



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

JAMES PALMER
CAMBRIDGESHIRE &
PETERBOROUGH MAYOR

COMBINED AUTHORITY BOARD

Date: Wednesday, 27 January 2021

Democratic Services

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

10:30 AM

72 Market Street
Ely
Cambridgeshire
CB7 4LS

Due to Government guidance on social-distancing and the Covid-19 virus it will not be possible to hold physical meetings of the Combined Authority Board and the Combined Authority's Executive Committees for the time being. The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 allows formal local government meetings to be held on a virtual basis, without elected members being physically present together in the same place. Meetings will therefore be held on a virtual basis and the procedure is set out in the "Procedure for Combined Authority Virtual Decision-Making" which will be available to view at the foot of the meeting page under the "Meeting Documents" heading ahead of the meeting. That document will also contain a link which will allow members of the public and press to observe the virtual meetings.

[Venue Address]

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Open to Public and Press

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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

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

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

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

Mayor James Palmer

Austen Adams

Councillor Anna Bailey

Councillor Chris Boden

Councillor Steve Count

Councillor Ryan Fuller

Councillor Lewis Herbert

Councillor John Holdich

Councillor Bridget Smith

Jess Bawden

Councillor Ray Bisby

Councillor David Over

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**CAMBRIDGESHIRE
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COMBINED AUTHORITY

JAMES PALMER
CAMBRIDGESHIRE &
PETERBOROUGH MAYOR

Agenda Item 1.2

Cambridgeshire and Peterborough Combined Authority: Minutes

Date: Wednesday 25th November 2020 (meeting adjourned at 2.04pm).
Meeting reconvened Friday 27 November 2020 8.01am – 8.35am.

Present: Mayor J Palmer

A Adams - Chair of the Business Board, Councillor A Bailey – East Cambridgeshire District Council, Councillor C Boden – Fenland District Council (until 1.55pm), Councillor S Count – Cambridgeshire County Council, Councillor L Herbert – Cambridge City Council, Councillor J Holdich – Peterborough City Council (Wednesday 25 November only) and Councillor B Smith – South Cambridgeshire District Council (Wednesday 25 November only)

Co-opted Members: Councillor R Bisby, Acting Police and Crime Commissioner and Councillor D Over, Cambridgeshire and Peterborough Fire Authority (Wednesday 25 November only)

Apologies: Wednesday 25 November 2020
Councillor R Fuller – Huntingdonshire District Council and J Bawden - Cambridgeshire and Peterborough Clinical Commissioning Group

Friday 27 November 2020
Councillor R Fuller – Huntingdonshire District Council, Councillor J Holdich – Peterborough City Council, Councillor B Smith – South Cambridgeshire District Council, and J Bawden - Cambridgeshire and Peterborough Clinical Commissioning Group and Councillor D Over, Cambridgeshire and Peterborough Fire Authority.

Also present: Councillor L Dupré, Chair of the Overview and Scrutiny Committee

597. Announcements, apologies and declarations of interest

The Mayor welcomed the success of AstraZeneca's work to produce a viable and economic vaccine against Covid 19. AstraZeneca was a major Cambridgeshire employer and this represented great news for the health, wellbeing and economy of Cambridgeshire and Peterborough and beyond.

Apologies for absence were noted as recorded above. In addition, Councillor Over sent his apologies that he would be joining the Wednesday meeting late.

Kim Sawyer, Chief Executive, declared an interest in Item 4.1: CAM Special Purpose Vehicle Budget Update and Award of the CAM Conceptual Design Contract as an Interim Director of the Board of the CAM Special Purpose Vehicle. As Ms Sawyer had been appointed to this position by the Combined Authority Board there was no conflict of interest (minute 608 below refers).

598. Minutes of the meeting on 30th September 2020

The minutes of the meeting on 30th September were approved as an accurate record. A copy will be signed by the Mayor when it is practical to do so.

599. Petitions

No petitions were received.

600. Public questions

No public questions were received. A number of questions had been received from the Overview and Scrutiny Committee and these were heard under the relevant agenda items. A copy of the questions and responses is attached at Appendix 1.

601. Forward Plan

Councillor Herbert asked for more information about the extraordinary meeting of the Transport and Infrastructure Committee which was proposed for December. The Mayor advised that he wanted to discuss again the CAM Programme Update report which had been on the agenda for the committee meeting on 4 November 2020 but not voted on due to technical issues ahead of the Greater Cambridge Partnership meeting on 10 December 2020 to gain a steer from the Committee.

The Board was advised that Councillor Count had resigned from his role as Lead Member for Investment and Finance. The next iteration of the Forward Plan would reflect this change. The Mayor asked that his thanks to Councillor Count be recorded.

With the consent of the meeting, the Forward Plan dated 13th November 2020 was approved.

602. Combined Authority Board and Committee Appointments: November 2020

The Board was advised that Cambridge City Council had made changes to its substitute member of the Combined Authority Board and membership of the Overview and Scrutiny Committee. These changes had been accepted by the Monitoring Officer under his delegated authority to accept membership changes notified by Board members during the municipal year to ensure a full complement of members and substitute members at public meetings. The Board was also invited to appoint members to the Employment Committee to reflect the revised committee membership agreed at the meeting on 30 September 2020. Board members' nominations had been

published that morning on the Combined Authority website and circulated to all Board members.

The Deputy Monitoring Officer advised of a correction to the voting arrangements for recommendation (d), to nominate and appoint members and substitute members of the Employment Committee. This required a simple majority rather than the two thirds majority stated in the report.

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

- a) Note the appointment by Cambridge City Council of Councillor Martin Smart as its substitute member on the Combined Authority Board for the remainder of the municipal year 2020/2021.
- b) Note the appointment by Cambridge City Council of Councillor Mike Davey as one of its members on the Overview and Scrutiny Committee for the remainder of the municipal year 2020/2021.
- c) Note the appointment by Cambridge City Council of Councillor Mike Sargeant as one of its substitute members on the Overview and Scrutiny Committee for the remainder of the municipal year 2020/2021.
- d) Nominate and appoint members and substitute members to the Employment Committee.

603. Appointment of Chief Executive Officer (ONE CAM LTD)

The report was withdrawn due to the preferred candidate having accepted a counteroffer from another major transport infrastructure scheme.

The Mayor exercised his discretion as chair to invite Councillor Dupré, Chair of the Overview and Scrutiny Committee, to share the Committee's question on this item. A copy of the question and response is attached at Appendix 1.

604. Budget Monitor Report: November 2020

The Board received a report containing an update of the 2020/21 budget position and capital programme as at 30 September 2020. This contained a forecast outturn revenue variance of an underspend of around £2.9M for the year. This was due in the main to a reduction in spend on the Health and Care Sector Work Academy of £2.2m against budget. This underspend would be ring-fenced and carried forward. There had also been underspends on travel costs due to Covid-19. There was an overspend on the corporate budget due to a decrease in interest received on capital balances. The capital budget forecast a favourable variance of £13.2M for the year. This related mainly to the withdrawal of one recipient of local growth funding and this funding would be re-purposed.

Councillor Herbert asked for more information about the proposed loan of up to £10M that was due to be considered by the Board in January 2021 and whether this related to East Cambridgeshire Trading Company or Laragh Homes. He noted that all large loans to date had been made to these two companies and expressed the hope that the proposed £10M loan was genuinely open to all. He further asked about the current position on the £100M Affordable Housing Programme in relation to the dialogue with the Ministry of Housing, Communities and Local Government (MHCLG). The Mayor stated that he had a positive meeting the previous week with Luke Hall MP, Minister of State for Regional Growth and Local Government and was awaiting final sign-off by MHCLG in the next few days. He further commented that many proposed loans were discussed by the Housing and Communities Committee and all required the approval of the Combined Authority Board, so the process was fully transparent. In relation to the proposed loan, the Chief Finance Officer stated that this would be subject to the treasury management strategies which protected the Combined Authority in relation to any loan it made and that the usual due diligence would apply. The Director of Housing and Development stated that officers were in talks with several interested parties with a view to adding additional affordable housing projects to the existing portfolio. This included the East Cambridgeshire Trading Company and Laragh Homes. The report to the Board might be put back to March 2021 pending the outcome of the decision by MHCLG.

Councillor Bailey commented that the loan scheme was available to all developers and trading companies and that it was to the East Cambridgeshire Trading Company's (ECTC) credit that it had made multiple applications. The projects being brought forward by ECTC were focused on quality developments and infrastructure and any loans received were paid back with interest and so were of benefit to all. The Mayor commented that Laragh Homes was delivering affordable housing in South Cambridgeshire as well as East Cambridgeshire, including £100k Homes.

Councillor Herbert asked about the proposal to add two additional accountants to the Combined Authority finance team. The Chief Finance Officer stated that this additional resource was required due to the increase in the volume and complexity of the business being handled by the Combined Authority during the past year. The finance team was currently supporting a number of subsidiary companies established by the Board and the cost of the additional staff would be covered through re-charging for services.

Councillor Herbert expressed his thanks to Councillor Count for his contribution during his tenure as Lead Member for Investment and Finance and for the high quality insights that he had provided. The Mayor stated that the burden of the Lead Member for Investment and Finance role had grown significantly since Councillor Count had first taken it on. He would take over responsibility for this area until May 2021 and after that date it would be his intention to set up a Finance Committee to manage this portfolio.

Councillor Smith asked about what appeared to be a substantial over-commitment in relation to housing and business and skills contained in Appendix 3. The Chief Finance Officer stated that Appendix 3 set out the capital programme in the Medium Term Financial Plan (MTFP). The left hand column showed approved budgets whilst the right hand column showed budgets which were subject to approval. This demonstrated

potential total funding and not actual expenditure against budget. All projects within the MTFP remained completely affordable.

It was resolved to note the updated financial position of the Combined Authority for the year.

605. 2021/22 draft budget and medium-term financial plan 2021 to 2025

The Mayor invited Councillor Dupré, Chair of the Overview and Scrutiny Committee, to share the Committee's questions on this item. A copy of the questions and responses are attached at Appendix 1.

The report set out the proposed Combined Authority draft Budget for 2021/22 and the Medium-Term Financial Plan (MTFP) and Capital Programme for the period 2021/22 to 2024/25. It also set out the proposed timetable for the consultation and approval of the draft budget and MTFP and the suggested consultees. The draft budget built on the budget and MTFP refresh approved by the Board in June 2020 and provided a clear presentation of the budget lines which had been approved by the Board and those which remained subject to approval. All the projects contained within the budget proposals were affordable and would deliver a balanced budget. There was no intention to precept the constituent authorities.

Councillor Bailey asked that the reference to East Cambridge in the Local Growth Fund (LGF) Project Table be corrected to East Cambridgeshire.

Councillor Smith raised a number of detailed questions on the Harston Capacity Study, A10 dualling and junctions and the nature of the £530k costs relating to the Local Growth Fund (LGF). The Chief Finance Officer undertook to liaise with colleagues on these points and provide a response outside of the meeting. Councillor Smith further asked about the reference to garden villages within the report. She did not recall this having been discussed during her tenure as a Board member and she was concerned that this could conflict with current or emerging local plans. The Mayor stated that the CAM represented a significant part of the Combined Authority's ambition and that in addition to providing a world class clean and green transport solution it would create a platform for housing and business growth. There were no confirmed sites for garden villages at this time, but it was appropriate that it should be included in the budget to recognise the potential.

Councillor Smith further sought clarification in relation to LGF funding in relation to the on-going costs associated with the training and skills hubs. She noted that £5M was shown as having been spent on the Business Growth Service and further funds on training centres. Her understanding was that LGF funding was solely capital funding, but this appeared to be revenue expenditure and she wanted to confirm that was appropriate. Councillor Smith concluded by asking about expenditure on the 2021 Mayoral election. The Chief Finance Officer confirmed that the LGF was solely capital expenditure and that every call on this funding would be rigorously tested to ensure that it was purely capital. He further stated that provision of around £260k per year had been set aside each year to build a reserve to pay for the 2021 Mayoral election. Mr Hill, Chief Executive, stated his intention to bring a report on Mayoral election costs in 2021 to the next meeting.

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

- a) Approve the Draft Budget for 2021/22 and the Medium-Term Financial Plan 2021/22 to 2024/25 for consultation.
- b) Approve the timetable for consultation and those to be consulted.

606. Allocation of Additional Funds to Highways Agencies

The Board was advised that additional funds had been allocated from the Department of Transport (DfT) and the Department for Education (DfE) in respect of 'Additional Pothole and Challenge Grant Funds' and 'Additional Home to School and College Transport Funds' for the 2020/21 financial year. The Mayor was required to consult the Combined Authority Board before deciding the allocation of these grants.

Having consulted the Board, the Mayor resolved to allocate the grants as set out below:

Additional Pothole and Challenge Funds

CCC - £10,201,000

PCC - £2,353,000

Total - £12,554,000

Additional Home to School and College Transport Funds

CCC - £876,164

PCC - £179,328

Total - £1,055,492

607. Allocation of the Getting Building Fund

The Board was advised that the Mayor made Key Decision 2020/081: Allocation of the Getting Building Fund on the 5 November 2020 using his general power of competence and under the General Exception arrangements set out in the Constitution. The decision to progress this via a Mayoral decision notice was based on the time constraints on available funding and the urgency of the decision. The Mayoral decision was taken based on the advice of the Business Board following an Extraordinary meeting on 19 October 2020 and after consulting members of the Combined Authority Board at the Leaders' Strategy Meeting on 28th October 2020. Mr Adams reiterated the long and detailed discussion at the Business Board's Extraordinary meeting on 19 October and its unanimous support of the proposal to endorse the University of Peterborough Phase 2 project. In his view, this would come to be seen as an exemplar of this type of project.

It was resolved to:

Note Key Decision 2020/081: Allocation of the Getting Building Fund made by Mayor James Palmer on 5 November 2020 under General Exception arrangements.

By recommendation to the Combined Authority Board

Recommendations from the Transport and Infrastructure Committee

608. CAM Special Purpose Vehicle – Budget Update and Award of the CAM Conceptual Design Contract

The Mayor invited Councillor Dupré, Chair of the Overview and Scrutiny Committee, to share the Committee's questions on this item. A copy of the questions and responses are attached at Appendix 1.

Ms Sawyer, Chief Executive, declared an interest in this item at the start of the meeting as an Interim Director of the Board of the CAM Special Purpose Vehicle (SPV). As she had been appointed to this position by the Combined Authority Board there was no conflict of interest (minute 597 above refers).

The Board was invited to agree the appointment of five of the six proposed non-executive directors of One CAM Ltd. Their appointment had been supported unanimously by the One CAM Board at its inaugural meeting on 12 November 2020 and it was hard to do justice to the calibre of the individuals involved. Following discussions with Lord Mair, Chair of One CAM Ltd, and informal discussions with the candidates it was proposed to offer remuneration of £40k per annum. This was consistent with the remuneration levels shown in the 2020 Non-Executive Director's survey by the Quoted Companies Alliance and was considered to be an appropriate sum. The Board was also being invited to appoint Jon Alsop, the Combined Authority's Chief Finance Officer, as interim Chief Finance Officer for One Cam Ltd. An amendment to the heads of terms of the shareholder agreement was proposed so that the appointment of the Chief Executive and Directors of One CAM Ltd would be reserved to the Combined Authority Board. They in turn would be responsible for the appointment of the remaining staff.

Councillor Herbert asked how the complexity of the process and governance would fit with the delivery of the CAM project. He noted that there was no reference to the CAM outline business case (OBC) in the report before the Board and asked when this would be finalised. He asked whether there was anything in writing from the Department for Transport (DfT) confirming its support for the approach being taken in relation to the CAM project and reiterated his belief that a response from the DfT or letter of comfort should be sought given the level of expenditure involved in developing the project. Councillor Herbert further expressed the view that the Combined Authority needed to be an intelligent client, suggesting a senior in-house transport director was needed. Ms Sawyer acknowledged the size and complexity of the project. Discussions were taking place with the Greater Cambridge Partnership (GCP) about the business case and she would be meeting the chief executive of the CGP the following week to discuss the programme timetable. Discussions were also continuing on how to align the work of the

Combined Authority and the GCP. Whilst it was not yet possible to give a date for the OBC to be brought forward she confirmed that work was in hand towards a more definite approach. It was also proposed to enter into a contract with MACE and to instruct Jacobs and for the outcomes of their work to feed into the business case. The Board was also being recommended to delegate authority to the Chief Executive to enter into three contracts to deliver concept designs for the CAM. If approved, each recipient would receive £200k to develop their proposals and these would be brought before the Board in March 2021. Discussions with the DFT had been promising so far, but the Department wanted to see more detail before giving a commitment in writing. The work recommended to the Board would hopefully put the Combined Authority in a position to provide that detail.

Councillor Smith commented that the SPV might well be the right vehicle for a project of this scale and that she was keen that there should be a segregation of the SPV and the Combined Authority. However, she was concerned at the scale of public money which it was proposed to invest in advance of the CAM project having any formal support from Government. She also wished to clarify whether it was intended to appoint a substantive Chief Finance Officer (CFO) to One CAM Ltd and questioned whether the approval of the three concept design contracts and proposed contracts with MACE and Jacobs should not be a matter for the chief executive of One CAM Ltd rather than the Combined Authority Board. Ms Sawyer stated that it was the nature of major infrastructure projects that significant investment was required to produce the standard of business case would command Government support. Officers had taken advice in relation to the conversion of Local Growth Fund funding from capital to revenue and would share this with the Board. She confirmed that it was intended to recruit a substantive CFO to One CAM Ltd and that Combined Authority staff would support the organisation until the post holder was in place.

The Mayor stated that the CAM would support Cambridgeshire and Peterborough for the next 100 years. The CPIER report had clearly identified what was needed to support and enhance the area's economy, but it required long-term thinking to reach the position to attract the funding needed to deliver such an exceptional project.

[The meeting adjourned from 12.04pm to 12.13pm. Councillor Herbert re-joined the meeting at 12.15pm]

Ms Sawyer stated that consideration was given to whether a dedicated officer was required within the Combined Authority in relation to the CAM project and the thinking on this would be shared at a future Leaders' strategy meeting. The MACE and Jacobs contracts would usually be approved by the chief executive of the SPV, but the substantive post-holder had not yet been appointed so a delegation was sought to the Combined Authority Chief Executive in order for this to be progressed.

Mr Adams commented that he supported moving forward on this. A robust business case would be needed to gain support for the CAM project and investment was needed to produce it. Given the potential benefits of the CAM, the investment needed was relatively small. He highlighted the calibre of the individuals who were willing to become involved with the projects as non-executive directors of One CAM Ltd, commenting that the monetary remuneration they would receive was less than the

personal capital they were investing in linking their names and reputations to the project.

Councillor Smith sought clarification of how the three concept design contracts and the Jacobs contract related to the GCP's schemes. Ms Sawyer stated that this was part of the timetabling discussions which were taking place with the GCP and details of the programme business case would be taken to a Leaders' strategy meeting after discussions with the GCP.

Cllr Boden described the CAM project as exciting and welcomed the recommendations. He had been pleased by the decision to create an SPV in order to take the project forward effectively. He was also delighted by the calibre of those willing to take on the non-executive director roles, commenting that it gave a great degree of assurance that the project would be guided by individuals with such experience. He endorsed the Board's role as an intelligent client in relation to One CAM Ltd but emphasised the importance of not seeking to micro-manage the project. The Mayor concurred with this comment and welcomed the robust debate which had taken place.

On being proposed by the Mayor, seconded by Councillor Holdich, it was resolved by a majority to:

- a) approve the recommendations of the One CAM Limited Board to:
 - i. agree the appointment of the non-executive directors
 - ii. agree the remuneration for the non-executive directors in the sum of £40,000 per annum for each director
 - iii. agree the appointment of Jon Alsop as interim Chief Finance Officer for One Cam Ltd
 - iv. agree the amendment to the heads of terms of the shareholder agreement
 - v. ratify the opening of a bank account with Barclays for One Cam Ltd
- b) Delegate authority to the CPCA Chief Executive to enter into contracts following compliant procurement processes on behalf of the Combined Authority and later novate to One Cam Ltd as follows:
 - vi. Three contracts to deliver Concept Designs for the CAM in the sum of £200,000 per contract
 - vii. A contract for legal services based on schedule of rates and within the 2020/21 agreed budget.
 - viii. A contract to MACE based on schedule of rates and within the 2020/21 agreed budget to facilitate the progression of the CAM outline business case
 - ix. A contract to Jacobs to support key elements of the Delivery Strategy capped at £620,000

609. Fenland Stations Regeneration Outline Business Case

Work on the regeneration of stations in Fenland had been started by Fenland District Council (FDC) in April 2012 and in March 2018 it had been added to the Combined Authority business plan as a key project. Work on developing a business case had been completed and independently reviewed and budget approval was sought to enable construction work to begin on both the March and Manea Station improvements.

Councillor Boden welcomed the recommendations and stated his wish to place on record how helpful FDC had found the Combined Authority's officers to be in taking this forward. In his judgment, he felt it unlikely that the project would have reached fruition without the support of the Mayor and the Combined Authority. FDC had now secured the required land and negotiations with Greater Anglia were close to agreement. Once complete, the improvements would make a significant difference to travel not only to the residents of March and Manea, but also to those living in the surrounding towns and villages.

Councillor Herbert described the project as excellent. The critical nature of this rail route had been under-estimated by Network Rail and he welcomed the role of the District Council and the Mayor in progressing this.

The Mayor described the poor rail service within Cambridgeshire and expressed his frustration that Cross Country Trains' contract had been extended without reference to either himself or to the District Councils. He would continue to engage with all parties to seek improvements to the county's rail service and would be raising both this and the issue of the Ely North junction with Chris Heaton-Harris MP, Minister of State at the DfT, when they next met.

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

- a) Approve the Outline Business Case outcomes
- b) Approve the start of construction for Manea and March Station works
- c) Approve the drawdown of £1.2 million from the budget within the Medium-Term Financial Plan.

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

610. Fengate Phase 1 Strategic Outline Business Case

The Board received a report on the work done by Peterborough City Council in relation to the Fengate Phase 1 strategic outline business case (SOBC). The Fengate access area was an area of significant growth within Peterborough and the proposed work would support this. The project had an independently verified benefit to cost ratio (BCR) of 2.7, which represented high value for money. The first package of measures included junction improvements and roundabouts and clear milestone activity was set out in the report.

Councillor Holdich commented that this was an important project for Peterborough and would help get America Farm off the ground.

Councillor Smith commented that she had no objections to the proposals. However, as the Board was asked to consider more of these smaller projects it would be helpful to see where they sat within the Authority's transport and access and economic growth strategies so that they could be considered in that context.

Councillor Over voiced his support for the proposals. America Farm represented a great opportunity in an area that was ripe for economic development and would help address the lack of high skills opportunities in Peterborough and the surrounding areas.

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

- a) Approve the Strategic Outline Business Case;
- b) Approve the commencement of the Full Business Case and detailed design stage;
- c) Approve the drawdown of £270,000 from the budget within the Medium-Term Financial Plan to develop the Full Business Case and detailed design.

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

611. Oxford to Cambridge Arc

The report provided an update to the Board on developments in the Combined Authority's work with the Oxford to Cambridge Arc and objectives for future engagement. The Board had agreed previously to identify itself as the Growth Board for the area. Previous discussions had focused on the Arc's importance to Cambridgeshire and Peterborough, but this time there was a greater focus on the importance of Cambridgeshire and Peterborough to the Arc. This included it being home to around 23% of the Arc's population, but responsible for around 43% of the gross value added (GVA). The Combined Authority was contributing to shaping the Arc's agenda, including work on its green agenda which Councillor Smith was leading. It also had a role in relation to the Combined Authority's levelling up agenda across Cambridgeshire and Peterborough and the spatial planning activity being driven by the Ministry of Housing, Communities and Local Government (MHCLG).

Councillor Boden expressed his regret at being obliged to sound a negative note, but commented that there was a degree of scepticism around this initiative in the north of the county. Fenland had not initially been included in the map of the OxCam Arc area and even now the five priorities identified in the report seemed more focused on Cambridge City and its environs than the rest of the county. Councillor Boden looked to the Mayor and Combined Authority officers to ensure that the whole of Cambridgeshire

and Peterborough was included in the discussions. The Mayor acknowledged the strength of these points and commented that the CAM hub to the north of Cambourne reaching into the Fens, potentially via Alconbury, would be key to linking the north of the county to the south and beyond.

Councillor Smith commented that the view of the Arc was generally more positive in Cambridgeshire than in Oxfordshire.

Councillor Herbert commented that he saw the Arc as a significant opportunity for the whole of Cambridgeshire and Peterborough and paid tribute to the work being done by Councillor Smith. By making progress on its own non-statutory spatial plan the Combined Authority would be well-placed to inform the work on this being led by MHCLG. There was a need to be good partners in this project with the opportunity to attract Government investment.

It was resolved to:

Note the Oxford to Cambridge Arc report.

612. Market Town Programme Investment Prospectus – Approval of Second Tranche of Recommended Projects

This report was published late to accommodate three additional project proposals for approval. The Market Towns Programme was being focused on Covid-19 recovery and on approving projects that could be implemented for the period between November 2020 and Spring 2021 in order to support town centres to survive and rebound from the Covid-19 shock to business revenues and customer footfall. Officers deemed it important to include these matters for the consideration of the Board, however this had resulted in the report missing the statutory publication deadline.

The report contained eleven appendices which were exempt from publication under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed - information relating to the financial or business affairs of any particular person, including the authority holding that information. The Mayor asked whether any member of the Board wished to discuss the information contained in the exempt appendices. No member expressed the wish to do so.

The Board was invited to approve the second tranche of proposals relating to projects in Fenland and East Cambridgeshire. Twelve project proposals had been submitted and following appraisal, ten were being recommended to the Board for approval at this time. The remaining two bids were still under discussion. Three bids from Chatteris, Ely and Soham related specifically to Covid recovery.

Councillor Boden expressed his thanks to the Mayor and officers for the support now being offered to the often-overlooked market towns. The sums involved might be relatively small but would have a disproportionately positive effect. One of the proposals which had not been included for consideration this time related to the Wisbech Water Park. Fenland District Council would be supporting this proposal and it would be re-submitted for consideration under the next tranche of projects.

Councillor Smith stressed the importance of partnership working between the Combined Authority and town and district councils, commenting that anecdotally she heard there were still some issues with this.

Councillor Bailey spoke in support of the positive impact of the proposed projects in East Cambridgeshire and expressed her thanks for this most welcome investment.

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

Approve the second tranche of project proposals received under Market Towns Programme from Fenland and East Cambridgeshire in the sum of £1,426,169 plus an additional £99,900 for the 'unapproved' balance for tranche one.

613. Devolution Deal, Gainshare Gateway Review and Combined Authority Prospectus

The Mayor invited Councillor Dupré, Chair of the Overview and Scrutiny Committee, to share the Committee's questions on this item. A copy of the questions and responses is attached at Appendix 1.

The Combined Authority was now over three years into its delivery of the Devolution Deal and doubling of gross value added (GVA) remained achievable. In autumn 2018 the Board had prioritised the programme to create a key project list. Board members had now asked to look more broadly across the whole of the Devolution Deal. Some projects were already complete, some had been varied by agreement and some remained to be done. To date, 72% of commitments had been delivered. Those not yet delivered tended to be in the area of public sector reform rather than project delivery. Officers proposed to bring reports back to the Board on a six-monthly basis. Gainshare was spread across a wide range of projects whilst the locality complementary report complemented the Devolution Deal review. The Combined Authority prospectus was aimed at potential investors looking at Cambridgeshire and Peterborough.

Councillor Herbert welcomed the assessment process and the detailed matrix contained in the reports, commenting that this demonstrated a lot of progress and energy. However, he felt that some qualification was required of the statement that 72% of projects had already been delivered. His preference would be to state instead that 72% of projects 'had been delivered or were in delivery', as stated in the report recommendations. For example, this included references to the Land Commission, the Huntingdon Third River Crossing and the Growth Hub. Work on the A47 was also shown as completed and this was not the case. The Mayor disagreed, commenting that the Devolution Deal did not state that the Combined Authority would deliver the A47 project and that it was beyond its remit to do so. With regards to the Third River Crossing, the Combined Authority had been tasked with identifying the best solution and it had done so.

Councillor Count commented that he found some of the wording in the report unhelpful. For example, the Wisbech Rail project was marked as complete. He suggested it would be more helpful to lift the wording about the commitments directly from the Devolution Deal rather than interpreting what they might mean and asked that officers should look into this. In relation to Wisbech Rail, he welcomed the Mayor's confirmation that he was still working to deliver this and would be raising the issue again when he next met the Minister of State for Transport.

Councillor Smith suggested that the Board should either receive a regular update report on activity that sat alongside the Devolution Deal projects, such as the Covid-19 response, or have this information included as an appendix to future updates on Devolution Deal delivery. The Mayor welcomed this suggestion.

Councillor Bailey commented that there were a number of projects where the Combined Authority had completed the work it had set out to do, but that this did not necessarily mean that it could deliver the project itself. She welcomed the prospectus, describing it as an impressive document for such a young organisation. It also demonstrated the innovative approach being taking, especially around housing where the £100k Homes model was being picked up by Government and in relation to the £40M revolving fund and community land trusts. In Councillor Bailey's view, this demonstrated that devolution had been a good decision and one which had attracted money and investment into the area which it would not otherwise have received.

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

- a) Note that 72% of Devolution Deal Commitments have already been delivered or are in delivery, and agree to take six-monthly progress reports on Devolution Deal delivery in future,
- b) Approve the Locality Complementary Report at Appendix 2,
- c) Approve the Prospectus at Appendix 3.

614. Local Transport Plan CAM Sub Strategy

The Mayor invited Councillor Dupré, Chair of the Overview and Scrutiny Committee, to share the Committee's question on this item. A copy of the question and response is attached at Appendix 1.

The draft Local Transport Plan CAM Sub-Strategy was presented to the Transport and Infrastructure Committee and the Combined Authority Board in May 2020, Subsequently, a consultation took place between May and July 2020. Of the responses received, 67% of respondents agreed with the overall objectives and details of all of the responses were set out in the appendix to the report. In response, the references to active transport has been increased, the map had been amended and some minor amendments had been made to the narrative. The amended Sub-Strategy had been considered by the Transport and Infrastructure Committee on 4 November 2020 where it was recommended to the Board for approval.

Councillor Smith commented that she had already expressed her reservations at producing a sub-strategy only a month after the Board had approved the Local Transport Plan (LTP). She welcomed the high level of response to the consultation and asked how many suggested changes had been accommodated within the revised draft. She further commented that she was unclear what changes had been made from the original draft and that she would have liked to see tracked changes to make this clear. Councillor Smith questioned whether there was any point to the Transport and Infrastructure Committee having considered the report first. The Deputy Monitoring Officer stated that the Transport and Infrastructure Committee's role was to oversee development of the LTP, but that as the recommendation related to spend on transport funding it was a matter for the Board. On this basis, Councillor Smith felt that the full committee paper should have been appended to the Board report rather than it having been provided via an electronic link.

Councillor Herbert highlighted partnership, commenting that the Greater Cambridge Partnership (GCP) could build four routes, but that he was yet to see what the Sub-Strategy would add. He continued to believe that the GCP and Combined Authority could achieve remarkable things in relation to transport issues but felt that the Sub-Strategy was a side issue and did not add significantly to that work.

Councillor Bailey commented that the report talked about integration with emerging highways schemes. She felt it also needed to look at future-proofing in relation to the CAM and would like to see that included in the narrative.

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

- a) Note the consultation responses to the Cambridgeshire Autonomous Metro (CAM): Local Transport Plan (LTP) sub-strategy;
- b) Agree the amendments made to the CAM: LTP sub-strategy in light of the consultation responses;
- c) Note that the CAM LTP sub-strategy sets out the vision for CAM, against which, schemes contributing to the CAM will be considered; and
- d) Approve the CAM LTP sub-strategy.

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

615. March Area Transport Study

The Board's approval was sought for the drawdown of £900,000 for construction of the remaining March Area Transport Study Quick Win Schemes which formed part of the March Area Transport Strategy (MATS).

Councillor Count endorsed the proposals as important to the town of March and the surrounding areas. There were some small issues still to be ironed out, but these should not prevent the project moving forward. He expressed his thanks to Fenland District Council, the Combined Authority and to Councillor Jan French for working together to bring this to fruition. Councillor Boden concurred, emphasising the constructive working relationship between the Combined Authority and the local district and town councils. There was still more to be done, but the Combined Authority had managed to make progress on with a longstanding issue and this was to be welcomed.

On being proposed by Councillor Boden, seconded by Councillor Count, it was resolved unanimously to:

Approve the drawdown of £900,000 for construction of the remaining March Area Transport Study Quick Win Schemes.

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

616. A47 Dualling

The Board was advised that the Mayor had initially met with the CEO of Highways England (HE) in July 2018 to discuss the inclusion of the dualling of the A47 in the HE Roads Investment Strategy (RIS 2) for development and design. The Combined Authority, working with HE, developed documentation to enable its inclusion into the RIS 2 programme. However, when HE published the RIS 2 in March 2020 and its Delivery Plan 2020-2025 these did not include the A47. Officers have continued to engage with HE to progress the scheme. As a result, Highways England had agreed to take forward renewed work on the A47 with a view to reconsidering its inclusion in the RIS programme with the Combined Authority as a co-sponsor on the project board. It was understood that reference to a major upgrade to the A47 would be included in the Chancellor's speech on the Comprehensive Spending Review and further details were awaited.

Councillor Count expressed his disappointment at the lack of progress so far in relation to this project. He asked that the Executive Director for Place and Economy for Cambridgeshire County Council and Peterborough City Council be invited to all future officer meetings with HE so that the two local highways authorities were represented. Councillor Count also offered to join the Mayor at political meetings with HE. The Mayor welcomed these suggestions.

Councillor Boden echoed the disappointment expressed in relation to the lack of progress on the dualling of the A47. Until now, HE had authorised piecemeal work on the A47 without addressing the issue of dualling. In his view, complete dualling of the A47 was required otherwise economic growth in the north of the county would be prevented. The Mayor agreed, commenting that the scheme had been ranked the third most important in the country and that he hoped to see significant progress on this.

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

Note the report and the proposed next steps.

Councillor Boden left the meeting at 1.55pm.

Recommendations from the Business Board

617. Cambridge South East Transport Better Public Transport and Active Travel Consultation

The Board was invited to note the Combined Authority's approach in responding to the Greater Cambridge Partnership's (GCP) Cambridge South East Transport (CSET) Environmental Impact Assessment (EIA) consultation and to delegate responsibility to the Director of Delivery and Strategy to respond to the consultation on behalf of the Combined Authority, in consultation with the Chair of the Transport & Infrastructure Committee.

The proposals had been considered at the Transport and Infrastructure Committee meeting on 4 November 2020 and had been recommended unanimously to the Board for approval.

Councillor Smith asked that Board members should have sight of the proposed consultation response before it was sent. The Mayor agreed.

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

Delegate responsibility to the Director of Delivery and Strategy to respond to the consultation on behalf of the Combined Authority, in consultation with the Chair of the Transport & Infrastructure Committee.

618. Local Growth Fund Programme Management November 2020

The Board was invited to approve the recommendations on Local Growth Fund (LGF) Programme Management made by the Business Board on 10 November 2020. It was noted that the LGF annual payment had been received from MHCLG on 30 October 2020. Expenditure on the programme totalled £91M to date and there were currently 20 projects in delivery, six at pre-contract stage and 22 completed. Expenditure of £2.2M from the Covid-19 business capital grant had been reported to the Business Board on 10 November 2020 whilst expenditure to date now totalled £3.2M. £2,043,178 of remaining LGF funding had been discussed by the Business Board and it had been unanimously recommended that this should, subject to the Combined Authority Board's agreement, be allocated into the Growth Grants strand of the new business service. The Eastern Agri-tech Growth Initiative continued to make good progress and it was recommended that £100k of current funding should be carried forward to 2021/22 to complete the scheme and carry out a programme evaluation.

Councillor Smith asked for confirmation that transferring LGF monies into the growth grants fund remained a capital grant and asked the size of the growing places loan fund. She further suggested that it would be helpful to have a map showing the geographic spread of LGF funding. Officers confirmed that the transferred LGF monies would remain capital and that the growing places loan fund was around £10M. Officers undertook to look into producing a map to show the location of LGF projects.

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

- a) Allocate the remaining £2,043,178 Local Growth Fund into the Growth Grants strand of the new Business Growth Service;
- b) Delegate authority to Director of Business and Skills, in consultation with the Monitoring Officer, Lead Member for Finance and Investment and Section 73 Officer, to approve launching the grant scheme approved by the Business Board to receive the remaining £2,043,178 Local Growth Fund;
- c) Approve the carry forward of £100,000 of the current funding allocation to the Eastern Agri-tech Growth Initiative scheme to enable the close out of the scheme, handling of final claims, a full programme evaluation and report during 2021-22; and
- d) Note the programme updates outlined in the report to the Business Board.

The meeting was adjourned at 2.04pm and resumed at 8.01am on Friday 27 November 2020.

619. Growth Deal Project Proposals November 2020

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

The report contained two appendices which were exempt from publication under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed - information relating to the financial or business affairs of any particular person, including the authority holding that information. The Mayor asked whether any member of the Board wished to discuss the information contained in the exempt appendices. No member expressed the wish to do so.

The Board was reminded that the application for the Cambridge Visitor Welcome project had been declined by the Business Board and Combined Authority Board in September 2020, but that the applicant was invited to re-apply. A revised application

had been submitted and was recommended by the Business Board for approval, subject to the conditions set out in the external appraisal report.

Councillor Herbert commented that the visitor economy in Cambridge and throughout Cambridgeshire had been severely damaged by Covid-19. Overseas visitor numbers had dropped to almost nil and UK visitor numbers were also low. Councillor Herbert expressed his thanks to the Mayor for the work he had done in bringing Cambridgeshire and Peterborough together on this and expressed the hope that there would be the opportunity to discuss this issue more fully with the Mayor and leaders of the other constituent councils as the situation evolved.

Mr Adams commented that the revised application had received unanimous and enthusiastic support from the Business Board. The Business Board would welcome further proposals from local authorities or other parties on how to stimulate the visitor and wider economy.

On being proposed by Mr Adams, seconded by Councillor Bailey, it was resolved unanimously to:

Approve funding for the Cambridge Visitor Welcome project based on the project scoring criteria and external evaluator recommendation.

620. Local Economic Recovery Strategy Update

The Board was advised that the Skills Committee voted unanimously on 9 November 2020 to recommend the updated version of the Local Economic Recovery Strategy (LERS) for Cambridgeshire and Peterborough to the Combined Authority Board for approval. That recommendation was subsequently withdrawn by officer decision, approved by the Chair of the Committee, as one of the appendices presented to the Skills Committee was incorrect. The correct appendices were subsequently presented to the Business Board and the recommendation was made to the Combined Authority Board by Business Board.

The Mayor invited Councillor Dupré, Chair of the Overview and Scrutiny Committee, to share the Committee's questions on this item. A copy of the questions and responses is attached at Appendix 1.

The Board was invited to approve the refreshed LERS which had been produced by Metro Dynamics in conjunction with local authorities. The LERS was a live document supported by the Covid-19 dashboard. It had originally been proposed to bring a further refresh to the Board in January 2021, but due to the impact of the second lockdown it was proposed that this should now be deferred to March 2021.

Councillor Herbert commented that there was much in the strategy that was useful and he welcomed looking at the geographical impact in this way. In his view, it also underlined the need to forge strong partnerships in the three key areas identified in the CPIER. Councillor Herbert suggested that it would be useful to look again at the tables from page 370 and the information from page 396 at a future Leaders' Strategy meeting.

On being proposed by Mr Adams, seconded by Councillor Boden, it was resolved unanimously to:

- a) Approve the updated version of the Local Economic Recovery Strategy (LERS) for Cambridgeshire & Peterborough.
- b) Note that the next Economic Recovery Strategy (LERS) for Cambridgeshire & Peterborough Refresh will be brought to the Board in March 2021, rather than January 2021 as previously proposed.

621. Business Board Annual Report 2019/20 and Annual Delivery Plan 2020/21

The Business Board was required to publish an annual report and annual delivery plan each year. Subject to their approval by the Combined Authority Board these would be submitted to the Department for Business, Energy and Industrial Strategy (BEIS).

Mr Adams stated his wish to place on record his thanks to the Director of Business and Skills and his team for their outstanding achievements during the past 12 months, particularly in the light of the significant additional work created around the response to Covid-19. These sentiments were echoed by the Mayor and the Board.

Councillor Boden commented that in his view productivity could not rise without addressing relative deprivation. He questioned how it was intended to measure outcomes and expressed concern that there might be an unreasonable expectation around quick wins. He further asked about when the relative deprivation in education that was experienced in the north of the county might be eliminated. The Director of Business and Skills stated that most of the ambitious goals in the Local Industrial Strategy (LIS) were based on the CPIER and were long-term goals. The programmes in place would begin to show initial outputs in the next 12 months, for example more people being engaged in training opportunities. The outcomes would probably be seen in 2021/22, for example as those who had been engaged in training either moved into employment or demonstrated career progression. Adult Education Budget (AEB) programmes had been focused on Fenland and Peterborough to address this differential together with interventions to create higher value jobs. The new University of Peterborough would also contribute to this. It was hoped that the signs of this should be visible in five years with real change being evident in 10 years. Mr Adams commented that this was not a problem with a quick fix and that the Business Board was seeking to tackle it on many fronts. He suggested it would be helpful to overlay a map of where investment was being made on the heat map of deprivation to look at how these compared.

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

Approve the Business Board Annual Report for 2019-20 and Annual Delivery Plan for 2020-21, and for these to be published and formally submitted to the Department for Business, Energy & Industrial Strategy (BEIS).

622. iMET Project Local Growth Fund Recovery

The report contained seven appendices which were exempt from publication under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed - information relating to the financial or business affairs of any particular person, including the authority holding that information. The Mayor asked whether any member of the Board wished to discuss the information contained in the exempt appendices. No member expressed the wish to do so.

The Board's approval was sought of the partial recovery of the Local Growth Fund (LGF) investment into the iMET project which had now closed. Approval was also sought to re-focus use of the equipment for the benefit of current and future learners.

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

- a) Approve pursuing clawback of Local Growth Funding (LGF) in relation to the iMET Programme LGF investment, by selling the iMET building on the open market for a cash receipt back into the recycled Local Growth Funding budget, through agreements with Cambridge Regional College and the Landlord Urban and Civic;
- b) Approve the Combined Authority owning and disposing of the iMET building to effect claw-back, if required. It is not the intention of the transaction as currently envisaged that CPCA would take ownership of the iMET Building. If CPCA do take ownership, it would only be for a short period of time before the iMET is transferred to the end purchaser;
- c) Approve a refocussed Grant Funding Agreement between Cambridge Regional College and the Combined Authority and that final sign-off of that agreement, in relation to the iMET equipment being retained and utilised by Cambridge Regional College to continue delivering learner outputs, is delegated to the Director Business and Skills in consultation with the s73 Officer and the Lead Member for Investment and Finance;
- d) Delegate authority to the Director Business and Skills, in consultation with the Section 73 Officer, the Monitoring Officer and the Lead Member for Investment and Finance, to finalise the form and then sign-off the Surrender or Assignment Option Agreement between Cambridge Regional College and the Combined Authority, once full and final agreement with the landlord has been achieved; and
- e) Delegate authority to the Director Business and Skills in consultation with the Section 73 Officer, Monitoring Officer and the Lead Member for Investment and Finance to finalise Heads of Terms on an agreement with the landlord of the iMET building, which in turn facilitates the final sign-off of the option agreement with Cambridge Regional College.

623. Kickstart Scheme

The Board's approval was sought to the Business Growth Service acting as a gateway organisation to administer the Kickstart Scheme in Cambridgeshire and Peterborough and as the primary referral partner for any Kickstart requests via the Combined Authority. The recommendations had been endorsed unanimously by the Skills Committee on 9 November 2020 and by the Business Board on 10 November 2020.

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

- a) Approve the Business Growth Service to act as a Gateway Organisation to administer the Kickstart Scheme for the Cambridgeshire and Peterborough area; and
- b) Approve the Business Growth Service as the primary referral partner for any Kickstart requests via the CPCA.

624. Keeping Christmas Kind

The Mayor exercised his discretion as chair to accept a request from the Acting Police and Crime Commissioner to advise the Board about a 'Keeping Christmas Kind' toolkit which had been produced in response to the rise in verbal and physical abuse being experienced both locally and at national level by shop workers. Further details were available on the [Police and Crime Commissioner's website](#).

(Mayor James Palmer)

Overview and Scrutiny Committee questions to the Combined Authority Board: 25 November 2020

Item 1.7 Appointment of Chief Executive of ONE CAM Limited

Q: Can the process for the level of remuneration to be received by the Chief Executive of One CAM Limited be evidenced and justified?

A: The remuneration for the post of the Chief Executive Officer of One CAM Limited was established in consultation with the appointed external executive search consultants. They have significant experience in the recruitment of Chief Executive Officers, specifically in relation to major infrastructure projects.

At the final interview stage, of the candidates selected, three of the four candidates had existing or last job salary and bonus packages significantly in excess of the maximum salary offered for this post. So the remuneration being offered is significant, but the reality is that this is a very competitive sector and there are other organisations offering more.

Item 2.2 Draft 2021-22 Budget and MTFP to 2024-25 for Public Consultation

Is there any indication of when we might expect to see the strategy underlying the financial figures extrapolated beyond 2021/22?

A: There is a section devoted to each Directorate in the main body of the draft budget and Medium Term Financial Plan report which outlines the strategic approach to deliver the vision and growth ambition of the Combined Authority through 2021/22 and beyond. These sections also refer to other Combined Authority Strategies such as the Local Transport Plan, the Skills Strategy, the Housing Strategy and the Local Economic Recovery Strategy.

The staffing budget shows a 2% pay award and increments for performance related pay. Given the expected announcement of a public sector pay freeze is the CPCA expecting to proceed with this pay award?

A: In previous years the Combined Authority has followed the pay agreement reached between the National Employers and the NJC Trade Union side on rates of pay. We will monitor any government announcement on a possible public sector pay freeze, but

at this stage it is prudent to make provision for a cost of living pay award in the staffing budget. If an announcement is made for a public sector pay freeze, the same rules will apply to the CPCA as all other public sector bodies.

There are revenue proposals referencing EU funds up to 2023-24. Are these funds received prior to Brexit and will they be received post-Brexit?

A: The EU funding identified relates to three project proposals which have been approved by the relevant EU bodies with funding packages over multiple years as identified in the MTFP. There is no risk that these funds would not be available regardless of whether the UK leaves the current transition period with an EU trade deal or not, as the UK Government has guaranteed to replace the funding should it not be possible to claim it from the EU after the transition period.

Item 4.1 CAM Special Purpose Vehicle

Given the expected announcement of a public sector pay freeze is it appropriate that an annual salary of £40,000 per annum is awarded to non-executive directors? Can the O&S Committee have some background to the process justifying this level of remuneration?

A: The CAM will be vital in supporting our economy and vital to the UK's industrial future. It is a project of national significance.

To build this game-changing public transport, we need the best people. The recommended non-executive directors have a wealth of experience in building major projects, managing big budgets and with a record of exceptional leadership across business and the public sector. Securing funding and financing for the CAM is precisely one of the key areas where they will be able to support in the scheme's delivery.

I'm pleased that this recruitment process has resulted in recommending appointees of this calibre and proves just what a draw the CAM is, and will continue to be, for the kinds of talented people we need to build it.

The remuneration of £40,000 was discussed with the candidates during the recruitment process and is in line with payments to other non-executive directors as shown by the recent 2020 Non-Executive Director's survey by the Quoted Companies Alliance. The benefits that will be realised by CAM will be many times the money invested, and will be felt for generations to come.

How does the Board justify the level of funding on a project that is currently speculative; and what level of recompense is likely if the project does not happen?

A: The CPIER report evidenced the fast rate of economic and employment growth in our region, and highlighted the importance of planning now to ensure that strong growth will be sustainable beyond 2030. The CAM is the transport network that will deliver that growth. As I have already said the CAM will be vital in supporting our economy and is vital to the UK's industrial future. It is a project of national significance.

The CPCA makes no apology for having an ambitious vision for our area and we are willing to invest in the best people and structures to deliver that. Our transport system will be a smart, zero carbon network, which also opens opportunities for quality housing developments built on green, sustainable principles.

It is perfectly normal for projects at a phase of delivery similar to CAM to not have secured every pound needed for delivery. What the CAM company and the Combined Authority is here to do, is make things happen. We are building the case for investment in schemes which will support people and our economy for decades to come. We are continuing to develop all aspects of the CAM programme, including funding and financing, and working with our new chairman, non-executive directors and our partners, including in Government, to attract the investment we need.

It is a huge challenge to deliver the solutions needed by Cambridgeshire and Peterborough and to implement the recommendations of the CPIER report. This is not the way that councillors are used to seeing transport schemes delivered by local government, but this is how it is done nationally and internationally to deliver innovative transport solutions.

Item 4.6 Devolution Deal, Gainshare Gateway Review and Combined Authority Prospectus

(Appendix 1: 1) Are we realistically still considering doubling GVA?

A: We were ahead of the trajectory required to double GVA when the Covid shock took place. There are 22 years of the Devolution Deal to go and every prospect that the economy can recover recent momentum and get back on trajectory over that time. The fundamental competitive advantages that make Cambridgeshire and Peterborough one of the UK's global economic assets remain intact.

(Appendix 1: 4) When will material be placed in the public domain arising from the work of the Public Sector Reform Commission?

A: Discussions are continuing with the Commission to enable findings from its work to be published soon.

(Appendix 1: 6) How does the Board define world-class connectivity and how will we know something is world-class?

A: The Combined Authority's programme of infrastructure improvements such as the CAM is based on new technology and innovative design, including requirements for digital infrastructure and net zero compatibility, and is intended to sustain the international competitiveness of the Cambridgeshire and Peterborough economy. The acid test and the benchmark of whether our investments are world class is whether our area continues to attract global investors in the future.

(Appendix 1:18) When will the impasse be resolved in terms of holding back £45m of the £100m housing fund? If this is not resolved how will this affect the delivery of the commitment? When will it be made clear whether March 2021 or March 2022 that is the end date for the £100m scheme?

A: We have received no indication from MHCLG that we will not receive the outstanding £45m of funding for the remainder of our housing programme. Mayor James Palmer met with Luke Hall MP, Minister of State for Housing, Communities and Local Government last week to update him on the Mayoral Combined Authority work to spearhead our innovative and exciting regional housing programme. The Minister was supportive of the Combined Authorities approach and confirmed that decisions from the review with MHCLG were imminent. We are expecting confirmation of the housing programme end date at the same time.

(Appendix 1: 14) When will the Joint Assets Board will be established?

(Appendix 1: 34) This is not, as yet, implemented; can the O&S Committee have an update please?

(Appendix 1: 35) What are the Combined Authority's expectations for a second Devolution Deal?

(Appendix 1: 39) What is happening on the government's proposals on business rate reform and what are the implications for the Combined Authority of not proceeding?

(Appendix 1: 41) What is happening on the devolution of strategic planning powers to the Mayor and what is the likely impact?

(Appendix 1: 43) What is happening on forming an Education Committee with the Regional Schools Commissioner and other key education stakeholders and what is the likely impact?

(Appendix 1: 46) What is happening on the work with government to explore a more integrated pathway of service delivery for the causes of offending behaviour early to reduce the use of courts and prisons and what is the likely impact?

(Appendix 1:53) Could the O&S Committee have an update on the work with local partners to consider how best to establish a sub-national transport body?

(Appendix 1:58) Does this commitment now refer to the Government White Paper on Planning for the Future or something entirely different?

(Appendix 1: 69) The DfE did not include the Combined Authority in Area Reviews, as the process was considerably advanced by the time the Combined Authority was established in March 2017. The last of the Area Reviews were concluded in August 2017, but this commitment is described as 'Not yet implemented by Government'. Could the O&S Committee have an update on what the Combined Authority expects to happen now?

A: Summary updates on these items, where available, are provided in Appendix 1 to the Board paper which the O&S Committee considered earlier this week. The Board is being invited to begin regular progress reporting on the Devolution Deal Commitments which have not yet been implemented. The Overview and Scrutiny Committee will be involved in that regular update process.

Item 5.1 Local Transport Plan CAM Sub Strategy

What does the Board envisage the role of the Greater Cambridge Partnership to be in this as that body is barely mentioned in the report?

A: The Greater Cambridge Partnership is a partner of the CPCA in the delivery of the CAM. The GCP is a partnership of the three Councils who were successful in securing a City Deal for our area. As such it is a joint committee and delivery team set up by those three Councils to deliver on the commitments they agreed with Government.

The GCP is different from the CPCA, which is a separate public authority with statutory responsibilities, primarily as the Local Transport Authority for Cambridgeshire and Peterborough. In that role the CPCA has direct responsibility to deliver the local transport plan.

