendations to the CPCA for possible interventions, and to provide some insights on which to base future business cases.

### 2. THE WIDER AGRI-TECH CONTEXT

For six years the GCGP-LEP pioneered the Eastern Agri-Tech Growth Initiative, a UK-leading programme which has supported numerous R&D and Growth projects within individual SMEs, and also funded the development of the Eastern Agri-Tech Innovation Hub in Soham. This cemented its position as a UK leader in supporting agri-tech. The aim now is to identify a series of potential interventions to align within the future growth plans of the CPCA amid the current socio-economic climate of Covid Bounceback, transition to [ELMS](#) (following Brexit and changes to the Farm Business Support system), as well as ensuring alignment with the strategies within HMG, including the national [Innovation Strategy](#), the [Food Plan](#), the [25 Year Environment Plan](#) and others.

Other drivers also include changes to the national levy Board Agriculture and Horticulture Development Board where a recent ballot resulted in growers voting not to continue to pay the levy for R&D into potatoes and horticultural crops. (Other ballots may follow in other areas, which is likely to have an impact on knowledge exchange from research to practice). Finally, Defra is launching a tranche of funding via the [Farming Innovation Pathway](#), and this sits alongside the Innovate UK [Industrial Strategy Challenge Fund for “Transforming Food Production.”](#) A new wave of “Strength In Places” funding is also anticipated.

Finally, the [Dasgupta Review](#) (University of Cambridge, 2021) advocated an understanding of the economics of biodiversity, encouraging value creation and capture to be viewed in terms of natural capital and ecosystem services, in addition to the usual growth metrics. Agri-Tech is a key enabler of this approach, permitting measurement and management using, for example, remote sensing, earth observation, and data analytics (cornerstones of “agri-tech” innovations). The unique landscapes, (including the Fens, which are home to the majority of the UK’s lowland peat soils) and natural capital assets in the CPCA geography mean it is ideally-placed to demonstrate global leadership by empowering agri-tech to advance this critical agenda alongside the widely recognised metrics of economic growth.

It should also be noted that while many of the issues identified are not unique to agriculture (access to scale-up support, for example), agri-tech innovation and adoption may be constrained by seasonality and variability of nature. This may mean that validation takes longer in other sectors and hence the enhanced need for public sector support to help de-risk the innovation and accelerate its pace to market.

Despite the national emphasis on “levelling up” across the UK, a key objective for the CPCA should be to build on the existing excellence as well as addressing the gaps and ensuring adherence to Green Book guidelines to both address market failure, and to reinforce and enhance the incumbent excellence. Where possible, some “levelling up” across the CPCA area might be desirable, to address the disparity in technology adoption, business creation and engagement with R&D across the farm businesses.

### 3. METHODOLOGY

Agri-TechE has been operating for 8 years in the Cambridgeshire-Peterborough geography, and also works closely with other LEP areas in the UK and other agri-tech clusters internationally. The Agri-TechE Director was also a member of the Programme Board for the Eastern Agri-Tech Growth Initiative, where additional localised industry intelligence was acquired. There is thus significant domain knowledge drawn from local, national and international experience.

This knowledge has been augmented with desk research, individual discussions with key stakeholders, and the hosting of a workshop (with associated pre-work) involving leaders in academia and industry who are based in the CPCA geography.

Delegates were requested to submit pre-work prior to the workshop, to help scope out areas in which there was a view that the CPCA would be able to make an impact and to identify areas of nationally differentiated excellence. The pre-work survey is in **Appendix 1**. At the workshop, delegates worked in groups to scope out various potential interventions in more detail, based around the template in **Appendix 2**. The recommendations are summarised in **Appendix 3**, along with an indicative scale of budget and priority.

#### 4. RECOMMENDATIONS

A series of 14 possible interventions were identified by the groups at the workshop. While few of the suggestions were entirely novel, there is the unique CPCA lens through which they should be considered and potentially delivered. In many cases there are national efforts to tackle them either currently underway or with imminent delivery planned. However, the potential to align with, and be inspired by, national strategies and programmes is significant and has precedence with the Eastern Agri-Tech Growth Initiative which mirrored the interventions from the [national agri-tech strategy \(2013\)](#). In addition, the fact that the stakeholders have highlighted them as potential interventions means there is a lack of awareness, or these interventions are not meeting the specific needs in the CPCA geography.

While the stakeholder ideas have been presented as a series of separate interventions addressing specific issues, they could also be envisaged sitting together within a new flagship vehicle – a (virtual) **“Centre for Inter-Disciplinarity for Agriculture and Land Management.”** This centrally co-ordinated “hub-and-spoke” model would harness and unite the currently fragmented offerings across the CPCA geography, bringing them all together as delivery partners with the opportunity to collectively deliver impact. This Centre would be a repository of distributed existing facilities across the CPCA geography (some of which would require further capital investment in infrastructure and buildings), would provide access to finance, signposts to business support, introductions, and technology demonstration facilities. It would also provide a focal point to develop the interface between other industries (such as health and life sciences) into “agri-tech” across the CPCA geography.

The ideas from the stakeholders have been grouped into the following categories:

1. Supporting the scale-up of innovation businesses, providing access to grow-on and demonstration facilities, finance and end-users
2. Incentivising and de-risking farmer adoption of new technologies
3. Developing the skills agenda to help address the emerging and expanding needs of the industry as it collectively “up-skills”
4. Supporting the journey of “agri-tech” towards net zero; being mindful of the unique Fenland ecosystems and understanding how their management can contribute to net zero of the industry by 2040 (as recommended by the NFU).

In addition, Agri-TechE would like to make a recommendation around harnessing more effectively the unique multi-disciplinarity in the CPCA geography, ranging from life sciences, advanced manufacturing, digital, 3D printing, to earth science, materials science, ICT and telecoms, earth observation and software engineering. All of these disciplines are already contributing technologies and thinking to agriculture, and an inter-disciplinary “systems” approach is rapidly becoming recognised as the way to tackling the major challenges of climate change, increasing productivity and enhancing GVA. This aligns with the concept of the Centre for Inter-Disciplinarity.

We also would like to endorse the ongoing work around creation of a “regional narrative” for agri-tech, ensuring clarity of vision and understanding within the CPCA of the nationally differentiated assets within the region. This will feed into and support the wider Foreign Direct Investment activities underway within the CPCA and support the development of HPOs (High Potential Opportunities). At least one HPO within the CPCA area should be identified by Government.

## **RECOMMENDATION 1**

### **Provide specific support for scale-up of businesses active in agri-tech – including facilities, access to finance and infrastructure support.**

Support for start-up and early-stage agri-tech ventures is good in the CPCA area – there are incubators, accelerators and other mechanisms to incentivise and support business growth and there are a number of examples where this has been successful (e.g. Dogtooth Robotics, Agri-Grub, Smartbell, Yagro and others).

Scale-up, however, is more challenging, especially if specialist facilities are needed. Access to growth finance is also more challenging – investors are also particularly reluctant where intensive capital costs are associated with scale-up.

Workshop delegates suggested drawing inspiration from the “[Engine](#)” model associated with MIT in the US, to provide and encourage larger businesses to enter into a public-private partnership with CPCA and provide long-term “patient” capital and access to facilities. There are a number of entities across the region who are either delivering some part of this, or have aspirations to do so. A distributed model across a number of entities would reduce competition and provide a more joined-up “offer” to businesses and as an FDI narrative. A new central bricks-and-mortar facility is not what is needed – existing assets can be leveraged and enhanced.

Other models such as that developed by the [Western Growers Association](#) in California provide grower-funded access for start-ups and cash to make their innovations useable in large grower environments.

#### **Suggested actions include:**

- Undertake an audit of the existing and planned facilities for scale-up of agri-tech businesses in the region, identifying gaps and opportunities.
- Create a “hub-and-spoke” model by collating and, where necessary, investing in existing facilities (e.g. Eastern Agri-Tech Innovation Hub, Barn 4 – both of which have been CPCA investments - Caxton Manor Farm plans, Bury Lane Farms, University of Peterborough campus) to provide workshop / forklift / trials facilities to provide the necessary grow-on and scale-up space and technology validation.
- Creation of a suite of flexible growth capital options – such as grants, convertible loans, asset finance – potentially co-investing with other private sector investors (there is precedent for this co-investment model in New Anglia LEP) to emulate the Engine model with MIT.
- Provision of a tailored offering of business support, to include, potentially, innovation vouchers, export advice, mentoring and signposting – ensuring the “agri-tech literacy” of the existing Growth Works offering with dedicated, credible agri-tech advisors to help businesses access existing national support as well as new local initiatives specific to the CPCA.
- Ensure agri-tech needs are considered alongside other infrastructure planning around the CPCA area – such as access to 5G, rural broadband, affordable housing and transport to work (given that many businesses are remote across the geography).

## **RECOMMENDATION 2**

**Increase the rate of adoption of new agricultural technologies by farmers through de-risking investment and providing support for academic-industry support.**

A number of schemes already exist for this, not least the [Industrial Partnership Award](#), [Stand Alone LINK grant](#) (both offered by [BBSRC](#)), the [Knowledge Transfer Partnership](#) ([Innovate UK](#)), [Smart Grants](#), [Transforming Food Production Programme](#) and the pending [Farming Innovation Pathway](#) programme being rolled out by Defra. These, however, are either not well understood or highly competitive, or with a few exceptions, are not bespoke to agri-tech. The Ceres fund (hosted by the University of Cambridge has had some successes, but an independent evaluation should be undertaken to establish its impact).

The CPCA has an excellent track record in providing access to flexible, enabling support through the Eastern Agri-Tech Growth Initiative and it is suggested that this is augmented to provide a wider suite of support across the Technology Readiness Levels and to companies as they grow.

### **Suggested actions include:**

- A regionally-contextualised grant scheme which builds on the flexible Eastern Agri-Tech Growth Initiative for R&D and business growth, but is significantly expanded to also support collaborative R&D and have a lighter administrative burden, higher intervention rate and greater chance of success than the national schemes. This should encompass small interventions (such as an innovation voucher scheme to the value of £5-10k), larger R&D projects (£20k - £150k) and larger programme investments up to £250k).
- A fund, inspired by the Defra Countryside Productivity Small Grant Scheme, to help farm businesses with procurement and investment of specific new technologies for adoption, to help fund trials work and de-risk farmer investment.
- This fund could also be part of an incubator/accelerator fund for introducing researchers and small start-ups to big agri-businesses to provide additional pull to market.

## **RECOMMENDATION 3**

**Ensuring a fit-for-purpose workforce for an agri-tech enabled industry, providing life-long learning opportunities, re-skilling and up-skilling.**

The skills and labour issue in agriculture is well-documented and being considered at a national level as part of the national Food and Drink Sector Council. In the CPCA geography, however, there is a disparity in skills from PhD level to vocational and seasonal work around agriculture and agri-tech. There are a number of regional HE and FE delivery partners and, like their counterparts across the wider UK, are reflecting on how to offer courses and skills programmes to prepare the workforce for 21<sup>st</sup> Century agriculture. Agri-tech of course forms a key part of that.

This is, however, operating against a competitive backdrop nationally, with many other FE and HE centres having similar thoughts. There is little point in recreating offerings which will be competing for an already small pool of learners – bespoke offerings for the businesses and learners in the CPCA area is what is needed. There are a number of industry-led providers – such as [ARTIS](#) programme which currently exists to provide flexible learning in some areas of the industry – any future plans should be considered within the context of this and other initiatives.

**Suggested actions include:**

- A detailed skills plan bespoke to agri-tech in the CPCA geography is needed, sitting alongside a wider skills plan for food, drink and agriculture. Agri-Tech is the underpinning enabler through which new skills can be developed and higher value jobs will be created for agri-food, and will undoubtedly require different types of training. This needs consideration alongside the existing training offerings in the CPCA region from FE and HE and within the private sector.
- The stated goodwill of employers to help provide industry placements, host apprenticeships, internships and studentships should be harnessed in a structured way to provide sight of new opportunities for learners. This should sit alongside other schemes underway within the local authorities such as the [Cambridgeshire and Peterborough Region of Learning](#) programme and [Form The Future](#).

**RECOMMENDATION 4****Harnessing agri-Tech as an enabler for the Net Zero journey in the CPCA geography**

The high quality Fenland peat soils have underpinned the agricultural productivity in the CPCA region. There is, however, serious pressure to reduce GHG emissions from the industry and those resulting from agricultural production are significant, in particular soil inversion (through ploughing) and use of fertilisers. The Fens are particularly vulnerable to this and technology can play a key role in helping model different cropping and land management scenarios, creating digital twins, helping to understand how bio-pesticides and bio-inspired crop and animal management regimes can contribute to the net zero journey set by HMG. No other geography has both the challenge and potential solution at its disposal.

Understanding Fenland agriculture and how to best manage the landscape is not necessarily within the scope of this piece of work, and there are numerous initiatives underway to identify interventions. However the CPCA can take a leadership position enabling agri-tech to support the journey to net zero by incentivising and deploying use of technologies to help address the challenges.

**Suggested actions include:**

- A life cycle analysis of Fenland agriculture with modelling to understand better specific interventions which would reduce GHG emissions
- Creation of a digital twin of the Fens to model the impact of potential agri-tech interventions to reduce GHG.
- Financial support to sit alongside ELMS – potentially leveraging the County Farms network as a test-bed – to demonstrate different agri-tech solutions and their role in lowland peat GHG management.
- Grant incentives for roll-out of the necessary infrastructure and upgrading of farm real estate to support an electric or renewable energy platform and battery storage.

## **RECOMMENDATION 5**

**Develop a clear positioning around the “agri-tech” capacity and assets in the CPCA geography and ensure these are well-understood and embedded across all communications.**

As highlighted by workshop delegates, these include – but are not limited to:

- ✓ **Highly productive arable agriculture** with a high concentration of vegetables, salads and ornamentals, particularly in the west and north west of the region.
- ✓ **A rich local research and development community**, in particular in plant science, based in and around world-leading institutions.
- ✓ **Seed & early stage funding**, provided by an engaged community of Angels & VCs with a track record in investment in agri-tech.
- ✓ **Enabling local government**, demonstrated by ongoing pro-active support for agri-tech from CPCA.
- ✓ **Excellence in technology**, in particular robotics and machine vision, as shown by the quality of businesses found in the region and in Cambridge in particular.
- ✓ **Excellent collaborative and cross-discipline R&D in agri-tech** (in a range of sectors), and strong links between academia and industry, particularly in horticulture (as evidenced by NIAB’s work).
- ✓ **Agricultural and horticultural diversity**, reflected in the wide range of edible and non-food crops grown in the area.
- ✓ **Expertise in climate science and sustainability** in Cambridge University, Anglia Ruskin University and the businesses in the area.

