

Most Complex refers to a CPCA Funded programme or project that is considered most significant in terms of value, strategic fit and where there would be significant impact if failure to deliver. These are subject to change.

## Appendix 3 - Most Complex projects update

**July 2023**

### Direction of Travel

-  Improving Trend
-  Worsening Trend
-  No Change

Project/programme	Description	RAG	Direction of travel	Update/narrative on status	Next key milestone	Outcomes and Impacts	Number 1 risk and mitigation
<b>Peterborough Station Quarter</b>	Regeneration of the area around Peterborough Train Station – known as Station Quarter. A site consisting of circa 18 acres of underutilised land around the station.	Green	→	Consultant has been appointed to progress work on an Outline Business Case (OBC) by PCC. First project steering group took place in June 2023.	Draft OBC – December 2023	<ul style="list-style-type: none"> <li>- New Access to Western Entrance</li> <li>- Improved public access</li> <li>- Regeneration of City, increased footfall in city centre.</li> <li>- Enhanced passenger facilities</li> <li>- Range of commercial and retail spaces</li> <li>- Improved pedestrian and cycling routes and facilities</li> <li>- Increased GVA</li> <li>- Reduction Co2</li> </ul>	<p>Risk – Impacted cost increases potentially related to material inflation and labour cost increases, leading to impact on OBC and future deliverability.</p> <p>Mitigation – Once fully designed we will be looking at options to mitigate inflation, such as buying products early in the programme and storing them.</p>
<b>University of Peterborough</b>	The Combined Authority, Peterborough City Council and Anglia	Amber	↑	Phase 1 and 2 constructed. Phase 2 progress being made	Phase 3 construction and handover	To add – employment and skills	Risk - Material supply shortages leading project

	Ruskin University (ARU) have been working closely together as partners and with key stakeholders in designing and building the university and research facility.			for building occupation by tenants. Phase 3 construction underway and being delivered under contract to time and budget.	of second teaching building – Autumn 2024		delays and increased costs.  Mitigation – PropCo1 has approved additional funding to cover increased costs (in addition to existing project contingency).
<b>Net Zero Programme</b>	A capital fund comprising Sustainable Warmth (Local Authority Delivery Phase 3 and Home Upgrade Grant Phase 1), and Home Upgrade Grant Phase 2.	Amber	↑	Home Upgrade Grant Phase 2 is now in mobilisation. Government have upgraded project delivery for Sustainable Warmth to amber as delivery evidence is now coming through.	- Procurement of contractors for HUG2 in June, and appointment of contractors in July - Continued delivery of LAD2 to September 23	- Co2 reduction - Percentage households living in fuel poverty reduced - 3,792 homes upgraded from LAD3. - 4,419 homes upgraded from HUG 1&2	Risk – Financial risk on meeting parameters of the programme in particular cost caps, batch approvals and inflationary pressures, leading to reduction in Properties receiving measures.  Mitigation – Bi-weekly meetings with the Department and weekly meetings with contractors to review the pipeline and any financial pressures.
<b>Bus Reform Programme</b>	Delivering better public transport to our citizens. This is through Zero Emission Buses, Demand Responsive Transport (TING), and other works to improve buses in our region such as a Bus	Green	↑	Bus Service Improvement Plan was consulted on in early 2023 and BSIP+ funding has been obtained. Zero Emission Buses have been successfully delivered in May. New	Submitting proposal to DfT for BSIP+ roll out – End of August	- Increased patronage on public transport - Stability and expansion of network to re-establish connectivity, frequency and reliability.	Risk – Failing to maintain service quality whilst keeping prices down, leading to continued cuts by bus providers.  Mitigation – Network Review will devise a new

	Service Improvement Plan and Bus Strategy to work on potential Franchise or Enhanced Partnership solution.			project to record roadside infrastructure is being scoped and going to July Transport & Infrastructure Committee meeting.		- Reduction car traffic - Reduce CO2 Emissions	and more efficient bus network, increasing attractiveness to bus providers.
<b>Adult Education Provision</b>	To provide Adult Education that can be accessed by employers and individuals to fund a huge range of training. The programme also includes a Level 3 adult education offer through Free Courses for Jobs.	Green	→	Programme is on target for delivery. Enrolments on our Adult Education courses have continued to increase, we are currently up by 14% on last year. In this academic year, as of June 23, 10,000 residents have participated in learning. Free Courses for Jobs enrolments are up by 81%.	Doubling enrolments in Level 3 – August 2023 Outcomes for learners – on-going	- Employee jobs - Growth (GVA) - Enrolments onto Adult Education courses - Double enrolments in Level 3 courses.	Risk – Providers failing to achieve targets set in the contracts lead to CA not achieving its targets in the Employment & Skills Strategy.  Mitigation – Expanded the marketplace of providers, strengthened performance management and compliance.
<b>Business Growth Service</b>	The Service consists of 5 workstreams, these are: 1.A Growth Coaching Service 2. An Inward Investment Service 3.A Skills Brokerage Service including Careers Hub 4.A Capital Growth Investment Fund	Amber	↑	Programme performance has improved significantly over year 2 with 3,771 jobs created to date. Increased to amber following recent approval of programme review with Government to	Continued delivery to December 2023 (please note elements of the Service will be continued subject to funding Board approvals)	- Growth (GVA) - New Jobs (5278) - Apprenticeships (1400) - 1705 Additional training	Risk – Recover – Orient – Adapt – Regrow (ROAR) grants behind expenditure profile due to incomplete audit trains in European Regional Development Fund documentation from delivery partner.

	5. A Growth Hub service			address areas of under-performance.			Mitigation – Review is underway following the published report by Independent Consultant, due for first draft end of July.
<b>Market Town Masterplans</b>	Masterplans developed to provide an evidence base and a set of priorities for the market towns to consider to realise their future economic growth potential. Phase 1 provided the investment to implement masterplans. Phase 2 providing investment to strengthen local communities and groups and to support social enterprises and community-owned businesses.	Green	→	Phase 1 investment fully committed and delivery underway, with a portfolio of 52 projects. A total of 26 projects are now completed, 17 projects are 'in delivery' (to be completed by March 2024), 5 projects are 'in delivery' (completion expected March 2025) 1 project 'in delivery' (completion expected March 2026), and 2 projects have been cancelled (and budget reallocated within the programmes project portfolio).	To complete procurement of delivery partners for phase 2 and to mobilise delivery by end of July 2023.	<ul style="list-style-type: none"> <li>- Jobs created and safeguarded</li> <li>- Revitalised market towns</li> <li>- Bringing back vacant assets into use through community ownership</li> <li>- Driving footfall</li> <li>- Improving cultural local sense of pride in place</li> <li>- Improving community space</li> </ul>	<p>Risk – Delivery timescale slippage, leading to underspend against budget.</p> <p>Mitigation – To seek Board approval to reprofile budget spend.</p>