The CPCA sets the strategic direction for transport schemes within the area. The GCP delivers its schemes in accordance with that statutory plan. As the GCP does not have a strategic transport role, it does not feature within the Local Transport Plan other than by reference to its role as a delivery partner for the CAM.

Items 6.3 Local Economic Recovery Strategy Update

How is the Combined Authority liaising with its constituent authorities and the Greater Cambridge Partnership on Covid recovery?

A: Through the Local Economic Recovery Sub-Group of the COVID 19 Local Recovery Forum, all our Local Authority Partners and the Greater Cambridge Partnership have been integrally involved in the authoring, review and recent update of the Local Economic Recovery Strategy.

Has the impact of Brexit on future investment funding been considered and, if so, how will funds be delivered to help those impacted by Brexit?

A: The impact of Brexit has not been fully analysed within the Local Economic Recovery Strategy as the impact is not yet known. The next update of the LERS will include this analysis, once the specifics of the Trade Deal are known and can be assessed for impact.



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

JAMES PALMER
CAMBRIDGESHIRE &
PETERBOROUGH MAYOR

Agenda Item No: 1.5

Cambridgeshire and Peterborough Combined Authority Forward Plan of Executive Decisions

Published 14 January 2021

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 at Robert.Parkin@cambridgeshirepeterborough-ca.gov.uk.

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 Robert.Parkin@cambridgeshirepeterborough-ca.gov.uk 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. £100m Affordable Housing Programme Update
2. £70m Cambridge City Council Affordable Housing Programme: Update
3. £100k Homes and Community Land Trusts 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

Combined Authority Board – 27 January 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 November 2020	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Decision	To approve the minutes of the previous meeting.	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices.
2	Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	27 January 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 James Palmer	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
3.	Change in Membership: Transport and Infrastructure Committee	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Decision	To ratify the change in Cambridgeshire County Council's member and substitute on the Transport and Infrastructure Committee.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices.
4.	Appointment of Combined Authority Returning Officer	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Decision	To recommend the appointment of John Hill as the Combined Authority Returning Officer for the purposes of Article 6 of the Combined Authorities (Mayoral Elections) Order 2017.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor James Palmer	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
5.	Budget Monitoring Report January 2021	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Key Decision 2020/093	To provide an update on the revenue and capital budgets for the year to date and approve the movement of £900k from Subject to Approval to Approved budget for the Digital Connectivity Infrastructure Programme.	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief Finance Officer	Mayor James Palmer	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
6.	Performance Report	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Decision	To provide performance reporting updates.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
7.	Mayor's Budget 2021/22	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Key Decision 2020/070	To request the Combined Authority approve the Mayor's draft budget for 2021-22.	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief Finance Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
8.	2021-22 Budget and Medium Term Financial Plan to 2024-25	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Key Decision 2020/071	To approve the revenue budget for 2021/22 and the Medium-Term Financial Plan to 2024/25	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief Finance Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the

	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 approve the capital programme 2021/22 to 2024/25				report and relevant appendices to be published.
9.	Combined Authority Business Plan and Annual Report 2021/22	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Decision	To secure Board agreement to the 2021/22 Combined Authority Business Plan.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
10.	Monitoring and Evaluation Framework	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Decision	To seek the Board's approval of the refreshed Monitoring and Evaluation Framework.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	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
11.	Review of relationship between Risk and Change Control [May contain exempt appendices]	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Decision	To consider a recommendation from the Audit & Governance Committee that the Combined Authority Board adopt the proposed Relationship between Risk and Change Control document.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
12.	Transport Levy for 2021/22	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Key Decision 2020/089	To set the level of the 2021-22 Transport Levy on local highways authorities.	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief Finance Officer	Mayor James Palmer	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
13.	CAM Update January 2021	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Key Decision 2020/091	Procurement and CAM Update from One CAM Ltd	Relevant internal and external stakeholders	Kim Sawyer Chief Executive	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
14.	Market Towns Programme Investment Prospectus – Approval of Third Tranche of Recommended Projects [May contain exempt appendices]	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Key Decision 2020/084	To approve the second tranche of recommended projects under the Market Towns Programme Investment Prospectus.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Mayor James Palmer	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
15.	Business Growth Service – Growth Company Board [May contain exempt appendices]	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Decision	To approve actions from the inaugural Business Growth Service Growth Company Board meeting held on 4 December 2020.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Mayor James Palmer	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

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
16.	A16 Norwood Improvements	Cambridgeshire and Peterborough	27 January 2021	Key Decision 2020/091	To provide a summary of the outcomes of the Strategic Outline	Relevant internal and external stakeholders	Paul Raynes Director of Delivery	Mayor James Palmer	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			Business Case and seek approval to proceed to Outline Business Case.		and Strategy		documents other than the report and relevant appendices to be published.
17.	London Luton Airport Arrivals Consultation	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Decision	To agree the Authority's response to the changes to the flight arrivals at London Luton Airport (stacking over South Cambridgeshire and Huntingdonshire).	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
18.	Greater Cambridge Partnership (GCP) Consultations:	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Decision	To update the Board on the comments made by the Combined Authority in relation to the	Relevant internal and external stakeholders	Paul Raynes Director of Delivery	Mayor James Palmer	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
	Waterbeach to Cambridge and Eastern Access				GCP's consultations (Waterbeach to Cambridge and Eastern Access)		and Strategy		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
19.	Community Land Trust Business Case	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Decision	To approve the business plan which sets out the benefit, process and interventions that enable Community Led Development across	Relevant internal and external stakeholders	Kim Sawyer Chief Executive	Councillor Chris Boden Lead Member for Housing	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
					Cambridgeshire and Peterborough as per the commitment in the Devolution Deal.				to be published.

Recommendations from the Business Board

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
20.	Local Growth Fund Programme Management Review January 2021	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Key Decision 2020/077	To review the Local Growth Fund Programme delivery including spend against budget and amend as required	Relevant internal and external stakeholders including Skills Committee	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board Councillor John Holdich Lead Member for	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
								Economic Growth	to be published
21.	University of Peterborough Phase 2 Manufacturing and Materials Research & Development Centre Project	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Key Decision 2020/086	To approve an increase in investment funding from the joint venture partner for the Peterborough University Phase 2 Manufacturing and Materials Research & Development Centre Project.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board Councillor John Holdich Lead Member for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
22.	Local Enterprise Partnership Partnering Strategy	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Decision	To approve the Local Enterprise Partnership Partnering Strategy	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board Councillor John Holdich Lead Member for	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
								Economic Growth	to be published
23.	University of Peterborough Phase 2: Incorporation of PropCo2	Cambridgeshire and Peterborough Combined Authority Board	27 January 2021	Key Decision 2020/076	To note the incorporation of PropCo2 for the University of Peterborough and approve the business plan and approach to the commercial operator.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich Lead Member for Economic Growth & Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Employment Committee – 27 January 2021

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
24.	Process for the appointment of the permanent Chief Executive	Employment Committee	27 January 2021	Decision	To seek approval of the job description, to note the timetable for the process and to delegate authority to the Human Resources Manager to manage the process.	Relevant internal and external stakeholders	Robert Parkin Chief Legal Officer and Monitoring Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Transport and Infrastructure Committee – 10 March 2021

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
25.	Local Transport Plan and Low Emission Vehicles Strategy	Transport and Infrastructure Committee	10 March 2021	Decision	To advise the Committee about a refresh of the Local Transport Plan including sub-strategies and provide an update on the Low Emission Vehicles Strategy	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
26.	Fenland Stations Regeneration: Whittlesey Station	Transport and Infrastructure Committee	10 March 2021	KD2021/004	To consider the outcomes of the business case for Whittlesey Station and a proposal to approve the drawdown of budget to proceed to construction.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	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
27.	March Area Transport Study: March 2021	Transport and Infrastructure Committee	10 March 2021	Decision	The provide an update on the March Area Transport Study Quick Win Programme to date and a proposal to approve the drawdown of budget to proceed to detailed design on the Walking and Cycling Strategy programme.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
28.	St Ives	Transport and Infrastructure Committee	10 March 2021	Decision	To update the Committee on the next stage for development of the Strategic Outline Business Case for St Ives and the programme to develop St Ives Town Centre measures.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	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
29.	Fengate Phase 2 University Access	Transport and Infrastructure Committee	10 March 2021	Decision	To provide a summary of the outcome of the Fengate Phase 2 University Access Strategic Outline Business Case and make recommendations to the Combined Authority Board in initiating the Outline Business Case.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
30.	Wisbech Rail	Transport and Infrastructure Committee	10 March 2021	Decision	To outline proposals for further progressing Wisbech Rail and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	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
31.	A47 Dualling	Transport and Infrastructure Committee	10 March 2021	Decision	To provide an update on the progress of the A47 dualling Project.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
32.	Year End Report	Transport and Infrastructure Committee	10 March 2021	Decision	To provide an update at the end of the financial year on delivery progress against transport projects across the Cambridgeshire and Peterborough Combined Authority region.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Skills Committee – 15 March 2021

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
33.	Sector-Based Work Academies and High Value Courses Update	Skills Committee	15 March 2021	Decision	To update Members on Sector-Based Work Academies and High Value Courses.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich 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.	National Retraining Scheme Pilot	Skills Committee	15 March 2021	Decision	To update Members on progress with the National Retraining Scheme Pilot.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
									to be published.
35.	University of Peterborough Update	Skills Committee	15 March 2021	Decision	To provide an update on progress on the University of Peterborough.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
36.	Business Growth Service - Skills Brokerage Mobilisation Update	Skills Committee	15 March 2021	Decision	To update Members on progress made with mobilising the Business Growth Service.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
37.	Local Economic Recovery Strategy: Updated refresh	Skills Committee	15 March 2021	Decision	To update Members on the latest version of the Local Economic Recovery Strategy following further evidence-based insight.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board Councillor John Holdich Lead Member for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
38.	Adult Education Budget Annual Review (Academic Year 2019/20) Update	Skills Committee	15 March 2021	Decision	To update Members following the first year of local delivery of the Adult Education Budget.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Housing and Communities Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
39.	Cambridge Northern Fringe East – Progress Report	Housing and Communities Committee	15 March 2021	Decision	To note progress on the Cambridge Northern Fringe East development.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Councillor Chris Boden Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Combined Authority Board - 24 March 2020

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
40.	Minutes of the meeting on 27 January 2020	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Decision	To approve the minutes of the previous meeting.	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices.
41.	Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	24 March 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 James Palmer	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
42.	Appointment of Chief Executive of OneCAM Ltd	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Decision	To appoint the Chief Executive of OneCAM Ltd	Relevant internal and external stakeholders	John Hill Chief Executive	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices.
43.	Budget Monitor Update	Cambridgeshire and Peterborough Combined Authority Board	24 March 2031	Decision	To provide an update on the revenue and capital budgets for the year to date	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief Finance Officer	Mayor James Palmer	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
44.	Mayoral Election 2021	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Decision	Update on the budget for the May 2021 Mayoral Elections	Relevant internal and external stakeholders	John Hill Chief Executive	Mayor James Palmer	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
45.	£100m Affordable Housing Programme (Non-grant) March 2020	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Key Decision 2020/087	To request Board approval of scheme/s that form a part of and will require an investment from the £40m revolving fund.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Delivery	Councillor Chris Boden Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
46.	Proposed Loan	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Key Decision 2020/072	To consider granting a loan of up to £10M.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Delivery	Councillor Chris Boden Lead Member for Housing	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
47.	CAM Update March 2021	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Key Decision 2020/092	Procurement and CAM Update from One CAM Ltd	Relevant internal and external stakeholders	Kim Sawyer Chief Executive	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
48.	Market Towns Programme Investment Prospectus – Approval of Final Tranche of Recommended Projects	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Key Decision 2020/088	To approve the final tranche of recommended projects to under the Market Towns Programme Investment Prospectus	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Mayor James Palmer	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.	Greater South East Energy Hub	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Key Decision 2021/001	To agree the Accountable Body status for the Greater South East Energy Hub.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
50.	Independent Commission on Climate Change	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Key Decision 2021/005	To consider a response to the initial recommendations of the Independent Commission on Climate Change.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Recommendations from the Transport and Infrastructure Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
51.	Fengate Phase 2 University Access	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Key Decision 2021/002	To receive a summary of the outcome of the Fengate Phase 2 University Access Strategic Outline Business Case and give approval to initiate the Outline Business Case.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
52.	A47 Dualling	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Decision	To provide an update on the progress of the A47 dualling Project.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	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
53.	Wisbech Rail	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Key Decision 2021/003	To consider proposals for further progressing Wisbech.	Relevant internal and external stakeholders	Paul Raynes Director of Delivery and Strategy	Mayor James Palmer	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
54.	University of Peterborough Update	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Decision	To provide an update on progress on the University of Peterborough.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
55.	Sector-Based Work Academies and High Value Courses Update	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Decision	To update Members on Sector-Based Work Academies and High Value Courses.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
56.	National Retraining Scheme Pilot	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Decision	To update Members on progress with the National Retraining Scheme Pilot.	Relevant internal and external stakeholders	John T Hill Director of Business and Skills	Councillor John Holdich Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Recommendations from the Business Board

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
57.	Local Growth Fund Programme Management Review March 2021	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Key Decision 2020/0085	To review the Local Growth Fund Programme delivery including spend against budget and amend as required	Relevant internal and external stakeholders including Skills Committee	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board Councillor John Holdich Lead Member for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
58.	Local Economic Recovery Strategy: Updated refresh	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Decision	To approve the updated refresh of the Local Economic Recovery Strategy for Cambridgeshire and Peterborough.	Relevant internal and external stakeholders including Skills Committee	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board Councillor John Holdich Lead Member for	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
								Economic Growth	to be published
59.	Coterminous and Strategic Partnership Agreements Update	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Decision	To approve Memorandums of Understanding with the remaining seven neighbouring Local Enterprise Partnerships.	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board Councillor John Holdich Lead Member for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
60.	Annual Performance Review Update	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Decision	To update the Board on the end of year Annual Performance Review (2020/21) with the Department for Business, Energy	Relevant internal and external stakeholders	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board Councillor John Holdich	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
					and Industrial Strategy (BEIS)			Lead Member for Economic Growth	appendices to be published
61.	Local Assurance Framework Annual Review	Cambridgeshire and Peterborough Combined Authority Board	24 March 2021	Decision	To approve updates to the Local Assurance Framework.	Relevant internal and external stakeholders including Skills Committee and Audit and Governance Committee	John T Hill, Director of Business & Skills	Austen Adams, Chair of the Business Board Councillor John Holdich Lead Member for Economic Growth	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

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

Please send your comments or queries to Robert Parkin, Chief Legal Officer and Monitoring Officer, at Robert.Parkin@cambridgeshirepeterborough-ca.gov.uk . 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.



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

JAMES PALMER
CAMBRIDGESHIRE &
PETERBOROUGH MAYOR

Agenda Item No: 1.6

Change in Membership: Transport and Infrastructure Committee

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 27 January 2021

Public report: Yes

Lead Member: Mayor James Palmer

From: Robert Parkin, Monitoring Officer

Key decision: No

Forward Plan ref: n/a

Recommendations: The Combined Authority Board is recommended to:

- a) Ratify the appointment of Councillor Mark Howell as the representative of Cambridgeshire County Council on the Transport & Infrastructure Committee in place of Councillor Ian Bates, and the appointment of Councillor Ian Bates as substitute member in the place of Councillor Roger Hickford.

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

1. Purpose

- 1.1 The report advises the Board of changes to the membership of the Transport & Infrastructure Committee notified to the Monitoring Officer by Cambridgeshire County Council.

2. Background

- 2.1 Cambridgeshire County Council has advised that it has changed its nominations to Transport & Infrastructure Committee and that Councillor Ian Bates is to be replaced by Councillor Mark Howell and that Councillor Ian Bates is to replace Councillor Roger Hickford as the substitute member for the remainder of the municipal year 2020/2021.
- 2.2 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 takes effect after the nomination has been approved by the Monitoring Officer and must be reported to the following meeting of the Combined Authority Board for ratification. These new appointments took effect on 5 January 2021.

Significant Implications

3. Financial Implications

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

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.
- 4.2 The Constitution sets out the terms of reference for the Transport & Infrastructure Committee and the rules on changes to membership of executive committees during the municipal year.
- 4.3 The Constitution also provides that:

In principle, neither the Mayor nor the Board will seek to exercise their voting rights to veto or vote against the appointment of constituent council members to executive committees.

5. Other Significant Implications

5.1 None

6. Appendices

6.1 None

7. Background Papers

7.1 [Combined Authority Constitution](#) [See Chapter 8 - Transport & Infrastructure Committee and Chapter 11 – Procedure Rules of Executive Committee Meetings].



Appointment of Combined Authority Returning Officer

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	27 January 2021
Public report:	Yes
Lead Member:	Mayor James Palmer
From:	Robert Parkin, Monitoring Officer
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <p>Appoint John Hill, Chief Executive, as the Combined Area Returning Officer for the purposes of Article 6 of the Combined Authorities (Mayoral Elections) Order 2017 for the Mayoral election to be held on 6 May 2021.</p>
Voting arrangements:	A simple majority of all Members present and voting

1. Purpose

- 1.1 Appointment of Combined Area Returning Officer (CARO) for the Mayoral election to be held on 6 May 2021.

2. Background

- 2.1 The Combined Authorities (Mayoral Elections) Order 2017 at Article 6 (1) states:

6. – Combined Authority Returning Officer

(1) The Combined Authority must appoint one of its officers, or one of the officers of a constituent Council, to be the Combined Authority Returning Officer in relation to the election.

Election in this context means an election for the return of a Combined Authority Mayor

- 2.2 John Hill, the current Joint Chief Executive of the CPCA, was the CARO for the 2017 Mayoral elections. He has also been appointed as the Police Area Returning Officer (PARO) for the Police and Crime Commissioner elections for 2021.
- 2.3 The CARO is a significant and complex role responsible for the overall management of the Mayoral elections with specific responsibility for administering the nomination process, calculating and declaring the result and production of candidates addresses.
- 2.4 The timetable and process for the Mayoral elections are very closely aligned with the PCC elections and with similar requirements for the approval of election addresses and the two stage voting process. It is therefore important to align the arrangements for PARO and CARO where possible.

3. Financial Implications

- 3.1 The cost of the 2017 Mayoral elections was £1.037 million. The Combined Authority has allocated £1.04 million for the 2021 elections based on an annual provision of £260,000 over four years. The costs of the 2021 elections will be significantly affected by the cost implications of COVID 19 and the number of other elections coinciding with the Mayoral election. Nevertheless, it is estimated that the current budget allocation for the 2021 Mayoral elections will suffice. Further updated cost estimates will be forwarded to members when available.

4. Legal Implications

- 4.1 The legal implications are summarised in the report.

5. Appendices

None

6. Background Papers

- 6.1 Electoral Commission Guidance - [Guidance and resources for Returning Officers administering local government elections taking place in England and Wales, as well as our guidance for Combined Authority Returning Officers administering a combined authority mayoral election in England](#)
- 6.2 Electoral Commission Guidance - [Planning Guidance for Combined Authority Returning Officers](#)
- 6.3 Electoral Commission Guidance - [Guidance for Combined Authority Returning Officers on the delivery of key processes](#)



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

JAMES PALMER
CAMBRIDGESHIRE &
PETERBOROUGH MAYOR

Agenda Item No: 1.8

Performance Report

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 27 January 2021

Public report: Yes

Lead Member: Mayor James Palmer

From: Paul Raynes, Director of Delivery & Strategy

Key decision: No

Forward Plan ref: n/a

Recommendations: To note the January delivery dashboard.

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

1. Purpose

- 1.1 This provides the latest performance report for January 2021.

2. Background

- 2.1 Appendix 1 includes the January 2021 Delivery 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 January Delivery Dashboard includes ratings for the Combined Authority's Key Projects based on outturn data from the end of December 2020.
- 2.3 Across the entire portfolio, Members will note there has been a net downward movement in RAG ratings of one project, compared to the previous November 2020 reporting month.

3. Financial Implications

- 3.1 There are no direct financial implications.

4. Legal Implications

- 4.1 The Report accords with 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 – January Performance Dashboard

7. Background Papers

- 7.1 None.

8. Appendices

8.1 Appendix 1 – Performance Dashboard

Accessible version available on request from democratic.services@cambridgeshire.gov.uk

Baseline: Current trend without Devolution Deal interventions

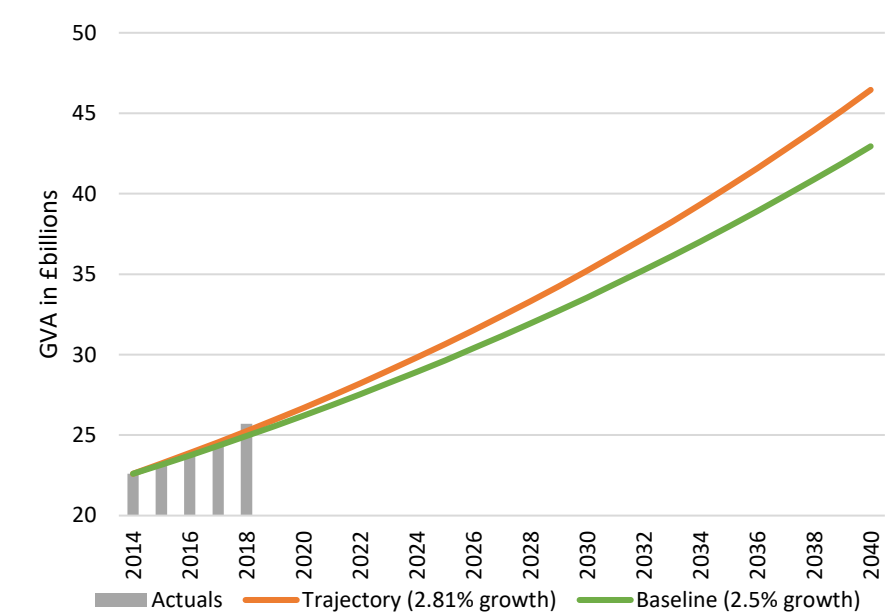
Outturn data source: GVA and Jobs - Office of National Statistics (ONS);
Housing - Council Annual Monitoring Reports/CambridgeshireInsights

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

PERFORMANCE DASHBOARD

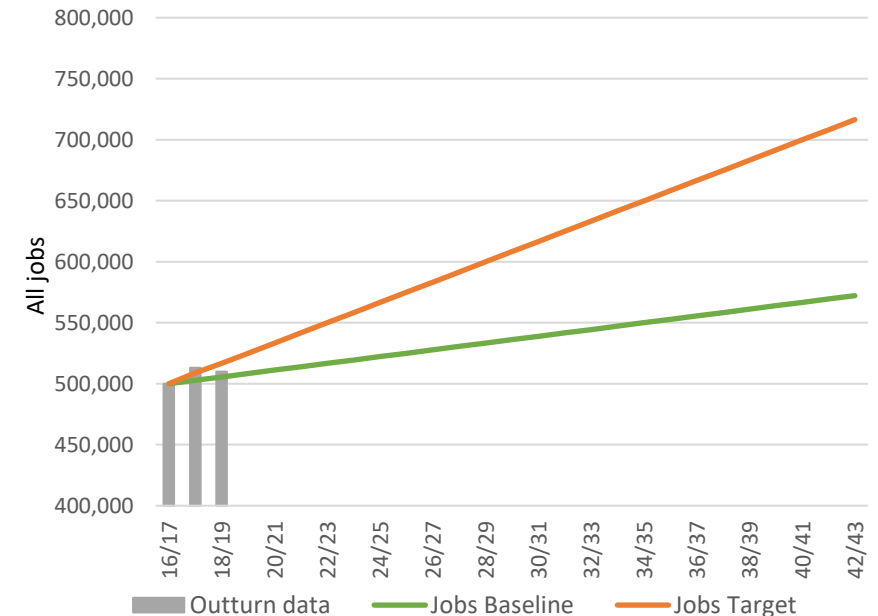
Combined Authority Devolution Deal Trajectory

GVA (B) TARGET V BASELINE



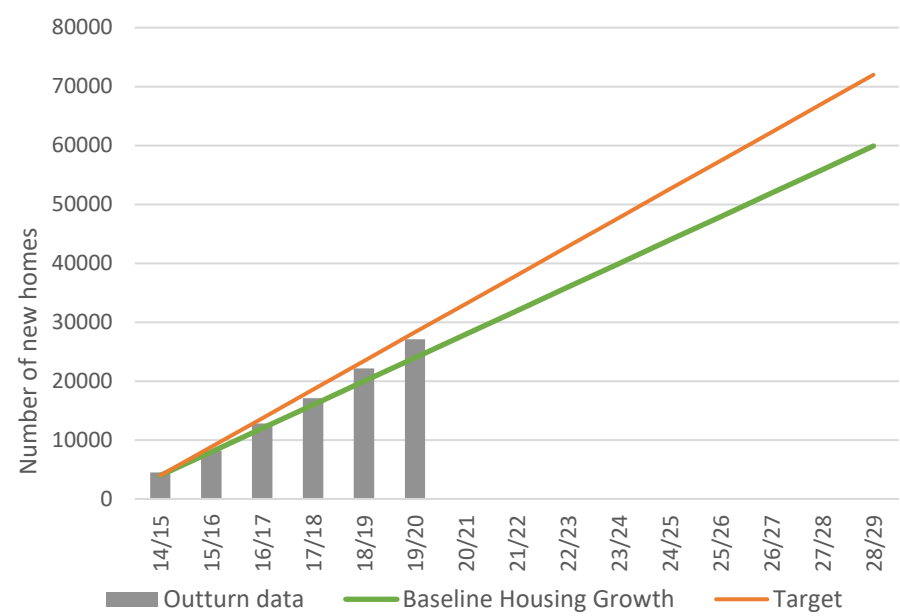
This has been updated in line with National Reporting standards. The CPCA Devolution Deal committed to doubling GVA over 25 years with 2014 as the baseline. To achieve this target the CPIER identified the region would require annual growth of 0.31% on top of the 2.5% baseline growth.

JOBS TRAJECTORY V BASELINE



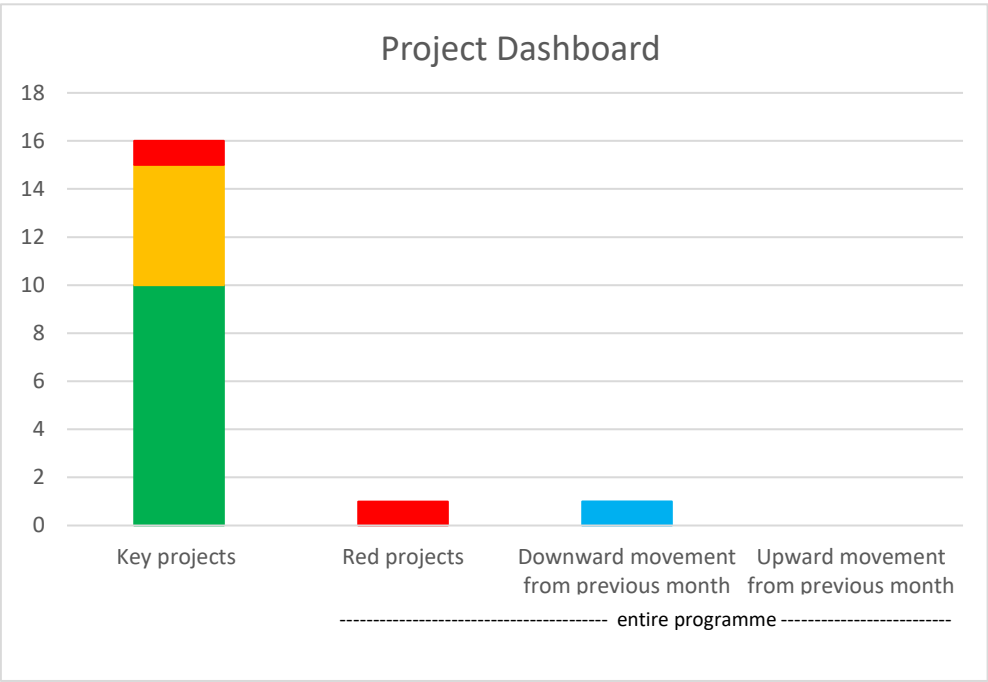
Target is derived through the CPIER by the GL Hearn report with a high growth scenario of 9,400 additional job growth per annum and a baseline of 4,338 jobs per annum.

HOUSING PERFORMANCE (*cumulative figures)



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 Project Profile:



Key projects	
Name of project	RAG status
£100k Homes	Green
A141	Green
A47 Dualling	Green
Cambridge South Station	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
£70m Affordable Housing Programme	Amber
A10 OBC	Amber
AEB Devolution Programme	Amber
Bus Reform Task Force Programme	Amber
Cambridge Autonomous Metro OBC (City Tunnel)	Amber
£100m Affordable Housing Programme	Red



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

JAMES PALMER
CAMBRIDGESHIRE &
PETERBOROUGH MAYOR

Agenda Item No: 1.9

Combined Authority Monitoring and Evaluation Framework 2021

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 27th January 2021

Public report: Yes

Lead Member: Mayor James Palmer

From: Paul Raynes, Director of Delivery and Strategy

Key decision: No

Forward Plan ref: N/A

Recommendations: The Combined Authority Board is recommended to:
a) Adopt the monitoring and evaluation framework for 2021.

Voting arrangements: A simple majority of Members present and voting

1. Purpose

- 1.1 The purpose of this report is to draw the Board's attention to the main elements of the Combined Authority's Monitoring and Evaluation Framework and adopt the framework in accordance with the devolution deal.
- 1.2 The Combined Authority is committed, as part of its assurance framework (see section seven, page 10 of the CPCA Assurance Framework) to implementing effective monitoring and evaluation so that it is able to:
 - Provide local accountability to the public by demonstrating the impact of locally devolved funding and the associated benefits being achieved.
 - Comply with external scrutiny requirements i.e., to satisfy conditions of the Devolution Deal.
 - Understand the effectiveness of policies or investments and to justify reinvestment or modify or seek alternative policy.
 - Develop an evidence base for input into future business cases and for developing future funding submissions.

2. Background

- 2.1 The original devolution deal that created the Combined Authority includes a requirement that the Authority maintains a monitoring and evaluation framework. The main purpose of the framework is to ensure that initiatives funded by the authority are properly assessed after implementation to check that they achieve the stated benefits for residents, business and the economy.
- 2.2 Each year the authority is required to submit a draft of the framework for comment to government; the attached version was submitted in November. The understanding is that the existence of the Authority's local framework should then exempt the area from duplication or further compliance with other monitoring frameworks attached to national funding streams administered via the deal.
- 2.3 Significant progress has been made with the framework since it was first discussed with government in October 2018. This reflects feedback received each time and progress with the CPCA's project programme. Changes to the Monitoring and Evaluation Framework since the version approved by the Board in spring 2020 are as follows:
 - The framework has been adjusted to reflect the most recent CPCA Business Plan.
 - All projects now have evaluation logic-models, and the key priority ones have been revised and included within the appendix of this framework (and submitted to government).
 - Where appropriate (projects nearing or in the delivery stage), evaluation plans have been put in place, and several of these plans have progressed to have delivery

against them.

- As well as individual logic models, where projects overlap or it makes sense to group them (i.e. geographically) due to joint aims or outcomes, overarching logic models have been produced. These are clearly marked in the appendix.
- The framework reflects progress with external nationally led evaluations relevant to the Combined Authority, such as Gainshare and Transforming Cities Fund;
- Additional content suggested by government during 2020, such as additional detail on indicators, evaluation approaches and counterfactuals (where appropriate) has been included.

Significant Implications

3. Financial Implications

- 3.1 The framework requires each project to have a clear budget line committing funding to monitoring and evaluation. In the case of a road scheme this might be funding for automatic traffic counters or in the case of the University for Peterborough funding for evaluators to track the first cohorts of learners. This might, alternatively, be a budget for commissioning an external evaluation. The expenditure on monitoring and evaluation should be proportionate to the value of the project being evaluated. This will be included as part of the overall project budget.

4. Legal Implications

- 4.1 The maintenance of the monitoring and evaluation framework is specifically mentioned as part of the wider assurance framework for the Combined Authority (see section seven, page 10 of the CPCA Assurance Framework).

5. Other Significant Implications

- 5.1 None

6. Appendices

- 6.1 Appendix 1 – Monitoring and Evaluation Framework 2021 for the Cambridgeshire and Peterborough Combined Authority.
- 6.2 An accessible version of this appendix is available on request from democratic.services@cambridgeshirepeterborough-ca.gov.uk



CAMBRIDGESHIRE & PETERBOROUGH
COMBINED AUTHORITY

Agenda Item 1.9 – Appendix 1

Cambridgeshire and Peterborough Combined Authority

Devolution Deal Monitoring and Evaluation Framework

January 2021
Version 1.6

Document Details

Title:	Devolution Deal Monitoring and Evaluation Framework
Date Created:	5 th September 2018
Revision Timetable	V1.4 Issued March 2019 V1.5 Issued October 2019 V1.6 Issued January 2021
Description:	The purpose of the Monitoring & Evaluation Framework is to provide a clear description of all the activities/policies within the Combined Authority and the Monitoring and Evaluation (M&E) arrangements for each. For policies that are covered by this framework, logic models are finalised and key monitoring metrics identified.
Produced by:	Michael Soper, Research Team Manager, Cambridgeshire County Council.
Contact details:	Michael.Soper@Cambridgeshire.gov.uk 01223 715312
On behalf of:	Cambridgeshire and Peterborough Combined Authority
Geographic Coverage:	Cambridgeshire & Peterborough
Time Period:	2020/21 Update
Format:	MS Word
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Commitment to Monitoring & Evaluation

- Roles and responsibilities
- A partnership approach



The CPCA Programme and Funding

- Policy Framework and 2020/21 Business Plan
- Coordinating separate Monitoring and Evaluation Requirements



Project Management and Monitoring

- Best Practice
- Project Monitoring
- Strategic Key Performance Indicators and wider Impacts



Practical Approaches to Evaluation

- Evaluation of the CPCA Programme (key projects)
- Levels A to D

Executive Summary

This document confirms Cambridgeshire and Peterborough Combined Authority's (CPCA) commitment to Monitoring & Evaluation and the approach to be taken by the authority. The key points are as follows:

- This framework should be viewed in the context of the publication of the Cambridgeshire & Peterborough Independent Economic Review (CPIER¹). **The CPIER document provides a strategic baseline for the Combined Authority area** for the performance of the economy and progress on key areas such as housing, jobs and the rate of growth.
- Significant progress has been made with the framework since it was first submitted to government in October 2018, and then revised in October 2019. This reflects feedback received each time and progress with the CPCA's project programme:
 - The framework has been adjusted to reflect the latest CPCA Business Plan.
 - All projects now have evaluation logic-models, and the key priority ones have been revised and included within the appendix of this framework.
 - Where appropriate (projects nearing delivery), evaluation plans have been put in place, and several of these plans have progressed to have delivery against them.
 - As well as individual logic models, where projects overlap or it makes sense to group them (i.e. geographically) due to joint aims or outcomes, overarching logic models have been produced. These are clearly marked in the appendix.
 - The framework has been formally adopted by the CPCA Board (March 2019). The framework has also been adopted by the Business (LEP) Board (September 2019).
 - The framework reflects progress with the national evaluation work led by SQW Ltd. The one year out and full evaluation reports have now been received.
 - Additional content suggested by government, such as additional detail on indicators, evaluation approaches and counterfactual (where appropriate) has been included.
- The CPCA continues to place an emphasis on **a partnership approach to Monitoring and Evaluation**. The CPCA works very closely with the shared Cambridgeshire County Council / Peterborough City Council, Business Intelligence Service, as part of the wider CambridgeshireInsight² partnership. The CPCA has also taken up evaluation training with the What Works Centre for Economic Growth and regularly attends Office of National Statistics liaison meetings. The CPIER has been established as a forum for developing effective challenge regarding the nature and the rate of growth (and its measurement)

¹ www.CPIER.org.uk

² www.CambridgeshireInsight.org.uk

for the area. These arrangements **will collectively support the CPCA in having an effective methodology for M&E.**

- The evaluation schedule table in section three provides an overview of the practical approach to M&E that is being taken in relation to the current CPCA investment decisions.

Projects will be subject to one of three levels of Monitoring & Evaluation

- National Independent M&E
(including application of the national evaluation framework agreed with government);
 - Local Independent M&E;
 - Project Self-Evaluation / metric reporting.
- COVID-19 has had relatively minimal effects on the progress of projects or monitoring and evaluation processes. There has been some disruption to activities, which has resulted in slight slippage, but the greater effect may be seen in the future where behavioural conditions (for example the use of public transport) may affect intended outcomes of projects such as the Bus Reform or rail projects and therefore reassessment will be needed. Most of the logic models and evaluation plans currently present pre-COVID-19 positions and will be revisited in future when the full extent of the pandemic has been understood.

Introduction

Background

- 1.1 Monitoring and evaluation (M&E) is a critical component of an effective performance management regime. *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. M&E forms a significant part of the policy feedback loop to inform future policy development, priorities and budgets.
- 1.2 The purpose of this document is to set out both the commitment and the approach of the Cambridgeshire and Peterborough Combined Authority (CPCA) to M&E. The Devolution Deal between government and the CPCA specifically includes a commitment to work together in developing an approach to monitoring and evaluating the impact of the Deal.
- 1.3 This document ensures local ownership of the commitment and provides a robust guide to how the CPCA aims to carry out its own M&E. This document will be reviewed at least annually (again in the autumn) so that it remains relevant and fully aligned to progress on delivering the Devolution Deal. It will also be shaped by ongoing dialogue with the Department for Business, Energy & Industrial Strategy (BEIS) and other relevant government departments as well as sources of best practice for evaluating schemes to encourage local economic growth.
- 1.4 For a complete understanding of the background, this document should be read in conjunction with a number of other publications:
 - The CPCA Business Plan for 2020/21 and policy framework documents.
 - The Green Book: appraisal and evaluation in central government_
<https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government>
 - The Magenta Book: HM Treasury Guidance on Evaluation_
<https://www.gov.uk/government/publications/the-magenta-book>
 - Local Growth Assurance Framework 2019
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/768356/National_Local_Growth_Assurance_Framework.pdf
 - Evaluation of Local Growth Interventions Framework, SQW, 2018
(not in the public domain)

The Commitment to Monitoring and Evaluation

1.5 The 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 i.e. to satisfy conditions of the Devolution Deal. 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. M&E provides a feedback loop for the Authority and relevant stakeholders.
- d. Develop an evidence base for input into future Business Cases and for developing future funding submissions. M&E will collect, collate and analyse data which can be utilised for future work.

1.6 The remainder of this framework document aims to ensure that these commitments are delivered by setting out the approach, principles, resource and responsibilities together with the proposed approach to evaluating each element of the Devolution Deal.

Roles and Responsibilities

1.7 The overall responsibility for M&E (this framework and the execution of the activity associated with it) is held at director level at the CPCA within the post of Director of Delivery & Strategy³. The CPCA has agreed a contract with Cambridgeshire County Council (part of the wider CambridgeshireInsight partnership) to provide an appropriate level of officer support for M&E including local knowledge, expertise and supporting capacity in order to undertake the work associated with the framework in the period leading up to and including the first 'Gateway' assessment for the Authority (see Partnership Approach below).

1.8 The CPCA funds a significant amount of delivery work from third parties from both the public and private sector. As part of their funding these agencies are expected to fully engage with this framework. The CPCA may delegate the responsibility to conduct or commission appropriate M&E themselves and report findings back.

1.9 In addition, the Finance Director (Section 73 Officer) maintains a responsibility to regularly report on spend and to support the integration of this reporting with the wider M&E work. This is particularly relevant when assessing the effectiveness of specific funding streams such as the Investment Fund (£20 million over 30 years). Although this funding is added into the CPCA's 'single pot' (along with Transport Grant, Adult Education Budget and other funding), there are specific arrangements agreed with central government to evaluate each funding stream.

³ See CPCA Leadership Structure: <http://cambridgeshirepeterborough-ca.gov.uk/assets/Combined-Authority/Staff-structure.jpg>

1.10 The Board for the CPCA meets bi-monthly. As part of this framework there is a commitment for the board to receive a Performance Monitoring Report together with a more Strategic Overview of Performance against key metrics. The frequency of reporting will be kept under review and is dictated in part by the availability of metrics at a local level that track, for example, the rate of economic growth or the rate of housing building completions. The work in this area will also be available for review by the CPCA Overview and Scrutiny Committee. There will also be an evaluation reporting timetable (with interim reporting where appropriate) to ensure the benefits of investment decisions are understood and lessons learnt incorporated back into policy work. Specific responsibilities are outlined in the table below.

Figure 1: Roles and Responsibilities for Monitoring and Evaluation

Responsibility	Resource
Setting the CPCA's strategic approach to Monitoring and Evaluation, including annual review.	Director of Delivery & Strategy reporting to CPCA Board.
Monitoring progress against Devolution Deal objectives and of the wider CPCA programme of activity, including funded projects and programmes.	Head of Evaluation and Performance Monitoring (role supplied by Cambridgeshire County Council).
Preparation of individual Monitoring and Evaluation Plans.	Project Managers / funding applicants with quality assurance carried out by the Head of Evaluation and Performance Monitoring.
Undertaking individual evaluation.	As per framework. Independent evaluation teams where appropriate. Local Evaluation and monitoring teams in all other cases (support supplied by Cambridgeshire County Council).
Developing the Local Evaluation Framework for the Single Investment Fund (SIF) in support of the Gateway Assessment.	Director of Delivery & Strategy with support from the Head of Evaluation and Performance.
Maintaining a repository of Monitoring and Evaluation data; extend and curate current evidence base.	Evaluation and Monitoring Team (supported through Cambridgeshire Insight Partnership).
Dissemination of evaluation conclusions.	Director of Delivery & Strategy supported by CPCA Communications Team.

Partnership Approach

- 1.11 At the core of the CPCA approach to M&E is the commitment to build a strong partnership to support activity.

- Cambridgeshire County Council / CambridgeshireInsight (CI) Partnership

The CPCA has agreed a contract with Cambridgeshire County Council to provide direct officer support in managing the M&E framework. The commissioned work includes a) refresh and manage the M&E plan; b) curate strategic evidence; c) lead performance management for the CPCA; d) manage the independent evaluation arrangements for the CPCA.

Cambridgeshire County Council's Research Team hosts the County's shared evidence based www.CambridgeshireInsight.org.uk into which a number of local partners already invest, drawing together evidence about Cambridgeshire and Peterborough's economic, housing, planning, health needs and other issues.

The Research Team supported the development of the previous versions of the CPCA M&E Plan and is familiar with the policy area and the current context as well as the historic approach to M&E for Devolution Deals. The team has also supported the Cambridgeshire and Peterborough Independent Economic Commission (CPIEC), the development of skills evidence such as supporting the Skills Advisory Panel (SAP) and other policy work of the Combined Authority. Establishing this method of leadership for M&E provides continuity of evidence across a range of organisations and strategic partners including the Greater Cambridge Partnership.

The arrangements were put in place from August 2018 onwards.

- The What Works Centre for Economic Growth⁴

The What Works Centre (WWC) for Local Economic Growth was set up in October 2013 to analyse which policies are most effective in supporting and increasing local economic growth. It is jointly run by the London School of Economics, Centre for Cities, and Arup and funded by the Economic and Social Research Council and a number of Government Departments.

It is very much the intention of central government for all Combined Authorities to engage with the Centre and build a thorough understanding of evaluation methodology. Engagement between the CPCA and the Centre identified a gap in local knowledge around M&E. For example, in relation to tracking the precise impact of skills development programmes. The WWC was used during 2019 to provide a bespoke workshop session.

⁴ <http://www.whatworksgrowth.org/>

- SQW (Investment Fund Grant Evaluation)

Within the prescription around the Investment Fund Grant Funding, central government has committed to having an independent expert group reporting every five years on how investments have made a difference to the local economy. The Secretary of State (MHCLG) will then decide whether or not the funding should continue for the next five years.

SQW Ltd have been appointed to manage the independent expert group and to also lead evaluation of selected initiatives within each Combined Authority area. The CPCA has agreed the exact focus of this work with SQW (see later sections of the framework) and has also received an evaluation plan, a 'strategic baseline report', one year out report and full evaluation reports from SQW to date.

Importantly the engagement with SQW around the scoping of their work has served to increase understanding of evaluation approaches within the CPCA and the Combined Authority will look to enhance and apply this knowledge (and approaches learnt from engagement with SQW) across the rest of its programme (outside of the Investment Fund Grant) going forward. We have also noted the importance in learning from other Combined Authorities / Devolution deals through the national steering group.

- Cambridgeshire and Peterborough Independent Economic Review Team (CPIER)

The CPIER has been commissioned by the Combined Authority to enable Cambridgeshire and Peterborough to articulate the case for greater devolution, demonstrate how the area delivers benefits across the UK and to allow local stakeholders (through its partnership approach) to unite behind a common economic strategy.

The CPEIR (through its work on reviewing the region's economy) provides an excellent independent evidence baseline against which to evaluate the progress of the Cambridgeshire and Peterborough economy. It was published in mid-September 2018 and its evidence has been fully incorporated into the M&E framework and has led to the development of the area's Local Industrial Strategy. Through the technical review team for the CPEIR the CPCA has established access to a robust level of challenge in regard to economic policy and a growing body of local evidence to both complement and challenge input from the Office of National Statistics (ONS).

Our local understanding of business growth has been enhanced by the on-going work of Cambridge University⁵ on the 'Cambridge Cluster'. Tracking the extent to which Cambridge and Peterborough based companies are growing and contributing to the national economy and the extent to which national statistics underestimate local growth.

⁵https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/608527/Plain_English_Guides_to_Devolution_Cam_and_Peter.PDF

⁶ <https://www.cbr.cam.ac.uk/research/research-projects/cambridge-ahead-the-cambridge-corporate-database-regional-growth/>

- The Office of National Statistics (ONS)

The CPCA is working closer with ONS through the Cities Analysis Team and attend its regular liaison meetings.

Specific areas for development are having a localised view of UK exports⁷, reaching an agreed understanding of the precise rate of employment growth within the Cambridge Sub-region and gaining value for the monitoring work of the CPCA from the ONS Data Science Campus⁸.

The development of the relationship is on-going with the key point of contact being between Cambridgeshire County Council (through Cambridgeshire Insight) and the ONS Cities Team.

- 1.12 Collectively these strands of work will come together to provide a significant level of support around the CPCA for M&E and the development of a robust evidence base for the area.

Integration with LEP (Business Board)

- 1.13 The relationship between the CPCA and its local LEP is unique. The work of the LEP for Cambridgeshire and Peterborough is now conducted by a 'Business Board' which is supported by the Business and Skills Team within the CPCA.
- 1.14 The government's published⁹ guidance requires both the Business Board (LEP) and CPCA Local Assurance Frameworks to reference their M&E arrangements and it recommends that these are completed as part of the same body of work. Therefore, the Business Board has co-adopted this M&E Framework alongside renewal of their Local Assurance Framework.
- 1.15 Further the government has stated its determination to "help local areas learn from what works best and where, so that we can work together to refine and maximise the impacts of major investments. Government will support all Local Enterprise Partnerships to develop a strong local evidence base of economic strengths, weaknesses and comparative advantages within a national and international context. We will require robust evaluation of individual projects and interventions." (Page 18, Strengthening Local Enterprise Partnerships, 2018). Therefore, emphasis has been placed on further developing and strengthening the 'shared evidence' base as far as possible. This includes considering the co-impact of Local Growth Fund investments alongside other CPCA investment funding.

⁷ <https://blog.ons.gov.uk/2017/10/02/building-a-better-understanding-of-local-level-service-exports/>

⁸ <https://www.ons.gov.uk/aboutus/whatwedo/datasciencecampus>

⁹ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/768356/National_Local_Growth_Assurance_Framework.pdf - page 49 paragraph 189.

The CPCA Programme and Funding

Policy Framework and 2020/21 Business Plan

- 2.1 One of the first Devolution Deal commitments to be implemented was the establishment of the *Cambridgeshire and Peterborough Independent Economic Review (CPIER)* which was chaired by Dame Kate Barker. The CPIER endorsed the ambition of doubling GVA over 25 years. It also said that growth is of strategic importance for the future global competitiveness of a Britain that must prosper outside the EU. And it has emphasised, as the CPCA does, the diversity of our economy and the difference between the challenges the strongly growing large cities and other parts of the area face. The CPIER threw down a challenge by saying that current efforts are not enough to secure that growth. This was picked up by the CPCA through its *Growth Ambition Statement*, setting out key principles and priorities, reflecting the CPIER's analysis and recommendations, to guide the Combined Authority in taking its work forward.
- 2.2 The Mayor and the CPCA have then, together with partners, taken this work forward and published a suite of documents that together form the policy framework for the Combined Authority; these are accompanied by a Medium-Term Financial Plan (MTFP) and a 2020/21 Business Plan. Collectively these documents provide the reference material for our M&E activity. Each of the interlocking strategic documents, from the Local Transport Plan to the Local Industrial Strategy detail how those plans will be delivered on the ground.
- The [Local Transport Plan](#) (2020) details the delivery of a world-class transport network which supports sustainable growth and opportunity for all. It describes the projects that the Combined Authority and its partners deliver and how, sets out the vision, goals and objectives that define how transport will support the Combined Authority's Growth Ambition, and our approach to meeting these objectives.
 - The [Non-Statutory Spatial Framework](#) (2018) detailed how more than 90,000 new jobs and 100,000 new homes described in Local Plans could be supported via a spatial strategy. The framework is about how strategic planning can shape growth to make the economy more inclusive, sustainable, while strengthening communities and enhancing quality of life. Phase 2 (in development) will build further on that work to shape growth to 2050 and beyond.
 - The [Local Industrial Strategy](#) (2018) sets out how Cambridgeshire and Peterborough will maximise the economy's strengths and remove barriers that remain to ensure the economy is fit for tomorrow's world. The strategy identifies our ambitions to expand and build upon the clusters and networks that have enabled Greater Cambridge to become a global leader in innovative growth, and looks at how we can increase sustainability and broaden the base of local economic growth and therefore improving the long-term capacity for growth in our economic geographies by supporting the foundations of productivity.
 - The [Housing Strategy](#) (2018) represents a new, ambitious and flexible approach to accelerating building rates and making homes more affordable in order to help tackle the severe shortage of housing of all types across Cambridgeshire and Peterborough. The Housing Strategy will enable the Combined Authority to meet its ambition to deliver 100,000 additional homes and 40,000 affordable homes by 2037 and help to address the affordability of housing, particularly for key workers, first time buyers and those in low and medium paid

employment, who cannot easily access the home ownership market without family or other third-party support.

- The [Skills Strategy](#) (2018) is a blueprint for designing and applying skills policies that makes the most of the region's workforce and for maximising the skills of its residents to drive up productivity, enable economic growth and support social inclusion.

Key Projects

- 2.3 When the Board conducts its mid-year review of the Combined Authority's budget MTFP and Business Plan, it agrees to review the set of Key Projects. The Board revisited this list in September 2020 and included two additional projects. The table below sets out the CPCA ambitions for all 18 projects:

Cambridge Autonomous Metro



The Cambridge Autonomous Metro (CAM) forms a key component of the Combined Authority's vision for the Cambridgeshire and Peterborough economy. It aims to unlock growth across the region through the provision of high quality and high frequency metro services, in turn addressing severe housing and congestion pressures within the city of Cambridge.

A10



Improvements to the Ely-Cambridge transport corridor were identified within the CPIER report as critical in connecting Fenland to the Cambridge economy. Enhancing the A10 – the main connecting route in the corridor – to unlock key opportunities, such as a new town north of Waterbeach and development on the Cambridge Science Park.

King's Dyke Level Crossing



Construction of the A605 King's Dyke Level Crossing bypass commenced in November 2018. This significant and complex project will tackle the current congestion at the level crossing and provide future economic expansion and housing stimulation within the Whittlesey area. The construction consists of new roundabout construction at either end of the diverted route, with underpass access for the continuing extraction of minerals by the adjacent business and bridge over the mainline rail route.

A47



The Combined Authority is working in partnership with Highways England to produce a suite of documents, to enable Highways England to assess the viability of the A47 Dualling proposal between Peterborough and Walton Highway, for inclusion in the Roads Investment Strategy Period 3 (RIS3) programme.

Soham Station



In 2018, the Combined Authority assumed direct responsibility for developing the new Soham Railway station with the intention of accelerating delivery, compressing Network Rail's usual processes by a year, ensuring that the town is reintegrated into the national rail network by 2021.

Cambridge South Railway Station



The delivery of an interim train station at Cambridge South, ahead of the development of a permanent north-south and east-west route solution, builds on the key CPIER recommendation for rapid infrastructure responses to be introduced where need is most pressing. As Cambridge's biomedical campus continues to flourish, the case for this intervention has received national attention.

Wisbech Rail



Mott MacDonald have been appointed to undertake a Heavy Rail study (GRIP 3B) for the currently disused rail line between Wisbech and March, with a non-heavy rail alternative study report. The intention is to produce a single option public transport solution primarily between Wisbech and March, ultimately linking Wisbech to the wider region and national rail networks.