No other UK geography can claim this suite of excellence. They should form the basis of much wider positioning and an inward investment “story” around agri-tech which links to a wider regional narrative with neighbouring LEPs of New Anglia and Lincolnshire.

### **Suggested actions include:**

1. Refresh the “smart specialisation” approach to the agri-tech assets in the CPCA area (last undertaken in 2015).
2. Embed the agri-tech narrative more visibly within the wider CPCA inward investment “offer.”
3. Develop a pro-active approach to external communications of the excellence on offer, promoting specifically the market “pull”, technology capacity and strengths of the region.
4. Identify and attend global events and explore opportunities to engage with others to promote the CPCA agri-tech competencies and assets internationally.

## **5. CONSEQUENCES OF FAILURE TO ACT**

Workshop participants were asked to reflect on the consequences of not undertaking the various suggested interventions. In almost all cases the consequence was loss of economic competitive advantage, “being left behind globally,” a lack of skilled people (or at worst a “brain-drain” of the few with the skills) and missed opportunities to leverage effectively the unique assets in the CPCA area, such as the links between agriculture, health, sustainability and climate change.

In the UK there are other areas investing heavily in agri-tech (such as Lincolnshire, Shropshire, the South West), and globally clusters such as the Research Triangle Park in North Carolina, The Food Valley around Wageningen in the Netherlands, and the Greater St Louis area in Missouri are all making global waves about their geographies. They are seeking partnerships with Agri-TechE to help engage with the wider UK cluster via the portal of the East of England – the narrative from this region needs to be equally as ambitious.

## **5. CONCLUSION**

The agri-tech asset of the CPCA geography is truly unique and the Promar report provided valuable market intelligence to help inform future business cases for additional investment. There is an ambition to raise the bar higher, to “level-up” across the CPCA geography with access to technology, de-risking investment in new tools and services, and to support the contribution made to a reduction in GHG emissions and natural capital acquisition via deployment of agri-tech.

## APPENDIX 1 Pre-work questions

A [questionnaire on Microsoft Forms](#) was emailed to all workshop delegates in advance of the workshop, setting out the context of the exercise and asking the following questions:

### 1. Nationally Differentiated Strengths and Excellence in the CPCA region

QUESTION: “We know we 'do' farming, research, and tech really well here, but where - specifically - do we stand above other parts of the UK?”

*Respondents were invited to submit up to four 'strengths' and provide context and examples for each.*

See data under Recommendation 5.

### 2. Gaps: Areas for development

QUESTION: “Where do we have the potential, or need, to grow and develop in order to more fully support agricultural and horticultural technology?”

*Respondents were invited to submit up to four 'opportunities or needs' and provide context and examples for each.*

- **Supporting (including via increased private sector funding) the scaling-up and adoption of agri-tech innovation**, to support improved uptake by farmers of new technologies to help tackle environmental challenges
- **Better collaboration between, and training for, farming businesses** to support innovation and technology adoption
- **Space for innovation and development**, including more incubators and improved facilities for larger, developing businesses
- **Improved connections to drive commercialisation** of Cambridge's research expertise in sustainability innovation
- **Better integration for start-ups with existing agricultural machinery manufacturers**
- **New partnerships to commercialise and exploit existing tech capabilities**
- **Breaking down the sector barriers** between existing networks, partnership and groups, and enhancing connections to expertise outside the area
- **Increased short-term funding opportunities** to support collaborative projects between universities and businesses
- **Automation and robotics to support increased productivity** and help mitigate for labour shortages
- **Application of Cambridge's existing expertise to support supply chain technologies** to streamline the food chain, reduce C emissions and meet changing consumer demand

### 3. Interdependencies and linkages

QUESTION: “Thinking about the CPCA's strengths you've identified above (and any gaps or opportunities), do any of these have interdependencies or close linkages with other sectors or industries, or other geographies (UK or abroad)?”

*Respondents were invited to describe any interdependencies or linkages.*

- The **described strengths will benefit other non-agri-food businesses**. However, the area's general economic strengths put **upward pressure on salaries and property costs** which can be damaging for agriculture
- Agri-food in the area has **strong links to environmental and climate sciences**, as well as a wide range of technology capability here
- Strong potential to **link Cambridge to other leading regional research institutions** (UEA, Lincoln, Cranfield, Rothamsted etc.) to create a globally competitive combined regional powerhouse
- What connections already exist, and how can these be strengthened, between the CPCA region and **neighbouring areas** such as Lincolnshire?
- What linkages exist or can be created between **recent efficiency gains in the distribution sector and on-farm harvest and labour allocation** in the horticulture industry?

### 4. What would have the biggest impact for agri-tech?

QUESTION: “Finally, what single intervention or action you would like to see the CPCA implement to advance “agri-tech” as part of its strategy? This can be wildly ambitious, or highly practical (or both) – we are keen to capture all thoughts and ideas.”

*Respondents were invited to name their chosen intervention and explain the reason/s for it.*

- **We need to think big, and much bigger than what has been delivered to date**. We should make use of the opportunity for private investment of a business park dedicated to agri-tech to bring industry together with research to commercialise new technologies, and to create something of local, national and global significance.
- **Financially incentivise local companies to mitigate and / or sequester GHG emissions**. By acting boldly with its agricultural community, coupled with the area's existing strengths, CPCA could become the first UK region to reach agricultural Net Zero.
- **Incentivise farmers and growers to be early adopters** including through stimulating greater farmer-farmer collaboration to increase tech adoption by reducing cost and risk.
- **Attract more private capital investment** including by attracting and educating investors with less agri & agri-tech knowledge.
- **Increase availability of seed funding for those producers** collaborating with researchers or tech companies.
- **Bridge the gap between UKRI funded research and established equipment** used by growers. See Western Growers Innovation Centre in Salinas, CA as an example.

**APPENDIX 2 – The Workshop Template** (groups of 3-5 delegates were asked to identify between 2 and 4 interventions)

## CPCA Agri-Tech workshop

**Intervention record** – Please record additional interventions on a new sheet – see below. Please complete the sections below and return to [alex.dinsdale@agri-tech-e.co.uk](mailto:alex.dinsdale@agri-tech-e.co.uk) after the workshop.

<b>Name of intervention</b>		<b>GROUP NUMBER:</b>
<b>Sector / area</b> and <b>brief description</b> (if needed)		
<b>Drivers</b> (technological, legal, political, social, economic, environmental)		
<b>Barriers</b> (technological, legal, political, social, economic, environmental)		
<b>Key Actors / participants / individuals / institutions</b> needed to make this happen		
<b>Ideal timescale</b> for intervention (6-12 months, 1-2 years, 2-5 years)		
<b>Approximate budget</b> (if known)		
<b>Anticipated outcomes &amp; impacts</b> of intervention		
<b>Consequences of not intervening</b> in this way		

### APPENDIX 3 – SUMMARY OF RECOMMENDATIONS

List of recommendations with suggested budgets and priorities:

0 – 6 months	6 – 12 months	12 – 36 months	< £50K	£50K - £200K	£200K - £1m+
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#### RECOMMENDATION 1

**Provide specific support for scale-up of businesses active in agri-tech – including facilities, access to finance and infrastructure support.**

<i>Proposed intervention</i>	Priority	Budget
Undertake audit of existing & planned facilities for scale-up of agri-tech businesses in the region, identifying gaps and opportunities.		
Create a “hub-and-spoke” model of co-ordinated support to provide facilities for grow-on and scale-up space.		
Create flexible growth capital options & co-invest with other private sector investors, potentially aspiring to emulate the Engine model with MIT.		
Provide dedicated agri-tech business support by ensuring the “agri-tech literacy” of the Growth Works scheme with dedicated agri-tech advisor(s).		
Ensure agri-tech needs are considered alongside infrastructure & connectivity planning around the CPCA area.		ONGOING

#### RECOMMENDATION 2

**Increase rate of adoption of new agricultural technologies by farmers through de-risking investment & providing support for academic-industry support.**

<i>Proposed intervention</i>	Priority	Budget
A regional grant scheme to build on the Eastern Agri-Tech Growth Initiative, encompassing cR&D, as well as in-house R&D and business growth		
A fund to help farm businesses with procurement and investment in new technologies, to fund trials and de-risk farmer adoption, potentially also forming part of an incubator/accelerator fund to connect researchers and start-ups to agri-businesses.		

#### RECOMMENDATION 3

**Ensuring a fit-for-purpose workforce for an agri-tech enabled industry, providing life-long learning opportunities, re-skilling and up-skilling.**

<i>Proposed intervention</i>	Priority	Budget
Development of a bespoke, agri-tech skills plan to sit alongside a wider skills plan for food, drink and agriculture.		
Structured support for new learners with employers to help provide industry placements, apprenticeships, internships and studentships.		

#### RECOMMENDATION 4

**Harnessing Agri-Tech as an enabler for the Net Zero journey in the CPCA geography**

<i>Proposed intervention</i>	Priority	Budget
Life cycle analysis & modelling, including via a digital twin, of Fenland agriculture to understand how best to reduce GHG emissions.		
Financial support for demonstration and test-beds of agri-tech capabilities as innovative tools for lowland peat GHG management		
Grant incentives for infrastructure and upgrading of farm real estate to support an electric or renewable energy platform, battery storage etc.		

#### RECOMMENDATION 5

**Develop a clear positioning around the “agri-tech” capacity and assets in the CPCA geography and ensure these are well-understood and embedded across all communications.**

<i>Proposed intervention</i>	Priority	Budget
Refresh the 2015 “smart specialisation” approach to the agri-tech assets in the CPCA area		
Embed the agri-tech narrative more visibly within the wider CPCA inward investment “offer.”		
Develop communications around the CPCA agri-tech excellence, promoting market “pull”, technology capacity and strengths of the region.		
Identify and attend global events and explore opportunities to promote the CPCA agri-tech competencies and assets internationally.		





**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

Agenda Item No: 6.3

## Business Board Annual Report 2020/21

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	24 November 2021
Public report:	Yes
Lead Member:	Austen Adams, Chair of the Business Board
From:	John T Hill, Director of Business and Skills and Domenico Cirillo
Key decision:	No
Forward Plan ref:	None
Recommendations:	The Combined Authority Board is recommended to: <ul style="list-style-type: none"><li>a) Note the Business Board Annual Report 2020-2021.</li><li>b) Note the need for further funding beyond the current allocation for the Annual Report to develop the Business Board microsite, and the intention to request a virement from the forecast underspend on the Business Board Effectiveness Review to meet this need.</li></ul>
Voting arrangements:	For noting only, no vote required.

## 1. Purpose

- 1.1 The Combined Authority Board is invited to note the Business Board's Annual Report 2020/21. The Board is further invited to note the need for further funding beyond the current allocation for the Annual Report to develop the Business Board microsite, and the intention to request a virement from the forecast underspend on the Business Board Effectiveness Review to meet this need.
- 1.2 These proposals were considered by the Business Board on 8 November 2021. Following discussion, the Business Board resolved unanimously to recommend its Annual Report to the Combined Authority Board for noting.
- 1.3 The report to the Business Board can be viewed via the link below. Item 3.2 refers:  
[Business Board Annual Report 2020-2021](#)

## 2. Considerations

- 2.1 None

## 3. Appendices

- 3.1 Appendix 1 – Business Board Annual Report 2020/21

## 4. Background Papers

- 4.1 [Business Board Report 19 July 2021 - Business Board Annual Report & Delivery Plan - Item 3.2](#)



THE BUSINESS BOARD



CAMBRIDGESHIRE  
& PETERBOROUGH  
COMBINED AUTHORITY



# Annual Report

2020 —  
2021



As we look to the future, the Business Board will make sure we're poised to seize the opportunities of the emerging sectors, by identifying, understanding, and breaking down any barriers to growth that currently exist.

# Chairman's foreword



**As the Local Enterprise Partnership (LEP) for the Cambridgeshire and Peterborough region, the Business Board has supported workers, learners and business leaders across our region in the face of COVID-19-triggered adversity over the last year.**

But we're not the same LEP we were 12 months ago, and I'm proud of that. Since COVID-19 struck, we've adapted to help both those hardest hit by the pandemic, and those able to seize the opportunities the pandemic presented for some sectors of our economy.

Indeed, one of our greatest strengths is our ability to get the job done by continually evolving and adapting to drive economic growth, secure inward investment and protect and create jobs.

For example, our COVID-19 Capital Grant Scheme has provided £5,495,000 of funding to 132 businesses, protecting 522 existing jobs and creating 287 new jobs. And the Micro Grant Scheme distributed £479,000 to 127 companies, protecting and creating a combined 127 jobs across our region.

Both schemes were about investing – not just to survive, but to strengthen – and it's been incredibly rewarding for my team and I to see first-hand how effective the grants have been.

I'm proud of how we brought together businesses, education providers, local authorities and member organisations to establish our Economic Recovery Subgroup, working through the local economic response to COVID-19 together.

As we look towards recovery, businesses across our region will blaze a trail of ideas and opportunities that will help Cambridgeshire and Peterborough to rebuild from this pandemic. Our role over the next 12 months is to be the catalyst for that trail.

We are cementing Cambridgeshire and Peterborough's position as one of the UK's leading hotbeds for inclusive growth. We need our businesses to thrive and the local economy to prosper, so workers, learners and leaders can fulfil their hopes and realise their goals. And with this in mind, we've expanded our Business Board to make sure we have the wide range of expertise, capabilities, and perspectives we need to achieve our ambitious plans for the future.

COVID-19 aside, we've continued to invest in Local Growth Funding across our region, and we're now creating a job for every £7,500 we invest. This is almost a ten times improvement in cost per job created compared to those made before the Business

Board managed these investments – a remarkable achievement. As we look to the future, the Business Board will make sure we're poised to seize the opportunities of the emerging sectors, by identifying, understanding, and breaking down any barriers to growth that currently exist. Our newly-adopted sector strategies will inform this exciting challenge.