Affordable Housing Programme



As part of the Devolution Deal the Combined Authority was allocated £170 million to deliver 2,500 new affordable homes by 31 March 2022. Of these, 500 are being delivered by Cambridge City Council who have been allocated £70 million and 2,000 by the Combined Authority in other areas, using £100 million.

A New University for Peterborough



There is a long-standing ambition between public sector partners, employers and the residents of Peterborough and surrounding areas to have an independent university. The University is part of the Devolution Deal to address Peterborough as a cold spot for Education and Skills, providing high-quality curriculum and qualifications fit for the modern workforce.

Market Towns Masterplans



The Combined Authority has pioneered this programme elevating and supporting the role that Market Towns play in our economy as vibrant and prosperous places. By the end of 2019, each Market Town will have a plan setting out future economic growth potential and highlighting the strategic interventions that are needed to achieve that. Naturally, these interventions will vary in nature, reflecting local characteristics.

Fenland Station Regeneration Programme



A project to deliver a range of interventions across March, Manea and Whittlesea. To include car park improvements, lighting, ticket machine improvements, platform lengthening at Manea and Whittlesea and to promote more frequent and later services from all three stations.

Bus Review Task Force



Work designed to implement the recommendations and findings of the 2018 Strategic Bus Review. In 2020, the Bus Reform Task Force received the Business Cases for a range of options for procuring bus services in the future. These range from partnerships with several bus operators with legally binding fare and frequency guarantees, to a franchising model where the bus routes are fully integrated with the CAM and buses that connect with each other across the whole of the Combined Authority's area to improve transport links and reduce car dependency. The Business Cases will be subject to public consultation and independent audit.

Adult Education Budget



In 2020/21, the Combined Authority will enter its second year of operation for the Adult Education Budget (AEB) after it was devolved from central government in 2019/20. The allocation of £11.53 million for Cambridgeshire & Peterborough will be used to continue to transform adult learning with a greater emphasis on the outcomes and impacts upon the local economy and communities from the education and training participation of residents and the achievement of learning aims.

Business Board Growth Investments



During the September Refresh, the name of this project was updated to better reflect its scope. This will now focus on spending and monitoring of the Local Growth Fund (LGF) and to date, 22 projects have been completed, potentially creating 1,319 new jobs. See appendix 5 for more information on the evaluation requirements.

Business Growth Service



The Business Growth Service aims to connect resources for growth, investment and skills support to firms across the economy. This Business Growth Service will bring together five of the interventions into a new, targeted approach to business growth support. This is evolution of the Growth Hub which will continue to operate within the new service.

A141



The CPCA wishes to develop a Strategic Outline Business Case for the A141 offline bypass north of Huntingdon. This study is needed to develop and assess a range of options to support growth in the Huntingdonshire area. An Options Assessment Report, completed in July 2020, established that the emerging preferred option was an offline by-pass.

Community Land Trust



The Community Land Trust (CLT) project aims to increase the delivery of affordable homes through community-led housing projects. In 2020/21, to support the 'scaling up' of community-led housing across Cambridgeshire and Peterborough, the Combined Authority will mobilise public support for new homes; widen the range of housing products that are available, including homes for local people that are priced out of home ownership; boost community ownership of assets; diversify the local housebuilding market by building collaboration, innovation, skills and local supply chains, and inspiring stronger local communities with increased confidence, capacity and control.

£100k Homes

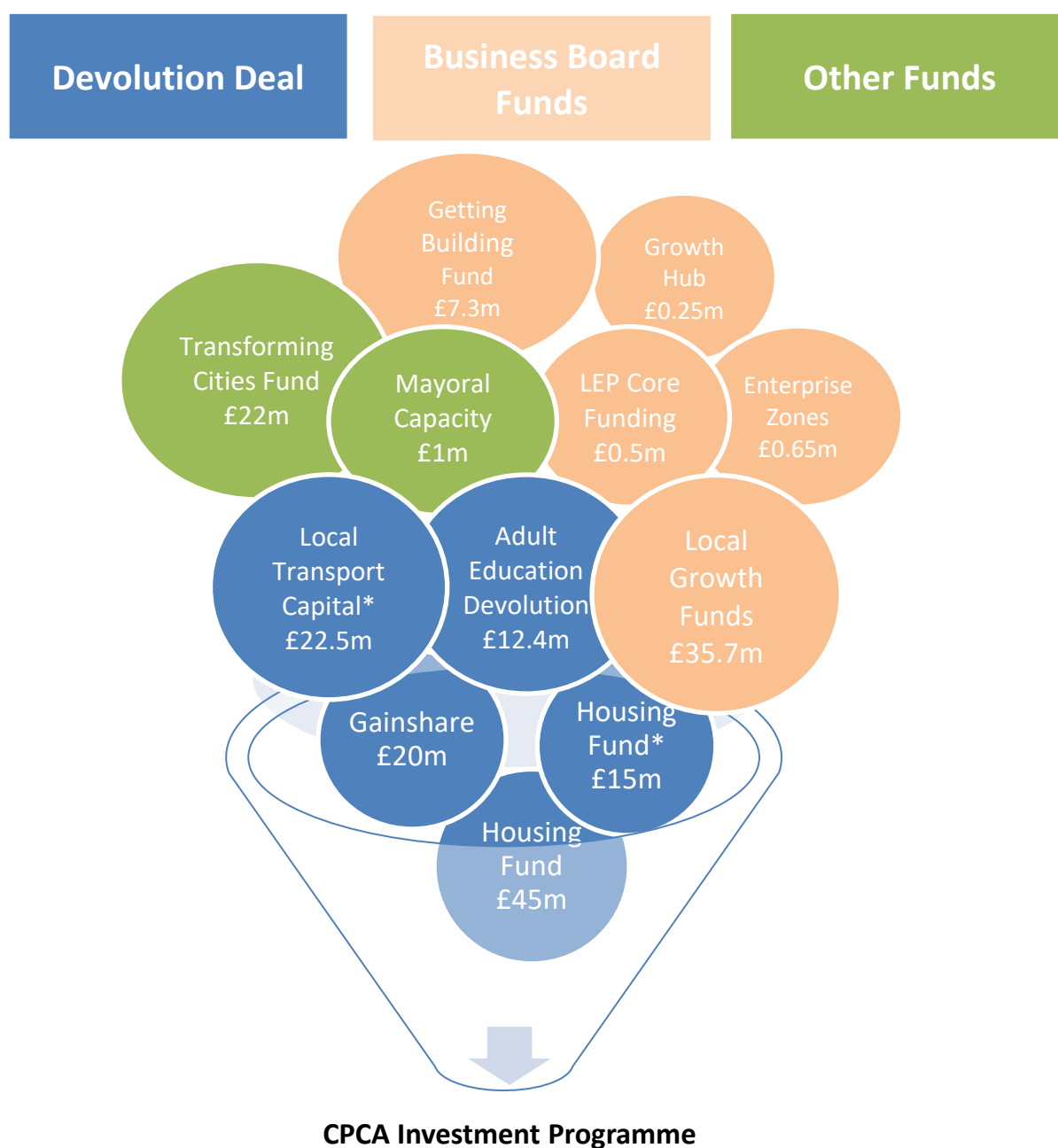


The £100k Homes Project is an innovative new form of affordable home ownership and offer an affordable step on the property ladder for first-time buyers who live or work in Cambridgeshire and Peterborough. It is a more affordable home ownership option than other models, such as Shared Ownership, because purchasers will own 100% of their home and as such, will have no additional rental payments to make. The affordability of the property will also be secured for future purchasers in perpetuity.

Project Funding

2.4 The project funding available to support this programme is considerable and although summarised as a 'single pot' comes from a variety of sources / government departments. This graphic illustrates the added complication of the CPCA due to its unique position in managing funding normally devolved to Local Enterprise Partnerships (LEPs). The Local Growth Funded projects are in the scope of this document, although a separate plan has been approved at the Combined Authority Board and is appendix 5 of this document, this plan will be updated in 2021.

Figure 2: Cambridgeshire & Peterborough Combined Authority – Major Sources of Funding 2020/21



*Local Transport Capital is passported funding to Cambridgeshire County Council and Peterborough City Council

* Cambridge Housing Fund is passported funding to Cambridge Council

Coordinating separate Monitoring and Evaluation Requirements

2.5 Whilst each of the funding streams has different M&E requirements this understanding comes with the proviso that the Investment Fund (sometimes referred to as Gainshare) also has an overarching purpose in supporting strategy development in order to coordinate and gain 'best value' from all devolved funds (one example is the funding of the CPIER report).

- **All funds** are covered by this M&E Framework; including the Investment Funds (see below) as well as the additional freedoms, powers and responsibilities typically related to skills, employment support and planning/ housing.
- **Investment Funds** are subject to a five-year gateway process at which point Ministers will review the performance and management of the funds and their interventions and decide on future funding levels. An independent evaluation of the economic impact of the Investment Fund in each area helps inform this review. SQW Ltd has been commissioned to carry out the independent evaluation. This evaluation will look at the progress, of locally-appraised growth interventions, financed through Investment Funds as well as partnership development and capacity building.
- **Housing funds** are subject to additional M&E. The initial focus will look at delivery of outputs, value per unit and additionality of affordable housing and at a later stage, the Economic impact – using outcomes and monitoring data to assess the costs and benefits of the programme – will be assessed.
- **Health & Work Programme (DWP Innovation Pilots)** are subject to an agreed independent M&E framework. The interim study on the CPCA Pay and Progression Pilot has been completed and further reporting is due in October 2021.
- **Adult Education Budget (AEB)** are subject to M&E requirements set out by the Department for Education in the National Local Growth Assurance Framework. The CPCA must provide the information specified in Annex C of the framework by the end of January each year, starting January 2021.
- **Transforming Cities Fund** are subject to M&E requirements set out by the Department for Transport in Annex B of the National Local Growth Assurance Framework. At present the evaluation is being led a national level by an independent consortium appointed by central government. A draft evaluation framework has been developed, and the CPCA have agree a set of basic metrics for output reporting.
- **Local Growth Funds** are subject to longstanding monitoring requirements, including quarterly monitoring returns and mid-year and annual performance reports and reviews of the LEP (in this case the Business Board of the CPCA).
- **Specific Projects** funded from any other source are subject to specific Value for Money (VfM) assessments. Direct funding from the DfT will also have specific reporting requirements.

Project Management and Monitoring

Best Practice that Underpins Monitoring and Evaluation

- 3.1 The CPCA's approach uses the Magenta Book¹⁰ definition of monitoring and impact evaluation: -
- Monitoring: Seeks to check progress against planned targets, formal reporting and evidencing that spend and outputs are successfully delivered, and milestones met.
 - Evaluation: The assessment of effectiveness and efficiency during and after policy/intervention implementation. It seeks to measure outcomes and impacts to assess whether anticipated benefits are realised.
- 3.2 The CPCA approach also makes wider use of the guidance within the Magenta Book (as complementary guidance to the HM Treasury Green Book¹¹) which itself acknowledges that whilst it is the *"recommended central government guidance on evaluation that sets out best practice for departments to follow"*, it is *"not a textbook on policy evaluation and analysis, rather, it is written and structured to meet the specific and practical needs of policy makers and analysts working in public policy"*. This encapsulate the CPCA's own broad intentions which are to make best use of academic advice and to also be guided by practical considerations around capacity when implementing M&E across a large range of different projects.
- 3.3 The Green Book presents the recommended framework for the pre-appraisal and evaluation of all policies, programmes and projects. This framework is known as the "ROAMEF" policy cycle, and sets out the key stages in the development of a proposal, from the articulation of the Rationale for intervention and the setting of Objectives, through to options Appraisal (long list and short list) and, eventually, implementation, Monitoring and Evaluation, including the Feeding back of evaluation evidence into the policy cycle.
- 3.4 HM Treasury Business Case Guidance also provides the framework for preparing business cases for spending proposals. Business cases are prepared according to a model which views proposals from 5 interdependent dimensions – known as the Five Case Model¹² outlined below. The CPCA has committed to following this model which in this context provides the thinking upon which the M&E work will be based, for example by providing the strategic and economic case against which to assess if predicted benefits will be or have been achieved.

¹⁰ <https://www.gov.uk/government/publications/the-magenta-book>

¹¹ <https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government>

¹² https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/190609/Green_Book_guidance_short_pla_in_English_guide_to_assessing_business_cases.pdf

Figure 3: The Five Business Case Model

Five Cases	Detail
Strategic Case	The strategic case sets out the rationale for the proposal, it makes the case for change at a strategic level. It should set out the background to the proposal and explain the objective that is to be achieved.
Economic Case	The economic case is the essential core of the business case and should be prepared according to Treasury's Green Book guidance. This section of the business case assesses the economic costs and benefits of the proposal to society as a whole, and spans the entire period covered by the proposal.
Commercial Case	The commercial case is concerned with issues of commercial feasibility and sets out to answer the question "can the proposed solution be effectively delivered through a workable commercial deal or deals?" The first question, therefore, is what procurement does the proposal require, is it crucial to delivery and what is the procurement strategy?
Financial Case	The financial case is concerned with issues of affordability, and sources of budget funding. It covers the lifespan of the scheme and all attributable costs. The case needs to demonstrate that funding has been secured and that it falls within appropriate spending and settlement limits.
Management Case	The management case is concerned with the deliverability of the proposal and is sometimes referred to as programme management or project management case. The management case must clearly set out management responsibilities, governance and reporting arrangements - if it does not then the business case is not yet complete. The Senior Responsible Officer should be identified.

Project Monitoring

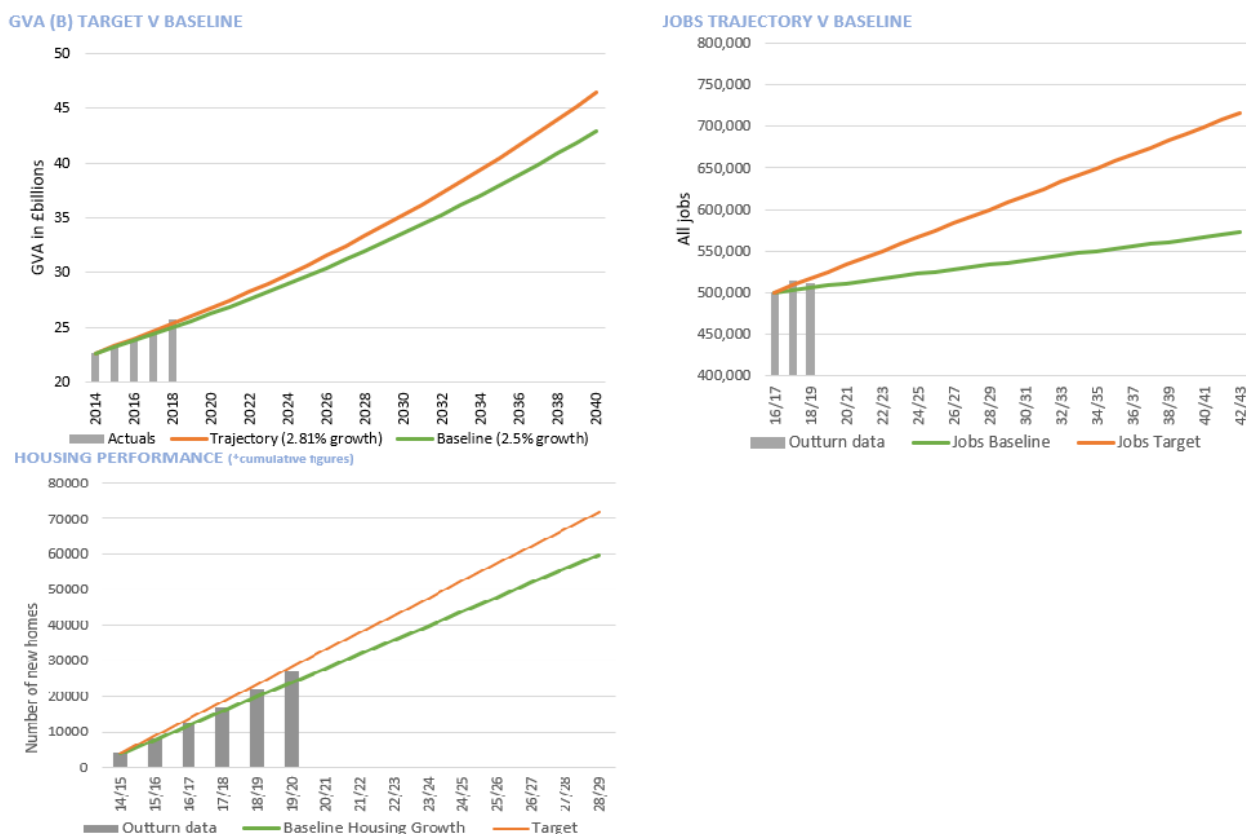
- 3.5 The first step for establishing a project is for a Project Initiation Document (PID) to be completed by the named Project Manager. At this stage the Project Manager must produce a Gantt chart setting out the timescales for each stage of the project, to be updated regularly throughout the full project life cycle. Project Managers must also clearly define what outputs and outcomes will be achieved and approximately by when. The baseline dates can then be amended through following the CPCA change control process. This ensures the CPCA is able to clearly identify the evaluable outcomes the project is aiming to achieve at the outset as well as track any changes that take place along the way.
- 3.6 Following approval of the PID, the project concept must then go to CPCA Board to get approved funding for the next stage of the project which for many projects will be a Business Case. Prior to Board the Project Manager must secure the Chief finance Officer's (CFO) agreement to the proposed budget for the project and once approved at Board will be linked to a budget line in the Medium-term Financial Plan (MTFP). Throughout the project lifetime where forecasts deviate from the MTFP, the Project Manager may need to go back to Board, and as a project moves to the next stage, such as from an Outline to Full Business Case or into delivery/construction, then the Project Manager would also need to go back to Board for approval.

- 3.7 Once the PID and board paper/ budget has been approved, the concept becomes a project. From this point individual performance monitoring commences. This involves monthly project highlight reports produced by Project Managers, commenting on key activities, budget, spend, milestones and risks (see appendix 4 for example template). A monthly finance report is also submitted by the Project Manager for each project which feeds into the highlight reporting and includes an overview of the year-to-date actual spend, budget and a full year forecast. It is also at this stage where a logic model must be developed by the Project Manager.
- 3.8 Project Managers are required to produce a risk register for each project, which includes a description of the risks, RAG rating and mitigation. Those risks identified as programme risks are then fed into a programme risk register to be reviewed by the programme director or equivalent.
- 3.9 Data from these monthly highlight reports are used to populate a Performance Dashboard, which is sent to the relevant members of CMT. This report forms the basis of detailed discussions/scrutiny of management action to address issues.
- 3.10 Once a quarter, the Combined Authority Board receives an update on Performance Reporting. This includes a delivery dashboard, with detail on the following:
- Updated data on key CPCA metrics (see below);
 - An overview on the top priority projects from the portfolio of live projects, with ratings on a Red/Amber/Green (RAG) scale based on the monthly highlight report process; and
 - Information on movement across the whole programme, plus a total of all projects with a Red rating.
- 3.11 In addition, an exception report of all red and amber rated projects is also shared with Board Members as a confidential appendix. Board Members can request more information on these projects as they so wish.
- 3.12 To align with sharing this exception report with Board Members Project Managers are given the opportunity to discuss highlight reports in more detail with the PMO and relevant Director, if required.
- 3.13 A 10-Point Guide to Project Management has also been created and distributed across the organisation. This important document contains key information that Project Managers require for delivering successful Combined Authority projects, to a consistent framework, including how to initiate and close a project. It also establishes a shared language for project management across the organisation.

Strategic Key Performance Indicators

3.14 The Combined Authority has established some key metrics, as outlined in the Combined Authority Business Plan 2020-21, to help show progress. The metrics are collected and monitored by the board on a regular basis as part of the performance reporting (see example Figure 5 below).¹³

Figure 4: Strategic Indicator Example



Target	Data Source and notes
Doubling GVA over 25 years	<p>Office for National Statistics, 2018 (next release delayed to April 2021 due to COVID-19)</p> <p>Annual estimates of economic activity by UK country, region and local area using gross domestic product (GDP). Estimates are available in current market prices and in chained volume measures and include a full industry breakdown of balanced regional gross value added (GVA(B)).</p> <p>See Cambridgeshire & Peterborough Economic review for a detailed commentary on the target.</p> <p>https://www.ons.gov.uk/releases/regionaleconomicactivitybygrossdomesticproductuk1998to2018</p>
Jobs Growth	<p>Office for National Statistics (released via NOMIS)</p> <p>https://www.ons.gov.uk/releases/regionallabourmarketstatisticsintheukoctober2019</p>
72,000 homes built by 2032	<p>Local District Council Monitoring, Cambridgeshire County Council, Business Intelligence Unit (Fenland, Hunts, South Cambs and City); Peterborough City Council, East Cambs Council.</p> <p>https://www.gov.uk/government/statistical-data-sets/live-tables-on-house-building</p>

¹³ Note: the number of key metrics has decreased from the 2019/20 business plan at the request of Members, who requested a focus on metrics at the heart of the Devolution Deal instead, looking at the performance of the Combined Authority's projects in the context of growth.

Achievement of wider impacts

- 3.15 One of the mechanisms being used to measure change and to help assess the performance of the projects, both individually and collectively, is through the use of Key Performance Indicators (KPIs). At an organisational level, a KPI is a quantifiable metric that reflects how well an organisation is achieving its stated goals and objectives.
- 3.16 Using the intended outcomes and impacts of the Mayor's key projects identified in the 2020-21 Business Plan as a starter, a draft indicator framework (see appendix 1) has been developed to support the CPCA M&E process. This seeks to integrate monitoring across a range of themes.

Wider Strategic Performance Monitoring

- 3.17 It is important to draw as far as practical on external evidence that can be appropriately utilised for M&E purposes. This includes socio-economic data available from national sources, for example labour market and business statistics from Nomis and publications/data from the Office for National Statistics (ONS). A key part of the CPCA's partnership approach will be to work with ONS to ensure the required measures are available.
- 3.18 As part of the overall CPCA M&E process, the following indicators for measuring wider impacts are in development. Initially, a scoping phase has started to align indicators to projects and determine baseline data available, possible sources and gaps which need addressing. These will be built upon and developed to form part of the annual CPCA performance monitoring process. For example, environmental quality measures, social deprivation and wider inequality measures.

Monitoring Project Key Performance Indicators

- 3.19 In addition to overall KPIs, each project/programme will be expected to define and monitor KPIs that are specific to individual project/programmes. These will be identified through the logic model process and form part of the evaluation plan (where appropriate).
- 3.20 Effective monitoring indicators at a project level can help to understand how the projects are working or can be improved.
- 3.21 The following questions can help when defining effective KPIs:

Understanding the context

- What is the vision for the future?
- What is the strategy? How will the strategic vision be accomplished?
- What are the organisation's objectives? What needs to be done to keep moving in the strategic direction?
- What are the Critical Success Factors? Where should the focus be to achieve the vision?

In Defining KPIs

- Which metrics will indicate that you are successfully pursuing your vision and strategy?
- How many metrics should you have? (Enough, but not too many!)
- How do we define indicators?
- How often should you measure?

- Where does the data come from?
- Are there any caveats/warnings/problems?
- Are particular tests needed such as standardisation, significance tests, or statistical process control to test the meaning of the data and the variation they show?
- Who is accountable for the metric?
- How complex should the metric be?
- What should you use as a benchmark?
- How do you ensure the metrics reflect strategic drivers for organisational success?
- What negative, perverse incentives would be set up if this metric was used, and how will you ensure these perverse incentives are not created?

3.22 Having agreed the title and definition of the performance measures, appropriate targets can be set. It is important that targets are achievable with an appropriate level of additional effort i.e. stretch targets. Targets need to be SMART: Specific, Measurable, Achievable, Realistic, Time bound.

Evaluation

- 4.1 In addition to monitoring impacts and progression, CPCA are developing a range of evaluation activities suitable for the wide range of project/programme activity. These will enable the Combined Authority to:
- Assess the additionality of activities (and impacts) and to assess whether a project or programme has achieved VfM.
 - Identify the sustainability of impacts, and the equality implications of activities.
 - 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.
- 4.2 Broadly, there are three main types of evaluation:
- A. Process evaluations* assess whether a policy is being implemented as intended and / or what, in practice, is felt to be working more or less well, and why.
- B. Impact evaluations* attempt to provide an objective test of what changes have occurred, and the extent to which these can be attributed to the policy.
- C. Economic evaluations*, in simple terms, compare the benefits of the policy with its costs.
- 4.3 The choice of evaluation type/approach should be based on a statement of the policy's underlying theory or logic model and stated objectives – the effect the policy was supposed to have on its various target outcomes. The more complex the underlying logic, the more important it will be to account for other factors which might affect the outcome. Having a clear idea about the questions that need to be addressed and the required type(s) of evaluation at an early stage will help inform the design of the evaluation and the expertise required therefore each project will be expected to have an accompanying 'logic model' at the outset.
- 4.4 The issue of sustainability relates to longevity of a project, for example the investment in new affordable homes. In this case a shorter-term objective maybe reached, achieving the target number of homes, but the scale may not be sufficient to have a sustained impact on the long-term supply of affordable homes and therefore achieve the policy objective.
- A set of Logic Models for the CPCA's key projects can be found in appendix 2.**
- 4.5 Evaluation plans will be proportionate, corresponding with procedures for appraisal, and be in line with government department guidance where relevant. This will enable assessment of the effectiveness and impact of investing public funds, and the identification of best practice and lessons learnt that can inform decisions about future delivery.
- 4.6 Evaluation plans will also be timely. Whilst logic models can be built relatively early in the project development process, detailed evaluation plans need to be written towards the end of this development stage just prior to delivery (e.g. construction). Projects funded through investment

funding (gainshare) may be subject to progress evaluation as part of the national framework.

4.7 The CPCA will identify the projects that will be subject to a more detailed evaluation. The level of evaluation will depend on the following questions?

- A. Is the project funded through *investment funding* (in the CPCAs' case the core agreement with central government to devolve £20m per year over 30 years) or *Transforming Cities Funding*. If so, it is subject to the agreed independent national evaluation framework.
- B. Is the project funded through other streams and identified as being 'key' in terms of the expected benefits to be achieved. If so, it is subject to a full independent evaluation commissioned by the CPCA.
- C. Is the project identified as one where *significant learning* is available that would help to inform future policy making either locally or nationally. This will include projects that are innovative or considered 'pilots'. If so evaluation work in this case would be either be commissioned independently or carried out locally within the public sector.
- D. Other projects not included above would be subject to minimal 'self-evaluation' based on submitted business cases. The funding partner may be responsible for this.

4.8 Evaluation progress to date for all those projects/programmes identified as levels A-C above can be shown in figure 6 below.

4.9 Prompted by initial discussions with the 'What Works Centre for Local Economic Growth', the CPCA does not intend to undertake an evaluation of the whole Devolution Deal as the overall effectiveness of such an approach is likely to prove negligible, and come at a very high cost. It is also likely that such an approach would duplicate significant aspects of the five-yearly gateway reviews and future Revisions of the CPIER.

4.10 All M&E arrangements (which will form part of final Business Cases) and interim and final M&E reports will be published on the CPCA website. The CPCA Overview and Scrutiny Committee will also have the opportunity to review decision making against the above criteria.

Independence:

4.11 To ensure independence for evaluations, these will be expected to be conducted externally to the commissioning department or organisation. Evaluation will either be undertaken 'in-house' where the department conducting the evaluation is independent of the commissioning department and where appropriate ethical walls exist, or else by external parties who are independent from the business case or project being evaluated.

Quality Assurance:

4.12 In a further effort to ensure the quality of all evaluation work, the CPCA will further develop its relationships with the 'What Works Centre for Local Economic Growth', the academic community and other organisations such as the Urban Transport Group plus government departments. External quality reviews will be undertaken on evaluation activities.

National Evaluation Approach – (evaluation level A)

- 4.13 As part of funding conditions there are national evaluation frameworks for Investment Fund (Gainshare) and Transforming Cities. The purpose of the Investment Fund evaluation is to provide evidence on the impact of the funds in delivering local growth outcomes to inform the first Gateway Review in early 2021. The focus of the evaluation is therefore on interventions that have been approved formally and where Investment Fund expenditure has been incurred within the first Gateway Review period. The framework for Transforming Cities has been drawn differently, looking at the collective impact of similar schemes across the whole of England and Wales.

Investment Fund Evaluated Schemes

- 4.14 SQW have produced an evaluation plan for the interventions they will be focusing on for gateway one¹⁴. The evaluation plan does not include any impact evaluation at this stage and will therefore focus on progress evaluation only. This reflects a number of different factors. For example, the scope and scale of some interventions funded to date means that it will be too early for impact evaluation at the time of the first Gateway Review. For other interventions, resources are being used for feasibility studies or early phases of longer-term developments, and so again impact evaluation would be inappropriate.

Figure 10: SQW Evaluation specific elements

Strategy development and partnership working: The evaluation will examine the contribution to partnership working and capacity building, and also the extent to which there is a shared view as to what the CPCA is seeking to achieve thematically and geographically, and the role of the Investment Fund in this. As part of this, we will also undertake a case study on the role of the CPIER, which has provided thinking and insight to inform the priorities and early focus for the new Combined Authority. It also provides an example of partners coming together to work collectively and collaboratively on a key strategic development.

Digital Connectivity: Investment Funding in the MTFP represents a significant investment, and which has been important in securing the continuation of the Connecting Cambridgeshire programme which has been working to improve connectivity across Cambridgeshire for many years. This also includes £10 million funding from Cambridgeshire County Council and has attracted £4 million Local Full Fibre Networks (LFFN) to: provide fibre upgrades to around 30 public buildings; increase full fibre availability along a 'digital innovation corridor' from St Ives to Linton; and support businesses to access Gigabit fibre networks. While the Gainshare investment is not expected to generate outcomes that can be measured through a formal impact evaluation at scale and in advance of the Gateway Review, a progress evaluation would nevertheless enable an assessment its role in attracting other funding and in catalysing private sector commitments.

Market Towns Programme: there are expected to be eleven Market Town Masterplans developed across the area. Some of these market towns are thriving whilst others experience social deprivation and marginalisation. The market town process has used Investment Funds in St Neots as a trailblazer. The St Neots Market Town investments (the creation of the Masterplan,

¹⁴ Independent Evaluation of Local Growth Interventions, Evaluation Plan for Cambridgeshire and Peterborough Combined Authority, SQW (July 2019)

funding a new cycle bridge and other activities intended to improve the town's economic vitality) are expected to bring about some improvements in confidence and modest amounts of further activity (e.g. developer investment), although the main effects from these programmes are not expected until at least 2021. However, the process of master planning, consultation, visioning and delivery have been positively received and evaluation of the progress to examine how Investment Fund money is being used to support the development of Masterplans, how this aligns with the overarching economic strategy, and also the strategic benefits associated with partnership working will provide insight for the Gateway Review.

New University for Peterborough: the university is one of the city's major imperatives for achieving inclusive and sustainable economic development. The Investment Fund contribution is significant. The progress made in achieving consensus for strategic purpose of the university, its delivery partners, location and development timescale is likely to accelerate over the evaluation period. Consequently, this should be captured in the evaluation process as well as the scheme's progress more generally.

Source: SQW Evaluation Plan, July 2019

- 4.15 This evaluation has been undertaken and finalised for submission in December 2020 to inform the first Gateway Review of the fund.
- 4.16 SQW's progress evaluation will focus on the following questions:
- Is expenditure on budget?
 - Have agreed delivery milestones been met?
 - Have anticipated outputs been delivered, and (where relevant) how does this compare to planned outputs at this stage in terms of scale/nature?
 - Have intermediate outcomes been delivered, and (where relevant) how does this compare to planned outcomes at this stage in terms of scale/nature?
 - Does the project remain on course to deliver against its original objectives?

Key projects - (evaluation level B)

- 4.17 The scope and scale of most of these interventions means that it is currently too early for evaluation plans to be compiled (ref. para 4.6). Each of these key projects have had a logic model created which will, as these projects progress, help to inform the design and appropriate timing for evaluation. **A full set of Logic Models for the CPCA's key projects can be found in appendix 2.**
- 4.18 However, there are three projects which it is appropriate to have evaluation plans for at this stage.
- **Soham Station**
Evaluation plan is in place but the evaluation activity will not start until after gateway one. The [timetable](#) for Soham Railway Station Project showed that construction was expected to commence in September 2020 with the station opening for use in May 2022, construction did begin in September 2020 and now expected to open to passengers in December 2021, 5 months earlier than expected. The CPCA has committed to funding of this construction period. The construction will create a single platform that initially connects the town of Soham with services

between Ipswich and Ely; the range of connections will expand depending on development of rail infrastructure elsewhere e.g. the Snailwell bend (direct connection to Cambridge).

Initially an interim local evaluation will be carried out one year after opening and will consider local monitoring data (passenger figures) and the results of a wider passenger survey.

▪ **Fenland Railway Station Evaluation**

The timetable for the Fenland Railway Station Project means that elements are being delivered over time with some aspects (lighting improvements) being in place already. The project will deliver a range of interventions across March, Manea and Whittlesea, to include car park improvements, lighting, ticket machine improvements, platform lengthening at Manea and Whittlesea and to promote more frequent and later services from all three stations.

Due to COVID the initial interim local evaluation has been postponed from mid-year 2021 to mid-year 2022 (due to the impact on travel and commuting) and will consider local monitoring data (passenger figures) and the results of a wider passenger survey.

▪ **Affordable Housing Programme**

The programme is subject to extensive monitoring and reporting of the interim evaluation is scheduled for July 2021. The CPCA devolution deal include two separate [housing funds](#). £100 million for affordable housing (a mixture of grants and loans) and £70 million for council homes in Cambridge. The current targets are to deliver 500 council homes in Cambridge and 2,000 other affordable homes across the rest of the area. The interim evaluation will be based upon housing monitoring data and consider rate of delivery against trajectory and past delivery.

Summary evaluation plans for these projects/programmes can be found in appendix 3.

Adult Education Budget (AEB)

4.19 The M&E requirements for the Adult Education budget are set out by the Department for Education in the National Local Growth Assurance Framework. As set out in the National Local Growth Assurance Framework; the first M&E submission will be in January 2021 and will include:

- CPCA's policies for adult education
- Spend from the AEB (2019/20)
- Analysis of delivery
- Local Impact
 - overall participation in AEB funded provision;
 - number of learners exercising their statutory entitlement to full funding for:
 - i) English and maths up to Level 2; ii) first full level 2 (learners aged 19-23); and iii) first full level 3 (learners aged 19-23); and completion and achievement rates.

4.20 The **Adult Education Budget (AEB)** project has been included in the new expanded list of key

projects. Originally categorised and planned for as a category C project in 2019/20 (where there were lessons to be learnt) an interim formative evaluation will be undertaken to capture lessons from the setting up and first year for the CPCA, wider partners, stakeholders and providers. The report will look at how well the project is working and the extent to which it is being implemented as designed. The interim evaluation will take place by December 2020 to support the first devolution return in January 2021.

Project where significant learning is available (evaluation level C)

Health and Social Care Innovation Pilot

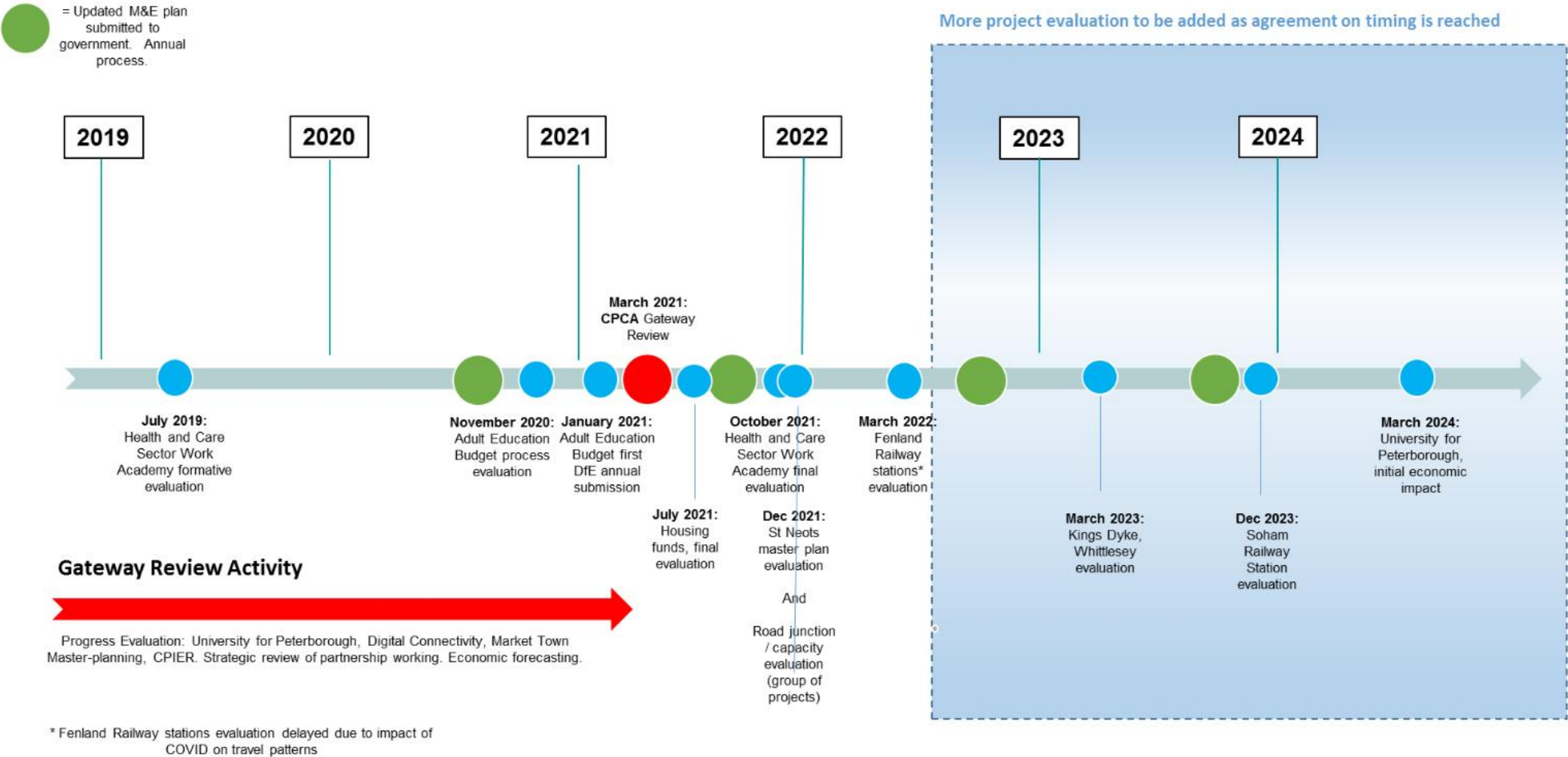
- 4.21 The Health and Care Sector Work Academy (HCSWA) is a pilot project developed by City College Peterborough and the CPCA, in partnership with the Department for Work and Pensions (DWP). The project is one of five pilots being supported by DWP, which will trial new approaches to helping those disadvantaged secure and retain high quality jobs.
- 4.22 The HCSWA pilot aims to reduce dependence on in-work and out-of-work benefits by recruiting unemployed or low skilled people into the H&C sector and supporting existing employees to progress to higher skilled and better paid roles. The pilot has been in delivery since March 2018.
- 4.23 DWP has not issued specific guidance on the M&E requirements of the pilot projects. However, they are keen that the projects generate robust findings of what works in terms of supporting disadvantaged people into employment and in-work progression. The Combined Authority has therefore appointed Hatch Regeneris as the independent evaluators for the project. Work to date has been a formative evaluation designed to carry out a review of progress to date and make recommendations for the remaining part of the delivery period. The overall evaluation plan includes:
- A review of the strategic fit
 - Performance against financials and other delivery targets
 - Process evaluation
 - Impact evaluation (final evaluation stage only)
 - Economic evaluation

If DWP data (Hatch Regeneris are exploring this approach with DWP) and participant numbers allow it is hoped the final evaluation, later in 2021, will include an impact evaluation which explores the counterfactual, where it is proposed a matched control group approach will be used. A matched control group approach compares outcomes between individuals who were subject to the intervention ('the treatment group') and similar individuals who did not participate ('the control group'). The evaluation would look at employment outcomes for both groups to determine the extent to which change in outcomes can be attributed to the project. This evaluation is expected to be finalised by October 2021.

Other projects - (evaluation level D)

- 4.24 There are a long list of other projects on the CPCA project register that are not included above. Many of these are funded by the Business Board using Growth Deal money. These include a list of minor road-junction / transport infrastructure improvements and skills / business improvement projects. The approach to these are that they are all subject to impact monitoring. E.g. where a junction improvement is associated with a specific employment site (Science Park or industrial site) then business floor space and company employment will be monitored on the site. Similarly, skills / business funding includes a requirement to report on jobs created, people retained in employment and so on.
- 4.25 All CPCA projects, no matter the scale or remit, are now required to have a logic model created. Therefore, each of these projects have had a logic model created which will, as these projects progress, help to inform the appropriateness for evaluation.
- 4.26 Collectively, level D projects may then be bundled together to provide case studies for cross-cutting evaluations. These will either be topic based (e.g. productivity within specific sub-divisions of economic activity) or place based (e.g. the collective impact of initiatives in the town of March).

CPCA Key Monitoring and Evaluation milestones 2019- March 2024



Appendix One: Draft Key Metrics

Possible Metric	Potential Relevant Projects	Potential Source	Description	Released	Other Sources?	Possible Gaps/ Data Issues	Able to baseline now?
Station Usage	Soham Station, Cambridge South Station, Wisbech Rail	Office of Rail and Road - Estimates of station usage https://orr.gov.uk/statistics/published-stats/station-usage-estimates	Estimates of the total numbers of people entering, exiting and changing at each station.	Annually 1997-2019 per station	<ul style="list-style-type: none"> More detailed datasets potentially available from network rail e.g. routes passengers have taken. Possibility also to use current surveys (e.g. travel 4 Cambridge) to supplement this work. 	<p>Peterborough equivalent.</p> <p>Historical data will not be available for new station/routes.</p>	Y
Traffic Counts	CAM, Soham Stations, Cambridge South Station, A47, Wisbech Rail, King's Dyke, A10 corridor	Cambridgeshire County Council - Traffic Data https://www.cambridgeshire.gov.uk/residents/travel-roads-and-parking/roads-and-pathways/road-traffic-data/	Information on vehicle flows, flow composition, vehicle occupancy and overall trends. Based on twelve-hour manual traffic counts.	Annually 2013-2018 per Cambridge location	<ul style="list-style-type: none"> More detailed Automatic Number Plate Recognition (ANPR) data, for example Greater Cambridge ANPR Data: Trip Chain Reports. Additional traffic studies/surveys in relation to larger infrastructure projects. Automatic Traffic Counters Highways Analyst DfT 	<p>Peterborough equivalent.</p> <p>Historical data limited to certain sites around Cambridge.</p>	Y

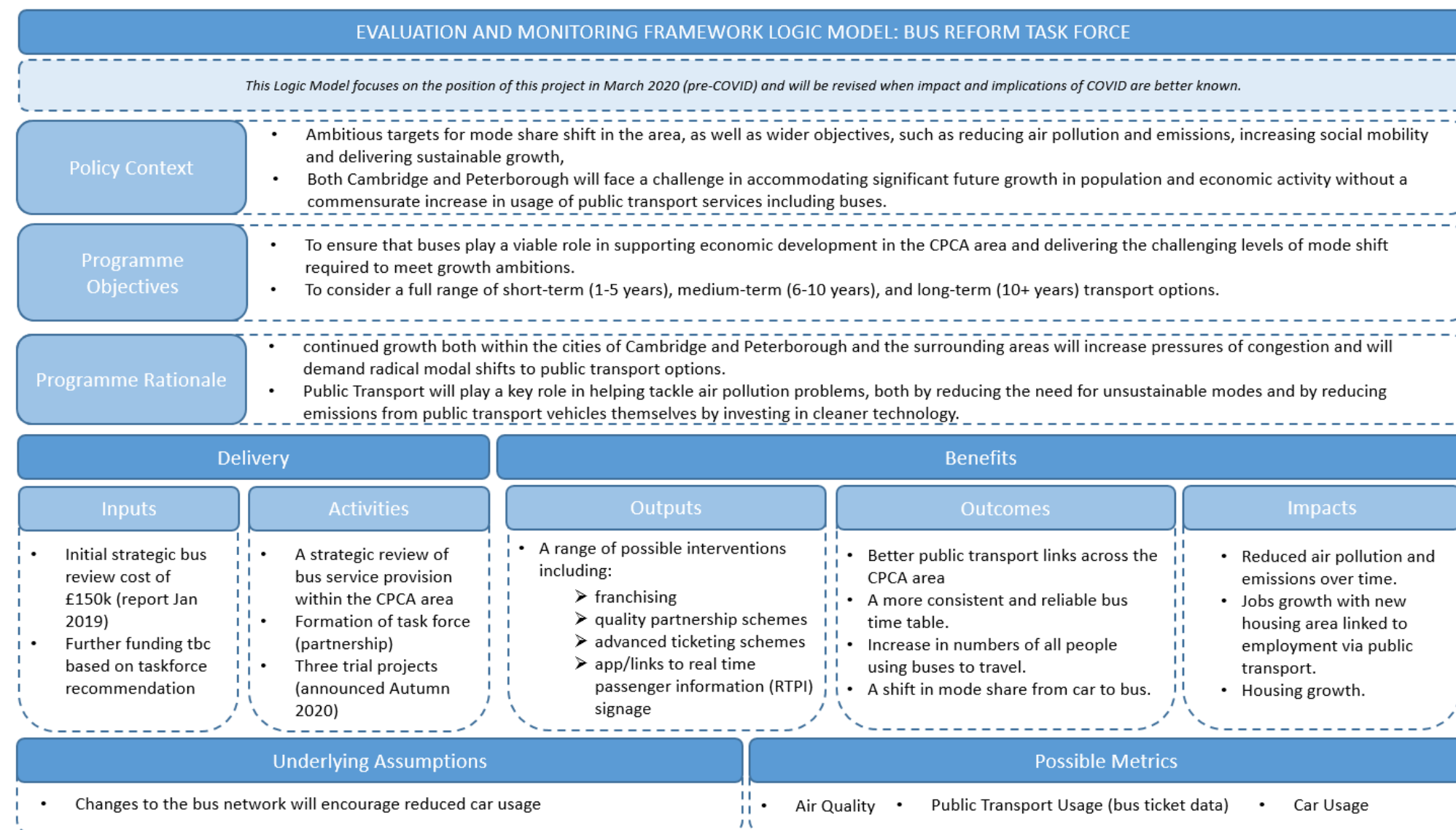
Employment Numbers	CAM, Soham Station, A10 corridor, Cambridge South Station, Market Town Masterplans, Wisbech Rail	Office for National Statistics – Business Register and Employment Survey	Estimates of employment, unemployment and economic activity. Based on a household survey.	1992-2018	<ul style="list-style-type: none"> Business register kept by Cambridge University Judge Business School (data available to CCC) 	Survey based.	Y
Productivity	CAM, Cambridge South Station, Market Town Masterplans, Peterborough University	Office for National Statistics – Labour productivity	The efficiency of the UK workforce calculated as output per worker, output per job and output per hour.	Quarterly 2014-2018		Regionally, not detailed.	Y
GVA		Office for National Statistics - Regional economic activity by gross value added	Estimates of economic activity by UK country, region and local area using balanced regional gross value added (GVA(B)).	Annual 1998-2017		Historical data regionally, not detailed. From January 2018 data will be available at lower level.	N
Journey Times	A10 corridor, King's Dyke, A47	Department for Transport - Journey time statistics https://www.gov.uk/government/collect/leisure/journey-time-statistics	Statistics on journey times to key services including food stores, education, health care, town centres, employment centres and transport hubs.	Annually 2014-2018	<ul style="list-style-type: none"> Potential to survey population for bespoke data per projects. Cambridgeshire live bus journeys data available along key routes. 	Detailed data on resident's journey times to work.	Y

Highstreet Footfall	Market Town Masterplans	Cambridge BID - Footfall and City Performance data https://www.cambridgebid.co.uk/city-performance	Data from Cambridge city footfall cameras.	Weekly and monthly 2018-2019	<ul style="list-style-type: none"> District level historical data available from retail studies. Cambridgeshire County Council anticipates updating current network of monitors. Potential to invest in/deploy new monitors. 	Limited to cameras in Cambridge.	N
Resident skills levels	University of Peterborough	Office for National Statistics - Annual Population Survey	A residence based labour market survey including qualifications.	Quarterly (qualifications data only available annually for Jan-Dec data) 2004-2018	<ul style="list-style-type: none"> Census 2011 data 	Survey based.	Y
Students numbers	University of Peterborough	HESA - Higher Education Student Data https://www.hesa.ac.uk/data-and-analysis/students	HE student enrolments by HE provider.	2014/15-2017/18	<ul style="list-style-type: none"> Cambridgeshire County Council collects data on student numbers direct from institutions for population projection purposes. 	Historical data limited to current providers.	N
Property Prices	Soham Station	HM Land Registry - Price Paid Data https://www.ons.gov.uk/peoplepopulationandcommunity/housing	Data in the sale prices of properties in England and Wales submitted to HM Land Registry for registration.	Monthly 1995-2019	<ul style="list-style-type: none"> Cambridgeshire County Council subscribe to Home Track data. 		Y
Retail	Market Town Masterplans	Cambridgeshire County Council - Cambridgeshire Retail and Town Centre Uses Completions https://data.cambridgeshireinsight.org.uk/dataset/cambridgeshire-retail-and-town-centre-uses-completions-2017	Amount of completed Retail floorspace (sq.m.) in each financial year. Broken down into four development use classes and includes data by district, town centre or local authority and gains or losses.	Annually 2002-2017	<ul style="list-style-type: none"> CACI – recent value of major retail centres. Goad Maps - over 3,000 retail centres are available through a subscription to the online service. Annual data on births, deaths and survivals of businesses in the UK, by geographical area 	Combining Peterborough and Cambridge data.	Y

Housing Completions	CAM, Soham Station, A10 corridor, Cambridge South Station, A47, Wisbech Rail, £100M Affordable Housing Programme,	Cambridgeshire County Council - Cambridgeshire Housing Completions https://data.cambridgeshireinsight.org.uk/dataset/cambridgeshire-housing-completions-2002-2017	Number of dwellings completed (built) includes data by district, parish, settlement, by bedrooms, on previously development land, affordable and density.	Annually 2002-2017	<ul style="list-style-type: none"> VOA Stock of Properties; Council Tax MHCLG Net Additions 	Combining Peterborough and Cambridge data.	Y
Road Traffic Accidents	King's Dyke, A10 corridor	Cambridgeshire County Council - Traffic Data https://www.cambridgeshire.gov.uk/residents/travel-roads-and-parking/roads-and-pathways/road-traffic-data/	Counts of road traffic collisions across Cambridgeshire. The dataset breaks down data for each month by district and contains a dataset breaking down by collision severity.	Annually 2012-2017		Peterborough equivalent.	Y
Population	Market Town Masterplans	Cambridgeshire County Council – population estimates and forecast https://cambridgeshireinsight.org.uk/population/population-estimates/	Local population estimates and forecasts.	2011- 2036	Census 2011 data		Y
Resident Earnings	University of Peterborough	Office for National Statistics – Annual Survey of Hours and Earnings https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/annualsurveyofhoursandearnings/2018	Information about earnings and hours of employees.	Annually 2002-2018		Survey based.	Y

Appendix 2: Key Project Logic Models (produced 2020 – updated annually)

Key project logic models are all updated annually. It should be noted that many of these logic models will have been updated before the coronavirus pandemic. All will be revisited and revised when impacts and implications of the pandemic are better known.



EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: A10 Route Dualling and Junctions (North Cambs to Ely)

Please note that whilst this logic model focuses on the potential future benefits of the whole A10 route, the progression of the identified projects within this programme are anticipated to be delivered by both the CPCA and partner organisations, through securing additional funding and developer contributions.

Policy Context

- The A10 route was identified as a priority project within the Devolution Deal.
- The CPCA is committed to delivering transport connectivity, accelerating house building rates and increasing the local economy.
- The A10 route (North Cambs to Ely) has been identified as a significant growth corridor with much of Cambridge's future growth expected to be along the route where a number of strategic sites and associated developments are planned up until 2031 and beyond. These include a new town north of Waterbeach and developments on the Cambridge Science Park.

Programme Objectives

- To improve capacity on the A10 route, which provides the main transport connections between Ely and Cambridge and for journeys through this route.
- Enabling the build-out of the new settlement at Waterbeach; releasing up to 17,000 new homes and unlocking employment land at sites like Lancaster Way Business Park.
- Ensuring residents and businesses have a public transport system and pedestrian and cycle-friendly infrastructure and facilities.
- Expanding access and upgrading this major road route between Fenland and Cambridge.

Programme Rationale

- Improving capacity on the A10 route will reduce peak period traffic congestion, and network reliability issues, improving travel journey times and supporting housing and economic growth along the route.

Delivery

Benefits

Inputs

- £250,000 **spent** by CPCA for assessment and feasibility work.
- £0.5 million **committed** by CPCA for the next phase of the dualling and junctions project.
- Circa £500million **estimated** for whole A10 dualling and junctions improvements, to be delivered by both the CPCA and partners.

Activities

- Park and ride review, junction improvement study, refresh of strategic outline case and model to assess traffic model.
- Development of the specific route options for the A10 dualling to support funding applications.
- *Anticipated delivery/construction of A10 infrastructure improvements.*

Outputs

- Pedestrian, cycle and equestrian routes *(delivered by partners)*
- Potential junction improvements along the A10 route *(may be delivered by partners)*.
- Potential dualling of A10.

Outcomes

- Reduced travel congestion and journey times along route.
- Improved safety along route.
- Improve transport connectivity for strategic sites which have the potential for up to 17,000 new homes and 14,000 new jobs.

Impacts

- Improve transport capacity to cater for the travel demands of additional growth.
- Improve local connectivity and unlock economic growth (employment land and housing sites) between Fenland and Cambridge.

Underlying Assumptions

- Funding will be available to deliver the route improvements.
- Strategic sites and development will come forward with investment.

Possible Metrics

- journey times
- road traffic accidents
- public transport usage
- employment and housing numbers
- traffic counts

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: FENLAND STATIONS REGENERATION

[Evaluation Plan]

Greater Anglia trains franchise holder Abellio plans to increase the frequency of trains stopping at Whittlesea, March and Manea on the Peterborough to Ipswich service from two hourly to hourly. This is dependent on capacity improvements at Ely. The Cross-Country re-franchising process which is currently on hold pending the findings of the Government's Rail Review, provides the opportunity to increase the number of trains stopping at Fenland stations, especially March, on the Peterborough to Cambridge and Stansted Airport line.

Policy Context

- The CPCA is committed to delivering better transport links to open up the economy.
- The CPIER highlighted the challenged economy of the Fenland area, indicating that strategic infrastructure is needed to enable growth and regeneration of this deprived area of the combined authority.
- Fenland Rail Development Strategy (2011-2031) identified masterplans for the stations.

Programme Objectives

- Regeneration of three stations on the railway line between Peterborough and Ely – commonly known as the Fenland Line. Whittlesea, March and Manea. To improve station facilities and increase the capacity of trains and passengers on the line.

Programme Rationale

- Transport connectivity in Fenland is poor. The road network is made up of a lot of single carriageways with indirect routes adding to journey times and congestion in this area.
- Improved transport connectivity will give the potential to access jobs and services outside the Fenland area more easily.

Delivery

Benefits

Inputs

- £0.5million spent on business case work, consultation and 'quick wins'.
- Indicative amount of £5million for the project set aside by CPCA, subject to costs through the GRIP based work being conducted by Network Rail.

Activities

- Quick wins (2019-2020).
- Completion of phase 1 by March 2021.
- Phase 2 strategic work ongoing.

Outputs

- Potential outputs of the scheme include:
- Improvements to lighting, car and cycle parking, waiting shelters and ticket machines. (Phase 1)
 - Platform lengthening (at Whittlesea and Manea) for four-car length trains. (Phase 2)
 - Pedestrian bridge. (Phase 2)

Outcomes

- Improve connectivity and capacity on the line between Peterborough and Ely.
- More reliable, less congested transport network for the area.
- Encourage reduce car usage and consequently reduce congestion.
- Supporting unlocking housing and employment in the wider Fenland area.

Impacts

- It is anticipated that the regeneration could:
- Increase public transport usage leading to environmental benefits.
 - Increase to size of the local economy.
 - Improve quality of life for deprived areas of the CPCA area.

Underlying Assumptions

- There will be rail usage and travel demand.
- Increase in trains dependent on capacity improvements at Ely.
- The project will progress through all phases of the major investment decision process.

Possible Metrics

- traffic counts
- Station usage
- GVA

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: BUSINESS GROWTH SERVICE

Policy Context

- The Combined Authority has set out clear ambition to deliver growth with the Cambridgeshire and Peterborough region, setting out the target of doubling the size of the local economy over the next 25 years, boosting regional GVA from £22bn to £40bn in line with the findings for growth of the CPIER.
- The Combined Authority Local Industrial Strategy (LIS) proposed to develop and deliver a Business Growth Service, that networks to connect the growth, investment and skills support resources of Cambridge, and elsewhere, to firms across the economy, creating a marketplace for growth, investment and skills services, available to all our high potential firms, wherever they might be located.

Programme Objectives

- To accelerate start-ups, scale-ups & set-ups within our economy, over the course of the COVID 19 economic recovery period and beyond.
- Linking learners and those retraining for new jobs, to employers and skills providers.
- Offering a range of grants, loans and equity products.
- Co-investing with small firms to help access R&D funding.

Programme Rationale

- Historically, growth and especially the quality of growth across our cities and towns has not been inclusive and has led to high levels of health, wellbeing, and prosperity disparity, with pockets of both urban and rural deprivation.

Delivery

Benefits

Inputs

- Estimated £19.5m of funding anticipated over three years 2020-2023.

Activities

- A Growth Coaching Service
- An Inward Investment Service
- A Skills Brokerage Service
- A Capital Growth Investment Fund
- An Innovation & Re-Location Grant

Outputs

- 1,600 new apprenticeships
- 6,326 jobs created
- 3,505 people with improved skills

Outcomes

- Greater skills of residents.
- Skills gaps of the local economy reduced.
- Investment attracted to the area.

Impacts

- Increased employment opportunities.
- Increased earning opportunities.
- Narrowing gap between outcomes across CPCA area.
- Increased productivity.
- Continued economic growth of national significance

Underlying Assumptions

- Employers and firms will be willing to engage.

Possible Metrics

- GVA
- Apprenticeship numbers
- Qualifications/Skills

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: ALCONBURY STATION [No longer an active project]

Note: This Mayor's original key project has now moved to within scope of the Cambridgeshire Autonomous Metro project.

Policy Context

- Delivery of the Alconbury Weald Enterprise Campus is identified as a key part of the Devolution Deal.
- The CPCA is committed to delivering better transport links to support growth of the local economy.

Programme Objectives

- Support the delivery of a new Alconbury Weald rail station, which is planned as part of a £22 billion investment in East Coast Mainline, Crossrail, and Thameslink.

Programme Rationale

- CPCA as Local Transport Authority, should have coordinated oversight of key transport infrastructure projects.
- Provision of a new station will improve transport links for the Alconbury Weald Enterprise Zone, and ensure successful development.

Delivery

Benefits

Inputs

- No current committed funding from CPCA, the project is anticipated to be wholly funded through developer contributions.

Activities

- Formalise partnership structures with the developer Urban&Civic.
- Work with Network Rail to support plans for rail link.

Outputs

Potential outputs of the scheme include:

- Station building
- Infrastructure

Outcomes

- Support opportunities for growth planned for Alconbury Weald Enterprise Zone (6,000 new homes and 290,000m2 of employment floor space).
- Improve connectivity.
- Reduce car usage.

Impacts

- It is anticipated that a new station could:
- Improve local connectivity and unlock economic growth.
 - Reduce congestion on surrounding strategic roads

Underlying Assumptions

- There will be demand for rail travel.

Possible Metrics

- Rail usage
- Traffic flows
- Employment numbers
- Housing units

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: CAMBRIDGE AUTONOMOUS METRO

Please note: that whilst this logic model focuses on the potential future benefits of the scheme, the project has currently been funding for the strategic outline case development only.

Policy Context

- The Combined Authority has set out clear ambition to deliver growth with the Cambridgeshire and Peterborough region, setting out the target of doubling the size of the local economy over the next 25 years, boosting regional GVA from £22bn to £40bn in line with the findings for growth of the CPIER.
- Despite the significant investment planned across Greater Cambridge, significant constraints will remain part of the transport network. The historic, highly constrained nature of the city centre streetscape will always limit the public transport connectivity and capacity that can be achieved for trips to, across and within the city.

Programme Objectives

- To provide a reliable metro network to connects Cambridge City Centre, key rail stations (Cambridge, Cambridge North and future Cambridge South), major city fringe employment sites and key 'satellite' growth areas, both within Cambridge and the wider region.

Programme Rationale

- Transport infrastructure is a fundamental 'enabler' to supporting the additional housing and jobs growth required to deliver the wider growth ambitions of the Combined Authority and its partners.
- Providing a high-quality, fast and reliable transport network will transform transport connectivity across the Greater Cambridge region, enabling acceleration of economic growth through investment to alleviate the region's transport constraints and by supporting the sustainable delivery of additional jobs, housing, and GVA..

Delivery

Benefits

Inputs

- £600,000 **committed** from CPCA for strategic outline case development.
- £1m **allocated** from CPCA.
- £4 billion **estimated** cost for the overall regional scheme.

Activities

- Strategic Outline Case development.
- Assessment of options for funding
- Integration with existing infrastructure schemes being progressed by others.

Outputs

- Potential outputs include:
- Tunnelled infrastructure underneath the city
 - Metro type public transport service
 - Zero-emission electric powered vehicles
 - Regional transport corridor infrastructure

Outcomes

- Possible outcomes of the scheme include:
- Increase public transport capacity, connectivity and accessibility.
 - Increase labour market catchments.
 - Reduction in air pollution city and regionally.
 - Employment and housing sites unlocked.

Impacts

- Potential impacts of the scheme include:
- Improve local connectivity and unlock economic growth.
 - Enhancing access to and attractiveness of the city for residents, businesses and visitors.
 - Increase productivity of CPCA area.

Underlying Assumptions

- Funding will be available to enable the scheme to come forward.

Possible Metrics

- Traffic counts
- Air quality
- Metro usage
- GVA
- Housing units
- Employment

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: PETERBOROUGH UNIVERSITY

Policy Context

- Inequalities exist in accessing Higher Education, those in more deprived parts of the CPCA area do not receive apply for a university place.
- Peterborough has been identified as a cold spot for Education and Skills.

Programme Objectives

- Support the opening of an independent university in Peterborough with its own degree awarding powers.
- Increasing participations through enabling residents to take up higher education.
- Matching programme curriculum with local employer skills gaps and needs locally.
- Focus on addressing the skills gaps within the Peterborough, Fenland and Huntingdon areas.

Programme Rationale

- A more locally based institution will encourage students access to higher education, providing a higher level skills set locally and attracting talented individuals to the area.
- Currently the East of England is the 2nd lowest of all regions in the UK for participation in HE at 44%.

Delivery

Benefits

Inputs

- £12.3million **committed** from the CPCA to support feasibility, viability work and support building of phase 1 to September 2022.
- Total of £30.47m anticipated for the phase 1 capital build overall from a variety of funding arrangements.

Activities

- Feasibility and viability work.
- Infrastructure and site preparations.
- Anticipated signature building and student accommodation for the site.

Outputs

- 10 acres of site developed to house 2,000 students by 2022, increasing to over 12,500 by 2028.
- A university which offers varying models of delivery (for example work based learning).
- Student accommodation.
- Employment creation.
- Apprenticeships undertaken.

Outcomes

- Greater skills of residents.
- Skills gaps of the local economy reduced.
- Variety of technical courses delivered in CPCA priority sectors.
- Individuals attracted to the region.

Impacts

- Increased employment opportunities.
- Increased earning opportunities.
- Narrowing gap between skills outcomes across CPCA area.
- Increased productivity.

Underlying Assumptions

- Students are motivated and will take up university places
- Business case successful/funding agreed

Possible Metrics

- Earnings
- Skills levels
- GVA
- Student numbers
- Employer survey

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: SOHAM STATION

[Evaluation Plan]

Policy Context

- Soham station was identified as a priority project within the Devolution Deal
- The CPCA is committed to delivering better transport links to open up the economy and to accelerate the growth of local housing.
- The Local Plan identifies Soham as an area which can accommodate housing growth and development.

Programme Objectives

- To create a new railway station at Soham and reopen the rail link between Soham and Ely.
- To improve poor existing transport links for Soham residents, which are currently linked with high car usage and congested roads.

Programme Rationale

- CPCA input will bring forward the project quicker.
- Provision of a new station will improve transport links for residents and reduce car usage, enabling housing and commercial growth to be unlocked.

Delivery

Benefits

Inputs

- £3.2 million **delivered/complete** to current phase (GRIP stage 3).
- GRIP stages 4-8 £18.6 million **committed** to deliver phase 1 of the station.
- Engaged with network rail to promote track doubling from Ely to enable *potential* second platform and footbridge.

Activities

- Feasibility/options (single option for August 2019).
- Contractor on board. Utilities, diversions happening autumn 2020
- Design construction and build of the new station.
- Construction summer 2021
- Completion 2021, timetable change 2022 and live trains

Outputs

Potential outputs of the scheme include:

- Station building
- Footbridge
- Infrastructure

Outcomes

- Support opportunities for growth planned for Soham (1,600 new homes by 2031 and wider regeneration proposals for employment of 125 tech jobs).
- Improve connectivity.
- Reduce car usage and consequently reduce congestion along the A142.

Impacts

It is anticipated that a new station could:

- Make Soham an attractive place to live and work.
- Increase property values.
- Increase public transport usage leading to environmental benefits.

Underlying Assumptions

- There will be rail usage and travel demand.
- Strategic housing and employment sites will be brought forward for development.

Possible Metrics

- Station usage
- traffic counts
- employment and housing unit numbers
- Property prices

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: CAMBRIDGE SOUTH STATION

Please note that this logic model considers the Cambridge South Station scheme as a whole, however there are two workstreams within this scheme, one of which is being led by the Department for Transport and National Rail, and the other which seeks to explore the opportunity to accelerate the provision of a station on the site (an 'interim' solution). There is therefore crossover in the benefits between the two schemes.

Policy Context

- The CPCA CIPER recommended for rapid infrastructure responses to be introduced where the need is most pressing.
- The Southern Fringe and Biomedical Campus development is expected to enable significant economic growth. The Southern Fringe is identified in the Cambridge Local Plan as an 'area of major change' in which approximately 3,500 new homes will be provided. The development will be integrated with the adjacent Biomedical Campus, which by the mid-2020s could be home to more than 15% of all employment within Cambridge.

Programme Objectives

- Interim solutions explored to bring forward an interim train station at Cambridge South, ahead of the development of a permanent solution to increase public transport connectivity for the Southern Fringe and Cambridge Biomedical Campus. Interim solutions to enable an acceleration of a permanent solution.
- Reducing reliance on central Cambridge transport infrastructure for the significant growth expected in this area. Improve sustainable transport access to housing, services, and employment within the Cambridge Southern Fringe and Biomedical Campus area, to fulfil existing and future demands.
- Network rail consulting on three options, 2020 consultation anticipated.

Programme Rationale

- By 2020, the Cambridge Biomedical Campus is expected to house the largest concentration of biomedical expertise in Europe, and strong employment growth is anticipated to coincide with this. Excellent connectivity and transport provision is crucial to success, and therefore a provision for high quality public transport is needed.
- An interim solution would support this immediate growth, ensuring effective recruitment of a highly skilled workforce who can easily travel to the campus and reduce the reliance on central Cambridge transport infrastructure.

Delivery

Benefits

Inputs

- Fully funded by DfT, announcement in the budget.
- £90,000 **committed** from CPCA for a study to assess the interim solution.
- £1.75m **committed** from the CPCA towards the cost of the permanent solution.
- £ 175-350 million **estimated** cost for the overall scheme (will be built and funded by DfT).

Activities

- Study to look at the viability of bringing forward an interim station 2-4 years earlier than the anticipated permanent solution.
- Work with Department for Transport to deliver a permanent solution for the station.

Outputs

- Possible interim outputs (by 2023):
- Infrastructure and interim station at Cambridge South
- Anticipated permanent outputs (beyond 2025):
- Four tracking of the West Anglia Main Line
 - Reconstruction of the Long Road rail bridge
 - New four platform station at Cambridge South

Outcomes

- Reduced congestion, the need for car travel and improve journey times.
- Improved public transport infrastructure and capacity.
- Link the Biomedical campus to international transport network
- Continued economic growth of national significance

Impacts

- Attraction of highly skilled workforce to the area; contributing to creation of 2500 additional jobs over 20 years
- Improve local connectivity and unlock economic growth.
- Increased GVA.

Underlying Assumptions

- The permanent station scheme will be brought forward and delivered.
- Continued successful growth and development to attract demand.

Possible Metrics

- Traffic counts
- Station usage
- employment and housing numbers
- GVA

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: KING'S DYKE

Construction of the A605 King's Dyke Level Crossing bypass commenced in November 2018 and is being delivered in partnership with Cambridgeshire County Council and growth deal funding.
This logic model looks at the scheme as a whole, drawing out CPCA specifics.

Policy Context

- The CPCA is committed to delivering transport connectivity, accelerating house building rates and increasing the local economy.
- The Peterborough to Fenland corridor has been identified in the CPIER as a significant growth corridor.
- The eastern side of Peterborough and Whittlesey have both been identified as growth areas for both economic growth.

Programme Objectives

- Upgrading this major road corridor between Peterborough and Fenland to improve travel and safety between Whittlesey and Peterborough along the A605.

Programme Rationale

- Improving travel along the A605 will reduce peak period traffic congestion at the level crossing, improving safety, reducing travel journey times and supporting the economic growth along the corridor, specifically for Whittlesey.
- Without additional funding this scheme, which improves transport capacity and local economic growth, could not have come forward.

Delivery

Benefits

Inputs

- £16.9million **committed** from the CPCA to match the £30million cost needed compared to the original anticipated £13.6million:
 - £5.6million Cambridgeshire County Council funding
 - £8million growth deal funding
- (Note: figures quoted above rounded)

Activities

- Construction of the level crossing bypass
- CPCA input specifically supports:
- Stabilisation work
 - Design changes
 - Land costs

Outputs

- New roundabout constructed at either end of the diverted route, with underpass access and a bridge over the rail route.
- (Anticipated completion December 2020)

Outcomes

- Reduction in journey times and congestion.
- Unlocking land for potential employment and housing sites.
- Improve train travel along the Birmingham – Stansted Cross Country key rail route.
- Reduction in accident/increased safety at the level crossing.

Impacts

- Increase in attractiveness of Whittlesey as a place to live and work.
- Improve local connectivity and unlock economic growth between Peterborough and Fenland.
- Reducing the environment impact along North Bank road.

Underlying Assumptions

- Sites will come forward for economic growth
- Car users will no longer divert along North Bank road

Possible Metrics

- journey times
- traffic counts
- planning site allocation
- road traffic accidents

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: HUNTINGDON THIRD RIVER CROSSING [No longer an active project]

Note: The Combined Authority decided to merge the Huntingdon Third River Crossing project with other ongoing studies including the A141 Huntingdon Capacity Study to ensure that a robustly evidenced solution is proposed to accommodate future growth in the Huntingdon area.

Policy Context

- The CPCA is committed to delivering transport connectivity, accelerating house building rates and increasing the local economy.
- A number of studies supporting the development of the emerging Local Plan, and the associated transport strategy work have identified that the existing road network in the areas of Alconbury-Huntingdon-Wyton-St Ives is unable to accommodate any large-scale development and is therefore a key constraint impacting the unlocking of strategic development sites.

Programme Objectives

- To improve capacity on the highway network north of the Great River Ouse, and to connect this area with the wider strategic road network in the most sustainable way, to unlock the areas of Alconbury-Huntingdon-Wyton-St Ives economic growth potential.

Programme Rationale

- Improving the capacity of the road network in this area will enable the potentially strategic sites of Wyton Airfield, Giffords Park, Sapley Park and Lodge Farm to be unlocked for future development.

Delivery

Benefits

Inputs

- £0.5million **committed** to examining the feasibility, viability, benefits and impacts of a road link crossing the river
- £136million **estimated** to fund a potential dual carriageway river crossing

Activities

- Feasibility, viability and impact work of a new road link connecting the primary road route north of the River Great Ouse and the existing wider strategic road network.
- Potential construction of the preferred link.

Outputs

- A potential new road link connecting the primary road route north of the River Great Ouse and the existing wider strategic road network.
- (Note, other highways-based interventions will be tested at feasibility stage.)*

Outcomes

- It is anticipated that a new link could:
- Reduce travel demand and alleviate congestion at existing river crossings
 - Unlock strategic sites which have the potential for up to 12,000 new homes

Impacts

- It is anticipated that a new link could:
- Improve transport capacity to cater for the travel demands of additional growth
 - Improve local connectivity and unlock economic growth.

Underlying Assumptions

- That following any construction, the demand and funding will be available for additional economic or housing growth

Possible Metrics

- journey times
- housing delivery
- employment growth

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: ADULT EDUCATION BUDGET

[Evaluation Plan]

Please note that the first year of Adult Education budget devolution started on the 1st August 2019.

Policy Context

- Government has committed to devolve the adult education budget to the combined authority from the academic year 2019/20. This means for the first time the CPCA will have the opportunity to tailor the skills and adult education system to address local priorities.
- The CPIER and LIS identify skills strategy, issues and where local interventions are likely to have greatest impact.

Programme Objectives

- To connect skills of residents better to business priorities, designing provision to better meet local business, sector and resident needs.
- Upskilling population (upwards from entry level, level 1 and level 2) and decreasing unemployment through more local adult residents progressing into sustainable employment.

Programme Rationale

- Ensuring the population has the basic skills for employment, upskilling the lower skills levels to support local industry.
- Supporting pathways to progression into education and employment through community learning.

Delivery

Benefits

Inputs

- £11.5 million of Adult Education Budget funding devolved to CPCA 2019/20
- £12 million of Adult Education Budget funding devolved to CPCA 2020/21

Activities

- Providers delivering:
- Adult Education training courses.
 - Community learning activities.

Outputs

- Anticipated outputs of the scheme include:
- full spend of the budget
 - 88% completion of courses
 - Increase in residents from Fenland and Peterborough

Outcomes

- Upskilling of lower skills level population
 - Particular increase in English, Maths and Digital skills
- Progression into further education, training and employment
- Increase of adult skills participation in key employment sectors and in key geographical areas

Impacts

- Narrowing the gap between low and high skills of population, and geographically (Peterborough/Fenland and Cambridgeshire).
- Decrease in unemployment rate.
- Increase in qualification levels of population.
- Higher earning residents.
- Decrease in vacancies in key employment sectors.
- Increase productivity in key employment sectors.

Underlying Assumptions

- There will be demand for courses and the institutions to provide those courses.

Possible Metrics

- Employment numbers
- Qualification levels
- GVA

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: AFFORDABLE HOUSING PROGRAMME

[Evaluation Plan]

Policy Context

- The development of sites for affordable housing (or the proportion of a site allocated to affordable housing) can be slowed or even stalled for a number of reasons, including land ownership, planning conditions and the financial viability of the site. This has led to unmet need within the local housing market and a lack of new delivery models for affordably housing delivery.
- Cambridge is an attractive place to live and work, with high salaries and low unemployment levels driving up house prices. Housing affordability ratios are high, especially for some employment sectors (e.g. care workers/admin).

Programme Objectives

- To increase delivery of affordable homes in Cambridgeshire and Peterborough, through utilisation of a variety of tools to using different models to expand the housing choices to suit the different geographies of the Combined Authority area.
- To establish a revolving fund to continue to invest in affordable housing models within Cambridgeshire and Peterborough beyond the programme investment.

Programme Rationale

- In the current economic climate, developers will not provide enough affordable housing to meet the housing market supply need. By intervening, strategic sites capable of development (with support from other programmes) can be increased in number and brought forward quicker.

Delivery

Benefits

Inputs

- Devolution Deal funding of **£100million**:
- Housing grants for housing association funding of plots to sell/rental units
 - Loan investment to other bodies (e.g. East Cambridgeshire District Council) supporting acceleration of delivery.
 - Delivery of affordable housing through a CPCA development company.

Activities

- Building of units
- Site preparation and infrastructure
- Loan investment
- Housing grants

Outputs

- 2,000 affordable homes started on sites by 31st March 2022.
- Sites brought forward for development.
- Affordable tenancies taken up.
- Potential return on investment for the Combined Authority.

Outcomes

- Increase in local, affordable housing available.
- Stabilisation of wage/rent/mortgage affordability ratios within the CPCA area.
- Reduction of people living in temporary accommodation.

Impacts

- Employee recruitment improved.
- Trend of increase in long distance commuting into the area stabilised.
- Projected 'stalling' in the rate of CPCA employment growth avoided.

Underlying Assumptions

- Sites will come forward with investment
- Housing plots created will be sold/rented

Possible Metrics

- Units built
- Housing affordability to wage ratio
- Business/resident surveys
- Travel to work

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: £100k HOMES

Policy Context

- The Combined Authority is committed to increasing the number of new homes built in Cambridgeshire and Peterborough, to meet the needs of a growing economy and address issues of affordability.
- The CPIER identified a problem of housing supply and affordability. Housing affordability ratios are high. The area is an attractive place to live and work, with high salaries and low unemployment levels driving up house prices.
- The Housing Strategy recognises a need to deliver affordable housing across the Combined Authority area. It also recognises a gap in the market for those who do not qualify for traditional affordable housing but where open market housing is out of reach.

Programme Objectives

- To increase delivery of affordable homes in Cambridgeshire and Peterborough, through utilisation of a variety of tools to using different models to expand the housing choices to suit the different geographies of the Combined Authority area.
- To create affordable housing units that fall within the definition of discounted market sale with a resale price covenant.
- To enable local people to live close to where they work and stay in communities where they may have strong connections.

Programme Rationale

- There is a underserved need for affordable housing. Local people will be displaced from the area if they cannot afford the cost of accommodation.
- There is a gap in the offer that is preventing individuals from entering the property market, particularly in an area where they have a strong local connection whether through family relationships or employment.

Delivery

Benefits

Inputs

- An initial £150,000 committed by the Combined Authority in 2019 to cover operational costs of delivery in 19/20 and 20/21.

Activities

- Incentivise developers.
- Develop pipeline of schemes.

Outputs

- 28 1-bedroom affordable homes in first two years:
 - 2020 – 8 units (*Fordham Rayners Green*)
 - 2021 – 20

Outcomes

- Increase in local, affordable housing available.
- Home ownership within reach for low-income working people in the area.

Impacts

- Securing affordable housing allocations for years to come.
- Retention of local people in the area.
- Reduce in commuting.

Underlying Assumptions

- There will be willing local developers.
- Housing will be created and sold.

Possible Metrics

- Units built
- Housing affordability to wage ratio
- Resident surveys

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: COMMUNITY LAND TRUSTS

Policy Context

- The development of sites for affordable housing (or the proportion of a site allocated to affordable housing) can be slowed or even stalled for a number of reasons, including land ownership, planning conditions and the financial viability of the site. This has led to unmet need within the local housing market and a lack of new delivery models for affordably housing delivery.
- The CPCA Housing Strategy recognises a need to deliver affordable housing across the Combined Authority area.
- Giving communities a greater say and control of their local area is a central theme of Government policy.

Programme Objectives

- To increase delivery of affordable homes in Cambridgeshire and Peterborough, through utilisation of a variety of tools to using different models to expand the housing choices to suit the different geographies of the Combined Authority area.
- Encourage the set up of community land trusts in the CPCA area to develop affordable housing which meets the growth needs of local communities.
- Support delivery of affordable housing in local areas, to enable local people to live close to where they work and stay in communities where they may have strong connections.

Programme Rationale

- Provide local communities with a stake in the new housing within their towns and villages. Plans will be specific to the growth needs of the local areas and communities will therefore be more supportive of any growth plans.
- Community engagement from the outset in planning for affordable housing, preventing 'stalling' of delivery.

Delivery

Benefits

Inputs

- An initial £100,000 committed by the Combined Authority in 2019 to cover operational costs of delivery in 19/20 and 20/21.

Activities

- Advice and guidance to communities in setting up Community Land Trusts.
- Up to £5,000 available to support CLTs.

Outputs

Outcomes

- Increase in local, affordable housing available.

Impacts

- Retention of local people in the area.

Underlying Assumptions

- Support from local communities to set up CLTs.
- Demand for units.
- Developers willing to built units.

Possible Metrics

- Units built
- Local community surveys
- Land identified

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: WISBECH REGENERATION [OVERARCHING MODEL]

Overarching logic model covering the following projects: Wisbech Rail, Wisbech Garden Town, Wisbech Access, A47 Dualing, and Market Town Masterplan.

Policy Context

- The CPCA CPIER identified a clear disparity in the economic development of the Wisbech Travel to Work Area compared to the rest of the region. GVA per head was relatively low, as were average wages, there were also higher levels of deprivation compared to the rest of the area. Average skill levels were low, with relatively few people having level 3 or level 4 qualifications.

Programme Objectives

- To identify significant transport improvements for Wisbech that would improve the area's connectivity and support the benefits of agglomeration reaching Wisbech from the more economical vibrant areas of Cambridgeshire and Peterborough.
- To intervene in specific policy areas, promoting a vibrant town centre, stimulate the housing market and improve the skills base and productivity of the workforce

Programme Rationale

- As a Combined Authority the CPCA are best placed to coordinate the programme of activities compared to previous 'piecemeal' activities
- As a programme the investments are sufficiently ambitious to bring about lasting change.

Delivery

Benefits

Inputs

Activities

Outputs

Outcomes

Impacts

- Significant infrastructure changes delivered
- Place making and planning coordinated at a strategic level

- New rail link and Wisbech Station completed.
- A47 Dual carriageway completed
- Multiple junction improvements completed
- 10,000 new homes built
- New development plan written and implemented

- Increase rate employment growth in the immediate area
- Increase in earnings for local residents better able to access wider job markets.
- Better connectivity expressed in Companies choosing to locate and grow in Wisbech

- Broader participation in the thriving Cambridgeshire Economy reduces deprivation and the gap between Wisbech and the rest of the UK as expressed across a range of metrics
- Wisbech becomes a major growth area for Cambridgeshire & Peterborough

Underlying Assumptions

- Improvements in infrastructure will support economic growth

Possible Metrics

- Local Employment
- Housing growth
- Average income

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: A47

The combined Authority was working in partnership with Highways England to assess the viability of the A47 dualling. Please note that whilst this logic model focuses on the potential future benefits of the scheme, the project has currently been funding for the viability stage only.

Policy Context

- The CPCA is committed to delivering transport connectivity, accelerating house building rates and increasing the local economy.
- The A47 corridor has been identified as a strategic network trunk road by Highways England for requiring improvement. The route connects and passes through several areas that have strong growth aspirations, including the proposed Wisbech Garden Town.

Programme Objectives

- Improving this strategic route between Peterborough and Loversoft to increase capacity and improve transport links for Wisbech.

Programme Rationale

- Improving travel along the A47 will reduce traffic congestion and travel journey times along the route. Increasing capacity will cater for future demand of employment and housing growth along this strategic corridor between Peterborough and Kings Lynn.

Delivery

Benefits

Inputs

- £1million **allocated** from Transforming Cities fund to support viability (2018-20).
- £60million **estimated** to develop business cases up to construction for scheme (2020-25)
 - £30million CPCA
 - £30million Highways England
- £600-800million overall **estimated** cost for build (2025-27)

Activities

- Project control framework documents for stage 0, strategy, shaping and prioritisation to enable Highways England to assess viability.
- Potential development of business case following viability work
- Potential dualling of the A47

Outputs

- Potential duelling of A47 between A16 Peterborough and Walton highway.
- Possible option for new road bypass.

Outcomes

- It is anticipated that improvements could:
- Reduced travel congestion and journey times along route
 - Improve transport connectivity along a strategic route.
 - Support strategic sites which have the potential for up to 12,000-30,000 new homes into the area.

Impacts

- Improve transport capacity to cater for the travel demands of additional growth.
- Improve local connectivity and unlock economic growth.
- Transport reliance and journey times.

Underlying Assumptions

- Funding options will continue to be sought to support the build
- It is presumed the scheme will be included in a future RIS2

Possible Metrics

- journey times
- traffic counts
- planning site allocation
- housing units built

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: WISBECH RAIL

Please note that whilst this logic model focuses on the potential future benefits of the scheme, the project has currently been funded for the cost and viability stage only. Combined Authority has committed to funding the Rail

Policy Context

- The CPCA is committed to delivering better transport links to open up the economy as identified in the latest CPIER.
- Wisbech has been identified as an area suitable for strategic growth, including the Wisbech Garden Town.
- Wisbech is the largest town in the UK without a rail link to the national rail network.

Programme Objectives

- To reopen the disused railway line between Wisbech and March, connecting Wisbech to the local rail network.
- To enable public transport options for occupancy of Wisbech to connect to Peterborough and Cambridge via the network system.

Programme Rationale

- Opening the disused railway will improve the current public transport options in Wisbech. Public transport improvements will enhance the Garden Town proposals by reducing the car dependency of the development as well as increasing capacity for future demand of employment and housing growth.
- Improved connectivity will alleviate capacity and reduce peak travel times around Wisbech and the strategic A47 route.

Delivery

Benefits

Inputs

- £1.5 million **approved** for cost and viability of a single option solution for the line (2018-20).
- £200 million **estimated** cost to reopen the line between Wisbech and March (based on GRIP 2 study).

Activities

- Feasibility, viability and cost estimates including a single option solution of potential heavy for the line.
- Business case design and construction.

Outputs

- It is anticipated that Wisbech rail could include:
- A new station building at Wisbech.
 - A bridge over the A47.

Outcomes

- It is anticipated that a new rail link could:
- Support opportunities for growth planned for Wisbech.
 - Improve connectivity for Wisbech residents, particularly enhancing links to regional employment hubs.
 - Increase public transport usage and reduce the need for car usage.

Impacts

- It is anticipated that a new rail link could:
- Improve local connectivity and unlock economic growth.
 - Reduce congestion on surrounding strategic roads
 - Make Wisbech a more attractive place to live and work.

Underlying Assumptions

- There will be demand for rail travel.
- Future strategic housing growth will be approved.

Possible Metrics

- Rail usage figures
- Traffic flows
- Employment numbers
- Houses built

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: A141 Huntingdon Capacity Study

Policy Context

- The CPCA is committed to delivering transport connectivity, accelerating house building rates and increasing the local economy.

Programme Objectives

- To consider opportunities to overcome both current and future challenges around congestion in the Huntingdon area.
- To improve capacity on the highway network north of the Great River Ouse, and to connect this area with the wider strategic road network in the most sustainable way, to unlock the areas of economic growth potential.

Programme Rationale

- There is existing congestion in the Huntingdon area. With known growth already allocated local plan and the prospect of future growth, this congestion is set to worsen. Reducing congestion will enable accelerated growth in this area.

Delivery

Inputs

- £150,000 committed budget from the previous Huntingdon Third River Crossing budget.
- £1.5million **estimated** 2020-22 to follow up on the A141 study.
- £850,000 **estimated** for SOBC study.

Activities

- Feasibility, viability and impact work as well as reviews more widely of the existing strategic road network.
- Potential construction of infrastructure improvements.

Benefits

Outputs

- A potential A141 bypass.
 - Potential St Ives capacity improvements.
- (Note, other highways-based interventions will be tested at feasibility stage.)*

Outcomes

- Potential Outcomes:
- Reduce travel demand and alleviate existing congestion
 - Unlock strategic sites which have the potential for up to 13,500 new homes

Impacts

- Potential Impacts:
- Improve transport capacity to cater for the travel demands of additional growth
 - Improve local connectivity and unlock economic growth.

Underlying Assumptions

- That following any construction, the demand and funding will be available for additional economic or housing growth

Possible Metrics

- journey times
- housing delivery
- employment growth

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: MARKET TOWN MASTERPLANS

Policy Context

- The CPCA is committed to increasing the local economy and the Cambridgeshire and Peterborough Independent Economic Review (CPIER) recommended that Market Towns are key if the region is to meet the goal of doubling GVA.
- Historically, growth strategies have been city focused. Market Towns feel the impact of growth, but do not always see the associated investment.
- The eleven market towns of Cambridgeshire and Peterborough, represent the places where much of the planned housing growth will occur over the next twenty years.

Programme Objectives

- To have an individual plan and focused set of top strategic priority actions for each of the market towns, co-ordinated by CPCA and co-produced by businesses, residents and the communities which live and work in them.

Programme Rationale

- Having individual plans for each market plan, will focus CPCA direct investment on top strategic priorities and enable the evidence base to attract investment from other sources.
- A co-ordinated overall CPCA oversight of all masterplans will ensure they are complimentary of each other and with the Local Industrial Strategy will enable each Market Town to achieve their full potential.

Delivery

Benefits

Inputs

- £500,000 committed by CPCA for 2018/19 and 2019/20 (£50,000 for each masterplan).
- £5 million allocated 2019-2022 to implement market town masterplans priorities.

Activities

- Production of ten evidence based action plans for each market town.
- Implementation of market town masterplan top strategic priorities.

Outputs

- Market town masterplans for Chatteris, March, Littleport, St Ives, Whittlesey, Wisbech, Ramsey, Ely, Soham and Huntingdon.
(Expected to be completed by 2020)

Outcomes

- Each Market Town has a shared set of ambitions for the future looking at :
 - job opportunities
 - education and skills provision
 - health
 - community facilities
 - local attractions

Impacts

- Future investment in market towns, direct from CPCA and attracted from other sources.
- Market towns thrive, are successful economic centres, and are vibrant places individuals want to live and work in.

Underlying Assumptions

- Market town masterplans will make recommendations for and stimulate future investment

Possible Metrics

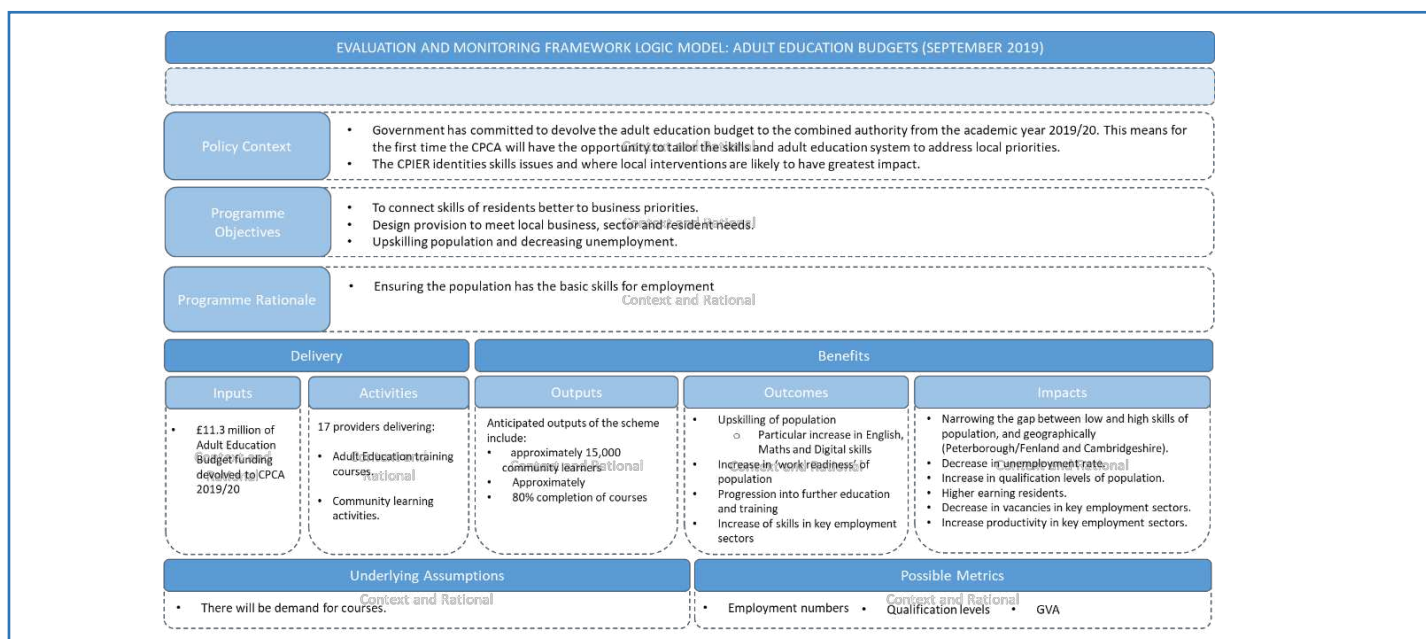
- GVA
- Population
- Investment
- Employment
- Highstreet footfall
- Retail

Summary Evaluation Plan: Adult Education Budget

Introduction

From 1 August 2019, the Adult Education Budget (AEB), as part of the Devolution Deals, certain adult education functions and the associated budgets have been transferred from the Secretary of State for Education to the CPCA. It provides the opportunity for the CPCA to respond to the unique circumstances of local people, employers, communities and the suppliers of education and training and therefore an ability to be more responsive flexible and agile to meeting local priorities.

Logic Model:



What is to be evaluated?

An impact assessment will not be possible in advance of the first gateway review, so therefore a process evaluation of the 2019/20 devolved Adult Education Budget is proposed. The process evaluation will be designed to capture lessons from the setting up and first year for the CPCA, wider partners, stakeholders and providers. Looking at how well the project is working and the extent to which it is being implemented as designed. The results of a process evaluation will strengthen CPCA's ability to report on future budget use and provide information and recommendations for future year's activities and any potential future devolved funds.

Key evaluation questions:

Question	Indicators
How was performance against targets?	The evaluation will involve a desk review of background documentation and monitoring data, consultations with providers and a selection of wider stakeholders, and a review of project-level monitoring data and reports.
What went well in first year delivery?	
What were the challenges?	

Data Collection:

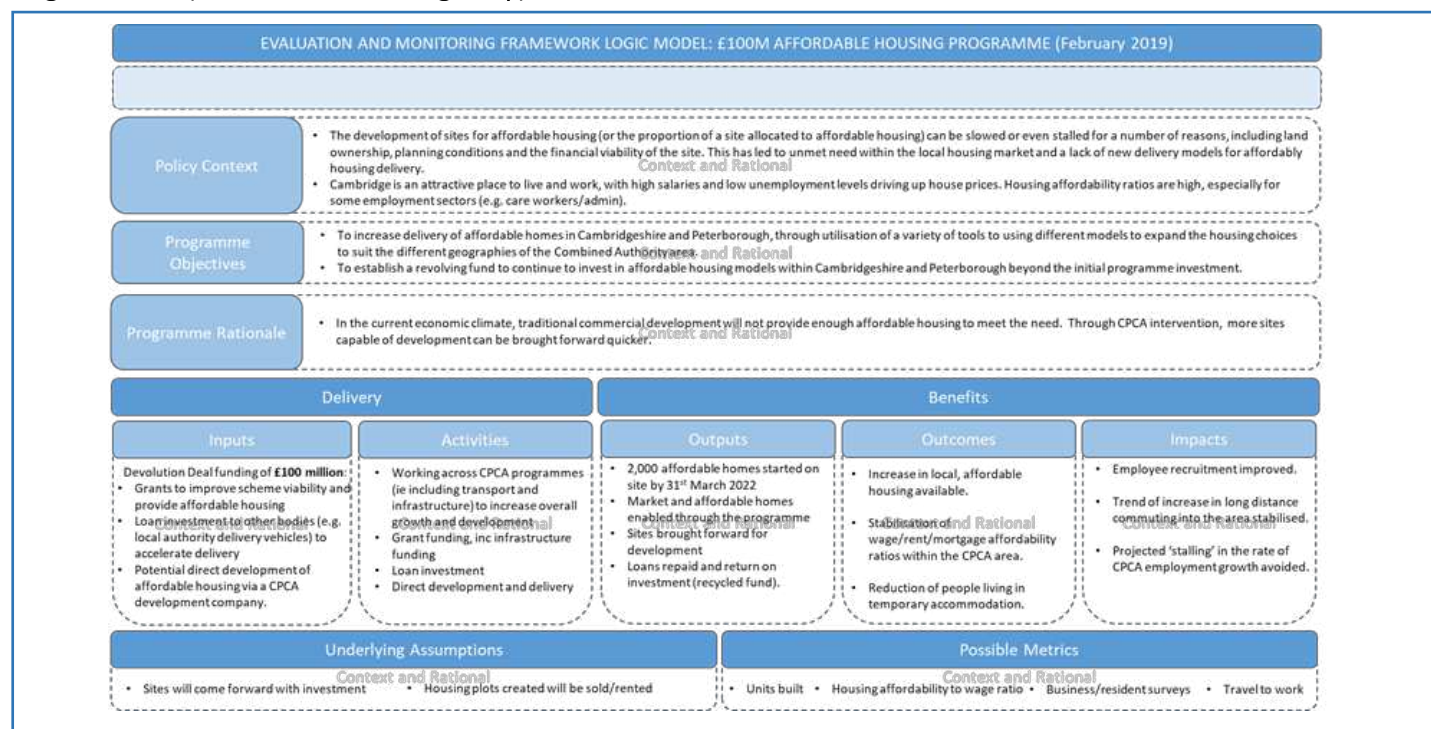
The interim evaluation will run from January – November 2020. A survey of providers will capture the views of those involved in the implementation process. A follow up survey is anticipated to take place in the second year of devolution of AEB as well as a follow up survey with participants who took part in year one.

Summary Evaluation Plan: Housing Investment Funds

Introduction

The CPCA Devolution Deal include two separate housing funds. £100 million for affordable housing (a mixture of grants and loans) and £70 million for council homes in Cambridge. The current targets are to deliver 500 council homes in Cambridge and 2000 other affordable homes across the rest of the area.

Logic Model (affordable housing only)



What is to be evaluated?

This will be an output evaluation focusing on delivery up to July 2021 looking at units delivered up to that point (note: significant monitoring of this project is carried out by the Housing and Communities Committee).

Key evaluation questions:

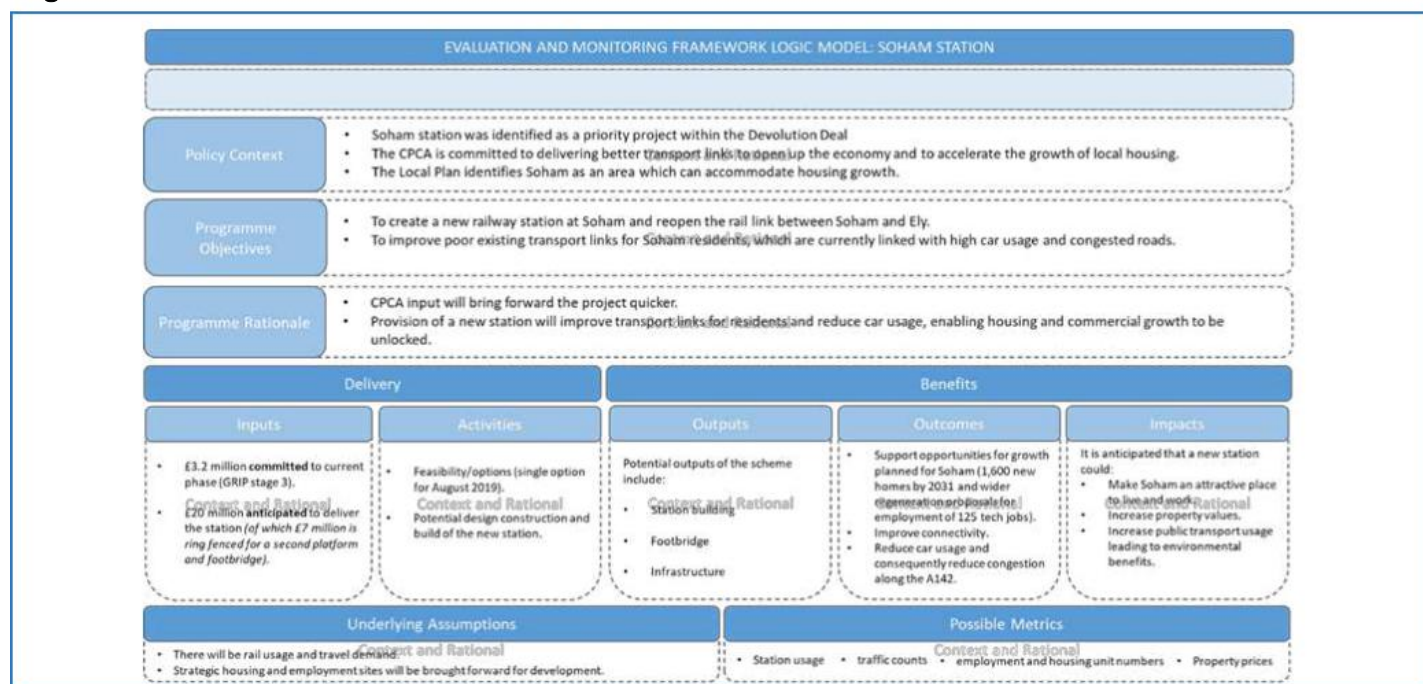
Evaluation Question	Indicators	Notes
Is the rate of current delivery and projection of future delivery consistent with achieving the housing delivery target?	Project outputs against agreed trajectory	Test realism of trajectory.
Has the funded activity provided additionality and a genuine uplift in the number of affordable units being built in the area?	Housing monitoring figures against past delivery rates.	Figures may be dependent on the wider economic context / housing market.
Are the homes supporting the housing requirements of key sectors (as per the wider skills strategy), such as public sector workers and lab staff (see CPIER).	'New developments' style survey of residents 'CORE' data on movers within the social housing market	-

Summary Evaluation Plan: Soham Railway Station

Introduction

The [timetable](#) for Soham Railway Station Project means that construction will commence in September 2020 with the station opening for use in May 2022. The CPCA has committed to funding of £18.6 million over this construction period. The construction will create a single platform that initially connects the town of Soham with services between Ipswich and Ely; the range of connections will expand depending on development of rail infrastructure elsewhere e.g. the Snailwell bend (direct connection to Cambridge).

Logic Model:



What is to be evaluated?

This will be an impact evaluation carried out 12 months after the opening of the station.

Key evaluation questions:

Evaluation Question	Indicators	Notes
Has the station met its stated aim of providing sustainable transport access to job markets (Ely, Cambridge, Ipswich, Norwich) for people living in the area?	Rail passenger transport figures. Commuter flows (passenger survey data) Average incomes in the area	Consideration needs to be take of displacement from other stations and mode shift.
Has the station development increased the rate of housing development in the immediate area?	Housing monitoring figures. Baseline of previous development	Consideration needs to be taken of impact of other investments e.g. Soham Gateway, Ely Bypass
Has the station development increased the rate of other investment in the area?	Business and retail floor space development figures. Number of local businesses	Contextual economic forecasts are of relevance.
Has the station supported a wider strategy to encourage sustainable commuting to work for the area's major employment centres	Mode share of commuting journeys to Cambridge and Ipswich	-

Data Collection:

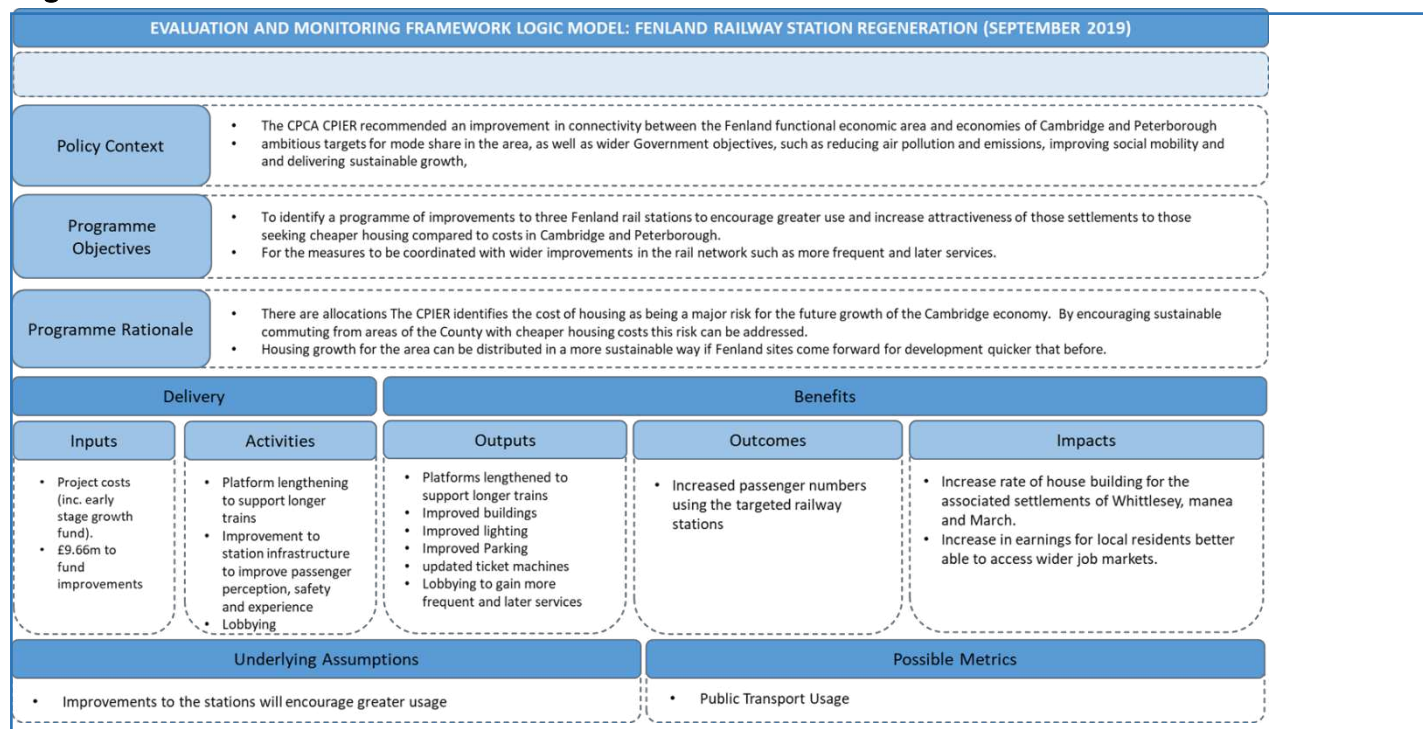
Baseline data for Soham will be collected as part of the Market Town Strategy baseline work during 2020. Monitoring will commence thereafter (although historic data is available). Biggest risk is the availability of good quality rail passenger / ticket data.