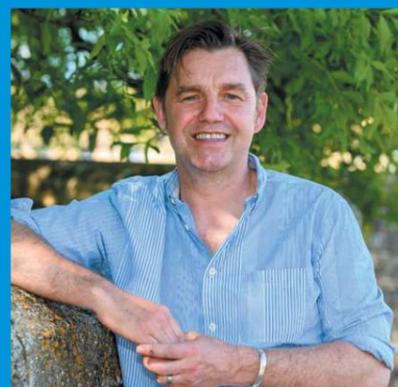
Our investment in Growth Works, our new Business Growth Service, is accelerating the rebound and regrowth of our economy, leading the area out of recession and achieving our ambition of doubling Gross Value Added over 25 years, in a more sustainable, greener, digitally enabled, and inclusive way.

I'm incredibly proud of the Business Board's achievements over the past year, and incredibly excited about the opportunities that are ahead of us. Our mission now is to work with our partners to create an innovation economy that leads to an opportunity society for everyone in our region.

**Austen Adams**  
Chair of the Business Board

**A NOTE FROM  
OUR MAYOR**

# Compassion, Co-operation & Community



**Since being elected Mayor of Cambridgeshire & Peterborough, and Leader of the Combined Authority, in May 2021, I have been incredibly impressed by the Business Board.**

Having stood shoulder to shoulder with businesses throughout the pandemic, the Board are focused on supporting businesses and working collaboratively with a wide range of partners to deliver the strongest possible economic recovery.

That passion is manifested in my mantra; the three Cs of Compassion, Co-operation and Community. These values are at the centre of everything we do. These are not just words; for me they are about creating the conditions for success and how we ensure that our economy both continues to grow and works for the benefit of everyone in Cambridgeshire and Peterborough.

Compassion is about a focus on the areas which for too long have suffered stagnant wages and poor productivity, brought about by low skill levels and situational circumstance.

We are working to reverse the situation, putting skills at the heart of levelling up areas, including in the Fens and Peterborough, raising the aspirations of residents, and at the same time helping local businesses to recruit the staff they need, so they can continue to grow.

Co-operation is about building strong relationships with businesses, local authorities, member organisations and education providers so that together we can bring enterprise, skills and the public sector closer together to support economic growth, increased jobs and greater shared prosperity.

Community is about building more prosperous, more enterprising, better skilled, and more ambitious places, where people and businesses thrive. Our work is about ensuring that growth means something to people and that our communities are stronger, happier and healthier within an economy which is better connected as a result of our projects.

I am very grateful to the Board Members for their tireless work to support our local economy. Collectively their experience, knowledge and support is vast and spans a multitude of sectors. I am incredibly proud that our Business Board is made up of business leaders from every size of business, we are – quite rightly – a broad church.

I am looking forward to working with the Board Members over the next four years to drive inclusive economic prosperity for everyone, in every part of Cambridgeshire & Peterborough.

**Mayor Dr Nik Johnson**

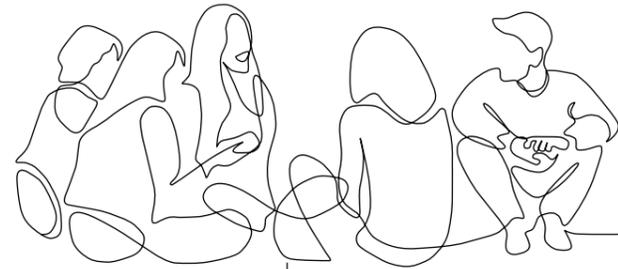


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**LOOKING BACK:  
WHAT THE BUSINESS BOARD  
DELIVERED IN 2020/21**

# Highlights



## £50,000,000

### Delivering Peterborough's New University

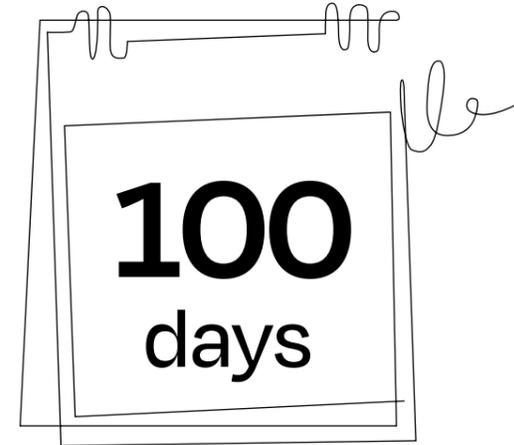
Through our creative, 'can do' approach, we were able to get Peterborough's new university project moving again after it had been stalled for over two decades. We put together a £50 million build budget for two buildings – and are delighted that ARU Peterborough will open its doors in 2022.

## 89.4% reduction

### Overhauling our Local Growth Fund

The previous Local Enterprise Partnership was able to create only one job for every £71,000 spent. We've brought a more commercial, impact-focused approach to its management, raising that performance considerably when deploying the remaining £64,941,652 of Local Growth Funding.

By March 2021, we'd reduced the spend per job created to just £7,500 – a saving of 89.4%.



### Accelerating inward investment

As part of Growth Works we launched Locate Cambridge, a new, world-class inward investment service. This service will extend our reach into key global markets, to engage and persuade overseas firms to locate into our economy or invest in our strategic projects to improve our employment space, transport, and educational infrastructure.

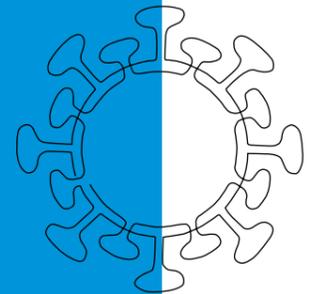
Within just 100 days of launching, the service had already secured commitment from seven inward investors to either invest in the region or expand on existing commitments.

## 522 existing jobs protected

## 287 new jobs created

### Supporting businesses hit by COVID-19

Our rapid response to the outbreak of the coronavirus pandemic enabled us to invest in the creation of 287 new jobs while protecting a further 522 existing jobs in our region. Our COVID-19 Capital Grant Scheme allocated £5,497,000 of grant funding to 132 businesses. 104 of the smallest businesses in our region also received grant funding from our COVID-19 Micro Grant Scheme.



## 5,000 better-quality jobs

### Transforming our Growth Hub

We delivered on economic development by challenging established thinking on how best to accelerate business growth in a local economy. We devised a financial model to leverage just £2.3 million of Combined Authority revenue with nearly £18 million of other public and private sector contributions. Based on current forecasts, this will deliver over 5,000 better-quality jobs into the places that need them most.



# Creating the Anglia Ruskin University Peterborough



**Through our creative, 'can do' approach, harnessing our ability to bring others on a journey of change and acceptance, we were able to get a university project that had been stalled for over two decades moving again.**

The commercial approach and ability to develop private sector partnerships and business models, brought by the Business Board, enabled the development of a higher impact and more commercially sustainable solution, in just six months.

To solve the impasse between local stakeholders in Further Education, the City Council, community groups and the business community (that had long abandoned the project), the Business Board, working in unison with the Mayor, convened key leaders to help all parties to recognise and accept that the past and current approach had not, and could not succeed, and that a fresh and more commercial and ambitious approach was needed.

To unlock Peterborough's potential, we adopted a more commercial, ambitious approach and successfully attracted in high-quality university and private sector investors, Anglia Ruskin University and Photocentric Ltd (who in 2020 won their third Queen's Award for Innovation).

We put together a £50 million investment for two buildings – firstly a teaching building, focused on health, social care, education, management, finance and law, to overcome the current skills gaps holding back local employers who helped cocreate the University's curriculum to match supply and demand.



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 that will build a bottom-up indigenous innovation eco system, 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.

These are just two of the six phases of development of the Peterborough University & Research Campus that will support the city and its region to realise its potential as a new economic powerhouse.

**“ To unlock Peterborough's potential, we adopted a more commercial, ambitious approach and successfully attracted in high-quality university and private sector investors**

# Growth Works



Growth coaching



Inward investment



Skills



Grants & funding

Growth Works is a unique programme set to re-energise and strengthen the support offer for businesses, learners and workers across the region.



**In the spring of 2021, our transformational Business Growth Service, Growth Works, was launched.**

Growth Works is a unique programme set to re-energise and strengthen the support offer for businesses, learners and workers across the region. It's already developed a pipeline of potential start-ups, set-ups and scale-ups that are able to help us achieve place-based, productive and inclusive growth. We provide these firms with an integrated and bespoke support offer package, which is able to meet diverse needs across our portfolio of sectors and sub-economies.

Growth Works is also brokering opportunities to encourage and increase work experience, T level industry placements, traineeships, apprenticeships, and graduate placements, particularly through wider employer engagement plus a new digital talent portal.

As well as providing support to our existing businesses, Growth Works is seizing high-potential inward investment opportunities with existing UK companies outside our region, and global growth companies seeking to open up the UK market to their services.

Businesses are also benefiting from the ability to access Growth Work's Capital Growth Investment Fund. This offers grants, loans and equity investments to firms that need finance to grow, but are struggling to get it from banks and elsewhere.

By integrating all these services into one, our investment in Growth Works will create 5,278 new jobs, 1,400 new apprenticeships, and generate significant internal investment in Cambridgeshire and Peterborough over the next three years.

## How Growth Works hit the ground running

By the end of March 2021, within weeks of launching, Growth Works had awarded over £2 million to 32 businesses across the region.

The grant funding is forecast to create 321 new jobs whilst stimulating £11.18 million in capital expenditure.

We've awarded grants region-wide, across a broad range of sectors, including: automotive, electronics, engineering, financial services, healthcare, hospitality, leisure, manufacturing, retail, and transport.

The value of the grants ranged from £20,000 to £150,000. We assessed applications against criteria that included quantitative value for money and qualitative elements.

The quality scores were assessed on points based on geographical location, sector diversification, strategic alignment, social inclusion and apprenticeship utilisation.

**£2m awarded**

**32 businesses benefited**

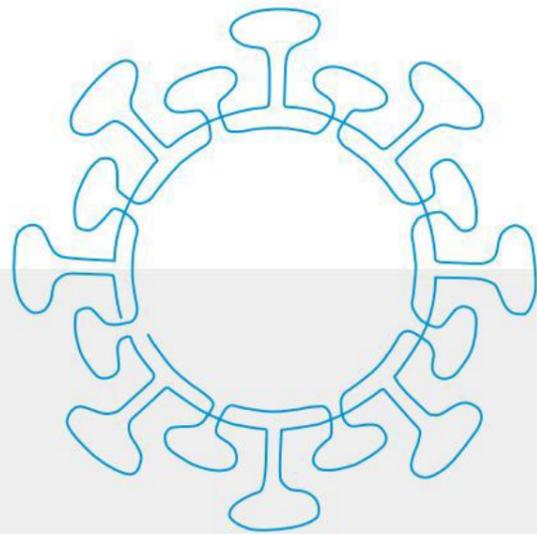
**321 jobs forecasted**

**£11.8m expenditure stimulated**



## Cambridgeshire and Peterborough Growth Hub

During 2020-21, the Growth Hub has continued to provide support under the umbrella of the Growth Works. It's also offered guidance on COVID-19 resilience and the European Union Exit Transition – including import and export advice, fulfilling the Department for Business, Energy and Industrial Strategy criteria for funding, and delivering their various grant funding schemes. The Growth Hub's transformation to a new Growth Coaching Service has been instrumental in proactively engaging with the highest potential firms to speed their growth, build their capacity for growth, and sustain their period of growth.



## COVID-19 recovery and support

In response to the COVID-19 pandemic, we very quickly devised, established, and launched two grant schemes to assist businesses when they needed it most.

The COVID-19 Capital Grant Scheme provided grants of up to £150,000 to companies with between 6 and 249 employees. The Micro Capital Grant Scheme provided grants of up to £5,000 to sole traders, and employers with less than 5 employees.

The COVID-19 Capital Grant Scheme allocated £5,497,000 of grant funding to 132 businesses, creating 287 new jobs and protecting a further 522 existing jobs.

The Micro Capital Grant Scheme paid £479,000 of grant funding to 127 small and medium-sized enterprises, creating and protecting 260 jobs.

The availability of targeted grants has made a real difference, not just to ensuring survival, but to also help lay the foundations for recovery and future growth aspirations.

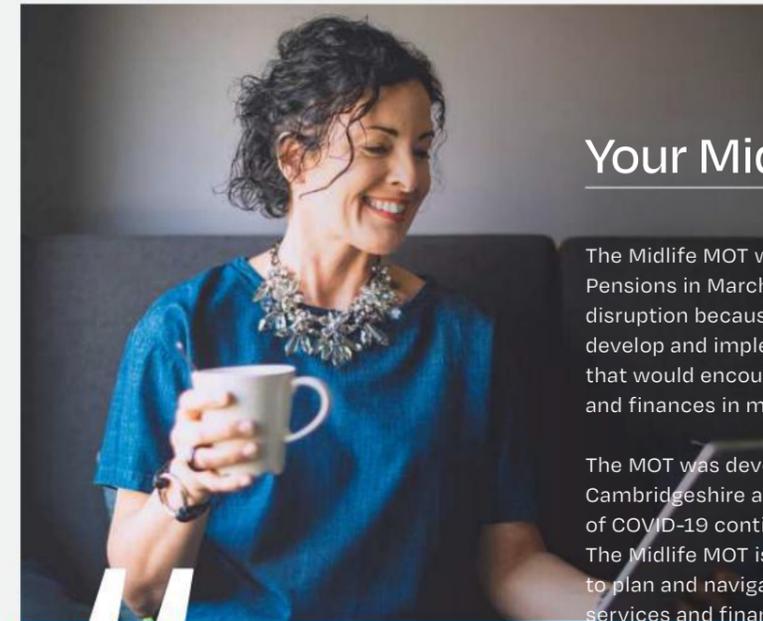
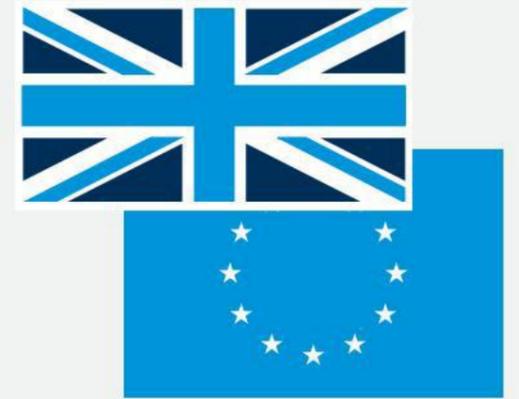
# £5,497,000

of grant funding  
to 132 businesses

## The European Union exit

Through the Growth Hub, we established a Brexit taskforce, pulling together knowledge and experience from specialist organisations and business advisers across Cambridgeshire and Peterborough. We set up a Brexit advice hub, offering free-to-access support options for local businesses as they prepared for a possible Brexit outcome.

Our team of business experts shared insight into the implications of Brexit for businesses and staff alike, advising on key topics such as the rights of European Union workers, the impact on trade, potential financial consequences, and the documentation that businesses need to have in place. Over 500 companies benefited from the advice and specialist workshops provided through the Growth Hub.



## Your Midlife MOT

The Midlife MOT was launched by the Department for Work and Pensions in March 2021 to support those who have suffered a disruption because of COVID-19. We were awarded funding to develop and implement a regional version of the national programme that would encourage people aged 40+ to assess their health, career and finances in mid-life.

The MOT was developed as a digital service to allow the residents of Cambridgeshire and Peterborough to access support as the impact of COVID-19 continues, and as the furlough scheme is removed. The Midlife MOT is an innovative service that not only helps individuals to plan and navigate a complex landscape of career options, health services and financial planning, but it is also suitable for employers to offer their employees.

To raise awareness of the service, we ran a promotional campaign that included radio advertisements, social media assets, targeted SMS messaging, and editorial in the local press. Over 2,500 users were engaged within a 5-week period, and were signposted onto the three project partners – Public Health England, the Money and Pensions Advice Service, and the National Careers Service. Longer-term, we plan for the Midlife MOT website to become part of the Digital Talent Platform within the Growth Works with Skills service. This MOT complements the activities of Growth Works and can be expanded to offer a wider range of services to a demographic often overlooked.

Over the course of the 10-week pilot, our Midlife MOT was accessed by over 35,000 people – a resounding success.

Over the course  
of the 10-week  
pilot, our Midlife  
MOT was accessed  
by over 35,000  
people.

# Growth Funds

## Local Growth Fund (LGF)

The former Greater Cambridge and Greater Peterborough Local Enterprise Partnership was awarded **£71.1 million of Local Growth Fund capital in the 2014 first round of Growth Deals, an additional £38 million in round 2 in 2015, and a further £37.6 million in 2017 in round 3 – a total of £146.7 million.**

Since 2018, we've coordinated awards to Local Growth Fund projects, and under the direction of our board members, the Combined Authority has implemented an outcomes focused approach, setting out clear priorities linked to evidence of outputs deliverability and building in strong evaluation and monitoring processes.

Current forecasts indicate our approach is on track to deliver better outcomes and gain greater value for money for each output.

Looking at cost per job created, the early Local Growth Fund projects awarded by the previous LEP delivered at £71,000. Initial data for the wider programme under stewardship of the Business Board now suggests a much-improved cost per job of around £24,000, and the most recent Local Growth Fund investment by the Business Board is delivering at an average cost per job of just £7,500, which is almost a ten times improvement in cost per job compared to the previous LEP.



HM Government

### How do we compare?

Our Local Growth Fund programme of £146.7 million will have leveraged in £328 million from other sources, delivered 4,790 homes and 6,497 new jobs, and created 2,589 apprenticeships at completion.

The South East Midlands Local Enterprise Partnership's Local Growth Fund programme of £265 million levered in £350 million of private investment, delivered 3,442 new jobs, and has enabled 3,693 new homes so far.

The Oxfordshire Local Enterprise Partnership's Local Growth Fund programme of £143 million levered in £317 million of private investment, and has delivered 1,900 new homes and 123 direct jobs, and accommodated 8,100 jobs and 118 apprenticeships.

## Getting Building Fund

We recommended Getting Building Funding for approval in October 2020, with two projects supported under the new initiative:

- University of Peterborough Phase 2 Manufacturing and Materials R&D Centre (Photocentric) awarded £14,297,000.
- Peterborough City Council Infrastructure for University Phase 2 (Peterborough City Council) awarded £827,000.

## Eastern Agri-Tech Initiative

The Eastern Agri-Tech Growth Initiative is designed to support the development of new and innovative ideas within the Agri-Tech sector.

During the 2020/21 financial year, the Initiative awarded £1,454,445.49 to 27 projects creating 20 new jobs, whilst protecting an additional 12. It also unlocked £2,296,116.49 in match funding to stimulate growth within the Agri-Tech sector.

Thirteen of the projects were awarded funding from the scheme's Growth Fund, which offers grants of between £10,000 and £150,000 to support product development and improve agricultural productivity.

The other 14 were awarded funds from the research, development and prototyping fund. Offering grants of between £10,000 and £60,000, it helps to support the research and development of new products or processes.



## Local Economic Recovery Strategy (LERS)

The Economic Recovery Sub-Group, part of the wider Local Resilience Forum, was formed in March 2020 to respond to the economic and business impacts of COVID-19. Made up of senior officers from our local authorities and representatives of local businesses, it committed to developing a joint Local Economic Recovery Strategy (LERS) in November 2020, with further refresh updates undertaken in January and March 2021.

## Local Industrial Strategy (LIS)

Historically, growth and especially the quality of growth across our cities and towns has not been inclusive. This has led to high levels of health, wellbeing, and prosperity disparity, with pockets of urban and rural deprivation. The Local Industrial Strategy provides a basis and opportunity to address the inequalities that undermine economic growth and vision, helping to transform our region into a leading place in the world to live, learn and work. We understand that an inclusive growth strategy improving absolute standards of living is vital for the long-term economic sustainability of our economy. As such, it represents a risk mitigation strategy as well as an opportunity.

## European Regional Development Fund



The European Regional Development Fund initiative backs projects that help local areas grow by funding investment in innovation, small and medium-sized enterprises, employment and job creation.

- **Approved:** 146 applications.
- **Awarded:** a total of £349,595.82 in grants.
- **Forecast:** 401 protected jobs (with 19 actuals to date).

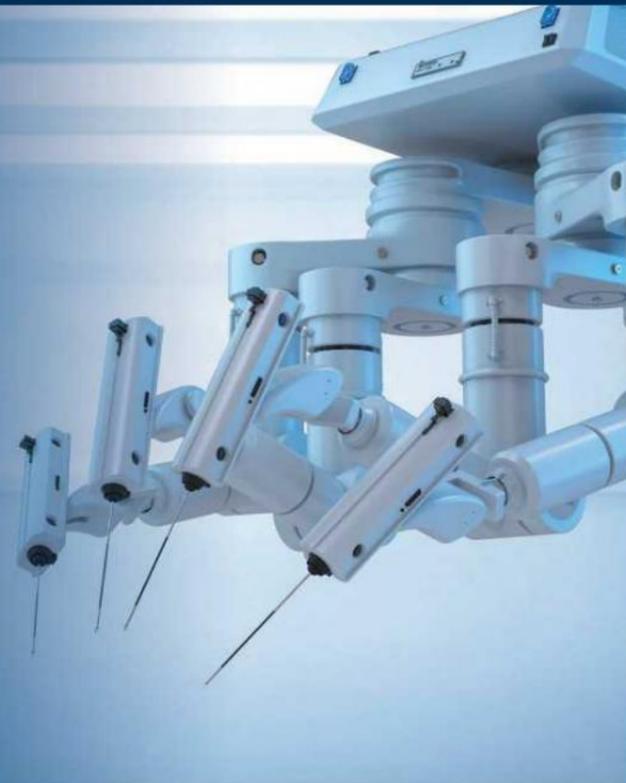
# Enterprise Zones

As the Local Enterprise Partnership, the Business Board is responsible for the delivery of two Enterprise Zones across the region – Alconbury Weald Enterprise Campus (2012) and Cambridge Compass Enterprise Zone (2016) which cover six key development sites across the area. Enterprise Zones enable key development sites to flourish by consolidating infrastructure, attracting business, and creating jobs.

All business rates generated by the Enterprise Zones are retained locally for a period of 25 years to reinvest in local economic growth. 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.



All business rates generated by the Enterprise Zones are retained locally for a period of 25 years.



Lancaster Way Business Park, Ely

## Alconbury Weald Enterprise Campus

**Location:** Huntingdonshire  
**Owner/Developer:** Urban & Civic

50 hectares of Enterprise Zone (EZ) designated employment land with over 100,000 sqm of employment space developed to date and creating over 900 new jobs.

## Cambridge Research Park, Waterbeach

**Location:** South Cambridgeshire  
**Owner:** Royal London  
**Developer:** XLB Property

7 hectares of EZ designated employment land with over 17,500 sqm floorspace developed (with a further 28,000 sqm in planning) to date and creating over 750 new jobs.

## Lancaster Way Business Park, Ely

**Location:** East Cambridgeshire  
**Owner/Developer:** Grovemere Property

40 hectares of EZ designated employment land, with over 35,000 sqm floorspace developed to date and creating over 800 new jobs.

## Northstowe, Phase 1

**Location:** South Cambridgeshire  
**Owner:** South Cambridgeshire District Council

5 hectares of EZ designated employment land recently acquired by South Cambridgeshire District Council with detailed plans for the development of Enterprise Zone land (and local centre) to bring forward 1,580 sqm of new commercial floorspace from 2021/22.

## Cambourne Business Park

**Location:** South Cambridgeshire  
**Owner:** South Cambridgeshire District Council

4,600 sqm of employment land on Cam North and 5,000 sqm on Cam South recently acquired by South Cambridgeshire District Council to accelerate development on site from 2021/22.

## Haverhill Research Park

**Location:** Suffolk  
**Owner/Developer:** Jaynic Property

4 hectares of EZ designated employment land with new 3,000 sqm Epicentre (innovation incubator) creating 2,792 sqm of managed workspace and 140 new jobs.

# Case studies

- 1 [Stainless Metalcraft](#)
- 2 [Soham Centre](#)
- 3 [The EpiCentre](#)
- 4 [Deanta Doors](#)
- 5 [OAL](#)
- 6 [Construction Hub](#)
- 7 [Anglian Water](#)

## 1

### METALCRAFT TRAINING SCHOOL

**Business Board Member, Nitin Patel, visited Stainless Metalcraft in the Fenland town of Chatteris to find out more about how one of the region's flagship advanced manufacturing companies is ensuring it has the skills it needs to thrive.**



The Combined Authority and Business Board has a long-term ambition to create an advanced manufacturing innovation launchpad in Chatteris, aligned with the aim of the Combined Authority's Local Industrial Strategy to promote growth in the sector.

The facility will both tackle skills gaps in the region and support companies like Metalcraft to continue to grow, attract new investment, create jobs and ultimately level up the economy and life chances of local people. The school is planned to be completed in spring 2022.

## New Stainless Metalcraft training school gets planning permission

A key investment is a £3.16 million Local Growth Fund grant to develop a new training school at the Metalcraft site, which will provide skills for a new generation of between 80 and 130 apprentices per year. The aim is to help them secure good careers in the industry and some will be recruited by Metalcraft directly. Work has begun on the site and the occasion was marked with a 'spade in the ground' event.

On his tour, Mr Patel heard about the importance of the existing Metalcraft apprenticeship programme in developing people with the right skills to keep pushing the company forward. Almost half of its current employees have been trained by Metalcraft. This included Martin Lawrence, Metalcraft's commercial director, who himself started as an apprentice, and was showing Mr Patel around.

With the company celebrating 100 years of training apprentices in 2016, Metalcraft has a rich history of bringing forward new talent.

Mr Patel, who has a background in manufacturing and innovation, and currently works as a consultant and lecturer on business transformation said: 'Stainless Metalcraft would not be able to survive in the globally competitive world of advanced manufacturing if it didn't invest in excellence.

'Bringing through the next generation is always on their mind and their exceptional commitment to training and apprenticeships is a big part of their success story.

'The support from the Business Board to develop the new training school will help build on that heritage of developing skills. This will be vital to attracting more investment and creating more jobs in one of our priority economic sectors.'



From left: Cllr Chris Boden, Leader of Fenland District Council, Steve Barclay, MP for North East Cambridgeshire and Mayor Dr Nik Johnson

## 2

EASTERN  
AGRITECH  
INNOVATION HUB

## Soham Centre nurturing pioneering agri-tech companies

**Chair of the Cambridgeshire & Peterborough Combined Authority Business Board Austen Adams visited a newly upgraded business innovation centre to find out how it is supporting more commercial and job opportunities in agricultural technology and science.**

Mr Adams was shown around the new £1.25 million facilities at the Eastern AgriTech Innovation Hub in Soham, to find out more about some of the exciting businesses based there and how the new facilities are helping them to grow.

£625,000 of the funding for the upgrades was provided by the Business Board through a Local Growth Fund grant. The Hub is run by crop research organisation NIAB and

is a base for small and medium sized enterprises and start-ups involved in both waste reduction and improving the value of waste products in the food and crop supply chain.

The upgraded facilities include new polytunnels, a glasshouse, heat pump, sustainable water-use facilities and a 33KW solar farm installed on the site. Those green technologies, alongside the business focussed on reducing waste, will support the National Farmers' Union's net zero carbon goal for agriculture by 2040.

Mr Adams heard how the hub, which opened in 2015, works closely with local farmers to ensure innovations are aligned with what agriculture wants and needs. The facility offers new start-ups not just lab and office

space, but also access to fields and farm machinery to allow pilot testing and the better commercialisation of ideas.

An example of a business growing with support of the Hub is Agrigrub. It uses waste fruit and vegetables that would otherwise end up in landfill as feed for black soldier fly larvae. Cambond, is developing a carbon neutral bio-resin adhesive from waste from the brewing industry.

NIAB's Dr Lydia Smith, who manages the Eastern AgriTech Innovation Hub said:

'It's vital for our current, and future, licensees that investment was made in the site and we're incredibly grateful for the Cambridgeshire and Peterborough Combined Authority Business Board's support and funding.

'These emerging companies need a sustainable infrastructure to grow and create their products.

'We're confident the improvements in the Eastern AgriTech Innovation Hub will allow SMEs to grow and prosper in the waste valorisation sector.