Summary Evaluation Plan: Fenland Railway Station Regeneration

Introduction

The timetable for the Fenland Railway Station Project means that initial quick win projects have commenced with estimated £11 million of improvements planned for three stations, March, Manea and Whittlesea. The construction includes lengthening of two platforms and other works to improve passenger facilities and encourage greater use of the stations.

Logic Model:



What is to be evaluated?

This will be an impact evaluation carried out 12 months after the completion of the programme.


Key evaluation questions:

Evaluation Question	Indicators	Notes
Has the stations increased passenger numbers with more people accessing job markets (Ely, Cambridge, and Peterborough)?	Rail passenger transport figures. Commuter flows (passenger survey data) Average incomes in the area	Consideration needs to be take of displacement from other stations and mode shift.
Has the station development increased the rate of housing development in the immediate area?	Housing monitoring figures. Baseline of previous development	Consideration needs to be taken of impact of other investments e.g. March Access Study, Kings Dyke Crossing
Has the station development increased the rate of other investment in the area?	Business and retail floor space development figures. Number of local businesses	Contextual economic forecasts are of relevance.
Has the station supported a wider strategy to encourage regeneration of market towns?	Retail strength of market town (CACI assessment), retail rents, empty premises.	Contextual economic forecasts are of relevance.

Data Collection:

Baseline data for each Fenland Market Town will be collected as part of the Market Town Strategy baseline work during 2020 (additional monitoring baseline for Manea will also need to be established). Monitoring will commence thereafter (although historic data is available). Possible passenger survey conducted during 2021 depending on delivery. Biggest risk is the availability of good quality rail passenger / ticket data.

Appendix 4: Template for CPCA monthly project highlight report

Date											
<div style="text-align: right;">  <div> <div>CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY</div> <div>JAMES PALMER CAMBRIDGESHIRE & PETERBOROUGH POLICE</div> </div> </div>											
CPCA - Project Highlight Report											
Project Name				Previous States		Current States					
Project Number		Project Stage		Project description							
Project Manager		Director									
Project Start Date		Cost Benefit Ratio/VIM number (last reviewed)		Project update and rationale for current status							
Agreed Completion Date		Forecast Completion Date									
Financials						Monitoring and Evaluation					
Financial Year 2020/21		Actual spend - year to date		F/Y 2020-21		Key outputs/deliverables					
		Year to date		Full year							
Budget (Approved to spend)						Expected impacts (Delete point if not applicable)		•GVA: •Housing: •Employment: •Other Metrics:			
Forecast											
Financial commentary											
This Period Activities						Next Period Activities					
Project Milestone Progress (Key Milestones/Tasks)											
Task #	Milestones/tasks			Milestone/task risk	Original agreed start date	Original agreed end date	Revised end date (if different)	% Progress (0 to 100)	RAG status		
1											
2											
3											
4											
5											
add more if needed											
Key Risks and Issues (Top 5)											
Risk ID	Last updated	Risk type	Description/summary	Impact	Likelihood	RAG (impact x likelihood)	Mitigation				



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

JAMES PALMER
CAMBRIDGESHIRE &
PETERBOROUGH MAYOR

Local Growth Deal - Monitoring & Evaluation Plan

Glossary

CPCA	Cambridgeshire & Peterborough Combined Authority
LGD	Local Growth Deal
LEP	Local Enterprise Partnership
CA	Combined Authority – meaning Cambridgeshire & Peterborough

Introduction

Purpose of this plan

The Monitoring & Evaluation Plan has been developed for the Local Growth Deal (LGD) to ensure robust and effective practices are in place for the measurement of output and outcomes of projects funded and the value for money they offer. We have included the leverage elements that have been achieved as a result of LGD funds being made available in the Local Enterprise Partnership (LEP) area.

The plan has been thematically organised, splits the evaluation between pre CPCA award and post CPCA awarded contracts. The plan outlines dissemination and publication routes for case studies and lessons learned.

Selected projects will be required to complete an evaluation. The basis of the evaluation will be to build upon input, output and outcome monitoring data and consider if all the strategic objectives of the project including wider economic benefit had been achieved in accordance with the original business case and assumptions used in the appraisal process. In the design of evaluation plans at project or programme level there should be reference to the HMT Magenta book and other methodologies.

It is recognised that the specific outcomes that will be monitored and measured will differ depending on the type of intervention, with specific focus placed on those outcomes most relevant to the project objectives. Some projects will report on core LGF outputs of jobs, homes and learners; others will have a wider range of outputs and outcomes agreed at the approval stage or through a contract variation.

Organisation background

The Combined Authority (CA) is made up of eight founding members across Cambridgeshire and Peterborough. Each partner is represented by their leader at Combined Authority meetings. The Combined Authority will be a lean and effective authority. Where possible, we will look to use existing resources whilst ensuring there is a relatively small investment available. This will allow us to create an effective team that will be essential in delivering our vision for Cambridgeshire and Peterborough.

In November 2016, all eight organisations agreed to pursue the devolution deal made with Central Government. From December 2016, the Shadow Combined Authority held monthly public meetings to progress the creation and formation of the authority. Following the signing of the Order by Communities Secretary, Sajid Javid, the first official meeting of the Cambridgeshire and Peterborough Combined

Authority took place on 20th March 2017.

A Mayor gives the Combined Authority a focal point and will be the contact for Central Government, working hard to ensure the organisation works closely with them to deliver the best results for local people.

The Business Board was constituted in September 2018. It is proud to be the Local Enterprise Partnership (LEP) for our region whose accountable body is the Cambridgeshire and Peterborough Combined Authority.

We have the best performing economy in the country outside London, contributing over £5bn a year to UK PLC, and have two of the top five fastest growing cities in the UK. It is home to the second greatest University in the world, and there are more patents registered here each year than in all the other combined authority areas put together. More than 25 of the world's largest corporations are based in Cambridge and there are over 4,500 knowledge intensive companies located within our area.

The Business Board gives commerce a strong voice in strategy development and decision making relating to the Combined Authority. There is a visionary and strong leadership of our Combined Authority, through the combination of an elected Mayor and a Combined Authority Board made up of the Leaders from all the constituent Councils. The Business Board is committed to advising the Combined Authority with its 2030 Ambition to become a leading place in the world to live, learn and work. It ensures that a clear business perspective is brought forward as the Combined Authority seeks to be at the frontier of accelerating delivery and securing new investment models, with and across Government, the private sector and the local area.

The LEP was awarded £146.7m which has been paid in three phases, the final phase for applications took place in July 2019 and it is expected that by March 2020 all funds will be allocated to projects.

Projects – Projects approved and contracted before CPCA managing of LGD

Project	Theme	Start Date	End Date	Partners	LGD funding	Leverage
Ely Bypass	Transport	01/01/2016	01/06/2018	Cambridgeshire County Council	£22,000,000	£14,000,000
Bourges Boulevard Phase 1 & 2	Transport	04/01/2014	31/03/2019	Peterborough City Council	£11,300,000	£0
A47/A15 Junction 20 Improvement Project	Transport	01/03/2016	31/03/2017	Peterborough City Council	£6,300,000	£0
The Welding Institute Expansion Project	Business Growth	01/09/2015	31/08/2018	The Welding Institute (TWI)	£2,100,000	£400,000
Cambridgeshire Biomedical Campus Development Project	Business Growth	01/12/2015	31/10/2016	University of Cambridge	£1,000,000	£3,064,000
Lancaster Way Phase 1 & 2	Business Growth	01/12/2016	31/03/2020	Grovemere Property Ltd	£4,680,000	£3,680,000
Food Manufacturing Centre Project	Skills	07/01/2015	31/07/2016	Peterborough Regional College	£586,000	£618,160
iMET Project - Skills	Skills	01/05/2015	31/03/2018	Cambridge Regional College	£10,500,000	£0

Projects – CPCA Current Projects in delivery

Project	Theme	Start Date	End Date	Partners	LGD funding	Leverage
Kings Dyke Crossing	Transport	01/07/2016	31/03/2020	Network Rail & CCC	£8,000,000	£21,981,000
M11 Junction 8	Transport	02/04/2019	31/03/2021	Essex County Council	£1,000,000	£8,065,000
Wisbech Access Strategy	Business Growth	01/05/2015	31/03/2021	Cambridgeshire County Council	£11,500,000	£227,434

Haverhill Research Park	Business Growth	01/07/2019	31/03/2021	Jaynic & West Suffolk DC	£2,600,000	£3,700,000
Medtech Accelerator Project	Business Growth	30/12/2016	31/03/2021	New Anglia LEP	£500,000	£700,000
Terraview	Business Growth	01/12/2018	30/04/2019	Terraview	£120,000	£554,070
Lancaster way Phase 2 Grant	Business Growth	30/12/2017	31.03/2021	Grovemere Property Ltd	£1,445,000	£3,680,000

Projects – CPCA Awarded

Project	Theme	Partners	LGD funding	Leverage
Illumina Accelerator	Business Growth	Illumina	£3,000,000	
Living Cell Incubator Space	Business Growth	Ararcaris Capital Ltd	£1,350,000	£1,350,000
SciTech Container Village	Business Growth	U+I plc	£697,250	£4,702,705
Project	Theme	Partners	LGD funding	Leverage
Ascendal New Technology Accelerator	Business Growth	Ascendal Group Ltd and Whippet Coaches Ltd	£965,000	£965,000
Hauxton House Incubator	Business Growth	O2H Ltd	£438,000	£500,000
NIAB – Hasse Fen Extension	Business Growth	National Institute of Agronomy and Botany	£595,000	£595,000
NIAB – Start Up	Business Growth	National Institute of Agronomy and Botany	£2,300,000	£2,300,000
TWI Ecosystem	Business Growth	The Welding Institute (TWI)	£1,230,000	£1,500,000
The Growth Service	Business Growth	CPCA Growth Management Company Ltd	£5,407,000	£14,075,114

Timetable

Number	Task	Start Date	End Date	Owner
1	Agree method for selection of projects for evaluation: <ul style="list-style-type: none"> • Impact • Cost 			
2	Develop specification for Evaluation Tender			
3	Advertise tender			
4	Award tender			
5	Post contract meeting to develop priority projects for evaluation			
6	Evaluation undertaken: <ul style="list-style-type: none"> • Phase 1 – pre CPCA projects – April 2020 – Sept 2020 • Phase 2 – CPCA Awarded Projects (date to be confirmed) 			
7	First draft report submitted			
8	Final report submitted			
9	Sign off report by Business Board			
10	Publish report – website			

Indicators

Indicator	Jobs created / safeguarded
Definition	The total number of newly created and safeguarded permanent full-time equivalent jobs as a direct result of the intervention at predetermined employment sites. Employment sites include occupied newly developed commercial premises, the premises of supported enterprises, and any FE space directly improved or constructed by the intervention. Created and safeguarded jobs exclude those created solely to deliver the intervention (e.g. construction). A job is deemed as permanent if it lasts at least a year.
Data Collection	<p>Direct Monitoring:</p> <p>Monitoring form signed by the applicant, confirming the job numbers created.</p> <p>Payroll information on the new jobs provided by the applicant.</p> <p>An anonymised list of the employees created or safeguarded and their hours of work, signed by the applicant.</p> <p>Information about salary level may be provided</p> <p>Indirect Monitoring:</p> <p>Based on common standards of employment rates per square metre of space/typical job densities.</p> <p>Information from an employer about numbers employed</p> <p>High level business survey</p> <p>Information in evaluation report</p>

Indicator	Business: Area of new or improved commercial floorspace (m2)
Definition	<p>The amount of "new build" commercial floorspace constructed. Figures to be provided following completion.</p> <p>The amount of commercial floorspace refurbished to improve building condition and/or fitness for purpose.</p>
Data Collection	<p>Monitoring form signed by the applicant, confirming the metrics.</p> <p>Independent report setting out floor space achieved.</p> <p>Photographic evidence of new floor space.</p> <p>From scale plans and visual inspection on completion and tender documents.</p>

Indicator	Housing Units Completed
Definition	<p>At the impact site, the number of completed housing units.</p> <p>Complete refers to physical completion of the individual unit, or, in the case of flats, on physical completion of the block.</p> <p>Housing unit refers to one discrete housing unit (e.g. house, flat, live/work), regardless of size.</p>
Data Collection	<p>Monitoring form signed by the applicant, confirming the numbers.</p> <p>This may be on council tax registration or builder's practical completion or sale</p> <p>Local authority report confirming number of houses built linked to S106 contributions (where possible, identify the relevant impact site).</p>

	<p>Information about addresses and the actual houses that are being reported as attributable.</p> <p>Confirmation from Homes England</p> <p>Photographic evidence of new units.</p>
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Indicator	Apprenticeships
Definition	Number of apprenticeship positions created as a direct result of the intervention.
Data Collection	<p>As reported by a College or employer as an apprenticeship or higher apprenticeship.</p> <p>Independent report setting out apprenticeships undertaken.</p> <p>Reported through quarterly/annual reviews. With clarity on additionality vs previous trend prior to intervention</p> <p>Data from reports produced by College for other public reports/ Governing body; Signed off by the employer</p>

Indicator	Skills: Area of new or improved learning/training floorspace (m2)
Definition	<p>The amount of "new build" training/learning floorspace constructed. Figures to be provided following completion.</p> <p>The amount of training/learning floorspace refurbished to improve building condition and/or fitness for purpose. For FE Colleges, this should be by estate grading. Figures to be provided following completion.</p>
Data Collection	<p>Monitoring form signed by the applicant, confirming the metrics.</p> <p>Independent report setting out floor space achieved.</p> <p>Photographic evidence of new floor space.</p> <p>From scale plans and visual inspection on completion and tender documents.</p> <p>Reported via post practical completion based on RICS reported figures</p>

Indicator	Number of New Learners Assisted (in courses leading to a full qualification)
Definition	The number of new learners assisted as a direct result of the intervention, in courses leading to a full qualification.
Data Collection	<p>Monitoring form signed by the applicant, confirming the metrics.</p> <p>full time learners only, by learner 'level' as defined in the SFA guidelines i.e. level 1/2/3/4.</p> <p>Per year registrations or actual students in the building.</p> <p>Individualised Learner records</p> <p>Submission of skills monitoring annual data capture form due in April each year. This breaks down the Level of NVQ and subject and provides data on starts and completions.</p> <p>Reported as part of the annual review process, in October each year post enrolment period and recorded on the template</p>

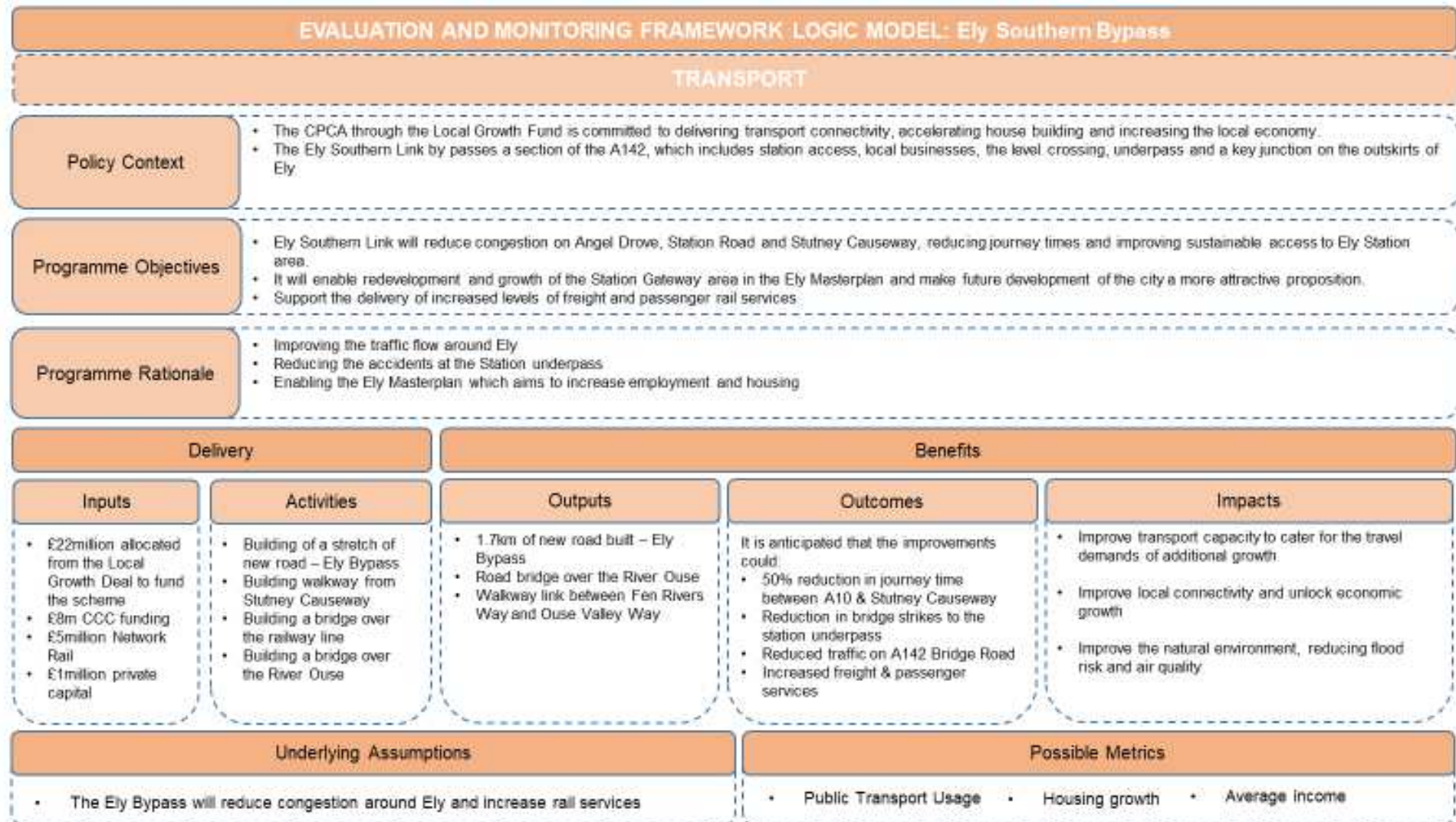
Indicator	Length of Road Resurfaced
Definition	Length of road for which maintenance works have been completed this quarter (km).
Data Collection	Monitoring form signed by the applicant, confirming the metric.

	<p>Photographic evidence of road.</p> <p>From scale plans and visual inspection on completion</p> <p>Reported via highways colleagues based on the agreed business case approved for the scheme.</p>
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Indicator	Length of Newly Built Road
Definition	Length of road for which works have been completed and now open for public use (this quarter) (km).
Data Collection	<p>Monitoring form signed by the applicant, confirming the metrics.</p> <p>Photographic evidence of road.</p> <p>From scale plans and visual inspection on completion and tender documents</p> <p>Reported via highways colleagues based on the agreed business case approved for the scheme.</p>

Indicator	New Cycle Ways
Definition	Length of road for which maintenance works have been completed this quarter (km).
Data Collection	<p>Monitoring form signed by the applicant, confirming the metric.</p> <p>Photographic evidence of road.</p> <p>From scale plans and visual inspection on completion</p> <p>Reported via highways colleagues based on the agreed business case approved for the scheme.</p>

First Phase Projects



EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: Bourges Boulevard Phase 1 & 2

TRANSPORT

Policy Context

- The CPCA through the Local Growth Fund is committed to delivering transport connectivity, accelerating house building and increasing the local economy.
- Bourges Boulevard bisects Peterborough City Centre, serving the railway station and strategic brownfield sites from the commercial core and is a key enabler for development of the City centre and associated commercial areas.

Programme Objectives

- Improving access to the railway station
- Improving pedestrian and cycle access to the city centre
- Redevelopment of Fletton Quays – offering housing, offices and leisure facilities

Programme Rationale

- Improving the City Centre access in and around the Railway Station reducing congestion
- Enabling the development of key brownfield commercial sites identified for expansion

Delivery

Benefits

Inputs

- £2.1million allocated from the Local Growth Deal – Phase 1
- £9.2million allocated from Local growth Deal – Phase 2

Activities

- Improvements to the station junction by Skanska on behalf of PCC
- Improvement to the safety features of the junction
- Improved pedestrian and cycle access to the City Centre

Outputs

- Full signalisation of all approach arms
- Increased approach lanes
- Increased circulatory lanes
- New surfacing & lining where required
- Improved lighting where required

Outcomes

- It is anticipated that the improvements could:
- Reduce congestion around the Railway Station
 - Redevelopment of Fletton Quays:
 - 280 homes
 - 188,000 sq ft office space
 - 160 bed hotel
 - Restaurant, leisure & retail space
 - Cycle & pedestrian links

Impacts

- Improve transport capacity to cater for the travel demands of additional growth
- Improve local connectivity and unlock economic growth
- Redevelopment of Fletton Quays

Underlying Assumptions

- Improvements will reduce congestion and unlock growth

Possible Metrics

- Economic growth
- Housing growth
- Average income

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: A47/A15 Junction 20

TRANSPORT

Policy Context

- The CPCA through the Local Growth Fund is committed to delivering transport connectivity, accelerating house building and increasing the local economy.
- Bourgas Boulevard bisects Peterborough City Centre, serving the railway station and strategic brownfield sites from the commercial core and is a key enabler for development of the City centre and associated commercial areas.

Programme Objectives

- Improving access to the railway station
- Improving pedestrian and cycle access to the city centre
- Redevelopment of Fletton Quays – offering housing, offices and leisure facilities

Programme Rationale

- Improving the City Centre access in and around the Railway Station reducing congestion
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Delivery

Benefits

Inputs

- £2.1million allocated from the Local Growth Deal – Phase 1
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Activities

- Improvements to the station junction by Skanska on behalf of PCC
- Improvement to the safety features of the junction
- Improved pedestrian and cycle access to the City Centre

Outputs

- Full signalisation of all approach arms
- Increased approach lanes
- Increased circulatory lanes
- New surfacing & lining where required
- Improved lighting where required

Outcomes

- It is anticipated that the improvements could:
- Reduce congestion around the Railway Station
 - Redevelopment of Fletton Quays:
 - 280 homes
 - 168,000 sq ft office space
 - 160 bed hotel
 - Restaurant, leisure & retail space
 - Cycle & pedestrian links

Impacts

- Improve transport capacity to cater for the travel demands of additional growth
- Improve local connectivity and unlock economic growth
- Redevelopment of Fletton Quays

Underlying Assumptions

- Improvements will reduce congestion and unlock growth

Possible Metrics

- Economic growth
- Housing growth
- Average income

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: Lancaster Way Phase 1 & 2 - loan

BUSINESS GROWTH

Policy Context

- The CPCA through the Local Growth Fund is committed to delivering economic development across the region; development of Enterprise Zones has supported this
- The development of business space, delivering increased GVA opportunities

Programme Objectives

- Development of starter space for companies within the Cambridgeshire area - Ely
- Improving the facilities available at the business park for current and future employees
- Extension of the current business park to meet identified commercial needs

Programme Rationale

- Improving the employment opportunities in and around Ely
- Enabling the development and expansion of commercial operators in the region

Delivery

Benefits

Inputs

- £1million allocated from the Local Growth Deal – Phase 1
- £3.68million allocated from Local growth Deal – Phase 2

Activities

- Building of commercial start up units
- Spur road improvements
- Utility installation to the estate and individual units

Outputs

- Erection of 10 units
- Building of spur road to enable access to the site
- Installation of electric connections
- Sub station building
- Water and communication works
- Street lighting fit out

Outcomes

- It is anticipated that the improvements will be:
- Development of Lancaster Way Business park:
 - 31,000 sq ft office space
 - 690 new employment opportunities

Impacts

- Improve employment opportunities around Ely
- Improve commercial expansion and development

Underlying Assumptions

- Improvements will improve employment opportunities and business growth

Possible Metrics

- Economic growth
- Housing growth
- Average income

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: TWI Expansion

BUSINESS GROWTH

Policy Context

- The CPCA through the Local Growth Fund is committed to delivering economic development across the region; and the expansion of innovative businesses
- The delivery of new technology and specialist testing, fabrication and validation space is key to this

Programme Objectives

- Refurbishment and modification of existing building space
- Creation of a testing facility for advanced technology
- Further development of business space in Cambridgeshire

Programme Rationale

- Improving the opportunities for development of research programmes
- Enabling the development and expansion of innovation across the region

Delivery

Benefits

Inputs

- £2.1m grant funding

Activities

- Refurbishment of existing structures
- Installation of testing machinery
- Fabrication equipment

Outputs

- Modification/build of business space
- Purchase and installation of specialist fabrication & testing equipment

Outcomes

- It is anticipated that the improvements will be:
- Creation of 20 high value employment opportunities by 31 March 2017
 - Further 10 high value employment opportunities by 31 March 2018
 - Refurbishment of the TWI business space:
 - 858m² modification/re-build
 - 2,480m² refurbished space
 - Installation of specialist equipment

Impacts

- Improve employment opportunities and the GVA of the opportunities in Cambridge
- Improve the research and development opportunities in Cambridge and the wider region
- Improve the wider inward investment into Cambridge through the offer of live testing

Underlying Assumptions

- Improvements will improve employment opportunities and business growth

Possible Metrics

- Economic growth
- Average income

EVALUATION AND MONITORING FRAMEWORK LOGIC MODEL: Cambridge Biomedical Innovation Centre

BUSINESS GROWTH

Policy Context

- The CPCA through the Local Growth Fund is committed to delivering economic development across the region; development of innovation space for start-up or early stage businesses
- Enhanced global competitiveness of companies and enhanced knowledge base within the UK regulatory bodies
- Future growth in the in activities such as cell-based manufacturing and prototype manufacturing

Programme Objectives

- Development of starter space for life sciences within the Cambridgeshire area
- Expansion of the current space available at Addenbrookes Hospital

Programme Rationale

- Improving the employment opportunities in the region
- Improving the inward investment and economic growth of life science

Delivery

Benefits

Inputs

- £1million grant allocated from the Local Growth Deal

Activities

- Refurbishment and modification of LMB/Bay 13 building at Addenbrookes Hospital

Outputs

- Conversion of part of an empty building into a multi-occupier innovation centre

Outcomes

- It is anticipated that the improvements will be:
- Development of Bay 13 at Addenbrookes Hospital:
 - 29,923 sq ft office & plant room space
 - 6 designated spaces
 - 243 new employment opportunities

Impacts

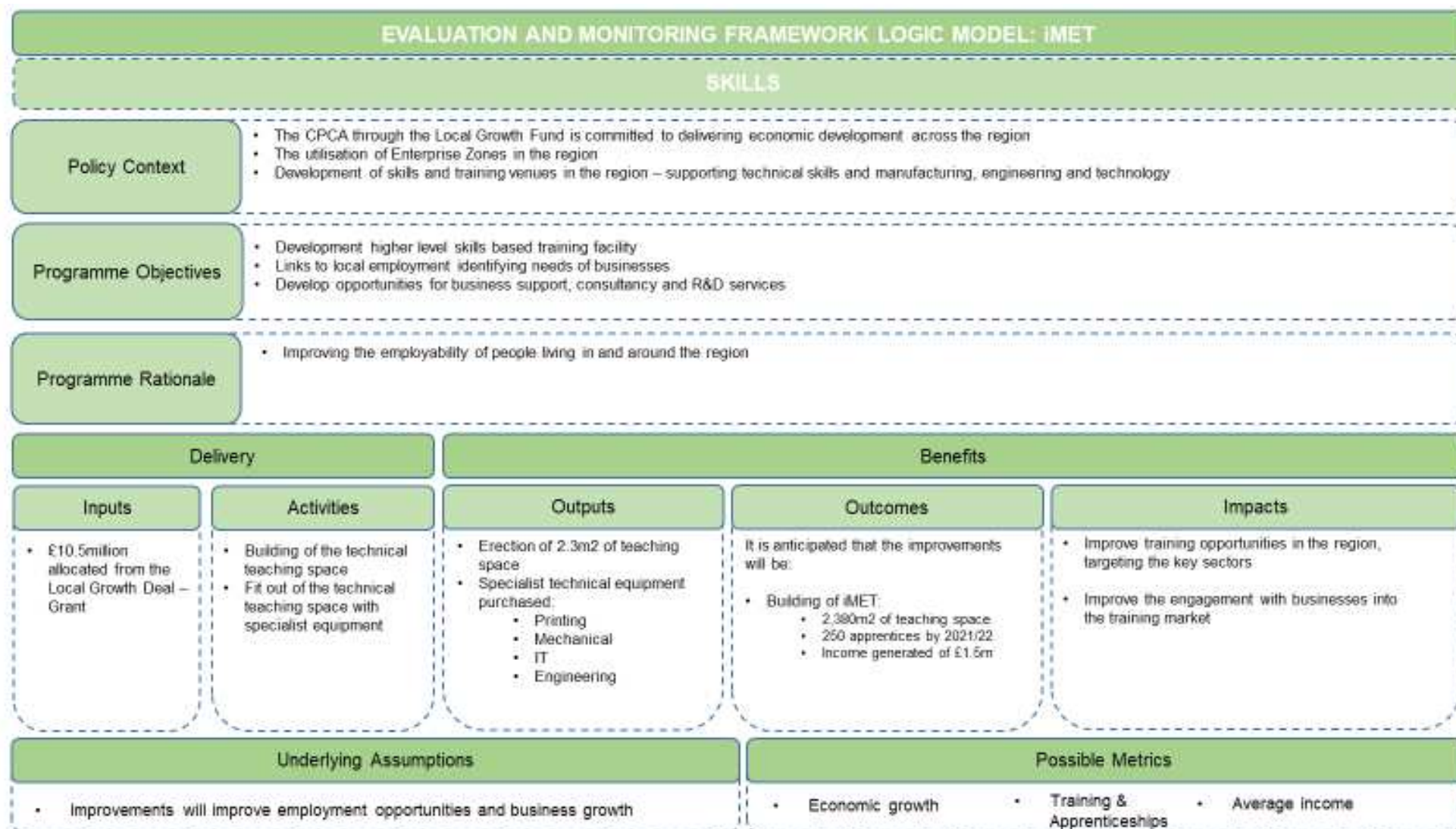
- Helping start-ups create successful businesses and economic value
- Interdisciplinary collaboration
- Raising awareness of R&D
- Providing training, skill sharing, mentoring and networking

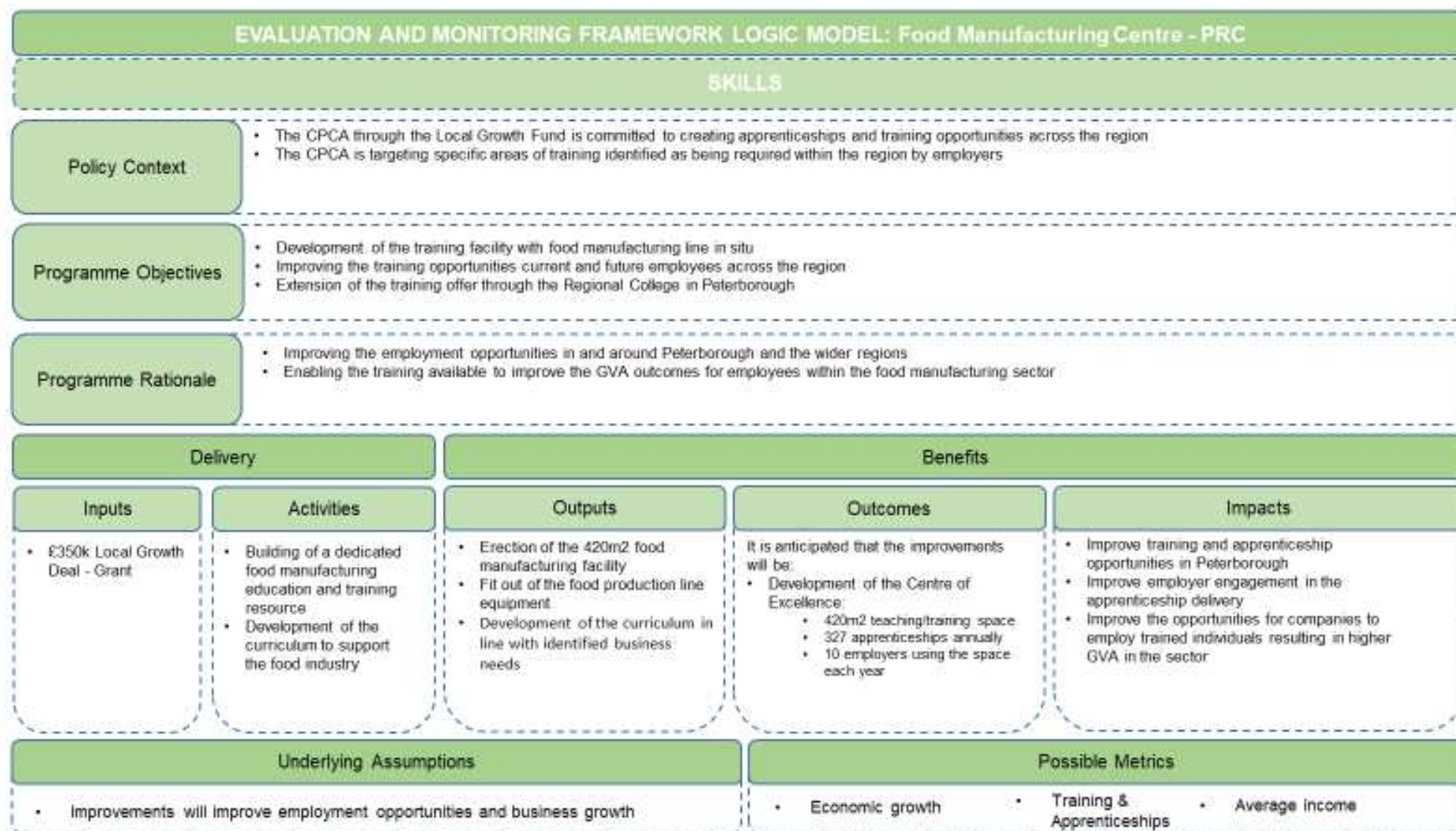
Underlying Assumptions

- Improvements will improve employment opportunities and business growth

Possible Metrics

- Economic growth
- Average income





Roles & Responsibilities

Role	Responsibilities
Project Manager/Lead	Providing impact/outcomes data
Project analyst	Determining source/evidence and verifying data
LGD Project Officer	Validating data



Combined Authority Annual Report & Business Plan 2021/22

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	27 January 2021
Public report:	Yes
Lead Member:	Mayor James Palmer
From:	Paul Raynes, Director of Delivery and Strategy
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none">a) Review the draft 2021/22 Combined Authority Annual Report & Business Plan attached at Appendix 1 and consider any appropriate amendments;b) Delegate authority to the Chief Executives to finalise the Annual Report and Business Plan for publication in the light of the views of the Combined Authority Board.
Voting arrangements:	A simple majority of all Members present and voting

1. Purpose

- 1.1 This report recommends the 2021/22 Annual Report & Business Plan for adoption by the Combined Authority Board.

2. Background

- 2.1 In January 2020, the Board adopted the second Combined Authority Business Plan for the 2020/21 Financial Year. This was followed by a mid-year update in September 2020.
- 2.2 In late 2020, work commenced on the business plan for 2021/22 and continues to set out the progress expected over the coming financial year and a reflection on what was delivered in 2020/21.
- 2.3 This document has been renamed to Annual Report & Business Plan, to better reflect the focus of the document.
- 2.4 As well as monitoring performance against the Annual Report & Business Plan, officers will review the plan at the mid-year in parallel with any mid-year review of the Budget and Medium-Term Financial Plan (MTFP)
- 2.5 Board Members are asked to note and approve the 2021/22 Annual Report & Business Plan, which, subject to minor non-substantive amendments, will be published in February 2021.

3. Financial Implications

- 3.1 None.

4. Legal Implications

- 4.1 Adopting a Business Plan alongside the budget is good practice, but not a legal obligation. The recommendation accords with the Combined Authority's Constitution (September 2019) Chapter 4 para.2(b) and powers under Part 4 Article 11 of the Cambridgeshire and Peterborough Combined Authority Order 2017 (SI 2017/251).

5. Other Significant Implications

- 5.1 None not mentioned above.

6. Appendices

- 6.1 Appendix 1 – Draft Combined Authority Annual Report & Business Plan 2021/22

7. Background Papers

- 7.1 [Combined Authority Board 30 January 2020 - Item 2.2 Combined Authority Business Plan 2020-21](#)
- 7.2 [Combined Authority Board 30 September - Item 1.7 Business Plan Update](#)

COMBINED AUTHORITY ANNUAL REPORT & BUSINESS PLAN

2021/2022

Delivering for the best place in the world to live, learn and work and do business.



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

JAMES PALMER
CAMBRIDGESHIRE &
PETERBOROUGH MAYOR

MAYOR'S INTRODUCTION

Standfirst panel

photo

Since it burst onto the scene in 2017, the Combined Authority that I am proud to lead has disrupted and catalysed, broken through barriers, shaken up the status quo, and forged dynamic partnerships in its mission to deliver for the public good.

In the past, local government has not been known for its zeal to innovate and galvanise change – but the Combined Authority does things differently. It is a creature of the modern world, future-facing, concerned to ensure that no-one is left behind. All in all, it is a new breed of public delivery body, driven by ambition to bring greater benefit to ever more people, smarter and faster.

The Combined Authority exists to put in place a greener, better infrastructure of everyday life that is fit for purpose, fit for the future, and puts our area at the leading-edge of national growth, in Europe and the world. That is why it must think big and have the vision, ambition, and courage to take the mould-breaking action that will benefit not just today's people – but their children.

It is all about transformation. Changing life for the better at scale and speed is what defines this organisation - and its work has already touched lives in every corner of the county. As we push forward our development agenda, this year's priority is to sustain momentum, embedding the benefit of our completed projects into the fabric of Cambridgeshire life.

This year, the community will take charge of life-changing schemes we have delivered. People will be not just moving into £100K Homes, but making them their own - buying and selling, climbing up the housing ladder. Peterborough's new university will be rising over the embankment, changing the skyline of the ancient cathedral city forever. The first generation of passengers will be boarding trains at Soham's brand new station or enjoying improved services on the Fenland Line. And across the county, shoppers, residents, and traders will enjoy millions of pounds-worth of improvement in the high streets of our market towns.

Running through everything is the green thread of our work to thwart climate change and ensure that our county's growth respects places, spaces, and wildlife. You will see more active travel, more work towards 'doubling nature' and hammering carbon emissions down to zero. Our efforts to make life cleaner and safer will have impact everywhere, through networks of cycleways and footpaths connecting to better rail and bus services, through e-scooters and e-bikes, and through the many road improvements in the county, transforming travel for all.

What makes this work successful is partnership. The Combined Authority is just that - combined. Made up of local council leaders, across party lines, it combines their grassroots knowledge and wisdom with the expertise, experience, and enterprise of its Business Board. That unique combination gives the Authority the democratic weight to form truly creative relationships with industry – and gives it the courage to take on long-term projects like the CAM, which will revolutionise travel for all Cambridgeshire, outlasting many lifetimes and seeing off the century.

Our job this year is simple: continue to increase economic prosperity, COVID-19 recovery, and good, green growth for the market towns, rural villages, and the cities that we serve. Devolution passed overpowers and money from central government so that we could inject funding precisely where it's needed, not merely levelling up, but taking everyone forward at the same time, linking in, spreading opportunity, and raising everyone to the next level.

This document sets out the Combined Authority's plan to push forward its work, bringing more opportunity for more people in 2021/22, revitalising - by renovation and innovation - the framework of Cambridgeshire and Peterborough, bringing every home within reach of desirable jobs, good leisure activity, and services of every kind.

The Combined Authority has one reason for being: creating benefit for people. It puts progress over process, working urgently to bring about the revolution in infrastructure and environment that will transform for all time the quality and opportunity of life for our community, the people of Cambridgeshire and Peterborough.

Signature Facsimile - James Palmer

1. ABOUT US – WHAT DO WE DO AND HOW DO WE DO IT

The Combined Authority

The Cambridgeshire & Peterborough Combined Authority is made up of the Leaders of the County, Unitary and District councils of the area. It is chaired by an elected Mayor, James Palmer, who has a direct mandate from voters.

The Mayoral Combined Authority was set up under a Devolution Deal with the government in 2017 with a commitment to double the size of Cambridgeshire and Peterborough's economy over 25 years.

The Combined Authority is held to account by committees made up of representatives from partner local authorities which include: Audit & Governance, Skills, Housing & Communities, Transport & Infrastructure and Overview & Scrutiny.

The Combined Authority Board

The Combined Authority's Board brings together the Leaders of the seven councils across the region and the Chair of the Business Board under the Chairmanship of the directly elected Mayor. It is also attended by the Police and Crime Commissioner, the Vice Chairman of the Fire Authority, and a representative of the National Health Service.



1. *Cllr Anna Bailey*
2. *Cllr John Holdich*
3. *Cllr Bridget Smith*
4. *Cllr Ryan Fuller*
5. *Austen Adams*
6. *Cllr Lewis Herbert*
7. *Cllr Chris Boden*
8. *Cllr David Over*
9. *Cllr Ray Bisby*
10. *Cllr Steve Count*
11. *Jess Bawden*

The Business Board

In 2018, the Local Enterprise Partnership (LEP) for the region merged with the Combined Authority and is now the Business Board, made up of local businesses, who are driving some of the most successful, dynamic and important companies in the region, with representatives from key sectors of our economy including life sciences, healthcare, Agri-tech and advanced manufacturing. We also have strong academic expertise.

The Business Board gives commerce a strong voice in strategy development and decision making relating to the Combined Authority.

It is responsible for the implementation of the Local Industrial Strategy ([link](#)) for Cambridgeshire and Peterborough and helps deliver growth by supporting business and skills development via a range of grants and business support schemes through the Business Growth Service.



1. *Rebecca Stephens*
2. *Aamir Khalid*
3. *Nitin Patel*
4. *Andy Neely*
5. *Jason Mellad*
6. *Nicki Mawby*
7. *Faye Holland*
8. *Al Kingsley*
9. *Dr Tina Barsby*
10. *Mark Dorsett*
11. *Kelly Swinger*
12. *Deputy Mayor John Holdich*

Powerful Partners

[Logos of each partner]

Powerful partnerships are essential to ensure impact. The Combined Authority works in collaboration with partners locally, regionally, nationally, and globally.

The benefit of being 'Combined' is that we can draw on the unparalleled local knowledge and talent of our constituent authorities, making us stronger than the sum of our parts.

2. OUR MISSION AND GROWTH AMBITION

The Combined Authority's mission is to shape growth to make Cambridgeshire and Peterborough a leading place in the world to live, learn, work, and do business.

We do this by realising the agreed terms of the Devolution Deal (link) set out in 2017 with Government.

[Insert graphic created by designer]

Our chief commitments were to:

- *Double the size of the economy by 2042*
- *Enhance the region as a global leader in knowledge and innovation, building on key sectors like life sciences, IT, agri-tech, advanced engineering, and digital industry.*
 - *To provide world class connectivity and transport*
 - *To accelerate house building to meet local and national need*
 - *To provide the UK's most technically skilled workforce*
- *To spread prosperity and improve quality of life by tackling areas of deprivation.*

71 projects were identified as part of the Devolution Deal, to deliver a growth target over a twenty-five-year period.

As of the end of 2020, 72% of those projects (51) have been implemented fully or in part; five projects have been varied either by agreement with the parties, or by unilateral action by the government which has changed the policy context. Between 2014 -2018 growth was averaging 3.6% per year, faster than the 2.8% needed to deliver the Devolution Deal's doubling growth ambition. Despite COVID-19, the fundamentals of the local economy remain very strong and commits to recovering the momentum of growth.

The Combined Authority has invested nearly £70 million and is forecast to create an extra 50,000 jobs. It has done this by focusing on delivery in key priority areas and embracing innovative approaches to achieve it. These successes include: a Business Growth Service to help with COVID-19 recovery; an employment focused university in Peterborough; an ambitious apprenticeship levy programme; £94 million of capital for 2,000 homes; 30 ambitious transport projects that include work to the A10 and A47; reopening Wisbech Rail and the Cambridgeshire Autonomous Metro; bringing forward the delivery of new stations in Soham and Cambridge South; establishing an Independent Commission on Climate, due to report in 2021; and the innovative £100K Homes initiative, which is providing an essential first step on the property ladder for local workers that simply did not exist before.

The Independent Commission on Climate will make expert recommendations on how to decarbonise the economy and look to new green growth opportunities to guide and support our wider economic agenda. Work on a sub-regional spatial strategy will also be taken forward in the context of the government's announcement that it is developing a spatial strategy for the Oxford to Cambridge Arc, and taking into account progress with local plans.

[GRAPH to be designed]

Striving for excellence

The Combined Authority continues to be committed to transparency, accountability, and good financial management in its governance, delivery, and engagement with stakeholders. To achieve this the Board continues to receive regular performance management reports and updates. The Overview and Scrutiny Committee meet monthly to review the work of the Combined Authority, alongside other regular committee meetings that are all open to the public. These meetings have successfully moved online throughout the pandemic, allowing for increased access and public scrutiny.

Performance Management processes for staff are in place, with a new formal appraisal performance review established in mid-2020 as part of a 12-month programme. This encourages training, development, and a continuous learning approach as part of the Combined Authority's obligation to staff and desire to deliver better.

The Combined Authority's joint Assurance Framework continues to be updated on an annual basis and the Monitoring and Evaluation Framework was updated in early 2021 and continues to reflect member decisions about project prioritisation.

3. COVID-19 RESPONSE

[Graphic scenarios on Combined Authority growth target p37 Complementary report. Images from case studies p.40]

The Combined Authority continues to play a key leadership role and was able to show its flexibility and speed to provide a coordinated and tangible response to COVID-19. It kept key projects on track and led on economic and transport recovery through the Local Resilience Forum, Mayors Forum, Local Economic Recovery Forum and as the Local Transport Authority.

It was quick to establish loan repayment and interest holidays to developers in recognition of the delays to housing, and to commission research and gather intelligence to fully understand the impacts of COVID-19 on the local economy. This allowed for it to plan an effective response with the development of the Local Economic Recovery Strategy and the setting up of the Business Growth Service.

To date over £6 million has been provided to businesses via grants, with 800 jobs protected and 287 jobs created. The business triage service responded to 6,000 businesses, offering support, signposting, funding, and grants alongside £390,000 to the visitor economy and via restart and recovery grants.

The Combined Authority has been central to COVID-19 transport recovery. With a reduction in public transport patronage, viable alternatives to the private car were required to avoid congestion, poor air quality and increased carbon emissions. Over £2.3 million has been committed to improving cycle and pedestrian facilities across the region and an e-Scooter trial was launched in Cambridge, and an e-Bike pilot launched in Peterborough and Cambridge.

4. EU TRANSITION

The United Kingdom formally exited the European Union on 31st January 2020 and entered a transition period up to 31st December 2020. From 1st January 2021, businesses that deal with Europe must follow new rules on exports, imports, tariffs, data and hiring.

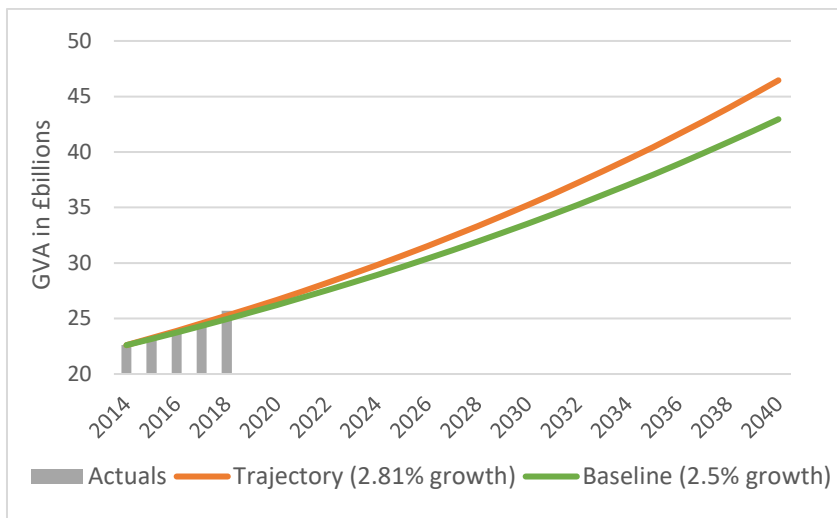
The Combined Authority has been providing Brexit4Business support and running awareness campaigns to cascade central government announcements and signpost businesses across Cambridgeshire and Peterborough to national resources including sector-specific check lists, guidance on new regulations and fully funded webinars. We have also commissioned a series of videos to allow businesses to consume EU Transition content at a time that suites them.

The Cambridgeshire & Peterborough Combined Authority Growth Hub is helping business leaders to understand changes and take actions to ensure business continuity going forward.

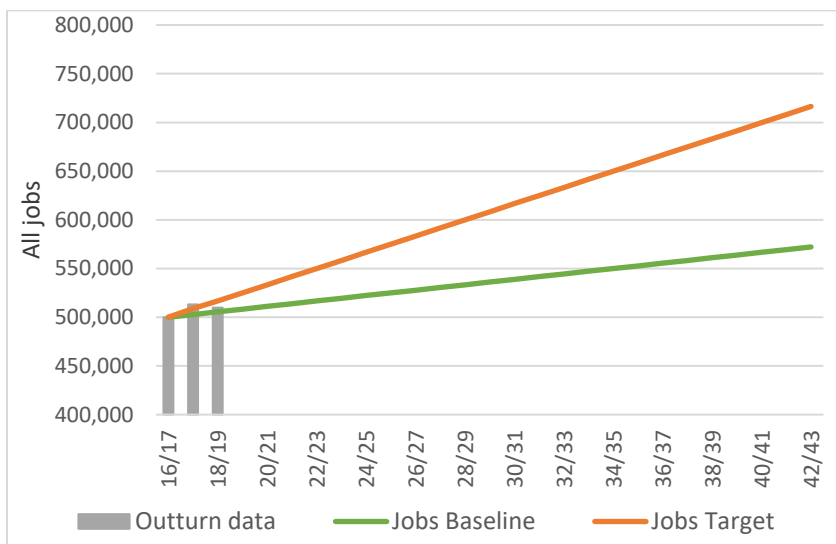
It has recruited two additional Business Advisers to ensure local businesses can adapt to the UK's new relationship with the EU.

Business leaders will be able to access fully funded specialist support, on a one-to-one basis from our dedicated EU Transition Advisers. Our advisers will provide specialist and intensive support for businesses, host workshops and webinars and proactively with businesses to offer and email general advice and support.

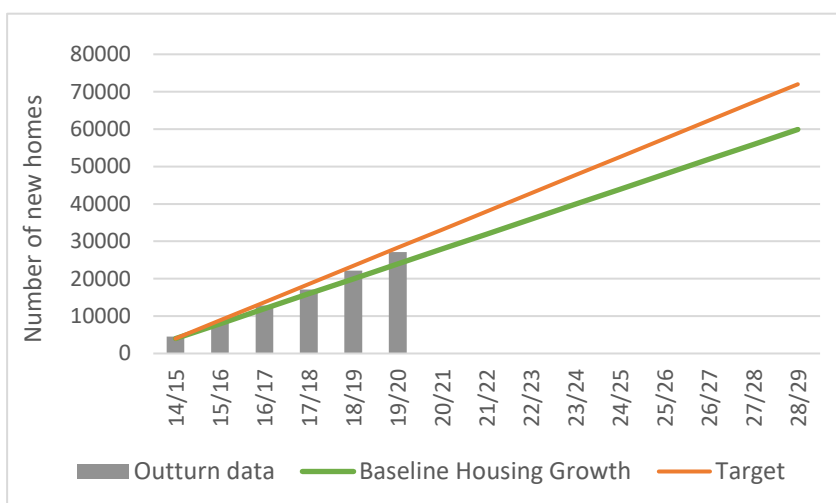
5. THE IMPACT WE ARE MAKING



GVA TRAJECTORY V BASELINE



JOBS TRAJECTORY V BASELINE



HOUSING PERFORMANCE
(*cumulative figures)

6. OUR KEY PROJECT ACHIEVEMENTS IN 2020/21

The 2020/21 Combined Authority Business Plan set out the 16 key priority projects for the Authority and what actions were expected during the financial year. See below for updates on our progress.