'It was a pleasure to show Austen around the Hub, including how the new and improved facilities are already starting to benefit our licensees.'

These emerging companies need a sustainable infrastructure to grow and create their products

## 3

THE  
EPICENTRE,  
HAVERHILL

## 'An exciting launchpad': Haverhill's The EpiCentre pays dividends for local economy



**Our investment into a flexible, modern business centre for entrepreneurs and growing enterprises is already paying off, as it supports growth and jobs in the local economy just nine months after its launch.**

Our vice chair, Professor Andy Neely, visited The EpiCentre in Haverhill to take a tour of the modern, flexible suite of workspaces and see how they're being used by local businesses.

The centre was built with support from £2.7 million of Local Growth Fund investment from the Business Board, and a loan of £3.5 million by West Suffolk Council. The aim was to support small and medium-sized enterprises (SMEs) to grow and deliver jobs for local people.

The four-storey centre launched in early November 2020 and is located at Haverhill Research Park, off the A1307. The location is seen as a gateway to East Anglia and accessible to Cambridgeshire, Suffolk and Essex.

The EpiCentre offers a range of office space, hot desking and co-working options, all designed to help businesses launch or expand quickly and easily. There are also ground-floor labs that provide space for companies, including the life sciences sector, for which the region has global renown. CodiKoat are using the centre's Tissues Culture Lab to develop pioneering anti-viral technology which has been ISO accredited following a trial in the London Opera House.

### Cross-industry collaboration

The centre aims to support collaboration between businesses, fostering innovation and growth, building on the ingredients that have made Greater Cambridge and its surrounds a nationally important and dynamic subregional economy. The EpiCentre also offers access to business advice and helps open up networks with other companies and investors.

Professor Neely, who is also Pro-Vice-Chancellor for Enterprise and Business Relations at the University of Cambridge, said: 'It was fantastic to see the diversity of companies operating from this impressive space.

'What struck me was the energy and enthusiasm of the innovative and growing businesses and the space felt like an exciting launchpad for their futures.

'With the building launching during a pandemic, a key aspect of the success so far has been the flexibility of its offering. The EpiCentre has helped growing SMEs in a turbulent period to find space to adapt and scale.

'This has been a very positive start and I would love to be able to fast forward 12 or 24 months to see how The EpiCentre develops as it has a really promising future.'

What struck me was the energy and enthusiasm of the innovative and growing businesses

## 4

## DEANTA DOORS



## 'A win-win situation for everyone': Growth Works grant to create 25 new jobs for Deanta Doors

**The Managing Director of one of the UK's leading internal door manufacturers has revealed how a grant from Growth Works will help the business create new jobs as part of its ambitious growth plans.**

Deanta, based in Ely, has received a £150,000 grant through the Growth Works capital grant programme. The investment comes at an exciting time for the company, who are forecast to create up to 25 new jobs over the next 12 months.

Mike O'Toole, Deanta's Managing Director, said the jobs would be created across all areas of the growing business, which is situated on Ely's Lancaster Way Business Park.

### Scaling up

Mr O'Toole said: 'The business is currently in a massive growth phase, and we are continuing to scale and invest as part of our plans for the next 5 years.'

'The grant will help us with realising our plans to create new jobs across all areas of the business at what is a really exciting time to be joining Deanta.'

The grant is one of 32 issued to businesses across Cambridgeshire and Peterborough by Growth Works, with a total of £2,025,000 being allocated in grants ranging from £20,000 to £150,000.

### A smooth application process

Mr O'Toole added he was impressed by how efficient and effective the application process was from start to finish.

He said: 'Everyone I have dealt with at Growth Works has actually been putting me under pressure and that's the first time that has ever happened. Usually with these kinds of applications I am the one doing the chasing.'

'Growth Works came out and made it very clear what they were looking for and the grant criteria, which made the whole process incredibly transparent.'

'Being so clear from the first contact saved us a lot of time and the application form was very quick.'

Nigel Parkinson, Chairman of the Cambridgeshire and Peterborough Business Growth Company, was delighted to learn how Deanta would use the funding to continue its strong growth.

He said: 'Our grant award to Deanta is a great example of how Growth Works can provide businesses with additional funding to accelerate their growth plans.'

'The business wants to grow, has grown significantly over recent years, and is committed to the region; it's a win-win situation for everyone.'

## 5

OAL  
DIGITISATION

The grant helped the business to accelerate significantly.

**In mid-2020, as the UK remained in lockdown, we awarded Peterborough-based robotics experts OAL a COVID-19 Capital Grant of around £48,000 to digitise their operations.**

The grant helped the business to accelerate significantly, and OAL are now working smarter, faster, and more productively.

### Streamlining for success

OAL was able to make the most of the quieter period at the height of lockdown to streamline operations and take advantage of new technologies. This brought a welcome end to the old systems generating up to 14 square metres of paperwork, and a goodbye to the non-integrated software that had made it difficult for teams to work collaboratively.

'Extraordinarily important for our business': COVID-19 Capital Grant transforms Peterborough robotics firm



### Pods for productivity

The digitisation comes with 14 new, fully-equipped pods for staff to work in. Building work for the new pods and the setting up of the new equipment has been very cost-effective. For example, using local contractors, prefabricated panels, Amazon Alexa hubs and Microsoft Teams software slashed the cost of a typical refit and overhaul significantly – and OAL ended up achieving double the number of pods originally envisioned with the grant money.

Each pod is self-sufficient, with its own ventilation, lights and screens. Its occupant can work in a quiet, productive environment, and easily collaborate with colleagues and customers through video calls and shared documents.

The pods also allow people to work in two-metre spaces, in accordance with the latest public health guidelines.

Beforehand, the original open plan office environment created too many distractions, and meetings were not always as productive as they could have been.

### 'Adversity does create opportunity'

Harry Norman, Managing Director, OAL said:

'This grant has been extraordinarily important for the future of our business. People are now doing in two hours what might have taken them all day to do before. We're estimating productivity gains of about 20% within our business.'

'Adversity does create opportunity and COVID-19 has given us time to reflect. We had too much paperwork and our systems held back our potential to work more effectively as a team. The more we rolled out this technology, the more we wished we'd done it sooner.'

## 6

CAMBRIDGE  
REGIONAL  
COLLEGE  
CONSTRUCTION HUB

**We've funded a major new development to create a state-of-the-art Construction Hub at the Cambridge Regional College Huntingdon Campus.**

The Hub is designed to support construction skills development in the region, and therefore the growing job market in the sector.

#### Addressing skills shortages

Cambridge Regional College is the largest provider of construction training in the area, and the new Huntingdon campus development will address high levels of skills shortages in occupational areas including

'A key enabler of further economic development': state-of-the-art

Construction Hub funded by Business Board nearly ready to go

construction, electrical, brickwork and carpentry – all of which will be catered for in the new facility.

The Hub will see a further 180 people trained each year, including school leavers, adults, and apprentices. This facility will also see the creation of nine direct employment opportunities at Cambridge Regional College.

The final stages of the project are set for completion in September 2021. By then, we anticipate the Hub will already be welcoming a greater number of students starting in the 21/22 academic year, through its increased capacity.

#### Perfect timing

Principal Mark Robertson said, 'We are delighted that the new training facilities at our Huntingdon campus will provide industry standard training for many more people to develop the skills they need for good jobs in the construction industry. With the construction sector booming in the region, this is the perfect time for students to gain the skills that will give them great employment opportunities.'

This development has come at a time of high demand, with a 2018 Construction Industry Training Board study identifying Huntingdon as the location for the largest percentage of the Combined Authority's 9,000 construction employers, accounting for 12% of all firms, many of which are small to medium enterprises.

With further data suggesting a shortage of around 15,000 skilled people in the Eastern region, and 47% of all vacancies in the construction industry remaining unfilled due to skills shortages, the Construction Hub is identified as a key enabler of further economic development in the Cambridgeshire and Peterborough Independent Economic Review (CPEIR) and Local Industrial Strategy (LIS).'



## 7

ANGLIAN  
WATER

Committed to community: Anglian Water upskilling workers and learners since 2013

Through our contract with the Careers & Enterprise Company, the Business Board and the Combined Authority are tasked with engaging with all state secondary, special schools and alternative provision to support the delivery of careers programmes.

Fenland and East Cambridgeshire are designated Opportunity Areas, set up by Central Government to boost social mobility. As part of our programme, a group of Cornerstone Employers take on additional responsibilities in schools to develop strong career programmes.

Anglian Water are one of our Cornerstone employers working to make a positive difference within the communities they work. They've committed to focus on a small number of locations in our region and give them the time and dedication needed to deliver valuable change.

Starting in Wisbech, alongside their Alliance partners, and with the help of Business in the Community, Anglian Water seconded a project manager into the town in 2013. Eight years on, that project manager is still there and Anglian Water has developed a remarkable partnership with Fenland District Council, the Business Board and Combined Authority, Cambridgeshire County Council, the town's schools and colleges, and the local community.

#### Nurturing young minds

Anglian Water began working with Thomas Clarkson Academy in 2013, supporting assemblies and careers talks. It's since developed a varied programme, ranging from providing whole year group STEM-focused days for year 7, 8, 9, and 10 students, to holding mock interviews and digital solutions Insight Work Experience days for year 12 students. It's developed a close working relationship with the career lead at the academy and held an insight afternoon for all the school's staff to explore curriculum links.

Working closely with Thomas Clarkson Academy, Anglian Water has supported over 1,600 students, and in total

has helped more than 5,000 young people across the town. With its Alliance partners, it's also developed new courses at the College of West Anglia which feed directly into its apprenticeship programmes, to broaden students' understanding of career opportunities and improve transferable skills.

#### Transforming Wisbech Garden Town

Anglian Water's desire to deliver place-based regeneration goes beyond the education sector. Working with ourselves and Fenland District Council, it's helped build a transformational vision for the Wisbech Garden Town. This vision looks at the regeneration of Wisbech, improving transport links to the surrounding area, including Cambridge, by reconnecting the town to the rail network.

Now, Anglian Water works with other stakeholders to unlock the potential of the surrounding area, by managing water in a more integrated way across the Fens – which is vital in our battle against climate change and to secure water supplies for the future. Called Future Fens: Integrated Adaptation, we hope the initiative will become an international exemplar of what can be achieved.



Anglian Water are one of our Cornerstone employers working to make a positive difference within the communities they work.

# Looking forward

WHAT THE BUSINESS BOARD  
WILL DELIVER IN 2021-22



## Anglia Ruskin University (ARU) Peterborough

### Anglia Ruskin University (ARU) Peterborough Phase 3

This £28 million, third phase of development comprises £20 million from the Levelling Up Fund (subject to Government approval) and £8 million from ARU, CPCA and Peterborough City Council (PCC), to create the second teaching building (the Living Lab) and a University Quarter Cultural Hub.

### University Quarter Cultural Hub

The University Quarter Cultural Hub, of which the Living Lab will be the centrepiece, is a new destination for creativity and engagement in Peterborough. The Quarter will connect museums, theatres, libraries and sports facilities through regenerated open green space, pedestrian areas and cycle paths. It will complete the link between the city centre and cathedral to the west, and the River Nene embankment to the south – helping to expand, connect, beautify and diversify Peterborough's urban centre.

### Living Lab

The Living Lab is at the heart of Phase 3. It will be an open, interactive science lab and education space, designed to creatively engage people (especially young people) in science and technology. Broadening Peterborough's cultural offering, it will provide a window into the city's net zero future through events, exhibitions and flexible learning, including festivals of ideas, immersive displays, hackathons, forums and evening classes.

We expect Phase 3 to be completed and delivered by September 2024.



Mayor Dr Nik Johnson (right) on the ARU Peterborough construction site



The Quarter will connect museums, theatres, libraries and sports facilities through regenerated open green space, pedestrian areas and cycle paths.



# Business Support: Growth Works

Growth Works will build on its very successful start as it helps businesses supercharge their growth, creating opportunities right across the Cambridgeshire and Peterborough region.



Growth Works will accelerate start-ups, scale-ups & set-ups within our economy, helping to achieve our ambition of doubling GVA over 25 years, in a way that is more sustainable, greener, digitally enabled, and inclusive.

**Austen Adams**  
Business Board Chair

## Working with partners

The Growth Works Team are committed to listening to and working with the many stakeholders and providers across the region to ensure we work as closely and strongly as possible. The team, together with the Business Board, are working to complement the existing organisations and providers to support businesses to bounce back and grow again post Covid. Keeping the co-operative spirit within our delivery team and the business support ecosystem is key to delivering the programmes outcomes, efficiently and effectively.

The programme will ensure that while Growth Works are here to accelerate high growth SMEs through coaching, funding for strategic support and investment, they will also ensure every business who wants support will receive access to coaching resources.

## What we'll do

Almost 1,000 businesses will have received a business diagnostic and support with a business growth product.

Support over 150 businesses on their growth coaching journey in 2021.

200 learning outcomes for the region.

An initial 50 additional apprenticeships created out of 1,400 across the life of the project.

Secure and keep at least one large inward investment project for the region and make sure Cambridge exceeds last year's number (12).

## How we'll do it

Operational efficiency.

Introduce company-level account management. A shift from individual contracts to Group Company account management will create a business relationship management approach rather than individual contact.

Integrate Companies House API with HubSpot to enable greater information for client segmentation, status and reporting.

Introduce Anti Money Laundering/Know Your Customer assessment for CPCA business services, to provide reasonable checks on the counterparties and stakeholders Growth Works and CPCA work with.

Introduce online programme reporting, providing transparency on performance, programme delivery and qualitative outcomes for the Combined Authority and key stakeholders.

Bring to life an annual calendar of events to help businesses understand how to find the talent they need to grow.

# Careers Hub



**A new Careers Hub will help young people in Cambridgeshire and Peterborough into good careers by connecting local employers, schools, and colleges, to support better careers education.**

The Hub, which will start in September 2021, will also help young people actively engage with local businesses to inform their future choices.

The funding of just under £200,000 comes from the Careers and Enterprise Company (CEC), a subsidiary of the Department for Education. The Business Board and Combined Authority already have a contract with the CEC for the delivery of the Enterprise Advisor Network (EAN), which has been in place since 2018. The EAN delivers the same linkages between employers, schools and colleges, but the funding for the Careers Hub will be greater, allowing for a better service for young people.

The Careers Hub will initially incorporate 30 schools and colleges, including four Special Educational Needs and Disabilities (SEND) schools, and one Alternative Provision (AP) provider from across the region for the academic year of 2021/22. Schools in the government-

designated Fenland and East Cambridgeshire Opportunity Area are prioritised by the CEC funding. The core aim of the Opportunity Area is to improve education standards, whilst also raising aspiration and helping young people access good careers.

The Business Board and the Combined Authority plans to apply for a second Careers Hub in the 2022/23 academic year, so all 72 schools and colleges in the Combined Authority area can join.

Support schools can receive includes a 'Strategic Hub Lead' to help co-ordinate activity and build networks and access to bursaries for

individual schools and colleges to train Careers Leaders.

Employers will also be encouraged to become Cornerstone Employers – champions who encourage new businesses in the area to get involved in supporting schools and colleges, as well as encouraging their own staff to become volunteer Enterprise Advisers. Existing Cornerstone Employers are already supporting schools in the region.

Data from the first wave of Careers Hubs in other parts of the county shows that schools and colleges outperformed the national average of all aspects of careers education.



The Hub, which will start in September 2021, will also help young people actively engage with local businesses to inform their future choices.



The portal helps young people and careers advisors to understand the types of roles currently in demand.

## Labour Market Information

**In February 2021, we launched a new Labour Market Information (LMI) Portal, providing high quality, reliable labour market information to two main audiences – learners making decisions about their future careers, and leaders looking for a better understanding of our region's labour market.**

Bringing together a series of interactive tools, the portal helps young people and careers advisors to understand the types of roles currently in demand, and the sectors that are growing, or likely to grow, in the near future.

This advice will help our learners get the information they need, empowering them to make informed decisions and build a rewarding career. For leaders, the LMI provides a strategic overview of the regional labour market, including current skills shortages, opportunities, and how the local labour market affects our region's economy.

**UNLOCK 3**  
WITH LEVEL

**£1m**

## Unlock with Level 3 Campaign

**In 2021, the Cambridgeshire and Peterborough Combined Authority were awarded £1 million to deliver free Level 3 courses for adults across the region.**

The funding from the Department for Education (DfE) has been delegated to Mayoral Combined Authorities as part of the government's Lifetime Skills Guarantee, and will deliver free first Level 3 courses for adults aged 24+. At the moment, learners aged 24 and over must either self-fund, take out an Advanced Learner Loan, or finance their learning through employer sponsorship.

Throughout summer and autumn 2021, we'll be working with the Combined Authority's Adult Education Team to launch a campaign to raise awareness of the new, fully-funded Level 3 courses available to learners across the region.

The joint 'Unlock with Level 3' campaign will not only encourage potential learners to use the new funding to upskill, but will also highlight the benefits that gaining a Level 3 qualification could have on their future employment prospects.

It should generate a pipeline of potential learners who are eligible for fully-funded Level 3 courses. We'll share learners' data with our providers to enact enrolment.

# Employment & Skills Strategy

**We've achieved many of the actions in the Skills Strategy, and others are nearing completion. Given the fast-moving pace of the skills requirements in a post COVID-19 world and the evolution of the Local Economic Recovery Strategy, we'll be refreshing the Employment and Skills Strategy for publication in late 2021.**



Shifting the economy by 2050 will lead to significant changes in jobs and skills requirements.

It will contain the strategic vision for post-16 education through to higher-level skills, becoming the blueprint for supporting both learners to upskill, and businesses to find the skills they need.

The CPCA's refreshed Skills Strategy will identify Green Skills as a cross-cutting theme throughout, making the skills required for Net Zero a priority for investment of future education budgets that are devolved or delegated, such as the Lifetime Skills Guarantee and the Adult Education Budget. It could provide significant opportunities to upskill and reskill CPCA residents in Green Skills and jobs that are in demand and better paid, improving prosperity in the region. Local colleges are already developing Green Skills Academy ideas to address the skills needs of this emerging sector.

West Suffolk College continues to work with manufacturers of air source heat pumps to provide staff training and equipment to enable the upskilling of employed plumbing and heating engineers. Courses will also be developed to upskill and retrain unemployed adults, along with the introduction of a new renewables pathway within the Apprenticeship Standard for plumbing. The Sustainability Academy within the College is providing high quality Institute of Environmental Management and Assessment-accredited sustainability courses to businesses across the region to help with planning a net zero future.

Shifting the economy by 2050 will lead to significant changes in jobs and skills requirements. These changes translate to new skill sets, updates of curricula and new qualifications. In turn, we'll need to upskill, reskill and train residents to make sure businesses and the economy have the right skills to support this transition.

## Local Skills Report

The Local Skills Report was published in April 2021 and sets out the Combined Authority's existing Skills Strategy and associated action plans. It discusses the skills strengths and needs in the region and reflects on the progress achieved. The Local Skills Report also includes a chapter on the next steps – here it recommends a new skills strategy is commissioned. The Report provides detailed data and analysis based on a number of core indicators, broken down into four key themes:

Local landscape

Skills supply

Skills demand

Mapping Skills supply and demand

## Local Economic Recovery Strategy (LERS)

The Local Economic Recovery Strategy is a live and evolving strategic document which lays down a roadmap of specific interventions aimed at accelerating the recovery of our local economy.

Through our parallel programme of COVID-19 insight work, we'll gain further understanding so we can better prioritise our interventions to target support towards affected groups at the right time, so we accelerate the rebound of our local economy.

This will lay the foundation on which to grow the local economy on (and beyond) our original growth plans, including the Local Industrial Strategy.

## Sector Strategies



Digital



Life Sciences



Advanced Manufacturing and Materials



Agri-Tech

**The Combined Authority has agreed to focus on key sectors when developing strategy documents.**

We've recently completed a refresh of existing sector strategies, and we're due to complete the outstanding Agri-Tech strategy by November 2021. These enable us to focus on the priority areas for growth over the next year, and will be used to support future funding applications to central government.



Business Board Member, Al Kingsley at Aerotron, Chatteris



Business Board Member, Aamir Khalid at TeraView, Cambridge



Business Board Member, Nitin Patel at Metalcraft, Chatteris



Business Board Member, Faye Holland at Chilford Hall, Cambridge



NIAB's Dr Lydia Smith who manages the Eastern Agri-Tech Innovation Hub, Soham



Al Kingsley at Aerotron, Chatteris



Professor Xiaobin Zhao, CEO, Cambond based at the Eastern Agri-Tech Innovation Hub, Soham



Al Kingsley at Aerotron, Chatteris



Business Board Vice-Chair, Professor Andy Neely at The EpiCentre, Haverhill







**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

Agenda Item No: 7.1

## Combined Authority Committee Membership Changes and Business Board Substitutes: November 2021

To: Combined Authority Board

Meeting Date: 24<sup>th</sup> November 2021

Public report: Public Report

From: Robert Parkin

Recommendations: The Combined Authority Board is recommended to:

a) Ratify the appointment by Fenland District Council of Councillor Samantha Hoy as its substitute member on the Housing Committee for the remainder of the municipal year 2021/2022.

b) Ratify the appointment by East Cambs District Council of Councillor Ian Bovingdon as its member on the Transport and Infrastructure Committee for the remainder of the municipal year 2021/2022.

c) Approve the reappointment of the nominated substitute member for the Mayor and Lead Member for Economic Growth for the Business Board

d) Note the appointment by Peterborough City Council of Councillor Amjad Iqbal as one of its members on the Overview and Scrutiny Committee for the remainder of the municipal year 2021/2022.

Voting arrangements: a) to c) Simple 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.

d) note only.

## 1. Purpose

- 1.1 The report advises the Board of amendments to the substitute membership of the Housing Committee notified by Fenland District Council, the membership of the Transport and Infrastructure Committee notified by East Cambs District Council, and notifies of amendments to the membership of the Overview and Scrutiny Committee from Peterborough City Council.
- 1.2 The report requests that the Board approve the reappointment of Cllr Bailey as the substitute member for the Mayor and Lead Member for Economic Growth for the Business Board.

## 2. Background

- 2.1 Fenland District Council has advised that it has revised its substitute appointment to the Housing Committee with Cllr Samantha Hoy replacing Cllr Chris Boden as the substitute member.
- 2.2 East Cambs District Council has advised that it has revised its appointment to the Transport and Infrastructure Committee with Cllr Ian Bovingdon replacing Cllr Joshua Schumann.
- 2.3 Peterborough City Council has advised that it has revised one of its appointments to the Overview and Scrutiny Committee with Cllr Amjad Iqbal replacing Cllr Shaz Nawaz.
- 2.4 The Monitoring Officer has delegated authority to accept changes to membership of committees notified by Board members during the municipal year to ensure there is a full complement of members or substitute members at committee meetings.

### Business Board Substitute Members

- 2.5 As stated in the Constitution (Appendix 5, Section 8.2): The Mayor and the Lead Member for Economic Growth of the Combined Authority shall be members of the Business Board by virtue of their office. The Combined Authority may appoint at least one Substitute Member to act in their absence. These shall be non-voting members of the Board.
- 2.6 The Combined Authority Board is invited to reappoint Cllr Bailey as substitute member for the Mayor and Lead Member for Economic Growth.

## 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 or substitute members.

## 4. Legal Implications

4.1 The Monitoring Officer has delegated authority to accept changes to membership of committees notified by Board members during the municipal year to ensure there is a full complement of members or substitute members at committee meetings. The new appointment shall take effect after the nomination has been approved by the Monitoring Officer.

## 5. Background Papers

5.1 [Combined Authority Board Report 5 August 2020 \(Item 1.6 refers\)](#)





**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

# Cambridgeshire and Peterborough Combined Authority Forward Plan of Executive Decisions

Published 12 November 2021

Updated 16 November 2021

**The Forward Plan is an indication of future decisions. Please note that 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 which the Combined Authority Board and Executive Committees will be taking in the coming months. This makes sure that local residents and organisations know what 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.

## 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 Update

### Skills Committee

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

### Transport and Infrastructure Committee

1. Budget Monitor Update
2. Performance Report

## Accessibility

Changes to the previous month's Forward Plan are shown in **red text**. An accessible format version of this document is available on request from [democratic.services@cambridgeshirepeterborough-ca.gov.uk](mailto:democratic.services@cambridgeshirepeterborough-ca.gov.uk)

## Combined Authority Board – 24 November 2021

### 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
1.	Minutes of the meeting on 27 October 2021 and Action Log	Cambridgeshire and Peterborough Combined Authority Board	24 November 2021	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
2.	Combined Authority Committee Membership Changes and Business Board Substitutes: November 2021  <b>New item</b>	Cambridgeshire and Peterborough Combined Authority Board	24 November 2021	Decision	To ratify changes to committee memberships notified by constituent councils and approve the appointment of the nominated	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
					substitute members for the Mayor and Lead Member for Economic Growth for the Business Board				
3.	Annotated Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	24 November 2021	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 .
4.	Budget Monitor Update Report November 2021	Cambridgeshire and Peterborough Combined Authority Board	24 November 2021	Key Decision 2021/075 [General Exception]	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

	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
									the report and relevant appendices to be published.
5.	Performance Report	Cambridgeshire and Peterborough Combined Authority Board	24 November 2021	Decision	To note the Combined Authority performance reporting Dashboard	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 to be published.
6.	Draft 2022-23 Budget and Medium-Term Financial Plan to 2025-26 for public consultation <b>and</b>	Cambridgeshire and Peterborough Combined Authority Board	24 November 2021	Decision	For the Combined Authority Board to approve the draft 2022-23 Budget and Medium-Term	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
	<b>Draft Sustainable Growth Statement</b>  <b>New item</b>				Financial Plan to 2025-26 for public consultation <b>and to comment on a draft Sustainable Growth Statement.</b>				and relevant appendices to be published.

### 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
7.	Response to the Independent Commission on	Cambridgeshire and Peterborough Combined Authority Board	24 November 2021	Key Decision 2021/025	To approve a response to the Independent Commission on Climate Change's	Relevant internal and external stakeholders	Paul Raynes Director of Delivery	Councillor Bridget Smith Lead Member for	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
	Climate Change				full recommendations.		and Strategy	the Environment and Climate Change	other than the report and relevant appendices to be published.
8.	Capability Fund 2021/22 Grant Award  <b>New item</b>	Cambridgeshire and Peterborough Combined Authority Board	27 October 2021	KD2021/066	To advise the Board of the grant Award and to seek approval for forwarding to Peterborough City Council and Cambridgeshire County Council to deliver against the funding criteria.	Relevant internal and external stakeholders	Kim Sawyer Director of Corporate Services.	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
9.	St Neots Future High Streets Fund Scheme Business Case	Cambridgeshire and Peterborough Combined Authority Board	24 November 2021	Decision	To note the Business Case from Huntingdonshire District Council in regard to the St	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	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
	[May contain exempt appendices]				Neots Future High Street Fund Scheme and Combined Authority match funding.				the report and relevant appendices.
10.	Market Towns Programme Investment Prospectus – Approval of recommended projects - November 2021  <b>New item</b>	Cambridgeshire and Peterborough Combined Authority Board	24 November 2021	Key Decision 2021/062	To recommend approval of projects under the Market Towns Programme Investment Prospectus from East Cambridgeshire District Council.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
11.	Cambridgeshire and Peterborough Business Growth Company Limited (Growth Co):	Cambridgeshire and Peterborough Combined Authority Board	24 November 2021	Decision	To approve the appointment of Alan Downton to the Board of the Cambridgeshire and Peterborough Business Growth Company Limited	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

	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
	Appointment of Director  <b>New item</b>				(Growth Co) as a Director.				appendices to be published.
12.	Community Renewal Fund Award  <b>New item</b>	Cambridgeshire and Peterborough Combined Authority Board	24 November 2021	Key Decision 2021/073  [General Exception]	To accept a Government award of £3.39m and delegate Officers to mobilise the two projects approved in the award by contracting with the delivery partner.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

## By recommendation to the Combined Authority

### 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
13..	March Area Transport Study Outline Business Case	Cambridgeshire and Peterborough Combined Authority Board	24 November 2021	Key Decision 2021/026	To receive the Outline Business Case and decide on the next stage of the project.	Relevant internal and external stakeholders	Rowland Potter Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
14.	A1260 Nene Parkway Junction 15  <b>New item</b>	Cambridgeshire and Peterborough Combined Authority Board	24 November 2021	Key Decision 2021/032	To consider the Full Business Case and approve drawdown of construction funds.	Relevant internal and external stakeholders	Rowland Potter Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