Project name	Our commitment to you	Progress
£100K Homes	During 2021/22 the Combined Authority will work with developers to develop a strong pipeline of schemes that will deliver the £100K Home across the region.	The first eight £100K Homes have now completed and been allocated to local people. The short and medium-term pipeline is being developed and positive discussions to identify new locations have resulted in securing sites in Fordham, Great Abington, Cambridge, and Ely.
A10	Over the coming year, there will be a public consultation on options for the dualling of the A10 between the Milton Interchange and Ely including a completed the Strategic Outline Business Case. We will continue to work with the Government on the funding bid for the dualling and junction improvements. Next steps will be subject to the outcome of those discussions with the Government.	A virtual public exhibition in June and July demonstrated an overwhelming support for an intervention along this route. The Strategic Outline Business Case completed in July 2020, short-listed options and the Business Case has now been submitted to the Department for Transport (DfT) for funding consideration for developing an Outline Business Case.
A47	During 2020/21, the Combined Authority will take the A47 project into the Options Identification Stage, working with Highways England to identify a list of potential routes options which can be short listed for future consultation. We will develop the Project Control Framework 1 suite of products to influence the inclusion of this project for construction within the Highways England Roads Investment Strategy Period 3 (RIS3) programme.	The Combined Authority successfully completed the options stage and Project Control Framework 0 in collaboration with Highways England, achieving a Stage Gate Assessment Review Green Rating. The Mayor and officers have continued to engage with the DfT and Highways England, to progress the scheme into future stages of development. Highways England agreed in January 2021 to take forward a review of the work to date, for inclusion in their future development programme.
Adult Education Budget	In 2020/21, the Combined Authority entered its second year of operation for the Adult Education Budget (AEB). In 2020/21 the Combined Authority will deliver a transformational digital skills programme, improving the focus and quality of adult skills provision across the economy, and reducing the inequality of access to education.	The Combined Authority continues to successfully manage the AEB, maximising adult education participation. Last year, focus was on participation, expenditure, and outputs into the north of the economy. The COVID-19 pandemic had a large impact on Adult Education and the Combined Authority worked hard to allow many participants to continue their learning through distance learning and partnership working.

Affordable Housing	By the end of 2020/21 we expect to have enabled the delivery of at least 1,100 affordable housing units from the overall target of 2,500 units by March 2022. These homes will be delivered with funding of £130 million that was set aside for grant allocations across the Combined Authority region, and through £40 million of funding that was allocated to innovative revolving fund initiatives.	The Combined Authority and Housing Committee have approved funding of over £170 million through grants, loans and the Cambridge City Council programme. Further to previous progress, the scheme now has 2,336 additional affordable homes approved so far towards the target of 2,500 homes by March 2022. This includes 469 new unit scheme starts and 196 completions during the past 12 months. The Combined Authority Board has also approved loans from the revolving fund totalling £51 million to enable delivery of 213 homes which include 53 affordable homes (and 11 £100K units).
ARU Peterborough	Throughout 2020/21, work will continue with the development of a university in Peterborough. The development of the curriculum and the design and build for the Phase 1 building will run parallel to the HE partner selection process. Following approval of the Outline Business Case, the Full Business Case will be submitted by the end of March 2020.	Plans to progress the curriculum and Higher Education partner selection process were a success and ARU, the official higher education partners, will work with businesses to deliver the curriculum which will be designed to meet local economic needs as a top-class employment focussed University. The Full Business Case was submitted on time and the Phase 1 teaching building will be complete in September 2022 for the first students to arrive.
Bus Reform	The Bus Reform Task Force will receive business cases for a range of options for procuring bus services. These will be subject to public consultation and independent audit during the summer and autumn of 2020, allowing the Mayor to take a decision on the future model early in 2021. The Task Force will also oversee shorter-term tactical work to rapidly improve elements of the bus service.	New trial schemes have commenced to improve bus services: this has included new routes to provide the largest expansion of the network in recent years, new ticket machines and a new Demand Responsive Transport Service. The Bus Reform Outline Business Case has been developed but due to the impact of COVID-19 on bus patronage, the independent audit and consultation work has been held, pending the National Bus Strategy publication from central government.

Business Board Growth Investments	<p>In 2020/21, the Business Board will deliver 12 key interventions as defined in the Local Industrial Strategy utilising remaining strategic funds to create a world-leading business growth support ecosystem. The Business Growth Service will bring together five of the interventions into a new, targeted approach to business growth support.</p>	<p>During the September Refresh, the name of this project was updated to better reflect its scope. This will now focus on spending and monitoring of the Local Growth Fund (LGF) and to date, 22 projects have been completed, potentially creating 1,319 new jobs. The Business Growth Service is now a separate project to better reflect its importance in delivering the Local Industrial Strategy outcomes. During 2020/21 the Combined Authority funded 13 business incubator and innovation centre projects across the area and enabled the delivery of new Launchpads, to support the world-leading businesses of the future.</p>
CAM	<p>The Cambridgeshire Autonomous Metro (CAM) continues to be a key component of the Combined Authority's vision. The Outline Business Case for the City Tunnel Section is due to be completed in 2020 and if approved will be progressed to the Full Business Case, paving the way for a multi-billion-pound expansive network. Work will commence on the Regional Routes of the CAM, with development of briefing and tender documents and the intention of commencing the production of the Strategic Outline Business Case for the Alconbury Regional Route in Summer 2020.</p>	<p>In 2020/21 the Combined Authority completed an overarching review of the CAM programme to optimise the delivery approach and ensure government buy-in. This meant the in-year objectives changed. Significant strides in the programme set-up and delivery have been made, and the delivery strategy has been developed, including the delivery model, business case, funding and programme management. Progress was also supported by establishing the special purpose vehicle, One CAM Ltd, to give the programme the delivery focus needed. Highly experienced board members have been appointed and recruitment continues. Further progress on potential solutions for the City Tunnel Section and regional routes has also been made.</p>
Cambridge South Station	<p>The Combined Authority will continue collaboration with funding partners to influence Network Rail and the Department for Transport to develop a station solution serving the Cambridge Biomedical Campus on accelerated timescales, against the originally planned 2025 date.</p>	<p>In March 2020, government announced in its Budget Statement that the project would be fully funded and delivered by 2025, subject to planning consents. The Combined Authority has taken an active role in the Project Board for the delivery of Cambridge South Station.</p>

Community Land Trusts	To support the 'scaling up' of community-led housing across Cambridgeshire and Peterborough, the Combined Authority will mobilise public support for new homes, widen the range of housing products available, boost community ownership of assets, diversify the local housebuilding market, and inspire stronger local communities with confidence, capacity and control.	A team has been set up within the Combined Authority to provide technical support for new Community Land Trusts. A pipeline of developments has been established and a start-up grant fund has been created, with up to £5,000 available to encourage new community-led groups. Two new legally incorporated community-led housing groups have started and a further three groups have been supported to obtain planning permission for a total of 533 homes, of which 183 are affordable.
Fenland Stations Regeneration Programme	A programme of improvement works at March, Manea and Whittlesea train stations is planned, including new car parks at all locations. In addition, a new footpath and lighting improvements will be made at Whittlesea, new shelters will be implemented at Whittlesea and Manea, and there are plans to refurbish the platform 1 building at March Station. There are also plans for a heritage project to refurbish the wall in March.	The lighting and shelter improvements have been delivered along with the station building and car park improvements at March station. The new car parks at Manea and Whittlesea are due to begin construction in February. The heritage project to refurbish the wall at March station fell out of the boundary remit of Greater Anglia, as station operator, and now sits with Network Rail, who the Combined Authority continue to engage with.
King's Dyke	The King's Dyke Level Crossing project aims to create a new road crossing over the existing King's Dyke railway line. A new supplier will be approved by June 2020/21 and work will commence shortly after.	A supplier was appointed by Cambridgeshire County Council, following a thorough tender process. Construction began in June 2020 and has continued to progress as planned.
Market Town Masterplans	Work will continue with masterplans for each of our major market towns and will be recommended for approval by the Combined Authority Board by June 2020 before moving into the next phase of the Programme.	All 11 market town masterplans were approved by the Combined Authority Board on time and the programme has now transitioned into phase 2 delivery and implementation. The 11 market towns have now put forward proposals for the £13.1 million of Combined Authority funding to implement their town masterplans.

Soham Station	Following the Combined Authority assuming direct responsibility for the new Soham railway station, we will continue to develop GRIP 4 stage (Governance for Rail Investment Projects) with Network Rail and start development of traffic management options on the local road network. Network Rail has committed to begin early advanced works in September 2020 and the main station works in early 2021.	Combined Authority officers managing this project directly with Network Rail successfully completed the GRIP 4 stage and gained approval at the Combined Authority Board to develop this scheme to completion. Advance works started on site in September 2020 and main works have begun in early 2021. The programme now anticipates an accelerated construction programme which should deliver six months earlier than originally planned.
Wisbech Rail	The Wisbech Rail project is looking to produce a single option public transport solution between Wisbech and March and linking March to the wider region. During the next 12 months of delivery, we will complete the GRIP 3 hybrid study and seek funding support to develop a GRIP 4-8 development and delivery solution.	The Wisbech Rail GRIP 3b and Business Case were completed in July 2020. The outcomes of the study were presented to Network Rail, Office of Rail and Road and the Restoring Your Railway Funding team at the DfT. The Combined Authority continues to engage with the DfT and Network Rail on the further development and delivery of the project.

7. KEY PROJECTS COMMITMENTS FOR DELIVERY 2021/22

When the Combined Authority Board conducted its mid-year review of the Combined Authority's Business Plan in September 2020, it agreed a revised and expanded set of key projects. The following section sets out our ambitions for those projects in 2021/22.

£100K HOMES

The Combined Authority has now delivered the first units of the bold new £100K Homes housing initiative. The scheme provides one-bedroom homes defined as affordable under the National Planning Policy Framework. The ambition is to have £100K Homes completed within at least four constituent council areas by the end of the 2021/22 financial year with a long-term ambition to deliver £100K Homes in all areas.

A10

The A10 project aims to improve the Ely to Cambridge corridor, including through dualling, for better journeys and to unlock growth opportunities in the area. For 2021/22, the Combined Authority will focus on securing the necessary funding to procure and progress this scheme through to completion of the Outline Business Case. This phase will identify a single preferred upgrade option for progression to planning consents.

A141

The next phase of improving the A141, the Strategic Outline Business Case, will identify options for tackling current and future congestion whilst stimulating housing and economic growth in the Huntingdon area. During 2021/22, the Combined Authority, with support from Cambridgeshire County Council and the appointed technical supplier, will undertake a public consultation to help identify route options, complete the Strategic Outline Business Case and submit this to central government in support of progression to the next phase, the Outline Business Case.

A47

Highways England will undertake renewed work on the A47 dualling, with the Combined Authority as co-sponsor. The review of existing Project Control Framework Stage 0 documentation produced by the Combined Authority with Highways England will focus on aligning approaches to the flood mitigation and cost estimating. This work will enable Highways England to include the project in their portfolio of development schemes.

ADULT EDUCATION BUDGET

In 2021/22, the Combined Authority will enter its third year of controlling the AEB, following devolution from central government in 2019/20. The £11.9 million budget enables the Combined Authority to deliver high quality adult education in Cambridgeshire and Peterborough, including providing targeted support for low-skilled and unemployed people.

During the next financial year, the Combined Authority will continue to focus on:

- Targeting low skilled and low paid adults to support them in upskilling.
- Supporting sustainable employment for the unemployed.
- Increasing digital skills for those aged 19 and above, without basic IT skills, in the area.
- Improving progression through educational levels.
- Targeting individuals in priority communities, with opportunities to upskill.

AFFORDABLE HOUSING

As part of the Devolution Deal, the Combined Authority was allocated £170 million to deliver 2,500 new affordable homes by 31 March 2022. This was split into two programmes, with £70 million for 500 additional affordable houses in Cambridge and £100 million for 2,000 affordable housing units in the rest of the Combined Authority area. The Combined Authority has used £40 million to develop an innovative 'revolving fund' that is being used to support new housing through loans and potentially joint ventures. These new units, which all include affordable homes, would not otherwise have been delivered by the planning system and are provided at no cost to the taxpayer as loan repayments will be reinvested by the Combined Authority in further housing developments in a continuous cycle.

During 2021/22, we are expecting at least 200 new unit scheme approvals and in excess of 1,000 unit starts, to enable us to reach the target of 2,500 affordable homes by March 2022. We are also expecting in excess of at least 500 unit completions.

ARU PETERBOROUGH

The Combined Authority will continue to advance the new university for Peterborough project, promoting a curriculum designed to meet local economic needs; providing both opportunities for local residents to receive a top-class vocational education and a well-skilled local workforce for businesses to employ. The employment-focused university will boost the skills, training and employment prospects of people in Peterborough and the surrounding region and increase the number of skilled workers available to local businesses.

Phase 1 is already underway for the initial teaching building stage and Anglia Ruskin University (ARU) has been selected as the official higher education partner who will deliver the curriculum for the new university until 2028. The University, to be known as ARU Peterborough, is set to open its doors to 2,000 students in September 2022, with numbers projected to rise to 5,000 by 2025 and an ambition to offer courses for up to 12,500 students by 2030. The project is backed by over £24.8 million of funding, including £12.3m of capital investment from the Combined Authority, £12.5m of Local Growth Funding and £1.6m in land investment from Peterborough County Council.

The Combined Authority has already secured the funding for a Phase 2 initial research building. The building will house established and start-up companies developing cutting edge technologies linked to net zero carbon products and equipment development, as well as the advanced manufacturing processes to produce them. Planning is due to be approved in Spring 2021, with a spade in the ground by March/April 2021 and completion by the end of January 2022.

BUS REFORM

Combined Authority officers will pursue strategic options for a better bus network including enhanced/quality partnerships or franchising, to support integrated public transport across the Combined Authority area.

We will deliver a trial of Demand Responsive Transport for six months in West Huntingdonshire to establish a potential new way of delivering a dynamic public transport provision in addition to traditional bus services. We will also deliver a new orbital bus service trial in Peterborough and trial a new bus service delivering enhanced connectivity for Fenland. We will also improve the gathering of data associated with public transport services to enable efficient, effective and targeted provision.

During 2021/22 the Combined Authority will begin directly contracting for supported bus services and will develop strategies to support better public transport integration with new housing

developments. The Combined Authority will pursue the agenda for reform of the way buses are commissioned alongside supporting the bus industry's recovery from the COVID-19 crisis.

BUSINESS BOARD GROWTH INVESTMENT

The Business Board Growth Investment focuses on how the Combined Authority targets, spends, and monitors Local Growth Fund Capital Investments. To date, 22 projects have been completed, and there will potentially be up to 27 live projects during 2021/22. The forecast jobs outcomes for all projects funded through the Local Growth Fund over their agreed contractual timeframes is just over 8,000 direct jobs and 30,000 indirect jobs. During 2021/22, the Combined Authority will continue with the delivery and monitoring of all 27 live projects, including the Agri-Tech Programme (where funding has now been fully allocated) and the CAM and monitoring of these projects will continue into 2030.

Additionally, £14.6 million of Getting Building Fund was approved by the Business Board in October 2020 for Phase 2 of the ARU Peterborough Research & Development Centre, which will be progressed during 2021/22.

BUSINESS GROWTH SERVICE

The Business Growth Service aims to provide businesses with advice and investment to support existing businesses and help attract others to the area. The service will support them to grow and access the skills needed to feed that growth. The launch of this service is an opportunity to address the inequalities that undermine economic growth and support the vision for the region to become a leading place in the world to live, learn and work. During 2021/22, the Combined Authority will:

- Deliver a new Growth Coaching Service to engage and support our highest potential firms to speed up their growth and build capacity.
- Create an Inward Investment Service to better connect us into global markets and to engage and persuade firms to locate into our economy.
- Deliver a Skills Brokerage Service to link learners and those retraining for new jobs to employers and skills providers. This will include the region's Kick-Start Scheme, which aims to create job placements for 16-to-24-year-olds on Universal Credit; the Apprenticeship Programme, including expansion and development of the Apprenticeship Levy Pooling Marketplace and the creation of an additional 1,600 apprentices; and a programme on behalf of the Careers and Enterprise Company, increasing the school network by a further 17 schools across the area.
- Create a Capital Growth Investment Fund to help SMEs grow, offering a range of grants, loans, and equity products unavailable commercially.

CAM

The CAM vision is to offer world class, convenient and reliable public transport in a network extending to St Neots, Alconbury, Mildenhall and Haverhill and linked through tunnels under Cambridge. The range of economic, social and environmental benefits brought by CAM will be transformational for the region's future and help sustain a globally competitive economy which is a net contributor to the Exchequer. CAM will boost connectivity, create jobs, unlock new, sustainable housing and economic growth, promote fairness and social inclusion, and cut carbon emissions and help protect the environment.

In 2021/22 the CAM programme will gain momentum, developing regional route optioneering, advancing the outline business case for the City Tunnel Section, undertaking CAM vehicle and system development and working with the Greater Cambridge Partnership and the housing

development team on integration and alignment across the CAM network. This combines to support the recommended development of an overarching programme business case which captures the wide benefits the CAM network will bring to the region.

Work will also continue to establish the special purpose vehicle, One CAM Limited, as the lead delivery body.

CAMBRIDGE SOUTH STATION

During 2021/22, the Combined Authority will continue to engage with Network Rail and the DfT in the development of a new railway station adjacent to the Cambridge Biomedical Campus.

The Combined Authority will continue to influence the integrated delivery of this station as a travel hub serving the Biomedical Campus and connecting it to the northern parts of the area. In early 2021, there will be further public consultation by Network Rail, where Combined Authority officers will play a role in influencing connectivity to bus provision, the CAM and active travel measures including walking, cycling and micro-mobility modes like e-scooters and e-bikes.

A Mayoral-led stakeholder group will also be created, bringing together the views of all interested parties in the development of this vital public transport hub.

COMMUNITY LAND TRUSTS

Community Land Trusts provide a model to deliver community-led housing and the Combined Authority continues to offer ongoing support to expand this initiative. The Combined Authority's dedicated team will continue to assess the interventions required to make community-led housing successful in Cambridgeshire and Peterborough and further develop strategies to achieve this.

During 2021/22, we will undertake a public event to raise awareness of community-led housing and encourage more local housing groups to establish themselves. Our goal is to set up two new community-led housing groups and develop the short and medium-term pipeline for further developments.

FENLAND STATIONS REGENERATION PROGRAMME

The Fenland stations project is a commitment to deliver Whittlesea, March and Manea station improvements. During 2021/22, the Combined Authority will complete the construction of the March station building renovation and car park improvements; Manea station improvements will be completed with a new car park and Whittlesea station car park detailed design will be completed for progressing into construction.

KING'S DYKE

The King's Dyke project aims to remove the notorious level crossing traffic bottleneck on a key route into eastern Peterborough and is being predominantly funded by the Combined Authority. This intervention will improve journey times and reliability and will have a significant, positive impact on the local environment. Combined Authority officers will continue to engage positively with the County Council project delivery team and its contractor. Construction will continue at pace throughout 2021/22, with emphasis on accelerating project completion.

MARKET TOWN MASTERPLANS

The Masterplans Programme provides an evidence base and set of investment priorities for the market towns in the area, to realise their future economic growth potential. The Market Towns Investment Prospectus was launched in July 2020 and, following the Combined Authority Board approval of all 11 Masterplans, the programme has transitioned to support the mobilisation and delivery of these Masterplans, including new interventions to help town centre and high street recovery following COVID-19.

Individual project proposals have been invited from local authority leads representing the market towns for approval at the Combined Authority Board, with the aim to allocate the total £13.1 million of programme funding by March 2021, to be spent by March 2022.

SOHAM STATION

A new railway station at Soham, including a platform and car park, will connect Soham to the existing Peterborough to Ipswich passenger service. The previous station on this site was closed to passengers in 1965.

Construction began in September 2020 and the station will open to the public in December 2021, six months ahead of the original expected opening date of May 2022. The Combined Authority will continue to work with partners to ensure this completion date is achieved. The long-awaited reconnection of Soham to the mainline railway will benefit the community and support sustainable growth locally.

WISBECH RAIL

The Wisbech Rail project aims to reconnect Wisbech to the rail network with a new station and the reopening of the former line to March.

During 2021/22, the Combined Authority will continue to engage with central government and Network Rail to develop the business case. Within this stage, officers will consult with businesses, review the level crossing strategy and look to identify cost savings to maximise the significant opportunity for economic growth and the delivery of new housing. As well as enabling connectivity between Wisbech and March, track alignment improvements will ensure effective onward travel to both Peterborough and Cambridge as current mainline constraints are resolved and capacity improved.

8. OTHER DELIVERY COMMITMENTS 2021/22

In addition to these key projects, other projects which have been identified, costed, and funded in the Medium-Term Financial Plan are shown below.

A1260 NENE PARKWAY JUNCTION 15

Completion of the Full Business Case and commencement of construction for a highways improvements scheme in Peterborough on the junction linking the A47 with the A1260 Nene Parkway.

A1260 NENE PARKWAY JUNCTION 32-3

Completion of the Full Business Case for a highways improvements scheme in Peterborough, at Junction 32-3 of the A1260 Nene Parkway, improving connectivity to the A1139 Fletton Parkway.

A142 CHATTERIS TO SNAILWELL

A study to identify current challenges and future options to improve safety, reduce congestion and journey time reliability for access into and out of the Fens, stimulating housing and economic growth.

A16 NORWOOD DUALLING

The Outline Business Case for a package of improvements enabling a new development in Peterborough, connecting the A16 to the A47.

A505 STUDY

The A505 Study will bring forward options for improving this key transport corridor. Proposals will be developed and submitted for consideration of progressing options from the completed Pre-Strategic Outline Business Case into future stages of business cases.

A605 STANGROUND - WHITTLESEY

The construction of road capacity improvements at the Milk and Water Drove Junction with the A605 is set to complete in the summer of 2021/22.

COLDHAM'S LANE ROUNDABOUT IMPROVEMENTS

Consideration will be given to the latest designs to support pedestrian and cycling improvements at this key junction. Combined Authority officers will continue to seek additional funding to progress this scheme.

ELY AREA CAPACITY ENHANCEMENTS

Ely Area Capacity Enhancements is a DfT funded, Network Rail delivery led, development of an outline business case to look at increasing the capacity for additional freight and passenger services through the Ely area. Combined Authority officers will remain members of the programme board and continue to influence protection of residents and businesses of Queen Adelaide and seek to influence maximum capacity for enhanced passenger services to include Wisbech to Cambridge.

FENGATE ACCESS STUDY PHASE 1

This project will improve access to a large employment area in Peterborough. During 2021/22 the Full Business Case and detailed design stage will be progressed, and approval will be sought to enter the construction of the interventions for significant economic growth in this part of the city.

HARSTON CAPACITY STUDY

A study to review options to improve safety, reduce congestion, improve journey time reliability and connectivity in the Harston area.

LANCASTER WAY

The improvements to the BP roundabout at the A10-A142 were completed in 2020/21. The second element of this project is to deliver improvements at the Lancaster Way roundabout to the Enterprise Zone and these works are due to be completed in Q1 of 2021/22.

MARCH JUNCTION IMPROVEMENTS

During 2021/22, delivery of the remaining 'quick win' construction schemes which include pedestrian, cycling and highway interventions will be completed. In addition, the Outline Business Case will progress to develop the larger proposed improvements and approval will be sought to progress to the Full Business Case stage.

SEGREGATED CYCLING HOLME TO SAWTRY

A study to design a segregated cycle and pedestrian route between Holme and Sawtry.

SNAILWELL LOOP

A study to identify options for reopening and improving rail connectivity between Ely and Newmarket.

ST IVES

Following the Cambridgeshire County Council led feasibility study in St Ives, the Combined Authority approved funding for the development of a strategic outline business case. In 2021/22, Combined Authority officers will work with Cambridgeshire County Council officers and supply chains to complete this study and present outcomes to a future board, for the potential development of an outline business case.

UNIVERSITY ACCESS

Peterborough's University Access Strategic Outline Business case, to enable road access to the new ARU Peterborough university site, is expected to be completed by the end of the 2020/21 financial year and the Combined Authority will continue to seek funding support following its Major Roads Network application to the DfT. The Outline Business Case will also commence to develop options further.

WISBECH ACCESS STRATEGY

Detailed design to be completed with construction commencing in Q4 of 2020/21 at Weasenham Lane, Elm High Road roundabout on the A47 and Broad End Road roundabout on the A47. Work will progress at three locations around Wisbech, to improve safety, capacity and enable growth.

9. OTHER ONGOING DELIVERY PROGRAMMES

In 2021/22 the Combined Authority will also be delivering programmes relating to skills, growth, and business support.

DIGITAL INFRASTRUCTURE THROUGH CONNECTING CAMBRIDGESHIRE

The Combined Authority's Digital Connectivity Strategy, delivered through the Connecting Cambridgeshire programme, sets out the ambition for a world-class digital infrastructure to support businesses and communities.

Plans for 2021/2022 include more full-fibre delivery as part of the superfast broadband rollout and encouraging further commercial investment in the area. There will also be a continued focus on mobile coverage improvements and working with mobile operators to facilitate local solutions and improvements where feasible. The Smart Places initiative will also focus on opportunities for delivery of smart technology to market towns, including Smart Panel information screens and sensor networks to Ely and St Neots in the first place, with an ambition to expand delivery to additional market towns, building on the public access Wi-Fi solutions delivered in 2020. Businesses will also be supported by the delivery of the COVID-19 Business Recovery digital grant scheme (using Combined Authority funding to leverage European Regional Development Funding).

GREATER SOUTH EAST ENERGY HUB

The Energy Hub is a consortium of eleven Local Enterprises, providing support to local authorities and public sector organisations to develop and finance local energy projects, ranging from renewable energy deployment to decarbonising fleet. The Energy Hub administers the Rural Community Energy Fund, providing feasibility and development funding to Community Energy organisations. The Combined Authority is the Accountable Body, employing the operation team and providing regional leadership for the programme.

In 2020/21 the Energy Hub will deliver the £79 million Green Home Grant Local Authority Delivery Phase 2 scheme for low-income households living in energy inefficient homes. It will continue to develop and secure finance for renewable energy and energy efficiency projects for the public sector and work with the innovation community on areas including data and digital, decarbonisation of fleet and network transformation. The Energy Hub will be the lead Hub on rural net zero, community energy sector growth and council climate plans.

HEALTH AND CARE SECTOR WORK ACADEMY

Now entering its third year, the Health and Care Sector Work Academy is a £5.2 million project funded by the Department for Work and Pensions. The Academy is designed to address a specific local labour and skills shortage in health and care. It is simultaneously creating a recruitment pipeline of newly skilled local people into the sector while upskilling those already working in health and care across Cambridgeshire and Peterborough.

Job vacancies within the sector have increased during the COVID-19 pandemic. The Academy will continue to work closely with local employers to encourage staff development and progression opportunities and to increase the number of people gaining employment in the health and care sector.

INDEPENDENT COMMISSION ON CLIMATE CHANGE

The Cambridgeshire & Peterborough Independent Commission on Climate was established to provide independent advice on meeting carbon reduction targets and preparing for climate change in our area. Chaired by Baroness Brown, the Commission will report its initial recommendations in February 2021. These will focus on future transport opportunities, and how domestic and commercial buildings in Cambridgeshire and Peterborough need to adapt. The Commission will also give recommendations on broader issues such as energy and water. In 2021/22 the Combined Authority will respond to those recommendations. It will also support further work on the other aspects of climate change adaptation and mitigation identified by the Commission.

LOCAL ECONOMIC RECOVERY STRATEGY

The Local Economic Recovery Sub-Group was formed in April 2020 and is led by the Combined Authority. This consists of Local Authority officers in partnership with representatives of all the key local business organisations, brought together to support economic recovery in response to the impacts of COVID-19.

The Local Economic Recovery Strategy is a co-created product of the Sub-Group and representatives have played an active role in shaping this strategy. The vision and interventions developed laid down a roadmap to accelerate and rebound the local economy, which has enabled the Combined Authority and its partners to better prioritise and support interventions to target impacted groups. As the longer-term implications of COVID-19 emerge, it will continue to be updated, alongside other strategies such as the Arc Prospectus and the Combined Authority Investment Prospectus and Local Industrial Strategy.

CAMBRIDGESHIRE AND PETERBOROUGH RETRAINING SCHEME

This National Retraining Scheme (NRS) has been absorbed into the National Skills Fund and renamed as the Cambridgeshire and Peterborough Retraining Scheme.

The Cambridgeshire and Peterborough Retraining Scheme pilot is an employer-led model being developed in partnership with the NHS as part of one of the Combined Authority's COVID-19 initiatives to support recovery.

The Integrated Care Worker (ICW) role is challenging to fill for the NHS, due to the advanced skills required for level 3. This pilot will support the development of 100 individuals who enter the NHS as a band 2 and will build upon their transferable skills gained in the wider care industry or other sectors whilst they undertake a retraining programme. This will enable individuals to progress into the ICW role at a higher level, with further progression opportunities available.

LOCAL INDUSTRIAL STRATEGY AND SKILLS STRATEGY

The Combined Authority is undertaking an assessment on the impact of COVID-19 on the region's economy. This work is part of a broader programme of work to support the Combined Authority's integrated business and skills insight and evaluation. The analysis will cover the impact of COVID-19 on the national economy, the Combined Authority area, and the seven constituent local authorities.

This work builds on research and analysis already carried out by other organisations to understand the impact of COVID-19, including impact assessments and labour market information prepared by Cambridgeshire Insight.

10. THE COMBINED AUTHORITY BUDGET AND MEDIUM-TERM FINANCIAL PLAN

These are our spending commitments for the year:

[Budget tables as presented to the January 2021 Board meeting]

[12 pages approx.]



Relationship Between Risk and Change Control Document

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	27 January 2021
Public report:	Yes
Lead Member:	Mayor James Palmer
From:	Robert Parkin, Chief Legal Officer (Monitoring Officer)
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <p>Approve the adoption of the Relationship between Risk and Change Control document as recommended by the Audit and Governance Committee.</p>
Voting arrangements:	Requires a vote in favour, by at least two-thirds of all Members (or their Substitute Members) present and voting.

1. Purpose

- 1.1 This report provides the Combined Authority Board with a proposed Relationship between Risk and Change Control document, which is to enhance the current Risk Management Strategy and establish an early warning notification and change control process.
- 1.2 The Audit and Governance Committee reviewed this document on 27 November 2020, as its terms of reference include monitoring the Combined Authority's risk management arrangements.
- 1.3 In the interests of good governance, the Committee has made the recommendation to the Combined Authority Board for the adoption of this document.

2. Background

- 2.1 The current Risk Management Strategy was proposed and reviewed by Audit and Governance Committee in December 2019. It made the recommendation to the Combined Authority Board for the adoption of the strategy and this was agreed in January 2020.
- 2.2 The proposed Relationship between Risk and Change Control document (Appendix 1) enhances the existing risk management processes within CPCA. It introduces the following principles that differ from the current Risk Management Strategy in that it:
 - Clearly defines Risk Appetite and Risk Tolerance and its accepted levels within CPCA.
 - Confirms how risks are to be financially quantified using both qualitative and quantitative assessments and provides an updated risk and opportunity register.
 - Confirms how risks are to be further managed, within appropriate measures and controls.
 - Introduces an early warning notification and change control process.
 - Addresses delegated authority within each directorate.
- 2.3 The proposed Relationship between Risk and Change Control was recommended to the Audit and Governance Committee as a more effective approach to the management of risk and change across the Combined Authority's activities. The recommendation from Audit and Governance Committee is that the proposed Relationship between Risk and Change Control document be adopted by the Combined Authority Board.

Significant Implications

3. Financial Implications

- 3.1 All the work has been carried out in-house, therefore there are no significant financial implications for this activity.

4. Legal Implications

- 4.1 The keeping of an up-to date Risk Management Strategy is part of the process of appropriately identifying and managing risk within the Combined Authority.

5. Other Significant Implications

- 5.1 N/A

6. Appendices

- 6.1 Appendix 1 – Risk Management Strategy adopted in January 2020
- 6.2 Appendix 2 – Proposed Relationship between Risk and Change Control document.

7. Background Papers

- 7.1 [Cambridgeshire and Peterborough Combined Authority Constitution](#)
- 7.2 Cambridgeshire & Peterborough Combined Authority (CPCA), Assurance Framework, 2019. [Cambridgeshire and Peterborough Combined Authority Assurance Framework](#)
- 7.3 [Audit and Governance Committee December 2019 - Item 5 - Review of the Corporate Risk Management Strategy and Risk Register](#)
- 7.4 [Combined Authority Board January 2020 - Item 1.7 - Review of the Corporate Risk Strategy](#)
- 7.5 [Audit and Governance Committee November 2020 - Item 6 Relationship Risk and Change](#)



Risk Management Strategy

Cambridgeshire and Peterborough Combined
Authority (CPCA)



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1. Introduction

This Risk Management Strategy outlines the approach taken by Cambridgeshire and Peterborough Combined Authority (CPCA). This guide describes the specific management activities that will be undertaken for the organisation and the individual portfolios within CPCA.

Risk management is the effective way to manage risk before it becomes an issue. It also implements processes to deal with risk escalation, promotion and issue management.

A risk can be either a threat (i.e. uncertain event that could have a negative impact on objectives or benefits) or an opportunity (i.e. an uncertain event that could have a favourable impact on objectives or benefits)

The benefits gained from effectively managing risk include:

- Encouraged proactive management – strategic, operational and financial;
- Increased likelihood to deliver against objectives and targets;
- Improved identification of opportunities and threats;
- Improved operational effectiveness and efficiency;
- Improved CPCA learning;
- Improved CPCA resilience.

Issues are risk events that have happened. These were not planned and require immediate management actions. Risks when they occur become issues or as otherwise known “become realised”.

The Risk Management Strategy implements section 6.3 of the Assurance Framework. “It is important that the level of risk taken on any project and programme is understood from an early stage alongside the associated cost implications. Project managers are required to include risk as part of funding requests”.

2. Risk Policy

CPCA recognises the need for risk management to feature in our strategic, operational planning and decision-making governances. CPCA is committed to managing and minimising risk by identifying, analysing, evaluating and treating risks that may impact the future success of the organisation. The approach has the following aims:

- All staff obtain a sound understanding of the principles of risk management;
- Issues are avoided or if realised they have a reduced financial impact by an increased understanding of risk and quickly identifying mitigation responses;
- Risk management is embedded in decision making by providing visibility of risks.

The approach is based on: thinking logically; identifying key risks and what to do about each risk; deciding who is responsible and accountable for the risk; recording the risks and changes in risk exposure; monitoring the risks and learning from events.

CPCA is a complex organisation with different portfolios, these include:

- Business & Skills.

- Corporate Services.
- Housing.
- Transport & Strategy.

When dealing with particular projects within these portfolios, guidance is used through Supplementary Green Book Guidance for Optimism Bias.

3. Risk Management Aims and Objectives

The aim of risk management is to ensure that CPCA has an effective process to support better decision making through good understanding of risks and the likely impact these risks may have. In general terms, “risk management” refers to the architecture (principles, framework and process) for managing risks effectively, while “managing risk” refers to applying that architecture to particular risks.

In order for CPCA’s Risk Management Strategy to be effective, all employees at CPCA should understand risk management. The core principles of the Risk Management Strategy are:

- Integral part of all CPCA processes.
- Part of decision making.
- Explicitly addresses uncertainty.
- Based on the best available information.
- Tailored approach.
- Takes human and cultural factors into account.
- Transparent and inclusive.
- Dynamic, iterative and responsive to change.
- Facilitates continual improvement of CPCA.

These principles will be achieved by:

- Establishing clear roles, responsibilities and reporting lines within CPCA for risk management;
- Following the Risk Management Methodology (Appendix 1);
- Effective communication with all CPCA employees;
- Monitoring progress in implementing the strategy and reviewing the risk management arrangements on an on-going basis.

As stated within the Assurance Framework, “at project level, all projects are expected to outline, in detail, any identified risks during the business case development and due diligence processes. Once in delivery, ongoing risk registers are maintained and incorporated into the monthly highlight report”.

Within CPCA, we have defined risk into four groups. This is to effectively implement the risk management strategy. The four risk groups are:

- Project
- Programme
- Portfolio
- Corporate

4. Roles and Responsibilities

The table below outlines the key roles within the Risk Management Strategy: -

Table 1: Roles and Responsibilities – Project Level

Role	Responsibility / Action
Corporate Risk Owner / Chief Executive	<ul style="list-style-type: none"> • Authorises the risk and issue management strategy and its adjustment, improvement and enforcement • Ownership of strategic / corporate risks and issues, ensuring mitigation actions are dealt with at the appropriate senior level. • In charge of monitoring the strategy / corporate risk register. • Define clear rules for escalation and promotion. • Deploys a consistent language of risk management across the corporate, portfolio, programme and its projects.
Portfolio Director	<ul style="list-style-type: none"> • Ownership of portfolio-level risk and issues. • Assures portfolio adherence to the risk management principles • Define clear rules for escalation and promotion. • Deploys a consistent language of risk management across the portfolio, programme and its projects. • Escalates items across the programme boundaries to Corporate Risk Owner for resolution where necessary. • Communicates the progress of the resolution of issues in a clear and timely fashion across the portfolio. • Coordinates risk and issue management interfaces with programmes. • Provides support and advice on risks and issues to programmes. • Allocates risk and issues as appropriate.
Programme Risk Owner	<ul style="list-style-type: none"> • Ownership of programme-level risk and issues. • Assures programme adherence to the risk management principles. • Deploys a consistent language of risk management across the programme and its projects. • Escalates items across the programme boundaries to Portfolio Director for resolution where necessary. • Communicates the progress of the resolution of issues in a clear and timely fashion across the programme. • Coordinates risk and issue management interfaces with projects. • Provides support and advice on risks and issues to projects. • Allocates risk and issues as appropriate.
Project Risk Owner	<ul style="list-style-type: none"> • Ownership of project-level risk and issues. • Assures the project adherence to the risk management principles. • Deploys a consistent language of risk management across the projects.

	<ul style="list-style-type: none"> • Escalates items across the programme boundaries to Programme Risk Owner for resolution where necessary. • Communicates the progress of the resolution of issues in a clear and timely fashion across the project. • Allocates risk and issues as appropriate.
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Table 2: Roles and Responsibilities – Governance Level

Role	Responsibility / Action
Combined Authority Board	<ul style="list-style-type: none"> • Adopt and review the Risk Management Strategy. • Receive recommendations from the Audit and Governance Committee as to the Authority's arrangements for the management of risk and on the any concerns that risks are being accepted which the Authority may find unacceptable.
Business Board	<ul style="list-style-type: none"> • Review and challenge mitigation and exploitations at the appropriate level (in relation to matters directly controlled or indirectly accessible by the Business Board).
Audit and Governance Committee	<ul style="list-style-type: none"> • Initiates assurance reviews of risk and issue management effectiveness. • Reviews the Authority's risk management arrangements. The Committee will consider the Risk Management Strategy on an annual basis and will make appropriate recommendations to the Combined Authority Board. • Monitors the Authority's risk and performance management arrangements including reviewing the corporate risk register on a quarterly basis together with progress with mitigating actions and assurances.
Internal Audit	<ul style="list-style-type: none"> • Responsibility to undertake sufficient work to establish whether the CA has "adequate and effective" risk management, control and governance processes. • The Chief Internal Auditor provides an annual opinion on the overall systems of internal control and their effectiveness.
Monitoring Officer	<ul style="list-style-type: none"> • Manages and coordinates the resolution of risks relating to operational performance and benefits achievement. • Ensures that risk management cycle includes operational risks. • Manages risks that impact on business performance and transition. • Identifies operational issues and ensures that they are managed by the programme. • Identifies opportunities from the business operations and raises them for inclusion in the programme. • Contributes to impact assessments and change control. • Monitors and reports on business performance issues that may require the attention of the programme during transition.
Section 73 Officer	<ul style="list-style-type: none"> • The Chief Finance Officer is appointed under Section 73 Officer of the Local Government Act 1985 to ensure that proper administration of the financial affairs of the Combined Authority and Business Board. The Section 73 Officer is

	<p>responsible for providing the final sign off for funding decisions. The Section 73 Officer will provide a letter of assurance to government by 28th February each year regarding the appropriate administration of government funds under the Cambridgeshire and Peterborough Investment.</p> <ul style="list-style-type: none"> • The S73 office is also required to report to, and provide assurances to, the Audit and Governance Committee in relation to the Combined Authority's risk management and assurance mapping arrangements and has overall responsibility for maintaining adequate and effective internal control arrangements.
Project Management Office (PMO)	<ul style="list-style-type: none"> • Manages and coordinates the information and support systems to enable efficient handling of the programmes risk and issues. • Maintains the risk register for each programme. • Maintains the issue register for each programme. • Establishes, facilitates and maintains the risk management cycle. • Establishes, facilitates and maintains the issue management cycle. • Maintains the configuration management system (document control). • Facilitates the change control steps.

The Assurance Framework states that "Senior Officers of the Combined Authority (Chief Executive and S73 Officer) are responsible for the identification and management of risk. The Combined Authority has an Assurance Manager, to support this activity".

5. Arrangements for Managing Risk

The Risk Management Methodology to be employed at CPCA is outlined in Appendix 1, with a copy of the Issue Management Strategy within Appendix 2. The project risk and opportunity templates and guidance notes can also be found in Appendix 3 and Appendix 4. Dealing with risk events that have become issues are documented in Issue Log Appendix 5.

6. Monitoring Arrangements

To ensure that informed decisions are made, it is essential to identify key strategic risks. Strategic risks will be reviewed monthly by the Combined Authority Management Team, as per the Assurance framework and will be documented in the Corporate Risk Register.

Progress in managing strategic risks will be monitored and reported on to ensure that identified actions are delivered and risks managed.

The Corporate Risk Register will be reviewed by the Audit & Governance Committee on a quarterly basis as per the Assurance Framework.

Internal Audit will carry out a periodic review of the CPCA's risk management arrangements to provide independent assurance as to their effectiveness.

In carrying out audits throughout the year, Internal Audit will also:

- Identify and report weaknesses in the controls established by management to manage/monitor risks;
- Provide advice on the design/operation of the controls established by management to manage/monitor risk.

In order to ensure risk management is effective, CPCA will:

- Measure risk management performance against indicators, which are periodically reviewed for appropriateness.
- Periodically measure progress against, and deviation from the risk management plan.
- Periodically review whether the Risk Management Methodology, policy and plan are still appropriate given CPCA internal and external context.
- Report on risk, progress with the risk management plan and how well the risk management policy is being followed.
- Review effectiveness of Risk Management Methodology.

7. Training and Communication Arrangements to Support Implementation of the Strategy

Training of the Risk Management Methodology (Appendix 1) will be provided to those employees with direct responsibility for involvement in the risk management process:

- Corporate Risk Owner;
- Portfolio Director;
- Programme Risk Owner;
- Project Risk Owner;
- PMO;
- Board;
- Internal Auditor;
- Monitoring Officer;
- Section 73 Officer;
- All employees.

8. Review of the Risk Management Strategy

This strategy will be reviewed every three years.

9. Appendices:

Appendix 1: Risk Management Methodology

Appendix 2: Issue Management Strategy

Appendix 3: Risk Register and Guidance Notes

Appendix 4: Opportunity Register and Guidance Notes

Appendix 5: Issue Log and Guidance Notes

10. Version Control

Any amendments to the Risk Management Strategy should all be logged in the box below:

Version	Date	Comments
1.0	07/11/2019	First draft of Risk Management Strategy
2.0	05/12/2019	Finalised for inclusion to Audit and Governance Committee for 16 th December 2019
2.1	16/12/2019	Approved with minor amendments from Audit and Governance Committee
2.2	29/01/2020	Adopted by Combined Authority Board

11. References

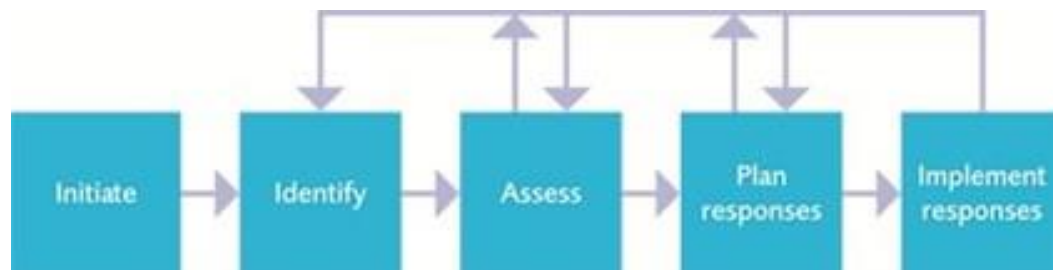
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2. Managing Successful Programmes (MSP) Best Practice Management, 2011.
3. Cambridgeshire & Peterborough Combined Authority (CPCA) Risk Management Strategy, 2018.
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Appendix 1. Risk Management Methodology

1. The Risk Management Cycle

There are 5 key stages in the risk management cycle, Initiate, Identify, Assess, Plan and Implement (IIAPI) as illustrated in the diagram below:

Diagram 1: Risk Management Cycle (IIAPI)



The 5 stages of risk management are part of a cycle. Risk management is dynamic and so the identification phase needs to be carried out continuously. As the process is repeated throughout the project/programme/portfolio lifecycle, the assessment or response planning can lead to the identification of further risks and planning and implementing responses can trigger a need for further analysis and so on.

A key output from the initiation step is the risk management plan, which details how risk will be managed throughout the life cycle.

An individual risk is defined as “either a threat (i.e. uncertain event that could have a negative impact on objectives or benefits) or an opportunity (i.e. an uncertain event that could have a favourable impact on objectives or benefits)”

2. Initiate

The main output for the initiation phase is the Risk Management Plan or Risk Management Strategy which is available on the Combined Authority website.

This describes the key elements on how risk management will be implemented:

1. Scope;
2. Objectives;
3. Roles and Responsibilities;
4. Process;
5. Tools.

3. Risk Identification (what can happen and how can it happen?)

Risk identification starts with uncertain events being articulated as threats and opportunities. To help identify whether an uncertain event is a project, programme, portfolio or corporate risk, definition for these risk groups can be found below:

Project – has a specific impact on a single project only.

Programme – has common attributes across multiple projects (within an interdependent group of projects) and may affect the delivery of those associated projects.

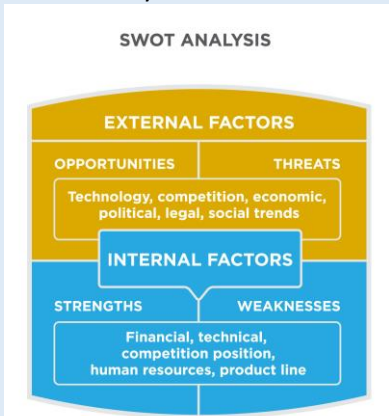
Portfolio – distinct directorial area, made up of a collection of individual projects and programmes that are not necessarily interdependent of each other e.g. Business & Skills, Housing, Transport & Strategy.

Corporate – refers to the liabilities and opportunities that positively or negatively impact CPCA as an organisation.

Identification techniques draw on various sources of information. Identification of risks from previous projects, programmes and portfolios involves looking at lessons learned reports and risk registers.

The aim of the risk identification process is to generate a comprehensive list of risks, with relevant and up to date information important in identifying these risks. A variety of risk identification processes may be used as exemplified in the table below.

Table 1: Risk Identification Techniques

Risk Identification Techniques	
Technique	Description
Risk Gap Analysis	Using a list of common risks as a discussion point in risk reviews.
Workshops & Brainstorming	Collection and sharing of ideas that could impact the objectives of the project / objective.
Audits and Inspections	Physical inspections of premises and activities and audits of compliance with established systems and procedures. Flowcharts and dependency analysis of the processes and operations within the organisation to identify critical components that are the key to success.
SWOT analysis	<p>Considering a project/programme/organisation's Strengths Weaknesses Opportunities Threats (SWOT) – opportunities and threats are usually external risks, while strengths and weakness are normally internal risks.</p>  <p>The diagram is titled 'SWOT ANALYSIS'. It features a central blue box labeled 'INTERNAL FACTORS' which is divided into two sections: 'STRENGTHS' on the left and 'WEAKNESSES' on the right. Below these sections is a list of internal factors: 'Financial, technical, competition position, human resources, product line'. Above the internal factors is a yellow box labeled 'EXTERNAL FACTORS', which is divided into 'OPPORTUNITIES' on the left and 'THREATS' on the right. Below these sections is a list of external factors: 'Technology, competition, economic, political, legal, social trends'.</p>

PESTLE analysis

Considering potential sources of risk arising from six possible elements: Political, Economic, Social, Technological, Legal & Environment (PESTLE)



4. Risk Assessments (Determine the likelihood and impact)

The assessment of risk can be broken down into how likely it is that a risk might become an issue, and what impact that issue would have. These are defined as likelihood and impact:

- The probability of an event occurring and when they might happen – **likelihood**.
- The potential severity of the consequences (positive and negative) should such an event occur – **impact**.

The following table below provides likelihood and impact descriptors to assist with this process:

Table 2: Likelihood vs Impact definitions

Likelihood	
1	Rare – This event may occur but only in exceptional circumstances (0-5%)
2	Unlikely – Not likely to not occur under normal circumstances (6-20%)
3	Moderate - Given time likely to occur (21-50%)
4	Likely – The event will probably occur in most circumstances (51-80%)
5	Almost Certain – This event is expected to occur soon (81-99%)

Impact	
1	Negligible – Risks may have minimal damage / gain or long-term effect
2	Marginal – Risks may have minor loss / gain but little overall effect
3	Significant – Risks may have considerable loss / gain.
4	Major – Risks may have significant loss / gain.
5	Monumental – Risks may have extensive loss / gain and long-term effect.

When discussing the impact of risks, it is important that we are not just focusing on the impact to the individual project/programme and that we also consider the impact that can affect the strategic objectives of CPCA. It should be noted that, while the likelihood assessment should not change, the

impact assessment may change when risks are escalated from project to programme to portfolio to corporate risks: this reflects that a risk may be critical to a project's outcomes, but that project may not be critical to the CPCA's outcomes as a whole.

When discussing the impact (positive or negative) a risk can have on a project, programme, portfolio or corporate, it is important to remember to use the following criteria. These are:

- Cost
- Time
- Quality
- Safety
- Operational Impact
- Reputation

Once every risk has been given a score for its likelihood x Impact, it is given an overall score and corresponding RAG status (Red Amber Green Rating).

Table 3: Overall RAG Status

Overall RAG Status		Impact				
		1	2	3	4	5
Likelihood		Negligible	Marginal	Significant	Major	Monumental
5	Almost Certain	5	10	15	20	25
4	Likely	4	8	12	16	20
3	Moderate	3	6	9	12	15
2	Unlikely	2	4	6	8	10
1	Rare	1	2	3	4	5

The RAG rating is an indicator to determine the severity of a risk.

Priority will be given according to the RAG Status:

- Red – Require immediate action plans
- Amber – Require action plans and / or to be closely monitored as appropriate.
- Green – Can be “Accepted” and may not require action plans.

This determines the Risk Tolerance. Risk Tolerance is the measure of the degree of uncertainty that a stakeholder/organisation accepts in respect of the project/programme/portfolio risk assessment.

However, these risks will need to be monitored to ensure that controls remain operational in order to manage them. Just because a risk is deemed as “Accepted” does not mean that this risk is forgotten about. For example, risks are to be monitored and reviewed to ensure that a green risk does not escalate to an amber risk and therefore would require more action. Similarly, it is also important to ensure that amber risk does not escalate to a red risk.

Just as risks can increase in RAG status, they can also decrease with the right mitigation or change in circumstance. A risk that was deemed as red at the beginning of the project can be moved down to green throughout the project lifecycle. The current RAG rating is called the Project/Programme/Portfolio/Corporate Risk Status.

Risks are recorded on the Risk and Opportunity Register for that project, programme or portfolio. Templates and guidance for this is found in Appendix 3 and 4. Corporate Risks are stored on the Corporate Risk Register (Appendix 6).