## Recommendations from the 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
15.	Adult Education Budget Commissioning Approach and Statement for 2022/23 onwards	Cambridgeshire and Peterborough Combined Authority Board	24 November 2021	Key Decision 2021/053	To approve the proposed commissioning approach and the refreshed Adult Education Budget Commissioning Statement.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	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.
40.	Outline Planning Application (OPA) for University of Peterborough Multi-Phase Delivery Plan  <b>Removed</b>	Cambridgeshire and Peterborough Combined Authority Board	24 November 2021	Key Decision 2021/063	To approve additional funding for the Outline Planning Application process for the University of Peterborough.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices

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## 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
16.	Strategic Funding Management Review November 2021 and Project Change Request  <b>New item</b>	Cambridgeshire and Peterborough Combined Authority Board	24 November 2021	Key Decision 2021/065	To monitor and review programme performance, evaluation, outcomes and risk and to approve a Project Change Request for the Manufacturing and Materials Research and Development Centre (University of Peterborough Phase 2).	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
17.	Agri-Tech Sector Strategy	Cambridgeshire and Peterborough	24 November 2021	Decision	To approve and adopt the Agri-Tech Sector Strategy for	Relevant internal and external stakeholders	John T Hill, Director of	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
		Combined Authority Board			Cambridgeshire and Peterborough.		Business & Skills	Business Board	documents other than the report and relevant appendices to be published
18.	Business Board Annual Report 2020/21  <b>New item</b>	Cambridgeshire and Peterborough Combined Authority Board	24 November 2021	Decision	To note the Business Board Annual Report 2020-2021.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

## Housing and Communities Committee – 10 January 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
19.	Affordable Housing Programme Scheme Approvals January 2022	Housing and Communities Committee	10 January 2022	Key Decision 2021/038	To consider and approve allocations to new schemes within the Affordable House Programme.	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.
20.	Community Housing <b>New item</b>	Housing and Communities Committee	10 January 2022	Decision	To note the current position in respect of providing support to community housing groups.	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.
21.	Digital Connectivity <b>New item</b>	Housing and Communities Committee	10 January 2022	Decision	To consider the refreshed Business Plan and proposal to	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

					approve the budget for the next three years of delivery and make recommendations to the Combined Authority Board.				documents other than the report and relevant appendices.
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### Transport and Infrastructure Committee – 12 January 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
22.	Local Transport Plan Update	Transport and Infrastructure Committee	12 January 2022	Decision	To provide an update on the Local Transport Plan refresh following consultation.	Relevant internal and external stakeholders	Rowland Potter 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
23.	University Access Study	Transport and Infrastructure Committee	12 January 2022	Decision	To consider recommendations on the Outline Business Case Phase 1 and outline next steps and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	Rowland Potter Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
24.	Fenland Stations Regeneration	Transport and Infrastructure Committee	12 January 2022	Decision	To give an update on construction completion of March and Manea stations as part of the Fenland Stations Regeneration programme.	Relevant internal and external stakeholders	Rowland Potter Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
25.	Bus Reform January 2022	Transport and Infrastructure Committee	12 January 2022	Decision	To consider an update on the results on the Bus Reform Outline Business	Relevant internal and external stakeholders	Rowland Potter Head of Transport	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
					Case public consultation and next steps and make recommendations to the Combined Authority Board.				other than the report and relevant appendices.
26.	England's Economic Heartlands Peterborough-Northampton-Oxford Connectivity Study	Transport and Infrastructure Committee	12 January 2022	Decision	To agree the outputs of the England's Economic Heartland's Peterborough-Northampton-Oxford connectivity study.	Relevant internal and external stakeholders	Rowland Potter 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.
27.	St Ives Strategic Outline Business Case	Transport and Infrastructure Committee	12 January 2022	Decision	To review outcomes from the Strategic Outline Business Case and next steps and make recommendations	Relevant internal and external stakeholders	Rowland Potter Head of Transport	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
	<b>Deferred from November</b>				to the Combined Authority Board.				and relevant appendices to be published.
28.	A141 Strategic Outline  Business Case  <b>Deferred from November</b>	Transport and Infrastructure Committee	12 January 2022	Decision	To review outcomes from the Strategic Outline Business Case and make recommendations of next steps to the Combined Authority Board.	Relevant internal and external stakeholders	Rowland Potter 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.
29.	Wisbech Rail Update  <b>Deferred from November</b>	Transport and Infrastructure Committee	12 January 2022	Decision	To provide an update on the project and outline next steps.	Relevant internal and external stakeholders	Rowland Potter 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 to be published.
30.	A10 Outline Business Case  <b>Deferred from November</b>	Transport and Infrastructure Committee	12 January 2022	Decision	To update the committee on the programme and arrangements for development of the Outline Business Case for the A10.	Relevant internal and external stakeholders	Rowland Potter 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.
31.	Fengate Phase 1  <b>New item</b>	Transport and Infrastructure Committee	12 January 2022	Decision	To consider the recommendation to use £180,000 from the subject to approval budget to develop the design further and make	Relevant internal and external stakeholders	Kim Sawyer Director of Corporate Services.	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant

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

### Skills Committee – 17 January 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.	Growth Works Management Review – January 2022	Skills Committee	17 January 2022	Decision	To monitor and review programme delivery and performance and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders including the Business Board	John T Hill, Director of Business & Skills	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices

									to be published
33.	Adult Education Budget – Delivery Outcomes and Impact	Skills Committee	17 January 2022	Decision	To present a review of the Combined Authority's performance in improving delivery of Adult Education	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	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
34.	Local Skills Report Refresh	Skills Committee	17 January 2022	Decision	To update Committee Members on the Local Skills Report.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
35.	Strategic Outline Business Case (SOBC) for University of Peterborough Multi-Phase Delivery Plan	Skills Committee	17 January 2022	Decision	To consider the Strategic Outline Business Case (SOBC) for the University of Peterborough Multi-Phase	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report

	<b>New item</b>				Delivery Plan and make recommendations to the Combined Authority Board.				and relevant appendices to be published
36.	University of Peterborough Phase 3 Full Business Case (FBC)	Skills Committee	17 January 2022	Decision	<p><del>To note the Full Business Case for the University of Peterborough Phase 3.</del></p> <p>To consider the Full Business Case (FBC) for Phase 3 of the University of Peterborough and make recommendations to the Combined Authority Board.</p>	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	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
37.	Community Renewal Fund Bids Update  <b>Deferred from November</b>	Skills Committee	17 January 2022	Decision	To provide an update on the outcome of the submission of bids to the Community Renewal Fund.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	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.
38.	Adult Education Budget Evaluation 2020/21 and Annual Return  <b>New item</b>	Skills Committee	17 January 2022	Decision	To approve the Adult Education Budget Annual Return and to note the Evaluation.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	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.
39.	Digital Skills Bootcamps Update  <b>New item</b>	Skills Committee	17 January 2022	Decision	To update the Committee on the progress with the Digital Bootcamps contract.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	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.
40.	Health and Care Sector Work Academy	Skills Committee	17 January 2022	Decision	To consider proposals to approve the reprofiling of	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor Lucy Nethsingha	It is not anticipated that there will be any

	<b>New item</b>				spend for the Health and Care Sector Work Academy and make recommendations to the Combined Authority Board.			Lead Member for Skills	documents other than the report and relevant appendices to be published.
41.	Economic and Skills Insight Report <b>New item</b>	Skills Committee	17 January 2022	Decision	To note the Economic and Skills Insight Report.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	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 – 26 January 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
42.	Minutes of the meeting on 24 November 2021 and Action Log	Cambridgeshire and Peterborough Combined Authority Board	26 January 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.
43.	Annotated Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	26 January 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.
44.	Budget Monitor Update	Cambridgeshire and Peterborough	26 January 2022	Decision	To provide an update on the revenue and capital budgets	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief	Mayor Dr Nik Johnson	It is not anticipated that there will be any

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
		Combined Authority Board			for the year to date.		Finance Officer		documents other than the report and relevant appendices to be published.
45.	2022-23 Budget and Medium-Term Financial Plan to 2025-26  <b>New item</b>	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Key Decision 2021/060	To set a balanced budget for the forthcoming financial year as required by law, and a medium term financial plan for the next four years.	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.
46.	Mayor's Budget 2022-23  <b>New item</b>	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Key Decision 2021/061	To agree the Mayor's draft budget for 2022-23.	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 relevant appendices to be published.
47.	Performance Report	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Decision	To agree future performance reporting arrangements to the Board in support of the new Business Plan and Medium-Term Financial Plan.	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 to be published.
48.	Devolution Deal Update <b>New item</b>	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Decision	To note the update against Devolution Deal Commitments.	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 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
49.	Annual Report and Business Plan 2022/23  <b>New item</b>	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Decision	To approve the 2022/23 Business Plan.	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 to be published.

## 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
50.	<del>County of Culture</del> and <b>Sports Strategy</b>	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Decision	<del>Proposal for funding for a Full Business Case for a 2024 County of Culture.</del>	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents

					To approve the Culture and Sports Strategy				other than the report and relevant appendices.
51.	Market Towns Programme: Reprofiting of Budget  <b>New item</b>	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Key Decision 2021/069	To approve the reprofiling of budget for the Market Towns Programme.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
52.	Greater South East Energy Hub: Mobilisation of Schemes and Reprofiting of Budget  <b>New item</b>	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Key Decision 2021/071	To approve the Business Plan for mobilising and deploying the Local Authority Delivery (LAD) 3 and Sustainable Warmth schemes and approve the reprofiling of budget for the Greater South East Energy Hub.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

## By recommendation to the Combined Authority Board

### 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
53..	Bus Reform January 2022	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Key Decision 2021/045	To provide an update on the results on the Bus Reform Outline Business Case public consultation and next steps.	Relevant internal and external stakeholders	Rowland Potter 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.	University Access Study	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Key Decision 2021/031	To consider recommendations on the Outline Business Case Phase 1 and outline next steps.	Relevant internal and external stakeholders	Rowland Potter Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
55.	St Ives Strategic Outline Business Case  <b>Deferred from November</b>	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Decision	To review outcomes from the Strategic Outline Business Case and recommended next steps.	Relevant internal and external stakeholders	Rowland Potter 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.
56.	A141 Strategic Outline Business Case  <b>Deferred from November</b>	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Decision	To review outcomes from the Strategic Outline Business Case and recommendations on next steps.	Relevant internal and external stakeholders	Rowland Potter 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
57.	Fengate Phase 1  <b>New Item</b>	Cambridgeshire and Peterborough Combined Authority Board	22 January 2022	KD2021/067	To update the Board on the progress made on Fengate Phase 1 and seek approval to use £180,000 from the subject to approval budget to develop the design further.	Relevant internal and external stakeholders	Kim Sawyer Director of Corporate Services.	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
58.	Wisbech Rail Update  <b>Deferred from November</b>	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Decision	To provide an update on the project and outline next steps.	Relevant internal and external stakeholders	Rowland Potter Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

## Recommendations from the 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
59.	Strategic Outline Business Case (SOBC) for University of Peterborough Multi-Phase Delivery Plan  <b>New item</b>	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Decision	To approve the Strategic Outline Business Case (SOBC) for the University of Peterborough Multi-Phase Delivery Plan.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	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
60.	University of Peterborough Phase 3 Full Business Case (FBC)	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	<b>Key Decision 2021/064</b>	To approve the Full Business Case (FBC) for Phase 3 of the University of Peterborough.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	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

61.	Growth Works Management Review – January 2022	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Decision	To monitor and review programme delivery and performance.	Relevant internal and external stakeholders including the Business Board	John T Hill, Director of Business & Skills	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
62.	Health and Care Sector Work Academy  <b>New item</b>	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Key Decision 2021/068	To consider proposals to approve the reprofiling of spend for the Health and Care Sector Work Academy and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	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 Housing and Communities Committee

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

63.	Digital Connectivity  <b>New item</b>	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Key Decision 2021/074	To consider the refreshed Business Plan and approve the budget for the next three years of delivery.	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.
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### 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
64.	Business Board Appointments	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Decision	To confirm the appointment of new Business Board members.	Relevant internal and external stakeholders including the Skills Committee	John T Hill, Director of Business & Skills	Austen Adams Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

65.	Combined Authority Implications of the Local Enterprise Partnership Review  <b>Deferred from November</b>	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Decision	To note the outcomes of Government's national Local Enterprise Partnership (LEP) Review.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
66.	Strategic Funding Management Review – January 2022  <b>New item</b>	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Decision	To monitor and review programme performance, evaluation, outcomes and risks.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
67.	Community Renewal Fund Bids Update  <b>Deferred from November</b>	Cambridgeshire and Peterborough Combined Authority Board	26 January 2022	Decision	To provide and update on the outcome of the submission of bids to the-Community Renewal Fund.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Austen Adams Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant

									appendices to be published.
68.	Growth Works Inward Investment Service – request for recycled Local Growth Funds  <b>Deferred from November</b>	Cambridgeshire and Peterborough Combined Authority Board	26 January 2021	Key Decision 2021/055	<del>To approve the use of £1,750,000 from recycled Local Growth Funds to be reinvested into the Inward Investment Service line within the Growth Works contract.</del>  To approve the use of recycled Local Growth Funds to be reinvested into the Inward Investment Service line within the Growth Works contract.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Austen Adams Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
69.	Local Assurance Framework  <b>New item</b>	Cambridgeshire and Peterborough Combined Authority Board	26 January 2021	Decision	To approve the revised Local Assurance Framework.	Relevant internal and external stakeholders, including the Audit and Governance Committee	John T Hill Director of Business and Skills	Austen Adams Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices

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## Housing and Communities Committee – 9 March 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
70.	Affordable Housing Programme Scheme Approvals March 2022	Housing and Communities Committee	9 March 2022	Key Decision 2021/039	To consider and approve allocations to new schemes within the Affordable House Programme.	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.
71.	Future Combined Authority Housing Purpose and Function beyond March 2022  <b>New item</b>	Housing and Communities Committee	9 March 2022	Decision	To consider the likely activities and options for the future of the Combined Authority Housing activity and programme beyond March 2022 and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Councillor Lewis Herbert Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices.

72.	Northern Fringe Progress Report	Housing and Communities Committee	9 March 2022	Decision	To receive a progress report on the Northern Fringe.	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.
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### Transport and Infrastructure Committee – 14 March 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
73.	Local Transport Plan 2022	Transport and Infrastructure Committee	14 March 2022	Decision	To consider the Local Transport Plan refreshed document and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	Rowland Potter Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
74.	A47 Dualling	Transport and Infrastructure Committee	14 March 2022	Decision	To summarise outcome of the Highways England	Relevant internal and external stakeholders	Rowland Potter Head of Transport	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
	<b>Deferred from January</b>				Review and outline next steps.				documents other than the report and relevant appendices.

### Skills Committee – 16 March 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
75.	<del>Local Industrial, Recovery, Brexit and Skills Strategy</del> <b>Business and Skills Strategy</b>	Skills Committee	16 March 2022	Decision	<del>To consider recommendations on an integrated strategy for Cambridgeshire and Peterborough, including the Local Industrial, Local Economic Recovery,</del>	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and

	<b>Deferred from January</b>				Post Brexit and Employment and Skills Strategies.  To consider the draft Business and Skills Strategy.				relevant appendices to be published
76.	Opportunities to develop the Greater South East Energy Hub  <b>Deferred from January</b>	Skills Committee	16 March 2022	Decision	To note the opportunities for a green supply chain and skills requirements in the Cambridgeshire and Peterborough area.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	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 – 30 March 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
77.	Minutes of the meeting on 26 January 2022 and Action Log	Cambridgeshire and Peterborough Combined Authority Board	30 March 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.
78.	Annotated Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	30 March 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.
79.	Budget Monitor Update	Cambridgeshire and Peterborough	30 March 2022	Decision	To provide an update on the revenue and capital	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief	Mayor Dr Nik Johnson	It is not anticipated that there will be any

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

## 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
80.	Opportunities to develop the Greater South East Energy Hub  <b>Deferred from January</b>	Cambridgeshire and Peterborough Combined Authority Board	30 March 2022	Decision	To note the opportunities for a green supply chain and skills requirements in the Cambridgeshire and Peterborough area.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

## By recommendation to the Combined Authority Board

### 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
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81.	Local Transport Plan 2022	Cambridgeshire and Peterborough Combined Authority Board	30 March 2022	Key Decision 2021/033	To approve the Local Transport Plan refreshed document.	Relevant internal and external stakeholders	Rowland Potter Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
82.	A47 Dualling  <b>Deferred from January</b>	Cambridgeshire and Peterborough Combined Authority Board	30 March 2022	Decision	To summarise outcome of the Highways England Review and outline next steps.	Relevant internal and external stakeholders	Rowland Potter Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

## Recommendations from the Housing and Communities Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
83.	Future Combined Authority Housing Purpose	Cambridgeshire and Peterborough Combined Authority Board	30 March 2022	Key Decision 2021/070	To consider the likely activities and options for the future of the Combined Authority Housing activity and	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Councillor Lewis Herbert	It is not anticipated that there will be any documents

	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 Function beyond March 2022  <b>New item</b>				programme beyond March 2022.			Lead Member for Housing	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
84.	Local Industrial, Recovery, Brexit and Skills Strategy	Cambridgeshire and Peterborough Combined Authority Board	30 March 2022	Decision	To consider recommendations on an integrated strategy for Cambridgeshire and Peterborough,	Relevant internal and external stakeholders including the	John T Hill, Director of Business & Skills	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than

	Business and Skills Strategy  Deferred from January				including the Local Industrial, Local Economic Recovery, Post Brexit and Employment and Skills Strategies.  To approve the draft Business & Skills Strategy	Skills Committee			the report and relevant appendices to be published
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## 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
85.	Enterprise Zones Programme Update  Deferred from January	Cambridgeshire and Peterborough Combined Authority Board	30 March 2022	Decision	To update the Board on the Enterprise Zones Programme.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices

									to be published
86.	Digital Sector Strategy  <b>Deferred from January</b>	Cambridgeshire and Peterborough Combined Authority Board	30 March 2022	Decision	To approve and adopt the Digital Sector Strategy for Cambridgeshire and Peterborough.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

FP/11/2021

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

Please send your comments or queries to [Robert Parkin](#), Chief Legal Officer and Monitoring Officer. We need to know:

1. Your comment or query:
2. How can we contact you with a response (please include your name, a telephone number and your email address).
3. Who you would like to respond to your query (if you are unsure please leave this blank and it will be assigned to the person best placed to reply).



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

Agenda Item No: 7.3

## Performance Report

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 24 November 2021

Public report: Yes

Lead Member: Mayor Dr Nik Johnson

From: Paul Raynes, Director of Delivery & Strategy

Key decision: No

Forward Plan ref: Not applicable

Recommendations: The Combined Authority Board is recommended to:

Note the latest Performance Dashboard

Voting arrangements: Not applicable

## 1. Purpose

1.1 This provides the latest performance report for November 2021.

## 2. Background

2.1 Appendix 1 includes the November 2021 Performance Dashboard. This looks at the performance of the Combined Authority's projects, and updates on metrics showing progress against the Devolution Deal:

- Prosperity (measured by Gross Value Added or GVA);
- Housing;
- Jobs.

2.2 The project RAG ratings continue to be updated monthly as part of our standard management processes, and the dashboard includes ratings for the Combined Authority's key projects based on outturn data from the end of October 2021.

## Significant Implications

## 3. Financial Implications

3.1 There are no direct financial implications.

## 4. Legal Implications

4.1 The report accords with Cambridgeshire and Peterborough Combined Authority's (CPCA's) Constitution (November 2020) Chapter 4 para 2 and powers under Part 4 Article 11 of the Cambridgeshire and Peterborough Combined Authority Order 2017 (SI 2017/251).

4.2 The meeting shall be conducted in accordance with Parts 2 and 3 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.

## 5. Other Significant Implications

5.1 None.

## 6. Appendices

6.1 Appendix 1 – November Performance Dashboard

## 7. Background Papers

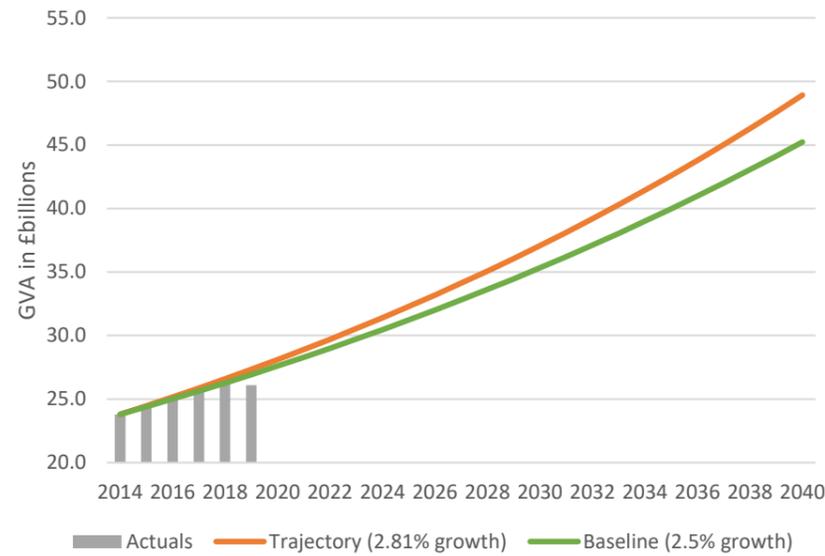
7.1 None

Baseline: Current trend without Devolution Deal interventions  
 Outturn data source: GVA and Jobs - Office of National Statistics (ONS);  
 Housing - Council Annual Monitoring Reports/CambridgeshireInsights

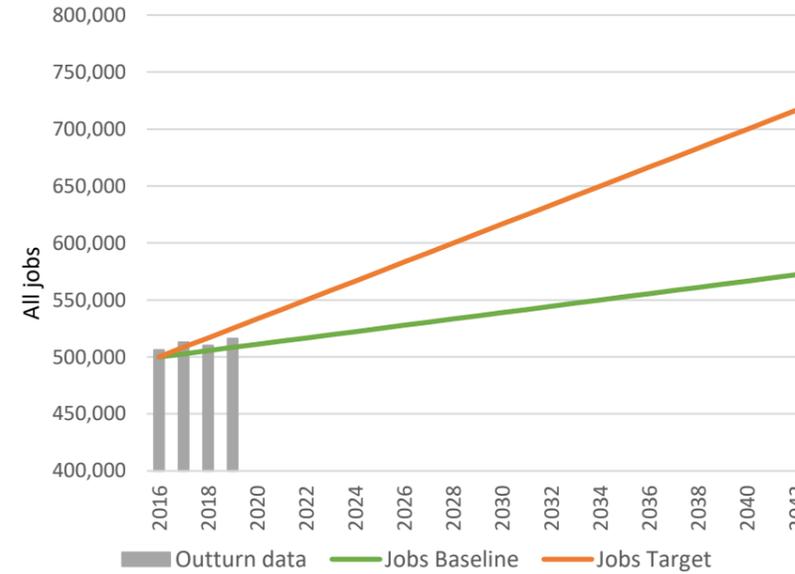
**CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY**  
**PERFORMANCE DASHBOARD**

**Combined Authority Devolution Deal Trajectory**

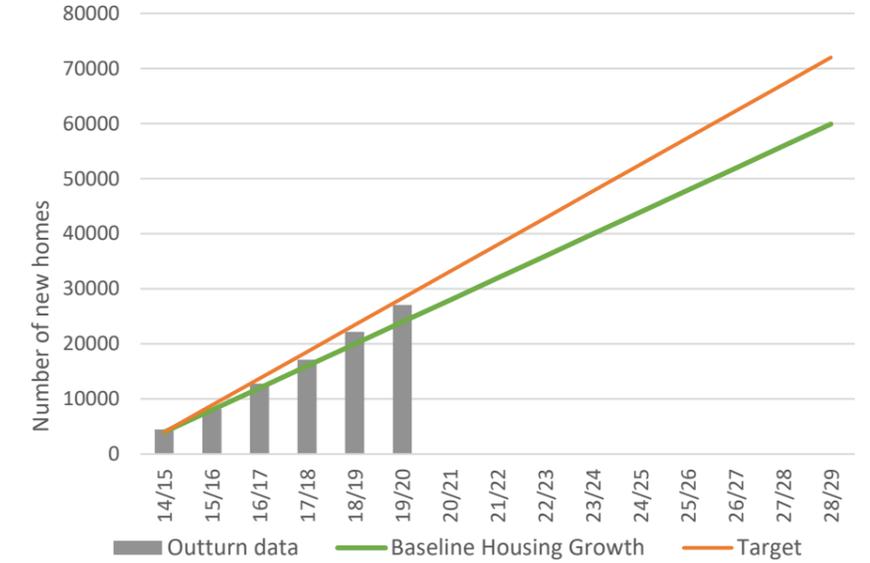
**GVA (B) TARGET V BASELINE**



**JOBS TRAJECTORY V BASELINE**



**HOUSING PERFORMANCE (\*cumulative figures)**

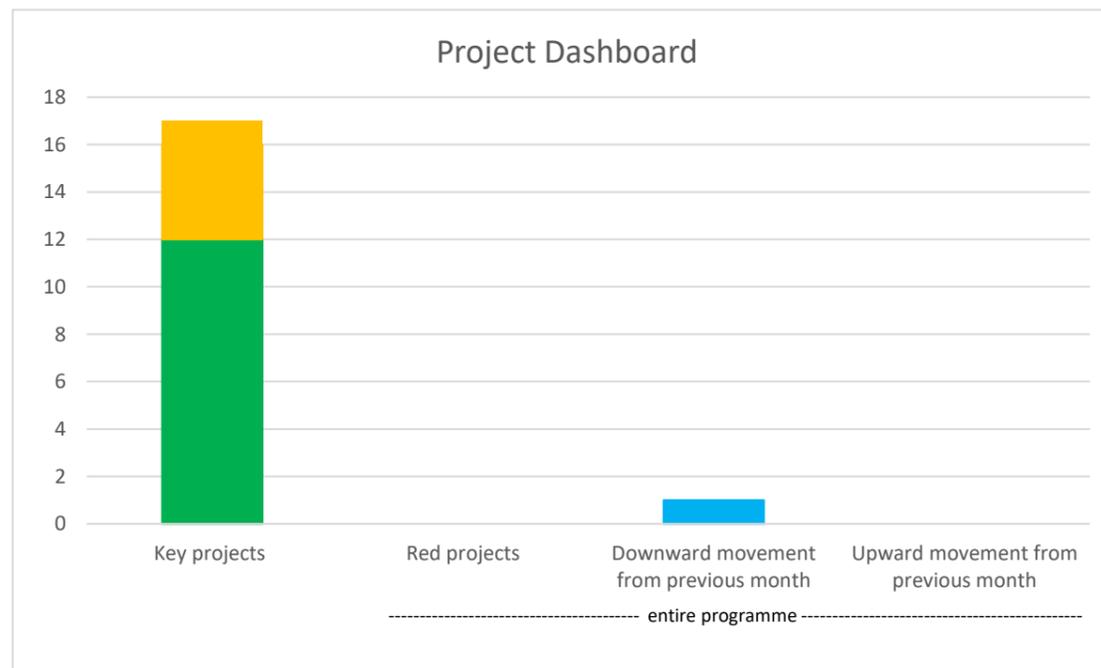


This has been updated in line with National Reporting standards. The CPCA Devolution Deal committed to doubling GVA over 25 years with 2014 as the baseline. To achieve this target the CPIER identified the region would require annual growth of 0.31% on top of the 2.5% baseline growth.

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

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

**Combined Authority Key Project Profile:**



Key projects	
Name of project	RAG status
A141	Green
A47 Dualling	Green
Business Growth Service	Green
Cambridge South Station	Green
Community Land Trust	Green
King's Dyke	Green
Market Town Masterplans	Green
Regeneration of Fenland Railway Stations	Green
Soham Station	Green
University of Peterborough	Green
Wisbech Rail	Green
£100m Affordable Housing Programme	Red
A10 OBC	Amber
AEB Devolution Programme	Amber
Bus Reform Task Force Programme	Amber
Cambridge Autonomous Metro OBC	Amber