5. Mitigation and Risk Control

Having prioritised the risk, it is now necessary to determine a potential response for the higher risk events. There are two things to do here:

1. Determine what can be done to reduce the probability of the risk occurring (therefore, reducing its likelihood).
2. Determine a plan and set aside contingencies to deal with if it does become realised. (therefore, reducing its impact)

This process is called mitigation. An example of risk events and planned responses are shown below:

Table 4: Risk Events and Responses

Risk Event	Consequences	Mitigation action to reduce probability	Contingency actions to deal with the event if it occurs
Bad weather happens on a key date	There may be delays in replacing the roof, thereby causing delays and potential overspend	Do roofing work during drier months	Erect protective sheeting above roof while work takes place. Stop work and move workers inside during bad weather
The new server does not arrive in time	The software testing cannot take place	Make sure it is purchased from a reputable supplier	Provide a delay between planned delivery and testing starting Purchase two as a spare
The staff do not accept the new working practices	Poor customer service and morale	Make sure staff are communicated with early in the process	Have a long transition phase Hire temporary staff while changes and alterations are made

Risk Control is the process of acting to minimise the likelihood of the risk event occurring and/or reducing the severity of the consequences should it occur. This will be applied on risk and opportunities. There are 8 main options to consider, 4 for risk and 4 for opportunities.

Risk

1. **Accept** – Here we accept the risk and take no proactive action other than putting monitoring processes in place to make sure that the potential for damage does not change. Once the risk is accepted it is generally necessary to provide for some form of contingency to provide funds / time to accommodate the risk should it happen (despite its lower likelihood / impact)

2. **Avoid** – The only real way to avoid a risk is to change the project scope or approach – what we do or the way we do it.
3. **Transfer** – We seek to move the risk from our risk register onto someone else’s risk register. We seek to transfer the potential for harm to another. Usually through an insurance policy or a contract.
4. **Reduce** – either the likelihood or impact.

Opportunity

1. **Reject** – Choose not to take the advantage of the opportunity, possibly because it is worth too little or requires too much work to capitalise on.
2. **Enhance** – Take proactive steps to try and enhance the probability of the opportunity being able to be exploited.
3. **Exploit** – This involves changing the scope of the project /programme to encompass some aspect that wasn’t previously discussed that will achieve some extra benefit.
4. **Share** – Seek partners with whom can actively capitalise on the circumstances such as a Joint Venture.

Care is needed when arriving at any response to risk because regardless of what action is taken, it has the potential to generate other risks.

When a risk can no longer be mitigated and the risk becomes realised, it is then called an “Issue”. This requires a different management strategy, and this can be found in Issue Management Strategy (Appendix 5).

6. Implement Risk Responses

The primary goal of the implement element is to ensure that the planned risk management (mitigation and control) actions are monitored as to their effectiveness and corrective action is taken where responses do not match expectation.

An important part of this is to understand the roles and responsibilities outlined in Table 1 of the Risk Management Strategy. This ensures that at least one individual is always clearly identified as the risk owner, and another individual is identified as the risk actioner. The key roles are:

- **Risk Owner** – Responsible for the management and control of all aspects of risk assigned to them, including managing, tracking and reporting the implementation of the selected actions to address the threats or to maximise the opportunities.
- **Risk Actioner** – Responsible for the implementation of risk response actions. They support and take direction from the risk owner.

Anyone can raise a risk. Just because an employee and or stakeholder raises a risk, this does not necessarily make them the Risk Owner. A Risk Register can have many risk owners.

7. Risk Promotion from Project to Corporate

Risk Promotion is the term used when a project risk is deemed to be a programme/portfolio or even a corporate risk. The decision to promote a project risk to a programme risk is taken by the

Programme Risk Owner. A risk should be promoted from a project to a programme risk when the project risk is deemed to have an impact on a programme.

For example, if a project needs to deliver a particular output in order for another project within that programme to be completed. This also works the same for when a programme risk has impact on a portfolio. The risk will then be promoted by the Portfolio Risk Owner. Another example is that at project level, a small risk can have limited effect, but when a project risk is combined with other risks in adjacent projects, it can produce a significant impact on a programme or portfolio.

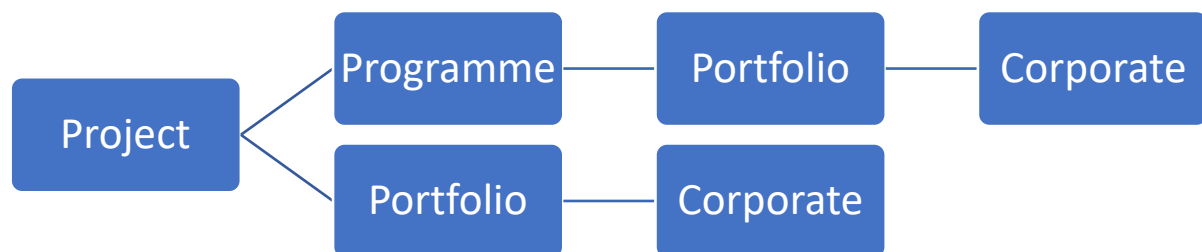
Therefore project, programme, portfolio and corporate risks can:

- Accumulate to critical loss and or damages
- Grow (where the sum of the risks is bigger than individual parts)
- Reduce (where the sum of the risks is smaller than individual parts)

As project risks can move up the promotion process to programme then to portfolio and then to corporate risk, there is also opportunity for a project risk to go direct to portfolio level. As previously defined the difference between a programme and a portfolio is that a programme is a collection of projects which have an interdependent link; while a portfolio is a collection of individual projects and programmes not necessarily having that interdependent link. Therefore, a project risk can have significance on that individual project but also have the opportunity to affect the delivery of the portfolio.

Below is a diagram showing this Risk Promotion process.

Diagram 2: Risk Promotion Process



It is the decision of the relevant Risk Owner (as per the Roles and Responsibility table within the Risk Management Strategy) to decide to promote the risk. A risk can be deemed to have project, programme, portfolio and corporate significance and therefore might stay on all three risk registers with different levels of action / mitigation and different risk owners.

It is important to remember that no matter which level the risk sits, that the risk is managed effectively and review on a regular basis to ensure no escalation.

8. Review Monitoring and Review

Risk is managed as a cycle as it's a continual process. It should involve regular checking or surveillance, and this will be done periodically (via meeting such as Risk Reviews, Programme Reviews etc) or ad hoc. A combination of both ensures that risks are reviewed regularly, and the mitigation and action plan are up to date.

Monitoring and review ensures that we continually learn from experience. The objectives of our monitoring and review process are as follows:

- Ensuring the controls are effective in both design and operation;
- Obtaining further information to improve risk assessment;
- Analysing and learning lessons from previous event;
- Detecting changes in the external and internal context;
- Identifying emerging risks.

Open culture tool for improvement – good mission statement.

Appendix 2: Issue Management Strategy

1. Introduction

An issue is a relevant event that has happened, was not planned and requires management actions. The action may be to fix the problem that has caused the event to happen in the first place, or to change the boundary of the project/programme.

Issue management is the process of identifying and resolving issues. Problems with staff or suppliers, technical failures, material shortages for example all have a negative impact on your project. If the issue goes unresolved, you risk creating unnecessary conflicts, delays, or even failure to produce project objectives.

Issues and risks are not quite the same thing, however the exact nature of both is largely unknown at the start of a project. The Risk Management Methodology (Appendix 1) highlights how to identify and assess all potential risks. Issues, however, have to deal with as they happen. Issue management is therefore a planned process for dealing with an unexpected issue – whatever that issue may be – if and when one arises.

Issues can typically be classified into one of the following three types:

1. A previously identified risk that has now materialised and requires appropriate issue management action.
2. A request for change to some aspect of the programme, an operation or a project
3. A problem affected all or part of the programme/project in some way.

2. Issue Register

Issues are recorded in the Issue Register (Appendix 5). The Issue Register is similar to the Risk Register and is a repository that focuses on all identified issues that have occurred. It includes former risks if they have materialised from previous projects / programmes / programmes to ensure a Lessons Learned approach. On the Project Risk Register template (Appendix 3), under column “Risk Status” it allows the risk status to be updated to “realised”. Once the risk becomes realised, these are then migrated to the Issue Register (Appendix 5).

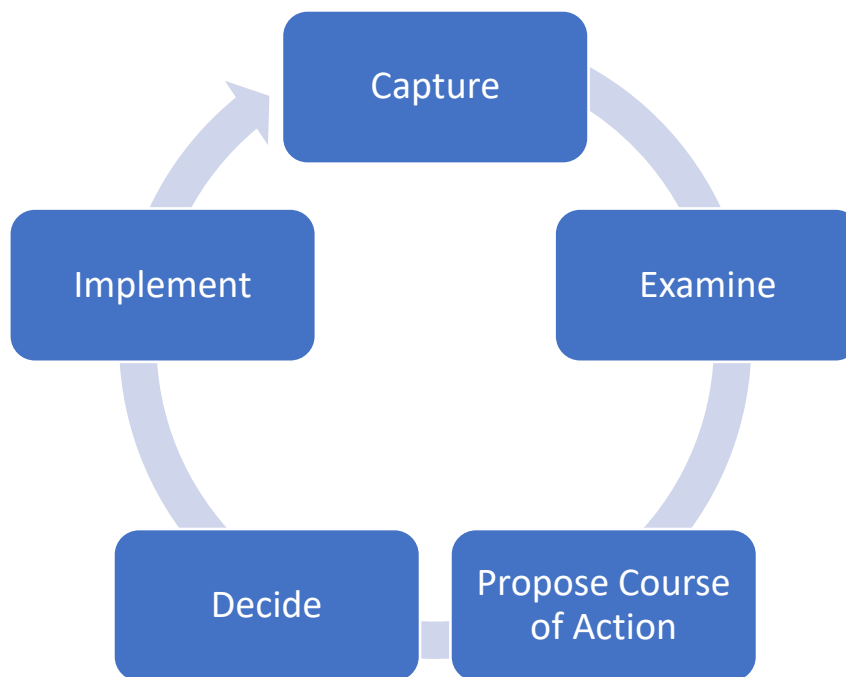
Having an Issue Register allows CPCA to:

- Have a safe and reliable method for the team to raise issues.
- Track and assign responsibility to specific people for each issue.
- Analyse and prioritize issues more easily.
- Record issue resolution for future reference and project learning.

3. Issue Management Methodology

Like the Risk Management Methodology (Appendix 1) the Issue Management Methodology is a cycle with 5 steps, shown below:

Diagram 1: Issue Management Cycle



Within these 5 steps there are two ongoing activities. These are:

1. **Monitor and Control** ensures that the decision can be achieved within the estimates of time and cost and that the impact of the overall risk profile is not greater than anticipated.
2. **Embed and Review** ensures that issue management is being appropriately and successfully handled within each programme and ultimately across the organisation. It looks at each individual step of the cycle to determine its contribution to the overall quality of issue management.

1. Capture

The first step is to undertake an initial analysis to determine the type of issue that has been raised. When capturing the issue, it should be assessed by its severity and impact on the portfolio/programme/project and also allocated to an individual or group of people for examination.

When allocating an issue, the initial decision might be to direct the issue to where it can most appropriately be managed. Some issues will be managed by the Programme, and major issues might need to be managed at Portfolio level when outside the authority of the programme. Smaller issues might need to be managed at project level.

2. Examine

The next step is to examine the issue by undertaking impact analysis. The analysis should consider the impact that the issue, and the options for its resolution, will have on:

- The portfolio/programmes performance, especially how benefits are realisation will be affected.
- The portfolio/programmes/projects business case.

- The portfolio/programme risk profile – the impact on the overall risk exposure.
- The operational performance of the organisation and existing plans.
- Supplier contact or service level agreements.

Impact analysis must include a broader view, the portfolio, the programme, its projects, operations and strategic objectives. As a minimum, an issue should always be assessed against the impact on the projects/programmes objects and benefits.

3. Propose Course of Action

Alternative options should be considered before proposing a course of action to take. The action chosen should maintain an acceptable balance between the advantage to be gained (benefits) and the impact on cost, time and risk. When the concurrent change initiatives affect the same operational areas, this acceptable balance may require an assessment across these other portfolio, programme and projects.

Some changes may be mandatory, for example to comply with new legislation. Therefore, the action might be to then achieve compliance with minimum impact. However, in such cases the analysis work should explore where the mandatory change opens up other opportunities to improve the portfolio/programmes/projects performance and benefits.

4. Decide

As per the Risk Management Strategy Section 4, the roles and responsibilities in terms of Risk and Issues have been defined. A table below demonstrates these roles and responsibilities set out relating to Issue Management:

Table 1: Roles and Responsibilities

Role	Responsibility / Action
Corporate Risk Owner	<ul style="list-style-type: none"> • Authorises the risk and issue management strategy and its adjustment, improvement and enforcement • Ownership of strategic / corporate risks and issues, ensuring mitigation actions are dealt with at the appropriate senior level. • In charge of monitoring the strategy / corporate risk register. • Define clear rules for escalation and promotion. • Deploys a consistent language of risk management across the corporate, portfolio, programme and its projects.
Portfolio Director	<ul style="list-style-type: none"> • Ownership of portfolio-level risk and issues. • Assures portfolio adherence to the risk management principles • Define clear rules for escalation and promotion. • Deploys a consistent language of risk management across the portfolio, programme and its projects. • Escalates items across the programme boundaries to Corporate Risk Owner for resolution where necessary. • Communicates the progress of the resolution of issues in a clear and timely fashion across the portfolio.

	<ul style="list-style-type: none"> • Coordinates risk and issue management interfaces with programmes. • Provides support and advice on risks and issues to programmes. • Allocates risk and issues as appropriate.
Programme Risk Owner	<ul style="list-style-type: none"> • Ownership of programme-level risk and issues. • Assures programme adherence to the risk management principles. • Deploys a consistent language of risk management across the programme and its projects. • Escalates items across the programme boundaries to Portfolio Director for resolution where necessary. • Communicates the progress of the resolution of issues in a clear and timely fashion across the programme. • Coordinates risk and issue management interfaces with projects. • Provides support and advice on risks and issues to projects. • Allocates risk and issues as appropriate.
Project Risk Owner	<ul style="list-style-type: none"> • Ownership of project-level risk and issues. • Assures the project adherence to the risk management principles. • Deploys a consistent language of risk management across the projects. • Escalates items across the programme boundaries to Programme Risk Owner for resolution where necessary. • Communicates the progress of the resolution of issues in a clear and timely fashion across the project. • Allocates risk and issues as appropriate.

The Programme / Project Risk Owner may be able to resolve or delegate minor issues without reference to any other role for a decision. Some issues however, may need to be referred to the Corporate Risk Owner or Portfolio Director or the proposal may need to be referred to a specialist role (monitoring officer or Section 73) when it involves business change.

If a decision for change is made, then this change should be planned with appropriate recognition of the need for contingency, additional resources and a fall-back plan should the change cause unexpected problems.

When a decision is made there will also need to be an issue owner, issue actioner and a response action plan identified. The Issue Register should also be updated.

5. Implement

The decision and response action plan will be communicated to the appropriate stakeholder for several reasons:

- So that personnel, especially each issue actioner, are aware of changes to their work schedules and can undertake their assigned tasks to fix the problems and implement the changes.

- To inform those who raised the issue and what course of action is being perused.
- To inform stakeholders who may be affected by the change (suppliers, contractors etc)
- To demonstrate effective management of the project/programme/portfolio.

The issue register is updated, and all other documents are revised whether the decision affects the content. In majority of cases the programme plan will need to be updated as well.

The change is then applied, and the impact of the change monitored, and lessons learned from its introduction. The impact of these should be used for the assessment of future changes/issue management.

As stated previously this a continual cycle and should be monitored and reviewed regularly to ensure compliance.



Relationship between Risk and Change Control

Cambridgeshire and Peterborough Combined
Authority (CPCA)



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0. Glossary and References

Glossary:

- CE: Change Event.
- CMT: Corporate Management Team.
- CPCA: Cambridgeshire & Peterborough Combined Authority, also known as Combined Authority.
- EWN: Early Warning Notification.
- FBC: Full Business Case.
- OBC: Outline Business Case.
- PD: Project Director.
- PID: Project Initiation Document.
- PM: Project Manager.
- PMT: Project Management Team.
- PMO: Programme Management Office.
- RAG: Red Amber Green
- SOBC: Strategic Outline Business Case.
- SRO: Senior Responsible Officer.

References:

- Cambridgeshire & Peterborough Combined Authority Risk Management Strategy (January 2020)
- Cambridgeshire & Peterborough Combined Authority 10 Point Guide to Project Management (April 2020)
- Cambridgeshire & Peterborough Assurance Framework (November 2019)
- Cambridgeshire & Peterborough Combined Authority Constitution (November 2020)

1. Introduction

This document will outline the processes used within the Combined Authority for both Change Control and Risk Management.

Change can result in changing business requirements, reaction to unplanned events or failures, and loss of stakeholder confidence, all of which can affect the ability of the portfolio, programme and/or project to deliver its objectives. Change control is the process through which all requests to change the baseline scope of a project, programme or portfolio are captured, evaluated, and then approved, rejected, or deferred.

When good governance is in place, it is likely that the major risks and/or issues will be under control, but it is important to ensure that rigour and control processes are applied to all changes. The Change Control process therefore links closely with the Risk Management process. Risks can be seen as both positive and negative, and changes to a project, programme or portfolio can be seen as a risk or an opportunity. Many small changes can have a serious aggregated effect on the overall programme / portfolio and may go totally unnoticed.

The Risk Management Strategy defines the process on how risks are managed. They are managed by a decision to either accept, avoid, transfer, or reduce. In order to know whether to accept, avoid, transfer, or reduce a risk event, it is important to understand the relationship with Risk Appetite and Risk Tolerance.

Change Control Management is part of the governance process within a Programme Management Office (PMO), it is a project management process, and any contract variations will need to be consulted with the procurement team. Portfolios, Programmes or Projects are inherently about delivering change, but they do not work in isolation, and changes are happening to the environment they are delivering in.

2. Risk

The amount of risk that CPCA is willing to accept is based on the Risk Appetite.

What is Risk Appetite?

Risk Appetite is defined as the amount and type of risk that an organisation is prepared to seek, accept, or tolerate.

What is Risk Tolerance?

Risk Tolerance is an organisation's readiness to bear the risk or opportunity, after treatments are established, in order to achieve its objectives.

In order to know the type of risk CPCA is prepared to seek, accept, and tolerate, the CPCA Risk Management Strategy must be referred to. This defines how risks are identified, how they are processed and how they are mitigated. But how does CPCA quantify risk and opportunities?

Quantifying Risk and Opportunities

As part of the CPCA Risk Management Strategy each risk is identified and assessed against its likelihood and impact (qualitative assessment) and defined against a 1-5 scoring matrix. Every risk and/or opportunity for each project, programme or portfolio is recorded within the Risk and Opportunity Register, which are included as Appendix 3 and 4 of the CPCA Risk Management Strategy.

In addition, risks are now to be assessed against a quantitative assessment, as well as qualitative. A new risk and opportunity register has been issued to the organisation, to include this amendment.

New Risk and Opportunity Register can be found [Here](#)

Within this new register, each risk and opportunity are first given an inherent RAG (Red Amber Green) rating. This represents the current risk level, taking into consideration the existing set of action, rather than a hypothetical notion of an absence of controls. The risk is then further scored for its residual RAG rating, which is the risk level that would remain after additional controls are applied.

*For example, a new risk could have a likelihood score 4 and an impact score of 5, which is an overall inherent score 20 and a **Red** RAG rating. But following mitigation controls, the likelihood of the risk happening is reduced to 2, and the impact will reduce to 3. The overall residual score would therefore reduce to 6 and an **Amber** RAG rating.*

These controls/actions are called Risk Treatments, which define the mitigation of the risk.

The CPCA Risk Management Strategy defines these treatments as:

Risk:

- **Accept** – Here we accept the risk and take no proactive action other than putting monitoring processes in place to make sure that the potential for damage does not change. Once the risk is accepted, it is generally necessary to provide for some form of contingency to provide funds / time to accommodate the risk should it happen (despite its lower likelihood / impact).
- **Avoid** – The only real way to avoid a risk is to change the project scope or approach – what we do or the way we do it.
- **Transfer** – We seek to move the risk from our risk register onto someone else's risk register. We seek to transfer the potential for harm to another. Usually through an insurance policy or a contract.
- **Reduce** – Either the likelihood or impact.

Opportunity:

- **Reject** – Choose not to take the advantage of the opportunity, possibly because it is worth too little or requires too much work to capitalise on.
- **Enhance** – Take proactive steps to try and enhance the probability of the opportunity being able to be exploited.
- **Exploit** – This involves changing the scope of the project /programme to encompass some aspect that was not previously discussed that will achieve some extra benefit.
- **Share** – Seek partners with whom can actively capitalise on the circumstances such as a Joint Venture.

This is a qualitative assessment of the risk and opportunity and uses the existing likelihood and impact definitions and matrix found within the CPCA Risk Management Strategy.

After the qualitative assessment of each risk and opportunity has been complete, they are quantified against an approximate financial value, where applicable. Not all risks and opportunities can be monetised. All significant risks – such as timing, reputational impact, or changes to planned outcomes, nevertheless need to be considered.

For example, a risk relating to additional planning application would require a financial value whereas a risk around a consultation event potentially receiving bad publicity would not.

The risk owner is responsible, where appropriate, for providing an approximate financial value of each risk, but may consult the project team, supplier, or any other relevant person to help quantify.

As each monetised risk is quantified throughout the lifetime of the project, the approximate financial implication of the project is calculated and may change. The amount of monetised risk that CPCA is willing to accept is based on the Risk Appetite and Risk Tolerance.

CPCA's Risk Appetite

The CPCA has allocated a level of monetised Risk Appetite as a percentage of the financial cost. This is based on the overall financial cost of the project. Where the Green Book process of preparing successive business case stages is followed, the risk appetite should reduce the closer to delivery the project advances.

Table 1: CPCA Risk Appetite for HM Treasury's Five Business Case Model only:

Business Case Stage	% Level of Appetite
Feasibility	40%
Strategic Outline Business Case (SOBC)	30%
Outline Business Case (OBC)	20%
Full Business Case (FBC)	10%
Construction / Delivery	10%

This percentage level of appetite is based on the total financial cost of the business case.

The CPCA Assurance Framework requires Business Cases to be developed in line with HM Treasury's Five Case Model. HM Treasury guidance sets out a three stage Business Case process: The Strategic Outline Business Case (SOBC), the Outline Business Case (OBC) and the Full Business Case (FBC). More detail can be found in the CPCA's 10-Point Guide to Project Management.

At each stage, the documents become more detailed as the project prepares to enter delivery and therefore, the risk appetite changes. This is a result of a more detailed understanding of the project and requirements of its delivery.

For example, a project at feasibility stage has an approximate overall cost between £1 - £1.2m. Due to the level of uncertainty, the CPCA allows a 40% risk appetite, meaning the approximate overall cost of the project can lie between £1.4 - £1.68m. As the project goes through the HM Treasury Five Case model process, the overall cost of the project becomes clearer and the risk appetite should reduce appropriately. By the time this reaches construction phase, the risk appetite will reduce to 10%.

If the project does not follow the successive business case process, then the Risk Appetite is based on the overall cost of the project. This is defined below:

Table 2: CPCA Risk Appetite for Project Cost only:

Total Project Cost	% Level of Appetite
Anything over £500,000k	30%
£250k to £500k	20%
£100k to £249k	10%
£0 – £99k	10%

For example, a project within housing with a total cost of £500,000 will have a risk appetite of 30%. The Risk Appetite for that particular business case is therefore £150,000. The approved project cost would be £650,000.

This simpler approach should also be used in allowing for risk in the budget for developing a business case itself, although in that case the percentage allowances should be 10/5/0/0%.

Unmonetised risks cannot be budgeted for in this way.

3. Change Control

A change is something that will affect any of the key baselines associated with a project – the time, cost, quality, risk exposure or benefits case. Some changes may be welcome whilst some not. Either way all change needs to be proactively managed.

Change can happen due to a number of reasons:

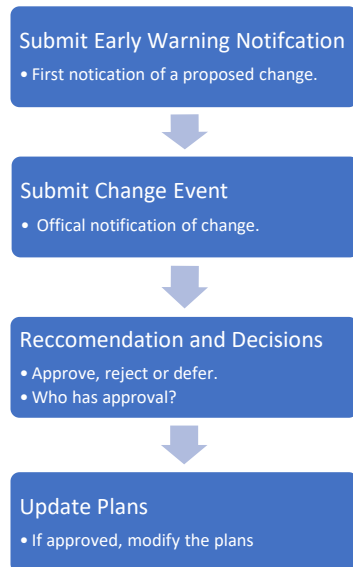
- External influences; for example, a change of government or organisational strategies.
- Contractual changes generated by clients / subcontractors / suppliers or other stakeholders.
- A new and innovative technique or process, apparent after the original baselines have been agreed.
- Efficiencies of process and change associated with getting things done more efficiently / lower cost that have emerged.
- Changes to the benefit model; perhaps doing a little more may have a huge return.
- Evolving designs and emergence of new information.

In traditional development models where scope is defined early in the life cycle, it is essential that changes to baselined scope are controlled. A rigorous change control process must be established and maintained on all projects, programmes, and portfolios. The purpose of this is to make sure that baselines are secured and only changed with appropriate controls, checks, agreements, and communications. As time progresses, the ability to have an impact on the direction of a project diminishes. Similarly, as time goes by, the cost of any changes will rise. The cost needs to be considered and understood and any change to these parameters may call into question the viability of the project as whole.

Change Control Process

Within CPCA, we follow the change control process below.

Diagram 1: Standard Change Control Process



This process is shown by example in Appendix 2.

A change request can only be submitted by the CPCA Programme/Project Manager.

All Early Warning Notifications and Change Events should be saved on the Early Warning and Change Event Log found [here](#). An Early Warning and Change Event Log should be set up for every project.

Step 1: Submit Early Warning Notification

An Early Warning Notification (EWN) is the first notice that a project manager must submit to notify the project director or board of any potential change which could affect the cost, completion progress or quality of the project.

The EWN form can be found [here](#)

When the EWN form has been completed, it is recorded on the Early Warning Notification and Change Event Log, given a reference number, and must be formally signed off by the Project Director (PD) and/or agreed by the Project Board where there is one. This sign off should happen within a week of receiving the EWN. Whether the EWN is accepted or declined by the project director, it will stay on the Early Warning Notification and Change Event Log.

The EWN will also refer to a Risk Identification number as part of the Risk Management Process.

The Early Warning and Change Event Log records all submitted EWNs and Change Events (CE). The purpose of the log is to provide a method of change and a means of notification to change the scope, cost, programme, outputs, and deliverables. It also provides a means of escalation of project risks and or issues that require a notification.

The monitoring and quality checking of the Early Warning Notification and Change Event Log will be facilitated by the PMO team.

The EWN is supplementary and will provide supporting information for any future Change Events. The EWN advises the project team that a change may happen, and that additional mitigation might need to be put in place to stop the change from happening. Just because an EWN has been submitted, does not mean that a change event will be submitted at a later date. The EWN will also

give an approximation on the change whether that is the approximate number of days or the approximate financial implication.

For example, an EWN has been issued to notify of a delay in time (approximately 5 days) for modelling work. If this does happen, it will also result in additional funds (approximate financial implication). If the modelling delay is resolved, then a change event will not need to be submitted.

There are no definitive timescales as to when a change request is submitted.

Step 2: Submit Change Event

The project manager who requests a change must then provide relevant information on the nature of the change. The request is entered into a change event form.

The CE form can be found [here](#)

Once the CE has been completed, it is also recorded on the Early Warning and Change Event Log.

It is then formally submitted to the project director and/or project board. The CE is then given a reference number. If there are any EWNs that provide supporting evidence for the change, then the EWN reference number(s) is also included.

Stage 3: Recommendation, Decisions and Delegation

The person with the authority to approve a CE is the named Director responsible for the project, or the CPCA Project Board where one exists.

The Director for Business and Skills has delegated authority to SROs within this directorate, which is shown within **Appendix 1**.

Stage 4: Update Plans

If the CE is formally accepted, the Programme/Project Manager has to introduce the change into the plan. Most of the normal planning process would already have been carried out during the feasibility stage, but now the live programme, financial reporting, and risk registers will need to be formally updated. Changes must be considered alongside the existing frameworks of product description and specifications; this is outlined with the Project Identification Document (PID) as per the CPCA 10 Point Guide for Project Management. If the change requires a budget increase, that must be approved in line with the usual Combined Authority process for agreeing budget changes. These are set out in Combined Authority Constitution.

Everyone who is involved must be informed about the change.

Appendix 1

Delegated Authority

Business and Skills

The following SROs have 50% delegated authority for the overall Risk appetite:

Job Title
SRO – Higher Education
SRO – Workforce & Skills
SRO – Adult Education
SRO – LGF Investments
SRO – Business Growth Service & Market Towns

This is agreed as an aggregate (approval of either a single CE or multiple CEs, as long as they do not exceed the 50% Risk appetite in total).

For approvals over 50% Risk appetite, these will need to be authorised by the Director of Business and Skills.

Delivery and Strategy

Full delegated authority sits with the Director of Delivery and Strategy.

Housing and Development

Full delegated authority sits with the Director of Housing and Development.

Appendix 2

Early Warning Notification and Change Event Process Example

Below is a live example of how to complete an Early Warning and Change Event for your project:

Step 1: Early Warning Notification (EWN) is submitted

The EWN form is completed by the Project Manager and is added into the Early Warning Register with a number allocated:

Early Warning Notification			
EARLY WARNING OF:		Notification Date	10/11/2020
Increase in total of Price	Yes		
Delay Completion	Yes		
Delay meeting a Key Date	No	EW Ref Number	
		Event Date	DD/MM/YYYY
Brief Description of the Event: (single line only)			
Additional planning application is required if current planning application is declined			
Detailed Description of the Event: (be as full and descriptive as you can)			
Received email from planning authority regarding current planning application. They have advised that the planning application may require to be re-submitted due to legislation changes			
Cause of the Event:			
Legislation changes			
Effects of the Event:			
Time and Cost			
Options Considered/Mitigation Measures deployed:			
Currently discussions being held with planning authority about the need for new planning application			
Why Option chosen was selected:			
Only option			
Delay in Time / Delivery? (highlight Business Case if applicable)			
Feasibility SOBC OBC FBC Construction / Delivery			
If a new planning application is required confirmed approx delay 3-12 weeks.			
Issued by:		Supplier	Date: 10/11/2020
Provisional Total EW Cost		£ 3,000.00	

The reference number is used to link into the risk register, which is then updated.

Project / Programme Risk						Residual Score			Financial Risk Implication (£k)	Comments/Notes /Assumptions	Risk Contingency (£k)	Risk Owner	Escalation Required?	EWN Ref
ID No	Risk or Opp	Date Identified	Cause(s)	Risk Event	Effect(s)	Likelihood (1-5)	Impact (1-5)	RAG score						
								Total	£3,000.00		£2,400.00			
1	Risk	01/11/2020	Regulation Change	New planning application required	Cost and Time	4	1	4	£3,000.00	discussions happening with planning team	£2,400.00	PM	No	EW1
2								0						

If the EWN is demonstrating a new risk that is not already on the risk register, this will need to be added.

The EWN is then discussed internally. In this example, it is deemed appropriate and accepted. The EWN is signed off as approved, by WHO? (this should happen within a week of receiving the EWN from the supplier).

Issued by:	Supplier	Date:	10/11/2020
Provisional Total EW Cost	£ 3,000.00		
Assigned Project Manager - Delivery Partner	X	Date:	12/11/2020
PCA Project Manager	X	Date:	12/11/2020
PCA Project Director	X	Date:	12/11/2020

Step 2: Change Event (CE) is submitted by the supplier:

In this instance, the risk has been realised (a week after the EWN) and the Project Manager has completed the CE form:

Change Request Form			
CHANGE EVENT OF:		Notification Date	21/11/2020
Increase in total of Price	Yes		
Delay Completion	No		
Delay meeting a Key Date	No	CE Ref Number	
		Event Date	28/11/2020
Brief Description of the Event: (single line only)			
Current planning application is due to be declined, new planning application needs to be submitted			
Detailed Description of the Event: (be as full and descriptive as you can)			
Discussions with the planning team have confirmed that a new planning application is required due to new legislation			
Cause of the Event:			
New legislation			
Effects of the Event:			
Increase in cost, no delays to programme due to discussions with the planning team.			
Options Considered/Mitigation Measures deployed:			
N/A			
Why Option chosen was selected:			
Only option			
Delay in Time / Delivery?			
Feasibility SOBC OBC FBC Construction / Delivery			
New planning application will cost £2,500 and no delay in time			
Issued by:	Supplier	Date:	21/11/2020
Total CE Cost	£ 2,500.00		

A CE Ref Number is allocated, and this is also added to the summary page of the Early Warning and Change Event Log:

Early Warning and Change Event Register				Project Name:		
EW/CE Ref Number	Brief Description of Event	Notification Date	Impact on Approved Completion Date (days)	Dropdown		Dropdown
				Change in Cost (Y/N)	Provisional Cost Impact (Net £)	Requires Director Approval?
EW1	Additional planning application is required if current planning application is declined	10/11/2020	60	Yes	£ 3,000.00	
CE1	Additional planning application is required	21/11/2020	0	Yes	£ 2,500.00	
		Total:	60	Total:	£ 5,500.00	



Budget Monitor Report: January 2021

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	27 January 2021
Public Report:	Yes
Lead Member:	Mayor James Palmer
From:	Jon Alsop, Chief Finance Officer
Key decision:	Yes
Forward Plan reference:	KD2020/093
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none">a. Note the financial position of the Combined Authority for the year to date.b. Approve the movement of £900k from Subject to Approval to Approved budget for the Digital Connectivity Infrastructure Programmec. Note the Chief Finance Officer's acceptance of additional funding to support business through the EU exit grant and associated expenditure.d. Approve the amendment to the limit on investment balances held with Money Market Funds in the current Treasury Management Strategy.
Voting arrangements:	A simple majority of all Members present and voting.

1. Purpose

- 1.1 This report provides an update of the 2020/21 budget position and capital programme as at 30th November 2020.

2. Background

- 2.1 At its June meeting the Combined Authority Board approved a revised 2020-21 budget. This report presents the actual expenditure position as at the 30th November 2020 and the current forecast outturn (year-end) position against that budget.
- 2.2 As adopted last year detailed explanations of variances above the materiality thresholds are included in Appendix 4.
- 2.3 The thresholds are: £100k in Mayoral and Corporate Services revenue budgets, £250k in 'Housing', 'Business and Skills', and 'Delivery and Strategy' revenue budgets, and £500k on all capital projects
- 2.4 The reporting format for the capital programme was updated for the November Combined Authority Board to more clearly show the multi-year nature of the capital programme. The new appendices setting out the programme are:

Appendix 2 - "Capital Expenditure" focuses on the current financial year showing in-year budget, actual, forecast outturn for the end of year and a breakdown of under/overspends between slippage and actual under/overspend.

Appendix 3 – "Capital Programme" shows the total budget for each project in the capital programme across the current and future three years, including both approved and subject to approval budgets.

Appendix 4 – "Proposed Capital Changes" highlights the changes to the capital programme since the previous Combined Authority Board meeting, and breaks them down between decisions being considered at the current Board meeting and any Officer and Mayoral decisions taken in the intervening period. Officer and Mayoral decisions reported here have already been made and are included as required by the Combined Authority's constitution.

3. Revenue Budget Position

- 3.1 A summary of the financial position of the Authority, showing 'Revenue' income and expenditure for the eight-month period to 30th November 2020, 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**.

	September Budget £'000	Adjustments £'000	Revised Budget £'000	Actuals £'000	Forecast Outturn £'000	FO Variance £'000	App 5 ref:
2020-21 Revenue							
Grant Income	-37,448	-136	-37,584	-32,324	-38,262	-678	
Mayor's Office	467	-	467	276	432	-35	
CA Gross Staffing Costs	5,202	-	5,202	3,638	5,581	-35	1
Other Employee Costs	418	-	418	54	242	-176	
Externally Commissioned Support Services	359	-	359	208	338	-21	
Corporate Overheads	628	-	628	380	549	-80	
Governance Costs	164	-	164	44	164	-	
Other Corporate Budgets	-686	-	-686	-364	-313	373	
Recharges to Ringfence Funded Projects	-1,940	-	-1,940	-1,091	-2,281	-340	2
Corporate Services Expenditure	4,146	-	4,146	2,869	4,281	135	
Business and Skills	22,975	187	23,162	11,012	20,051	-3,111	3
Delivery and Strategy	25,580	-	25,580	14,727	23,983	-1,598	
Housing	780	-	780	133	780	-	
Workstream Expenditure	49,335	187	49,522	25,872	44,813	-4,709	
Total Expenditure	53,948	187	54,135	29,018	49,526	-4,608	

- 3.2 The Forecast Outturn as set out in the table above shows a 'favourable' variance of forecast expenditure against budget of £4.6m, this is predominantly due to a combination of the previously reported reduction in the forecast spend on the Health and Care Sector Work Academy (£2.2m) and Adult Education Budget (AEB) Devolution Programme (£0.9m) along with the updated forecast spend on the Bus Review Implementation which is now predicting a £1.2m underspend.
- 3.3 The Health and Care Sector Work Academy and the Bus Review Implementation projects are underspending in 2020-21 due to delivery being slipped into 2021-22 thus, should carry forwards be approved at the end of the year, there is no expected savings from these projects. The AEB underspend is due to reduced course provision as a result of COVID and does represent a cashable saving.
- 3.4 The current approved budget shows total revenue expenditure for the year of £54.1m against a grant income of £37.6m. The balance of £16.5m is made up of drawdowns from funds received in previous years including both our general funds and specific grants, which include the Rural Communities Energy Fund (£2.8m), the Health and Care Sector Work Academy grant (£3.2m), the Energy Hub grant (£0.8m), and LEP capacity funding (£0.2m).
- 3.5 The Chief Finance Officer accepted, on the Combined Authority's behalf, a £136k grant from the Ministry of Housing, Communities and Local Government to provide additional support for businesses through the EU exit transition, this must be spent by the 31st March 2021 and the income and expenditure have been reflected in the budget as reported here.
- 3.6 The reported outturn has been set on the understanding that responsibility as the Accountable Body for the Energy Hub, and associated funding, will be being transferred to

Peterborough City Council at the end of the year. As such the budget for the Energy Hub and Rural Communities Energy Fund are shown as predicting full expenditure despite the trajectory of spend to the end of November.

- 3.7 There are three material changes in the revenue forecast outturn position since it was last reported to Board as reported below, and in detail in **Appendix 5**.
- **£363.7k** increase in forecast staffing costs across Corporate Services and Housing, these reflect increased capacity requirements to meet the needs of the Combined Authority. These are predominantly related to work on subsidiary companies and, as such, is almost entirely offset by the increased forecast recharges to other budget lines as detailed below.
 - **-£326k** increase in Directly Grant Funded Staff– this reflects increased staff time being spent on specifically funded projects, in particular subsidiary companies where costs will be recovered via invoices to those companies. The budget line was named when the MTFP was approved in January 2020 at which point the majority of recharges were related to internal grant funded projects. This line has been split between internal project recharges and external charged to companies in the 2021-22 MTFP for greater clarity.
 - **-£1,244k** The Bus Review Implementation workstream is reporting a significant reduction in anticipated spend this year due to profile of expenditure slipping into 2021-22.

4. Capital Programme

- 4.1 A summary of the in-year capital programme and capital grant income for the period to 30th November 2020 is shown below. Detail of the capital programme can be seen across **Appendices 2 to 4**. N.B. STA stands for Subject to Approval and YTD is year to date.

Capital Programme Summary	Revised 20-21 Budget	YTD actuals	20-21 Forecast Outturn	Forecast Variance		STA Budget	App 5 ref:
	£'000	£'000	£'000	£'000	%	£'000	
Corporate Services	-	-	-	-		150	
Business and Skills	80,569	11,199	69,579	-10,990	-13.6%	8,100	4,5
Delivery and Strategy	78,475	50,726	73,893	-4,582	-5.8%	13,064	6-11
Housing	49,115	9,529	38,833	-10,282	-20.9%	-	
Totals	208,158	71,454	182,305	-25,854	-12.4%	21,314	

Capital Funding Summary	Revised 20-21 Budget	YTD actuals	20-21 Forecast Outturn	Forecast Variance		% Received to date
	£'000	£'000	£'000	£'000	%	
£100m Housing Fund	-45,000	-	-45,000	-	0.0%	0.0%
£70m Cambridge City Housing Fund	-15,000	-	-15,000	-	0.0%	0.0%
Active Transport Grant	-2,942	-2,942	-2,942	-	0.0%	100.0%
Pothole and Challenge Funding	-12,554	-12,554	-12,554	-	0.0%	100.0%
Capital Gainshare	-12,000	-12,000	-12,000	-	0.0%	100.0%
Highways Maintenance Capital Grant	-22,554	-22,554	-22,554	-	0.0%	100.0%
Local Growth Funding	-35,738	-35,738	-35,738	-	0.0%	100.0%
Getting Building Fund	-7,300	-7,300	-7,300	-	0.0%	100.0%
Transforming Cities Funding	-22,000	-22,000	-22,000	-	0.0%	100.0%
Totals	-175,088	-115,088	-175,088	-	0.0%	

- 4.2 As reported to the November Board, but now reflected in the funding table above, the CPCA has now received the final third of the 2020-21 allocations of the Local Growth Fund. This shows central Government's faith in the delivery of the ongoing capital local growth programme led by the Business Board. This removes funding risk from projects approved by the Business and Combined Authority Boards but still in contract negotiation, ensuring this is no barrier to the delivery of the jobs and skills outcomes the projects will deliver.
- 4.3 There are two proposed changes being considered by the January Board, including one decision sought in this paper. These are summarised, along with the items discussed in paragraph 4.7 & 4.8 In **Appendix 4**:
- **£630k** approval of drawdown of subject to approval budgets for the A16 Norwood Dualling project in 2020-21 and 2021-22 and reprofiling of that budget to be entirely within 2021-22 (agenda item 4.1)
 - **£900k** for the Digital Connectivity Infrastructure project.
- 4.4 The Digital Connectivity Infrastructure requested the release of its 2020-21 Subject to Approval budget at the September Combined Authority Board via the budget monitoring report. Due to an error in the report the actual decision taken was to approve £1,040k when the figure should have been £1,940k. The Board are asked to approve the drawdown of the remaining £900k of subject to approval budget as was the original intention.
- 4.5 The forecast slippage stands at £10.7m (5.1%) across the capital programme in addition to a £15.2m reduction in spend (7.3%) against approved budgets. The majority of the forecast reduction in spend (£10.3m) is due to the Cambridge City Housing Programmes which, as previously reported, is due to the associated funding being paid directly to the City Council and so does not increase the Combined Authority's capital balances. Beyond those items in paragraphs **Error! Reference source not found.**, 4.7 and 4.8, projects with material changes since the report to Board in November are listed below, with additional detail in **Appendix 5**:
- **-£500k** (-100%) slippage on Market Town Masterplans as the projects emerging from the approved Masterplans will not be approved in time to start delivery in 2020-21.

- **-£7,300k** (-100%) slippage on University of Peterborough phase 2. This project is progressing; however, the Combined Authority's expenditure will not be shown until the shareholder's agreement is signed which is now expected early in 2021-22.
- **-£828k** (-85%) underspend forecast on the A141 capacity enhancements – this project is being delivered in-house to achieve time and financial savings. As such the project now falls within the revenue budget.
- **£0** (0%) Fengate Access Strategy – this project was previously reporting an underspend based on the current phase of the project. At the November CA Board the budget for the next stage of this project was approved and thus the in-year expenditure forecast has increased to reflect the initiation of work on the newly approved phase of the project.
- **£1,780k** (+12%) current year overspend on Kings Dyke, this reflects an acceleration of delivery in the current year, the project is on-budget as a whole.
- **-£1,537k** (-58%) March Junction Improvements had £900k of 2020-21 subject to approval budget released by the November Combined Authority Board for the next phase of this project; however, spend against this will mostly fall into the 2021-22 year.
- **-£778k** (-46%) Regeneration of Fenland Stations is forecasting an in-year underspend however, in line with the budget approved by the Combined Authority Board in November this will be slipped into 2021-22 and included in the budget for the next stage of the project.
- **-£1,695k** (-31%) Wisbech Access Strategy this reduction in spend is due to delays in the project progressing while a change in the scope of the project was agreed.

4.6 In light of the significant remaining 'Subject to approval' balances for 2020-21, between now and the March Board, the Corporate Management Team (CMT) will be reviewing the forecast outturns, multi-year reporting and profiling of the capital programme to present a detailed draft outturn position to the Board at their March meeting along with proposed carry forwards from 2020-21.

4.7 As was reported to the T&I committee in November, the Department for Transport have announced funding for the next phase of the Ely Area Capacity Enhancements project and thus the £4.14m subject to approval budget in 2020-21 is no longer required and is released back into capital reserves. This has been included in **Appendix 4** as it was not reported in the previous budget monitoring report, but no decision is required.

4.8 The November Combined Authority Board released £270k to the Fengate Access Study Phase 2 subject to approval funding. As this was not based on a recommendation from the T&I Committee the change was not reflected in the figures reported in the budget report in November.

5. Update on the use of Money Market Funds

5.1 The Combined Authority's treasury advisors, Arlingclose have revised their investment advice for Money Markets Funds (MMFs), removing the upper limit on sums invested in MMFs in total.

The previously advised limit was in place because individual funds make similar underlying

investments which limits the diversification achievable across the ultimate entities invested in, even when money is invested with different funds.

- 5.2 Unlike fixed term deposits, MMFs allow for near immediate investment and withdrawal of funds and are therefore a key tool to manage credit and liquidity risks. Given the increased risk in other sectors, due to the current economic climate, the relative risk of MMFs is decreased and so the advice has changed to remove the upper limit on investments.
- 5.3 In line with previous Arlingclose advice the 2020/21 Treasury Management Strategy limits total investments in MMFs to £100m, with a £25m limit per individual fund. The Board is asked to approve that the £100m total investment limit be removed, whilst retaining the £25m limit per individual fund in line with the advice from our advisors. Holding increased balances with MMFs will allow the CPCA to maximise the security and liquidity of investments whilst protecting yield by reducing the exposure risk of the Combined Authority's investments to negative rates that may be offered by similarly liquid investments such as bank accounts and balances held with the UK Government.

Significant Implications

6. Financial Implications

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

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 30th November 2020
- 9.2 Appendix 2 – Capital Expenditure to 30th November 2020
- 9.3 Appendix 3 – Capital Programme
- 9.4 Appendix 4 – Proposed Capital Changes
- 9.5 Appendix 5 – Detailed Explanations of Material Variances

- 9.6 An accessible version of this report and appendices are available on request from democratic.services@cambridgeshirepeterborough-ca.gov.uk

Appendix 1 - Detailed breakdown of the revenue position for the period to 30th November 2020

	Budget			YTD	Whole Year		
	Nov Budget £'000	Adjustments £'000	Revised Budget £'000	Actuals £'000	Forecast Outturn £'000	Change in FO £'000	FO Variance £'000
<u>Grant Income</u>							
Revenue Gainshare	-8,000.0		-8,000.0	-8,000.0	-8,000.0	-	-
Mayoral Capacity Fund	-1,000.0		-1,000.0	-1,000.0	-1,000.0	-	-
Skills Advisory Panel Grant	-75.0		-75.0	-75.0	-75.0	-	-
Enterprise Zone receipts	-605.3		-605.3	-	-605.3	-	-
Careers Enterprise Company Funding	-124.9		-124.9	-34.9	-124.9	-	-
Adult Education Budget	-12,084.1	-	-12,084.1	-12,762.2	-12,762.2	-	-678.2
Growth Hub Grants	-536.0	-136.1	-672.1	-280.8	-672.1	-136.1	-
LEP Core Funding	-500.0		-500.0	-500.0	-500.0	-	-
Transport Levy	-12,347.6		-12,347.6	-8,231.8	-12,347.6	-	-
COVID-19 bus services support grant	-439.5		-439.5	-	-439.5	-	-
Better Deal 4 Buses grant	-383.9		-383.9	-383.9	-383.9	-	-
Additional Home to School Transport Grants	-1,055.5		-1,055.5	-1,055.5	-1,055.5	-	-
Apprenticeship Levy Fund Pooling	-86.2		-86.2	-	-86.2	-	-
Peer to Peer Network Funding	-210.0		-210.0	-	-210.0	-	-
Total Grant Income	-37,447.9	-136.1	-37,583.9	-32,324.1	-38,262.1	-136.1	-678.2
Mayor's Office							
Mayor's Allowance	85.0		85.0	57.9	85.0	-	-
Mayor's Conference Attendance	10.0		10.0	-	-	-10	-10
Mayor's Office Expenses	40.0		40.0	11.5	15.0	-25	-25
Mayor's Office Accommodation	77.4		77.4	50.6	77.4	-	-
Mayor's Office Staff	254.4		254.4	155.9	254.4	-	-
Total Mayor's Office	466.8	-	466.8	276.0	431.8	-35	-35

	Budget			YTD	Whole Year		
	Nov Budget £'000	Adjustments £'000	Revised Budget £'000	Actuals £'000	Forecast Outturn £'000	Change in FO £'000	FO Variance £'000
Corporate Services							
Combined Authority Gross Staffing Costs							
Business and Skills	1,749.8		1,749.8	1,157.2	1,791.3	41.5	41.5
Chief Executive	288.1		288.1	193.4	291.1	3.0	3.0
Corporate Services	1,517.7		1,517.7	1,133.5	1,777.8	260.1	260.1
Delivery and Strategy	1,240.7		1,240.7	814.9	1,212.0	-29	-29
Housing	405.6		405.6	339.3	509.2	103.6	103.6
Total CA Gross Staffing Costs	5,201.9		5,201.9	3,638.3	5,581.3	379.4	379.4
Other Employee Costs							
Travel	100.0		100.0	3.9	10.0	-15.0	-90.0
Apprenticeship Levy	19.9		19.9	4.3	8.0	-2.0	-11.9
Conferences, Seminars & Training	90.0		90.0	3.9	16.0	-14.0	-74.0
Change Management Reserve	208.3		208.3	42.3	208.3	-	-
Total Other Employee Costs	418.2	-	418.2	54.4	242.3	-31.0	-175.9
Externally Commissioned Support Services							
External Legal Counsel	100.0		100.0	32.3	60.0	-40.0	-40.0
Finance Service	61.4		61.4	34.7	61.4	-	-
Democratic Services	90.0		90.0	70.4	95.0	5.00	5.00
Payroll	8.0		8.0	1.4	3.0	-0.7	-5.0
HR	25.0		25.0	4.5	10.0	-2.5	-15.0
Procurement	25.0		25.0	4.2	25.0	-	-
ICT external support	50.0		50.0	60.8	84.0	34.00	34.00
Total Externally Commissioned Support Services	359.4	-	359.4	208.3	338.4	-4.2	-21.0

	Budget			YTD	Whole Year		
	Nov Budget £'000	Adjustments £'000	Revised Budget £'000	Actuals £'000	Forecast Outturn £'000	Change in FO £'000	FO Variance £'000
Corporate Overheads							
Accommodation Costs	340.0		340.0	244.6	254.0	-86.0	-86.0
Software Licences, Mobile Phones cost	20.0		20.0	11.6	21.0	1.0	1.0
Communications	40.0		40.0	26.7	40.0	-	-
Website Development	38.4		38.4	1.4	30.4	-8.0	-8.0
Recruitment Costs	40.0		40.0	13.6	40.0	-	-
Insurance	30.0		30.0	32.2	32.3	-	2.3
Audit Costs	85.0		85.0	7.6	85.0	-	-
Office running costs	25.0		25.0	10.9	15.0	-10.0	-10.0
Corporate Subscriptions	10.0		10.0	30.8	31.0	21.0	21.0
Total Corporate Overheads	628.4	-	628.4	379.5	548.7	-82.0	-79.8
Governance Costs							
Committee/Business Board Allowances	144.0		144.0	44.4	144.0	-	-
Miscellaneous	20.0		20.0	-	20.0	-	-
Total Governance Costs	164.0	-	164.0	44.4	164.0	-	-
Other Corporate Budgets							
COVID Pressures	120.0		120.0	171.8	205.0	-	85.0
Capacity Funding	125.0		125.0	-	125.0	-	-
Contribution to the A14 Upgrade	89.0		89.0	-	89.0	-	-
Interest Receivable on Investments	-1,020.0		-1,020.0	-536.3	-732.0	-6.0	288.0
Total Other Corporate Budgets	-686.0	-	-686.0	-364.5	-313.0	-6.0	373.0
Recharges to Ringfence Funded Projects							
Directly Grant Funded Staff	-1,691.2		-1,691.2	-965.3	-2,017.0	-325.8	-325.8
Directly Grant Funded Overheads	-248.9		-248.9	-125.7	-263.6	-14.7	-14.7
Total Recharges to Ringfence Funded Projects	-1,940.1	-	-1,940.1	-1,091.1	-2,280.6	-340.5	-340.5
Total Corporate Services Expenditure	4,145.7	-	4,145.7	2,869.4	4,281.1	-84.3	135.3

	Budget			YTD	Whole Year		
	Nov Budget	Adjustments	Revised Budget	Actuals	Forecast Outturn	Change in FO	FO Variance
Business and Skills							
AEB Devolution Programme	11,646.3	-	11,646.3	8,134.6	10,709.0	-65.6	-937.3
AEB Innovation Fund - Revenue	336.7	-	336.7	-	336.7	-	-
AEB Programme Costs	372.7	61.2	433.9	168.5	402.3	29.6	-31.6
Apprenticeship Levy Fund Pooling	76.2	-	76.2	33.8	40.4	-35.7	-35.7
National Retraining Scheme	65.1	-	65.1	-	65.1	-	-
Marketing and Promotion of Services	95.0	-	95.0	12.9	86.0	11.0	-9.0
Careers and Enterprise Company (CEC)	86.2	-	86.2	77.5	87.2	1.1	1.1
Energy Hub	822.6	-	822.6	251.9	822.6	-	-
EU Exit Funding	131.5	136.1	267.6	125.1	267.6	136.1	-
Growth Hub	517.0	-	517.0	228.4	462.3	-54.7	-54.7
HAT Work Readiness Programme	52.8	-	52.8	36.6	52.9	0.0	0.0
Health and Care Sector Work Academy	3,235.6	-	3,235.6	215.5	1,053.1	-	-2,182.5
High Value Courses	153.8	-5.2	148.5	-	120.0	-33.8	-28.5
Integrated Insight & Evaluation Programme	189.0	-	189.0	135.7	189.0	-	-
LEP Capacity Funding	188.0	-	188.0	113.0	180.7	-7.3	-7.3
LIS Implementation	176.3	-	176.3	70.8	176.0	-0.3	-0.3
Local Growth Fund Costs	400.0	-	400.0	481.0	652.0	86.3	252.0
Market Town Implementation of Strategies	222.9	-	222.9	123.3	222.9	-	-
Peer Networks Programme	210.0	-	210.0	-	210.0	-	-
Rural Community Energy Fund (RCEF)	2,765.7	-	2,765.7	224.6	2,765.7	-	-
Sector Based Work Academies	2,765.7	-	2,765.7	224.6	2,765.7	-	-
Skills Advisory Panel (SAP) (DfE)	152.0	-5.2	146.8	-	120.0		-26.8
Skills Brokerage	114.0	-	114.0	50.5	110.5	-3.5	-3.5
Skills Strategy Implementation	107.0	-	107.0	75.4	111.6	4.6	4.6
St Neots Masterplan	120.5	-	120.5	28.9	118.2	-2.4	-2.4
Trade and Investment Programme	-	-	-	-	-	-	-
EZ Funded Growth Company Contribution	254.1	-	254.1	83.8	205.2	-49.0	-49.0
University of Peterborough	4.2	-	4.2	143.4	4.2	-	-
University of Peterborough - Legal Costs	150.0	-	150.0	172.0	150.0	-	-
Total Business and Skills	22,975.2	186.9	23,162.1	11,012.1	20,051.0	61.4	-3,111.1

	Budget			YTD	Whole Year		
	Nov Budget	Adjustments	Revised Budget	Actuals	Forecast Outturn	Change in FO	FO Variance
<u>Delivery and Strategy</u>							
A10 Dualling SOBC	297.1	-	297.1	180.5	185.1	-	-112.0
A141 Huntingdon SOBC	350.0	-	350.0	26.0	146.0	-104.0	-204.0
Additional Home to School Transport Grants	1,055.5	-	1,055.5	-	1,055.5	-	-
Bus Review Implementation	1,844.0	-	1,844.0	274.1	600.0	-1,244.0	-1,244.0
Bus Service Subsidisation	245.0	-	245.0	-	245.0	-	-
CAM Metro OBC	1,356.4	-	1,356.4	1,425.1	1,425.1	68.7	68.7
CAM Metro SPV	-	-	-	-	-	-	-
CAM Innovation Company	6,915.2	-	6,915.2	3,935.1	6,846.5	-68.7	-68.7
Climate Change	125.0	-	125.0	14.5	125.0	-	-
COVID Bus Service Support Grant	439.5	-	439.5	374.0	439.5	-	-
Land Commission	40.0	-	40.0	-	40.0	-	-
Monitoring and Evaluation Framework	168.7	-	168.7	112.5	168.7	-	-
Non-Statutory Spatial Framework (Phase 2)	71.4	-	71.4	27.5	71.4	-	-
Public Service Reform	75.0	-	75.0	37.3	37.3	-0.9	-37.7
Schemes and Studies	100.0	-	100.0	27.5	100.0	-	-
Sustainable Travel	150.0	-	150.0	60.9	150.0	-	-
Transport Levy	12,347.6	-	12,347.6	8,232.0	12,347.6	-	-
Total Delivery and Strategy	25,580.4	-	25,580.4	14,726.8	23,982.7	-1,348.9	-1,597.7
<u>Housing</u>							
CLT and £100k Homes	83.4	-	83.4	73.4	83.4	-	-
Garden Villages	696.2	-	696.2	60.0	696.2	-	-
Total Housing	779.6	-	779.6	133.4	779.6	-	-
Total Workstream Expenditure	49,335.2	186.9	49,522.1	25,872.3	44,813.4	-1,287.5	-4,708.7
Total Revenue Expenditure	53,947.8	186.9	54,134.6	29,017.7	49,526.3	-1,406.7	-4,608.4

Appendix 2 –Capital Expenditure to 30th November 2020

	20-21 approved budget £'000	20-21 actuals £'000	20-21 variance to budget £'000	20-21 Forecast Spend £'000	Forecast Slippage £'000	Forecast Over-spend £'000	Change to Forecast Variance £'000
Business and Skills							
AEB Innovation Fund	324	-	324	324	-	-	-
Aerotron Relocation	847	847	-	847	-	-	-
Ascendal New Technology Accelerator (Equity)	965	-	965	965	-	-	-
Cambridge Biomedical MO Building	3,000	-	3,000	3,000	-	-	-
Cambridge City Centre	710	-	710	710	-	-	-
CRC Construction and Digital Refurbishment	2,500	-	2,500	2,500	-	-	-
COVID and Capital Growth Grant Scheme	5,994	3,605	2,389	5,994	-	-	-
COVID micro-grants scheme	500	461	39	496	-	-4	-4
Eastern Agritech Initiative	1,696	189	1,507	1,596	-100	-	-
Endurance Estates	2,400	-	2,400	-	-	-2,400	-
Hauxton House Redevelopment	216	216	-	216	-	-	-
Haverhill Epicentre	1,163	1,163	-	1,163	-	-	-
Illumina Accelerator	1,000	200	800	700	-	-300	-300
March Adult Education	400	-	400	400	-	-	-
Market Town Master Plan Implementation	500	-	500	-	-500	-	-500
Metalcraft (Advanced Manufacturing)	3,160	-	3,160	3,160	-	-	-
NIAB - Agri-Tech Start Up Incubator	2,442	1,392	1,050	2,442	-	-	-
NIAB - Hasse Fen	600	336	263	600	-	-	-
Peterborough City Centre	800	-	800	800	-	-	-
Photocentric	1,875	-	1,875	1,875	-	-	-
Small Grants Programme	-	-6	6	-	-	-	-
Smart Manufacturing Association	715	-	715	715	-	-	-
South Fen Business Park	997	-	997	997	-	-	-
St Neots Masterplan Capital (B&S)	386	-	386	-	-	-386	-386
Start Codon (Equity)	3,342	640	2,702	3,342	-	-	-
The Growth Service Company	5,407	-	5,407	5,407	-	-	-
TTP Incubator	2,300	1,332	968	2,300	-	-	-
TWI - Innovation Ecosystem	1,230	24	1,206	1,230	-	-	-
University of Peterborough - Business Case/Phase 1	12,300	748	11,552	12,300	-	-	-
University of Peterborough - LGF investment	12,500	-	12,500	12,500	-	-	-
University of Peterborough Phase 2	7,300	-	7,300	-	-7,300	-	-7,300
West Cambs Innovation Park	3,000	-	3,000	3,000	-	-	-
Total Business and Skills	80,569	11,199	69,370	69,579	-7,900	-3,090	-8,490

	20-21 approved budget £'000	20-21 actuals £'000	20-21 variance to budget £'000	20-21 Forecast Spend £'000	Forecast Slippage £'000	Forecast Over- spend £'000	Change to Forecast Variance £'000
<u>Delivery and Strategy</u>							
A10 Dualling	500	-	500	500	-	-	-
A1260 Nene Parkway Junction 15	654	35	618	446	-208	-	-208
A1260 Nene Parkway Junction 32/3	517	65	452	412	-105	-	-105
A141 capacity enhancements	978	133	845	150	-	-828	-828
A16 Norwood Dualling	61	59	2	61	-	-	-
A47 Dualling	40	53	-13	53	-	13	-
A505 Corridor	422	229	193	250	-	-172	-22
A605 Oundle Rd Widening - Alwalton-Lynch Wood	793	781	12	781	-	-12	-12
A605 Stanground - Whittlesea	1,110	113	997	1,110	-	-	-
Active Travel Grant payments to Highways Authorities	2,942	2,942	-	2,942	-	-	-
CAM Delivery to OBC	-	-	-	-	-	-	-
CAM FBC Preperation	-	-	-	-	-	-	-
CAM Innovation Company Set up	1,995	-	1,995	1,995	-	-	-
Cambridge South Station	385	-	385	385	-	-	-
Coldhams Lane roundabout improvements	409	120	289	150	-259	-	-259
Digital Connectivity Infrastructure Programme	1,940	384	1,556	1,295	-	-645	-
Ely Area Capacity Enhancements	2,163	555	1,609	2,163	-	-	-
Fengate Access Study - Eastern Industries Access - Phase 1	614	53	561	614	-	-	540
Fengate Access Study - Eastern Industries Access - Phase 2	147	144	3	147	-	-	-
Highways Maintenance (with PCC and CCC)	23,080	23,080	0	23,080	-	-	-
King's Dyke	8,620	5,226	3,394	10,399	1,780	-	1,039
Lancaster Way	2,633	633	2,000	2,633	-	-	-
M11 Junction 8	-	-	-	-	-	-	-
March Junction Improvements	2,637	202	2,435	1,100	-1,537	-	-637
Pothole and Challenge Funds	12,554	12,554	-	12,554	-	-	-
Regeneration of Fenland Railway Stations	1,708	415	1,292	930	-778	-0	-778
Soham Station	5,737	2,046	3,691	5,600	-	-137	-20
St Neots Masterplan Capital (D&S)	-	-	-	-	-	-	-
Wisbech Access Strategy	5,494	583	4,912	3,800	-1,694	-	-1,694
Wisbech Rail	341	319	22	341	-	-	-
Total Delivery and Strategy	78,475	50,726	27,749	73,893	-2,801	-1,781	-2,984

	20-21 approved budget £'000	20-21 actuals £'000	20-21 variance to budget £'000	20-21 Forecast Spend £'000	Forecast Slippage £'000	Forecast Over- spend £'000	Change to Forecast Variance £'000
<u>Housing</u>							
Cambridge City Housing Programme	20,564	2,390	18,173	10,282	-	-10,282	-
Affordable Housing Grant Programme	23,346	3,656	19,690	23,346	-	-	-
Housing Investment Fund - contracted	5,205	3,483	1,722	5,205	-	-	-
Total Housing	49,115	9,529	39,586	38,833	-	-10,282	-
	20-21 approved budget £'000	20-21 actuals £'000	20-21 variance to budget £'000	20-21 Forecast Spend £'000	Forecast Slippage £'000	Forecast Over- spend £'000	Change to Forecast Variance £'000
<u>Corporate Services</u>							
Investment in Finance System	-	-	-	-	-	-	-
Total Corporate Services	-	-	-	-	-	-	-
Total Capital Programme	208,158	71,454	136,705	182,305	-10,701	-15,152	-11,473

Appendix 3: Capital Programme

	Approved to Spend Budgets				Total approved spend £'000	Subject to Approval budget				Total project budgets £'000
	2020-21 £'000	2021-22 £'000	2022-23 £'000	2023-24 £'000		2020-21 £'000	2021-22 £'000	2022-23 £'000	2023-24 £'000	
<u>Business and Skills</u>										
AEB Innovation Fund	324	-	-	-	324	-	-	-	-	324
Aerotron Relocation	847	-	-	-	847	-	-	-	-	847
Ascendal New Technology Accelerator (Equity)	965	-	-	-	965	-	-	-	-	965
Cambridge Biomedical MO Building	3,000	-	-	-	3,000	-	-	-	-	3,000
Cambridge City Centre	710	-	-	-	710					710
CRC Construction and Digital Refurbishment	2,500	-	-	-	2,500	-	-	-	-	2,500
COVID and Capital Growth Grant Scheme	5,994	-	-	-	5,994	-	-	-	-	5,994
COVID micro-grants scheme	500	-	-	-	500	-	-	-	-	500
Eastern Agritech Initiative	1,696	-	-	-	1,696	-	-	-	-	1,696
Endurance Estates	2,400	-	-	-	2,400	-	-	-	-	2,400
Hauxton House Redevelopment	216	-	-	-	216	-	-	-	-	216
Haverhill Epicentre	1,163	-	-	-	1,163	-	-	-	-	1,163
Illumina Accelerator	1,000	-	-	-	1,000	-	-	-	-	1,000
March Adult Education	400	-	-	-	400	-	-	-	-	400
Market Town Master Plan Implementation	500	-	-	-	500	5,000	2,500	2,000	-	10,000
Metalcraft (Advanced Manufacturing)	3,160	-	-	-	3,160	-	-	-	-	3,160
NIAB - Agri-Tech Start Up Incubator	2,442	-	-	-	2,442	-	-	-	-	2,442
NIAB - Hasse Fen	600	-	-	-	600	-	-	-	-	600
Peterborough City Centre	800	-	-	-	800	-	-	-	-	800
Photocentric	1,875	-	-	-	1,875	-	-	-	-	1,875
Smart Manufacturing Association	715	-	-	-	715	-	-	-	-	715
South Fen Business Park	997	-	-	-	997	-	-	-	-	997
St Neots Masterplan Capital (B&S)	386	-	-	-	386	3,100	-	-	-	3,486
Start Codon (Equity)	3,342	-	-	-	3,342	-	-	-	-	3,342
The Growth Service Company	5,407	2,043	-	-	7,450	-	-	-	-	7,450
TTP Incubator	2,300	-	-	-	2,300	-	-	-	-	2,300
TWI - Innovation Ecosystem	1,230	-	-	-	1,230	-	-	-	-	1,230
University of Peterborough - Business Case/Phase 1	12,300	-	-	-	12,300	-	-	-	-	12,300
University of Peterborough - LGF investment	12,500	-	-	-	12,500	-	-	-	-	12,500
University of Peterborough Phase 2	7,300	6,996	-	-	14,296	-	-	-	-	14,296
West Cambs Innovation Park	3,000	-	-	-	3,000	-	-	-	-	3,000
Total Business and Skills	80,569	9,039	-	-	89,608	8,100	2,500	2,000	-	102,208

	Approved to Spend Budgets				Total approved to spend £'000	Subject to Approval budget				Total project budgets £'000
	2020-21 £'000	2021-22 £'000	2022-23 £'000	2023-24 £'000		2020-21 £'000	2021-22 £'000	2022-23 £'000	2023-24 £'000	
<u>Delivery and Strategy</u>										
A10 Dualling	500	1,500	-	-	2,000	-	-	-	-	2,000
A1260 Nene Parkway Junction 15	654	-	-	-	654	-	7,755	-	-	8,408
A1260 Nene Parkway Junction 32/3	517	-	-	-	517	4,030	3,500	-	-	8,047
A141 capacity enhancements	978	-	-	-	978	-	650	5,000	3,000	9,628
A16 Norwood Dualling	61	630	-	-	691	-	420	12,000	-	13,111
A47 Dualling	40	-	-	-	40	-	-	-	-	40
A505 Corridor	422	-	-	-	422	-	-	-	-	422
A605 Oundle Rd Widening - Alwalton-Lynch Wood	793	-	-	-	793	-	-	-	-	793
A605 Stanground - Whittlesea	1,110	-	-	-	1,110	-	-	-	-	1,110
Active Travel Grant payments to Highways Authorities	2,942	-	-	-	2,942	-	-	-	-	2,942
CAM Delivery to OBC	-	-	-	-	-	-	5,000	5,000	5,000	15,000
CAM FBC Preperation	-	-	-	-	-	-	-	1,500	1,500	3,000
CAM Innovation Company Set up	1,995	-	-	-	1,995	-	1,000	-	-	2,995
Cambridge South Station	385	-	-	-	385	-	-	-	-	385
Coldhams Lane roundabout improvements	409	-	-	-	409	700	1,500	-	-	2,609
Digital Connectivity Infrastructure Programme	1,940	-	-	-	1,940	-	1,868	-	-	3,808
Ely Area Capacity Enhancements	2,163	-	-	-	2,163	-	-	-	-	2,163
Fengate Access Study- Eastern Industries Access- Ph 1	614	-	-	-	614	730	4,890	-	-	6,234
Fengate Access Study- Eastern Industries Access- Ph 2	147	-	-	-	147	120	700	1,280	-	2,247
Highways Maintenance (with PCC and CCC)	23,080	23,080	23,080	23,080	69,240	-	-	-	-	92,320
King's Dyke	8,620	9,087	-	-	17,707	2,100	-	-	-	19,807
Lancaster Way	2,633	-	-	-	2,633	1,168	-	-	-	3,802
M11 Junction 8	-	-	-	-	-	-	-	-	-	-
March Junction Improvements	2,637	-	-	-	2,637	2,298	1,550	-	-	6,485
Pothole and Challenge Funds	12,554	-	-	-	12,554	-	-	-	-	12,554
Regeneration of Fenland Railway Stations	1,708	-	-	-	1,708	-	733	-	-	2,440
Soham Station	5,737	13,104	897	-	19,737	-	-	-	-	19,737
St Neots Masterplan Capital (D&S)	-	-	-	-	-	-	-	-	-	-
Wisbech Access Strategy	5,494	-	-	-	5,494	930	3,000	-	-	9,424
Wisbech Rail	341	-	-	-	341	988	2,000	3,000	5,000	11,329
Total Delivery and Strategy	78,475	47,400	23,977	23,080	172,932	13,064	34,565	27,780	14,500	262,841

	Approved to Spend Budgets				Total approved to spend £'000	Subject to Approval budget				Total project budgets £'000
	2020-21 £'000	2021-22 £'000	2022-23 £'000	2023-24 £'000		2020-21 £'000	2021-22 £'000	2022-23 £'000	2023-24 £'000	
<u>Housing</u>										
Cambridge City Housing Programme	20,564	-	-	-	20,564	-	-	-	-	20,564
Affordable Housing Grant Programme	23,346	-	-	-	23,346	-	-	-	-	23,346
Housing Investment Fund - contracted	5,205	-	-	-	5,205	-	-	-	-	5,205
Total Housing	49,115	-	-	-	49,115	-	-	-	-	49,115
	Approved to Spend Budgets				Total approved to spend £'000	Subject to Approval budget				Total project budgets £'000
	2020-21 £'000	2021-22 £'000	2022-23 £'000	2023-24 £'000		2020-21 £'000	2021-22 £'000	2022-23 £'000	2023-24 £'000	
<u>Corporate Services</u>										
Investment in Finance System	-	-	-	-	-	150	-	-	-	150
Total Corporate Services	-	-	-	-	-	150	-	-	-	150
Total Capital Programme	209,328	56,439	23,977	23,080	312,825	21,314	37,065	29,780	14,500	415,484

Appendix 4: Proposed Capital Changes

		Approved to Spend Budgets				Total project approved spend £'000	Subject to Approval budget				Total project budgets £'000
		20-21	21-22	22-23	23-24		20-21	21-22	22-23	23-24	
		£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000	
Capital Programme per Nov Board		206,988	55,809	23,977	23,080	222,774	23,575	37,375	29,780	14,500	328,005

Decision Notices

Directorate	ODN/MDN reference	Scheme Name			
None			-		-

January Board Decisions

Directorate	Agenda item	Scheme Name										
D&S	4.1	A16 Norwood Dualling (OBC)	630			630	-320	-310			-	
D&S	2.1	Digital Connectivity Infrastructure	900			900	-900				-	
D&S	N/A*	Ely Area Capacity Enhancements				-	-4,141				-4,141	
D&S	N/A*	Fengate Access Study Phase 1	270			270	-270				-	
Revised Capital Programme			208,158	56,539	23,977	23,080	224,574	17,944	37,065	29,780	14,500	323,863

* These are not decisions being sought from the January Combined Authority Board, as set out in paragraphs 0 & 4.8 of the report

Appendix 5: Detailed Explanations of Material Variances

Operational Revenue Variances >£100k

1. Total CA Gross Staffing Costs		Change in forecast expenditure	£379k
2020-21 Budget	£5,202k	Forecast expenditure	£5,581k
<p>Due to the increasing volume of work within the Combined Authority, particularly with respect to the formation and operation of subsidiary companies, additional staff have been appointed to enable delivery of these ambitious projects.</p> <p>There is minimal impact on the net position of the Combined Authority as, where work is undertaken on behalf of subsidiary companies the cost to the Combined Authority is recovered via charging to the subsidiaries – this can be seen by the increase in recharged staffing costs in item 2 of this appendix.</p>			

2. Directly Grant Funded Staff		Change in forecast expenditure	-£326k
2020-21 Budget	-£1,691k	Forecast expenditure	-£2,017k
<p>As set out above, additional capacity has been employed to meet the needs of the subsidiary companies which will not be met by employees within the companies themselves – where this is the case the costs of these employees are recharged to the subsidiary companies as required by the Combined Authority's duty as a 'Best Value' Authority.</p> <p>The budget line was named when the MTFP was approved in January 2020 at which point the majority of recharged were related to internal grant funded projects. This line has been split between internal project recharges and external charged to companies in the 2021-22 MTFP for greater clarity.</p>			

Workstream Revenue Variances >£250k

3. Bus Review Implementation		Change in forecast expenditure	-£1,244k
2020-21 Budget	£1,844k	Forecast expenditure	£600k
<p>The bus reform project is identifying ways to deliver improved bus services within the Authority's area. It has launched two new bus services, will shortly launch two more and is commissioning a new Demand Responsive Transport (DRT) scheme covering 360 sq km of West Huntingdonshire.</p>			

As these services are commencing late in the financial year, inevitably a lot of the budget money is rolling forwards into 2021-22. The Covid-19 crisis has had a very significant impact on the bus market and on 9 September 2020 the Transport and Infrastructure Committee approved proposals to amend the Bus Reform Task Force programme milestones to reflect the pace of recovery of the bus market whilst commencing ongoing dialogue with DfT concerning the possibility of fast tracking a partnership or franchising scheme.

Capital Variances >£500k

4. Market Towns Masterplan		Change in forecast expenditure	-£500k
2020-21 Approved Budget	£500k	Forecast expenditure	£0k
Some Market Town Masterplans have been approved at recent CA Boards with some more being presented in January. Whilst these plans are currently active, it is unlikely that the capital projects will begin in earnest until the new financial year.			

5. University of Peterborough Phase 2		Change in forecast expenditure	-£7,300k
2020-21 Approved Budget	£7,300	Forecast expenditure	£0k
Underlying work on the delivery of the Phase 2 project is continuing on behalf of the Joint Venture company. As the Combined Authority will be investing in shares in the company the expenditure will be reported when the shareholder agreement is signed, which is now not expected to happen until early in the first quarter of 2021-22.			

6. A141 Capacity Enhancements		Change in forecast expenditure	-£828k
2020-21 Approved Budget	£978k	Forecast expenditure	£150k
This project is being delivered in-house to achieve time and financial savings. As such the project now falls within the revenue budget, the expenditure incurred in developing the project to-date is reflected in the £150k forecast.			

7. Fengate Access Study Ph 1		Change in forecast expenditure	£540k
2020-21 Approved Budget	£614k	Forecast expenditure	£614k
<p>The strategic outline business case stage has now completed and independently reviewed. This phase of the project resulted in a saving of £270,000.</p> <p>The increase in forecast spend reflects the additional funding approved by the Combined Authority Board in November to pursue the next stage of the project.</p>			

8. Kings Dyke		Change in forecast expenditure	£1,039k
2020-21 Approved Budget	£8,620k	Forecast expenditure	£10,399k
<p>As reported previously, the delivery of this project is running ahead of schedule resulting in an in-year overspend. The overall project budget has not increased, so future year's expenditure will be lower to offset this.</p>			

9. March Junction Improvements		Change in forecast expenditure	-£637k
2020-21 Approved Budget	£2,637k	Forecast expenditure	£1,100k
<p>The Combined Authority Board approved the drawdown of £900k of 2020-21 subject to approval budget for this project in November for the next phase of the project.</p> <p>The majority of this work will fall outside of the current financial year so is reflected in the increased forecast underspend.</p>			

10. Regeneration of Fenland Stations		Change in forecast expenditure	-£778k
2020-21 Approved Budget	£1,708k	Forecast expenditure	£930k
<p>Regeneration of Fenland Stations is forecasting an in-year underspend however, in line with the budget approved by the Combined Authority Board in November this will be slipped into 2021-22 and (subject to Board approval) included in the budget for the next stage of the project.</p>			

11. Wisbech Access Strategy		Change in forecast expenditure	-£1,695k
2020-21 Approved Budget	£5,495k	Forecast expenditure	£3,800k
<p>A revised forecast has been received from the delivery partner for 2020-21 in line with the approved change request removing Cromwell Road and Southern Access Road schemes from the original delivery package. This is an effect of a revised design programme which has pushed the start of construction dates back from Q4 2020-21, as originally forecast.</p>			



Mayor's Budget 2021-22

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 27 January 2021

Public report: Yes

Lead Member: Mayor James Palmer

From: Jon Alsop
Chief Finance Officer

Key decision: Yes

Forward Plan reference: KD 2020/070

Recommendations: The Combined Authority Board is recommended to:
Approve the Mayor's draft budget for 2021-22

Voting arrangements: Simple majority of all Members present and voting.

This is a recorded vote

1. Purpose

- 1.1 This report recommends the Board approve the Mayor's draft budget for 2021/22.

2. Background

- 2.1 In accordance with the Combined Authorities (Finance) Order 2017, the Mayor must, before the 1st February in any financial year, notify the Combined Authority of the Mayor's draft budget in relation to the following financial year.
- 2.2 The process and timetable for approving the Mayor's budget is set out in **Appendix 1**.
- 2.3 The draft Mayor's Office budget is shown within the 2021/22 Draft Budget and Medium-Term Financial Plan (MTFP) report and is set out below.

Mayor's Office Draft Budget	2021/22	2022/23	2023/24	2024/25
	£000's	£000's	£000's	£000's
<u>Income in Year</u>				
Revenue Single Pot Funding	-483	-490	-497	-504
Total Revenue Funding	-483	-490	-497	-504
<u>Mayor's Office</u>				
Mayor's Allowance	96	98	100	102
Mayor's Conference Attendance	10	10	10	10
Mayor's Office Expenses	40	40	40	40
Mayor's Office Accommodation	77	77	77	77
Mayor's Office Staff	260	265	270	275
Total Mayor's Costs	483	490	497	504

- 2.4 The Mayoral allowance is based on the recommendation of the Independent Remuneration Panel for the Mayor's allowance to be increased to £80,000, to reflect the change in the role and responsibilities of the Mayor as was discussed at the CA Board on 29th May 2019, plus indexation and on-costs.
- 2.5 The Mayor's Office expenses reflects the budget required for the Mayor and the Mayor's Office staff to properly carry out their duties.
- 2.6 The Mayor's Office accommodation costs allows for a full year's costs of the Mayor's offices in Ely.
- 2.7 The Mayor's Office staff budget includes the salary costs plus on-costs of five members of staff.
- 2.8 The Mayor's draft budget will be deemed to be approved if the Combined Authority does not make a report to the Mayor by 8th February 2021.

- 2.9 The costs of the mayoral functions for 2021/22 will be funded from Revenue Gainshare. There will be no precepts issued by the authority to fund the costs of mayoral functions for 2021/22.

3. Financial Implications

- 3.1 There are no matters to bring to the Board's attention other than those highlighted in other sections of the report.

4. Legal Implications

- 4.1 The Combined Authority is required to prepare a balanced budget each financial year in accordance with statutory timelines.
- 4.2 The process for setting the mayor's budget is contained within the Combined Authorities (Finance) Order 2017.

5. Other Significant Implications

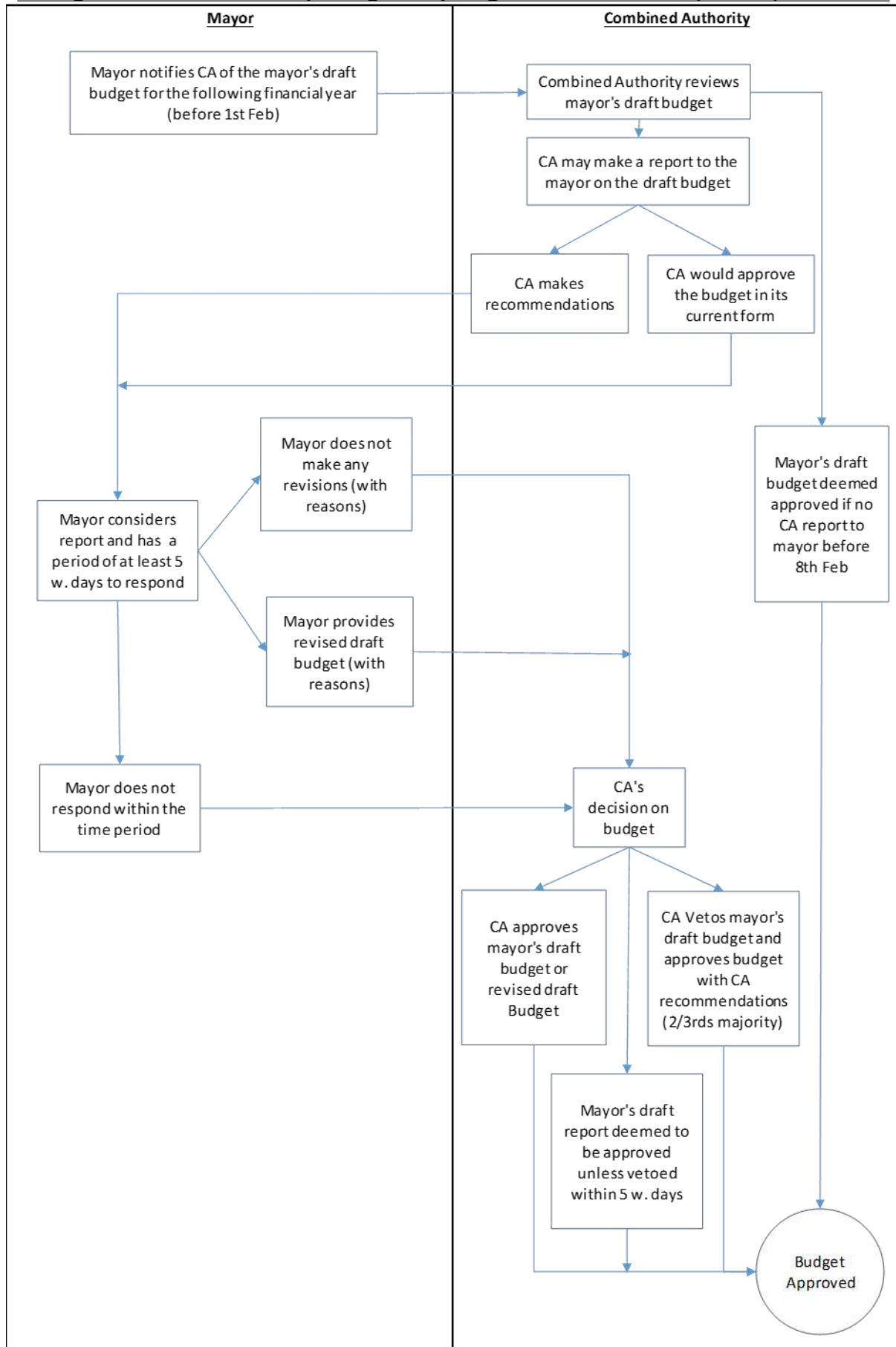
- 5.1 There are no other significant implications

6. Appendices

- 6.1 Appendix 1 – Setting of a Combined Authority's budget: Mayor's general functions

Appendix 1

Setting of a Combined Authority's budget: Mayor's general functions - CA (Finance) Order 2017





2021/22 budget and medium-term financial plan 2021 to 2025

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 27 January 2021

Public report: Yes

Lead Member: Mayor James Palmer

From: Jon Alsop, Chief Finance Officer

Key decision: Yes

Forward Plan ref: KD2020/071

Recommendations: The Combined Authority Board is recommended to:

- a. Approve the revenue budget for 2021/22 and the Medium-Term Financial Plan 2021/22 to 2024/25.
- b. Approve the capital programme 2021/22 to 2024/25

Voting arrangements: At least two-thirds of all Members (or their Substitute Members) appointed by the Constituent Councils to include the Members appointed by Cambridgeshire County Council and Peterborough City Council, or their Substitute Members.

This is a recorded vote

1. Purpose

- 1.1 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. The Combined Authority is required to set its annual budget by 31st January.
- 1.2 The process for the approval of the Mayoral budget is set out in 'The Combined Authorities (Finance) Order 2017' and is considered in another paper on this agenda. It is shown within this report to reflect the overall financial position of the Combined Authority.
- 1.3 This paper sets out the proposed Combined Authority draft Budget for 2021/22, the Medium-Term Financial Plan (MTFP) and Capital Programme for the period 2021/22 to 2024/25.

2. Background

- 2.1. In November 2020 the Board received and approved a draft revenue budget, Medium Term Financial Plan (MTFP) and Capital Programme for consultation. The proposed budget in this paper has minor alterations from that which was included in the consultation, these are noted in paragraph 3.2 and only the expected receipt of a 2021-22 Mayoral Capacity Grant has a net effect over the lifetime of the MTFP. The responses from the budget consultation are summarised in **Appendix 4**.

Budget Setting Objectives

- 2.2. 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.
- 2.3. Other objectives and principles adopted in the development of the proposed draft budget and MTFP are as follows:
 - The 2021/22 Budget preparation builds on the 2020/21 Budget and MTFP 'refresh' as approved by the Board in June 2020, incorporating any subsequent budget decisions taken.
 - Budget preparation has taken account of the level of reserves brought forward from previous financial years, and of expected annual funding streams from 2021/22 onwards to ensure that spending plans continue to be affordable.
 - The 2021/22 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(s) as Head(s) of Paid Service.
 - 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'.
- 2.4. 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.
 - 2.5. All Revenue and Capital expenditure lines included within the 2021/22 budget envelope and the MTFP, including both 'approved expenditure' and 'subject to approval' expenditure, are affordable and provide a balanced budget.
 - 2.6. There is no proposal to precept constituent authorities under Section 40 of the Local Government Finance Act 1992 for the 2021/22 financial year.
 - 2.7. The attached appendices provide the summary positions and detailed supporting schedules for both Revenue Expenditure (**Appendix 1**) and the Capital Programme (**Appendix 2**).

3. Budget for 2021/22 and MTFP for the period 2021/22 to 2024/25

- 3.1. This report presents draft Revenue budgets and the Capital programme, 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 2020-21 Budget, to clearly align Directorate Budgets with funding sources. The paper also differentiates 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
- 3.2. The changes to the budget, MTFP, and capital programme since the draft budget which was consulted on are listed below. The relevant appendices, or tables, where these changes can be identified are included in brackets. As these changes are related to project timing, or compensated for by a matched income source in the case of the Levy, there is (with the exception of (a) below) no net effect on the Combined Authority's overall budget position across the lifetime of the MTFP.
 - a. The Ministry of Housing, Communities and Local Government have communicated that there will be a continuation of the Mayoral Capacity Grant in 2021-22. The amount of the grant has not yet been verified by Treasury but is expected to be £1m as in previous years. This income for one year has been included in the Revenue Single Pot in the funding tables (1 & 3) and increased the end of year balance by £1m. It is considered prudent to keep the funds in reserve until such time as they are confirmed and received.
 - b. £1.2m of subject to approval budget, and reprofiling £815k of this from 2020-21 to 2021-22 for the Fenland Stations Regeneration Outline Business Case per prior Combined Authority Board approval. (Appendix 2c)

- c. £2m of subject to approval budget, and reprofiling £500k from 2020-21 into 2021-22 for the next stage of the A10 project per prior Combined Authority Board approval. (Appendix 2c)
- d. £630k of subject to approval budget, and reprofiling £320k from 2020-21 into 2021-22 for the A16 Norwood project per recommendation from Transport and Infrastructure Committee to the January Combined Authority Board. (Appendix 2c)
- e. The transport bus operations expenditure, and corresponding transport levy, has been updated to reflect the proposed levy being presented to the Board elsewhere on this agenda (Appendix 1d).

4. Funding

- 4.1. 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 (2024/25 - £12,070k), and for Capital (2024/25 - £14,824k), indicate that the budget is balanced and affordable.
- 4.2. In Table 1, the 'Earmarked Reserves' line is made up of the following:
 - The £1m Contingency reserve
 - The election reserve
 - The Growth Fund Top-Slice reserve
- 4.3. The 'EU Funds' are a combination of both European Research Development Funding and European Social Funding.
- 4.4. The 'Other Funding' line is made up for the following sources of income and related expenditure:
 - The Skills Advisory Panel grant
 - The Health and Care Sector Work Academy grant
 - The Commercial Support grant
 - LEP capacity grant
 - The Careers and Enterprise Company funding
 - Growth Hub funding and,
 - LEP core funding
- 4.5. In Table 2 the 'Capital Single Pot' is made up of both Capital gainshare and Transforming Cities Funds
- 4.6. 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

	2021/22				2022/23				2023/24				2024/5			
Source of Funding	Available Funds	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End	Available Funds	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End	Available Funds	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End	Available Funds	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
Revenue Single Pot	- 10,469	5,445	2,066	- 2,958	- 10,698	5,861	1,436	- 3,401	- 11,141	6,172	1,270	- 3,699	- 11,439	6,231	1,200	- 4,008
Earmarked Reserves	- 2,937	1,330	-	- 1,607	- 1,867	449	-	- 1,418	- 1,678	-	-	- 1,678	- 1,938	-	-	- 1,938
Business Board Revenue Funds	- 1,743	949	-	- 793	- 2,292	1,041	-	- 1,251	- 2,721	375	-	- 2,346	- 3,786	375	-	- 3,412
Adult Education Budget (AEB)	- 12,258	11,512	-	- 746	- 12,735	11,338	-	- 1,398	- 13,387	11,338	-	- 2,049	- 14,038	11,338	-	- 2,701
Transport Levy	- 13,040	13,040	-	-	- 13,300	13,300	-	-	- 13,566	13,566	-	-	- 13,838	13,838	-	-
EU funds	- 1,900	1,900	-	-	- 2,800	2,800	-	-	- 2,625	2,625	-	-	-	-	-	-
Other Funding	- 1,229	1,218	-	- 11	- 882	871	-	- 10	- 820	809	-	- 8	- 757	746	-	- 11
Total	- 43,576	35,395	2,066	- 6,115	- 44,574	35,659	1,436	- 7,478	- 45,938	34,884	1,270	- 9,781	- 45,797	32,527	1,200	- 12,070

Table 2 - CPCA Capital Funding Summary

	2021/22				2022/23				2023/24				2024/5			
Source of Funding	Available Funds in Year	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End	Available Funds in Year	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End	Available Funds in Year	Approved Expenditure	Subject to Approval Expenditure	Balance at Year End	Available Funds in Year	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
Capital Single Pot	- 65,443	20,461	31,512	- 13,471	- 46,471	4,038	31,630	- 10,803	- 22,803	38	15,700	- 7,065	- 19,065	38	5,300	- 13,727
Cambridge City £70m	- 7,300	3,204	-	- 4,096	- 4,096	4,096	-	- 0	-	-	-	-	-	-	-	-
Housing Infrastructure £60m	- 37,055	12,000	-	- 25,055	- 25,055	22,000	-	- 3,055	- 3,055	3,055	-	0	-	-	-	-
Housing Loans £40m	- 23,514	5,728	17,786	-	- 26,358	593	25,421	- 344	- 344	-	-	- 344	- 344	344	-	-
Local Growth Fund / Getting Building Fund	- 23,946	4,000	14,600	- 5,346	- 6,684	4,000	-	- 2,684	- 3,392	3,000	-	- 392	- 1,097	-	-	- 1,097
Highways Maintenance Grant	- 23,080	23,080	-	-	- 23,080	23,080	-	-	- 23,080	23,080	-	-	- 23,080	23,080	-	-
Total	- 180,338	68,473	63,898	- 47,967	- 131,743	57,806	57,051	- 16,885	- 52,674	29,173	15,700	- 7,801	- 43,585	23,462	5,300	- 14,824

5. Revenue Budget

- 5.1. 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 2021/22.
 - Allowance for interest charged on (potential) capital borrowing.
- 5.2. 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.
- 5.3. Table 3 presents a summary of Approved budget totals by Directorate and year, and provides an indication of funding streams available to support these activities. A summary of Subject to Approval budget lines is included in each year, illustrating that both the Approved and Subject to Approval budget lines are affordable across the lifetime of the MTFP.
- 5.4. A more detailed breakdown of Directorate 'revenue' budgets and anticipated MTFP expenditure is shown at **Appendix 1**. Please note that where a budget line is not specified, this is deemed to be an Approved Budget line.
- 5.5. **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.

Table 3 – Summary Revenue Budget 2021/22 and MTFP

Financial Year		Revenue Single Pot	Earmarked Reserves	Business Bord Revenue Funds	Adult Education Budget	Transport Levy	EU Funds	Other Funding	Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	Forecast Balance at 01/04/21	- 1,469	- 2,937	- 257	- 161	-	-	- 283	- 5,106
2021/22	Funds Received in Year	- 9,000	-	- 1,486	- 12,098	- 13,040	- 1,900	- 946	- 38,469
	<i>Transfer Between Reserves</i>	-	-	-	-	-	-	-	-
	Available Funds	- 10,469	- 2,937	- 1,743	- 12,258	- 13,040	- 1,900	- 1,229	- 43,576
	Mayor	483	-	-	-	-	-	-	483
	Corporate	5,067	780	120	-	-	-	-	5,967
	Business & Skills	- 254	550	829	11,512	-	1,900	1,218	15,755
	Delivery & Strategy	150	-	-	-	13,040	-	-	13,190
	Housing	-	-	-	-	-	-	-	-
	Subject to Approval expenditure	2,066	-	-	-	-	-	-	2,066
	Closing/Opening Balance	- 2,958	- 1,607	- 793	- 746	-	-	- 11	- 6,115
2022/23	Funds Received in Year	- 8,000	-	- 1,499	- 11,989	- 13,300	- 2,800	- 871	- 38,459
	<i>Transfer Between Reserves</i>	260	- 260	-	-	-	-	-	-
	Available Funds	- 10,698	- 1,867	- 2,292	- 12,735	- 13,300	- 2,800	- 882	- 44,574
	Mayor	490	-	-	-	-	-	-	490
	Corporate	5,864	-	123	-	-	-	-	5,987
	Business & Skills	- 527	449	918	11,338	-	2,800	871	15,848
	Delivery & Strategy	34	-	-	-	13,300	-	-	13,334
	Housing	-	-	-	-	-	-	-	-
	Subject to Approval expenditure	1,436	-	-	-	-	-	-	1,436
	Closing/Opening Balance	- 3,401	- 1,418	- 1,251	- 1,398	-	-	- 11	- 7,479
2023/24	Funds Received in Year	- 8,000	-	- 1,470	- 11,989	- 13,566	- 2,625	- 809	- 38,459
	<i>Transfer Between Reserves</i>	260	- 260	-	-	-	-	-	-
	Available Funds	- 11,141	- 1,678	- 2,721	- 13,387	- 13,566	- 2,625	- 820	- 45,938
	Mayor	497	-	-	-	-	-	-	497
	Corporate	5,933	-	125	-	-	-	-	6,058
	Business & Skills	- 258	-	250	11,338	-	2,625	809	14,763
	Delivery & Strategy	-	-	-	-	13,566	-	-	13,566
	Housing	-	-	-	-	-	-	-	-
	Subject to Approval expenditure	1,270	-	-	-	-	-	-	1,270
	Closing/Opening Balance	- 3,699	- 1,678	- 2,346	- 2,049	-	-	- 11	- 9,784
2024/5	Funds Received in Year	- 8,000	-	- 1,440	- 11,989	- 13,838	-	- 746	- 36,013
	<i>Transfer Between Reserves</i>	260	- 260	-	-	-	-	-	-
	Available Funds	- 11,439	- 1,938	- 3,786	- 14,038	- 13,838	-	- 757	- 45,797
	Mayor	504	-	-	-	-	-	-	504
	Corporate	5,983	-	125	-	-	-	-	6,108
	Business & Skills	- 257	-	250	11,338	-	-	746	12,077
	Delivery & Strategy	-	-	-	-	13,838	-	-	13,838
	Housing	-	-	-	-	-	-	-	-
	Subject to Approval expenditure	1,200	-	-	-	-	-	-	1,200
	Closing/Opening Balance	- 4,008	- 1,938	- 3,412	- 2,701	-	-	- 11	- 12,070

6. Corporate Services Directorate

- 6.1. Given the 'non-discretionary' nature of Corporate costs, which are driven by policy and operational requirements, all costs are classified as 'Approved'.

6.2. **Salaries and Other Employee Costs**

The staffing costs of the Combined Authority are presented gross, with recharges to specific grants and external bodies shown separately. This allows users of the budget to understand the overall size of the Authority while still showing that the core services of the Authority are maintained in a lean, commissioning, basis.

The Staffing budget has allowed for an anticipated annual pay award of 2%, along with an allowance for performance related pay increments thus shows a year on year increase, a significant proportion of this is offset by staffing recharges increasing in line with this.

6.3. **Staffing Recharges**

Where staff undertake work relating to specific grant funded projects, or work on behalf of subsidiary companies, the costs relating to those staff are recharged.

For subsidiary companies this represents an income stream to the Combined Authority, for specific grant funded projects this reduces the net cost of staffing that is met by the combined authority's general revenue funding.

These recharges are shown in the corporate services directorate to give an accurate net cost of the service and the project budgets are shown inclusive of the staffing costs within the relevant line to show the total cost of individual projects.

6.4. **Support Services**

The CPCA continues to operate a lean structure. To enable that efficiency some support services are provided by external organisations such as democratic services from Cambridgeshire County Council and IT support from a local authority subsidiary.

6.5. **Corporate Overheads**

Corporate Overheads include the costs of running an office as well as the specific costs of being in business (e.g. audit). There are initial savings of £40k per year forecast in the accommodation budget line; further savings are anticipated, however they cannot be quantified until the long term accommodation solution for the Combined Authority Officers is known.

6.6. **Governance**

This section identifies the costs of holding meetings and the allowances and expenses of the Business Board, independent panels and the independent Chair of the Audit and Governance Committee.

6.7. **Election Costs**

The CPCA makes a contribution of £260k per year to a reserve which provides for the costs of the Mayoral election every four years. This annual contribution is shown in the funding tables, and the drawdown against it can be seen in 2021/22 to pay for the costs of the election.

6.8. **Corporate Response Fund**

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.

6.9. Interest receivable on Investments

This line shows the income forecast to be received from Treasury Management activities in each year. This has dropped from >£1.5m in 2019-20 to near zero by the end of the MTFP due to the current economic conditions creating very low, and in some cases negative, interest rates on lending.

6.10. Interest on Borrowing

CPCA currently has an agreed cap with the Treasury that enables it to borrow up to £84.61m to finance capital related schemes. The revenue budget makes provision for a level of borrowing within the MTFP to allow it the flexibility to borrow to accelerate delivery if required.

Workstream Budgets

6.11. Contribution to A14 Upgrade (DfT)

As part of the current A14 upgrade works, an agreement was reached in October 2014 with all the Local Authorities in the area, and the Local Enterprise Partnership (LEP), that local contributions totalling £100m would be made towards the project. The LEP's contribution to this agreement was set at 30% of the LEP's share of the Enterprise Zone receipts from the Alconbury Weald site received in each financial year from 2019-20 onwards. This commitment was taken over by the CPCA and the Business Board when the CPCA took over the activities and business of the LEP in April 2018. This budget line represents 30% of the forecast receipts receivable by the CPCA from Alconbury Weald in each financial year.

7. Business and Skills Directorate

7.1. Overview

The Business and Skills Directorate and the Business Board, for which it supplies the executive support, is focused on the Combined Authority's vision to double our economy. Its strategic approach in achieving this is to:

- **Improve the long-term capacity for growth in Greater Cambridge** to support the expansion of this innovation powerhouse and, crucially, reduce the risk of any stalling in the long-term high growth rates that have been enjoyed for several decades.
- **Increase sustainability and broaden the base of local economic growth**, by identifying opportunities for high growth companies to accelerate business growth where there is greater absorptive capacity, beyond the current bottlenecks to growth in Greater Cambridge.
- **Do this by expanding and building upon the clusters and networks** that have enabled Cambridge to become a global leader in innovative growth, creating an

economy-wide business support eco-system to promote inclusive business growth.

Business and Skills Projects and Programmes are described in the sections below.

7.2. Adult Education Budget (AEB)

The devolved Adult Education Budget funds a service providing improved adult education to raise mid-level skills in the north and east of the economy, to increase productivity and support business growth in these areas. It also aims to fill critical gaps in skills in Greater Cambridge, including digital and laboratory technician skills. Following on from the previous year of devolution planning, the provision of service delivery began in August/September 2019. The budget is divided into three distinct areas:

- AEB Devolution Programme – the full allocation of the grant that is due for receipt, less the programme costs, as detailed below.
- AEB innovation Fund – A newly released fund in 2020-21, seeking innovative new ways of engaging with and educating those most disadvantaged due to lack of skills or a lack of digital access.
- AEB Programme Costs – provision of staffing and services to ensure delivery of the programme. This is the 3.5% top-slice of the AEB grant. As part of introducing clarity for corporate staffing costs and funded programmes, all staffing costs are included within this project. The staffing recharge will ensure that there is a net zero effect on the budget.

7.3. Business Rebound & Growth Service

This is a proactive integrated programme incorporating 4 key service lines to support the region's businesses to rebound and grow in 2021. The programme will run over three years and aims to create over 6,000 jobs through a focussed growth coaching service, a proactive and global inward investment team and a comprehensive skills brokerage service (which includes our drive to create apprenticeships). All these services are also backed up by significant Capital Grant and Equity Funding to harness the rebound and future growth opportunities for our local businesses.

7.4. Careers & Enterprise Company (CEC)

The Careers & Enterprise Company (CEC) is the national vehicle used to deliver careers advice and guidance in schools. The programme is linked to the Skills Brokerage Service which will, run from December 2020, as an outsourced element of the wider Business Growth Service. As with the AEB budget all staffing related costs are included here as a recharge from the Corporate staffing budget.

7.5. Economic Rapid Response

The Economic Rapid Response budget is a multi-year cost provision for the development and launch of new business support interventions that become necessary and are approved by both the Business Board and CA Board, to respond to:

- Changes in strategy, either economic or industrial
- Economic shocks such as large employer closures, Brexit or pandemics
- Budgetary opportunities such as through spending reviews or new national programmes

This fund is designed to allow rapid mobilisation of new forms of business support interventions in the event of economic shocks or for the piloting of new ideas to build the

evidence to secure additional funding from government for the CPCA to extend its capacity to deliver the objectives of the Local Industrial Strategy and Local COVID 19 Economic Recovery Strategy.

7.6. Enterprise Zone Investment

£50k of revenue funding is budgeted for in 2021-22 to support specific Enterprise Zone promotional and inwards investment activity. This will also include updating the Combined Authority website to ensure it links in with the Enterprise Zone sites within the area (Cambridge Compass and Alconbury Weald).

7.7. Growth Hub including EU Exit Funding and COVID 19 Business Advice

The Growth Hub is a telephone based signposting service to local organisations providing advice and growth support. The board has agreed to the outsourcing of this service from December 2020. The revenue from Business, Energy and Industrial Strategy (BEIS), the sponsors of the service, and the outflow of costs to the contractor, via the Cambridgeshire & Peterborough Growth Company will continue to be included in the MTFP.

Additional services provided under sub-contract, have been provided to businesses and individuals regarding the EU Exit to ensure continuity of trade and the stability of European National Workers as well as to support businesses in accessing funding and advice relating to the COVID 19 pandemic effects on businesses.

Both COVID 19 advice and EU Exit activities are being supported by top-up funding within this financial year from MHCLG, which will carry forward into 2021/22.

7.8. Health and Care Sector Work Academy

The Health and Care Sector Work Academy provides additional education and work-based training for employees both in, and looking to enter, the health and social care work field. Traditionally a low-skill, low-pay area of work, the intention is to up-skill employees to improve outcomes. The academy is delivered on behalf of the Combined Authority by City College, Peterborough.

7.9. High Value Courses

As part of the government's response to COVID-19, this skills offer has been developed to support school and college leavers who are at higher risk of becoming not in education, employment or training because of Coronavirus (COVID-19). The additional funding will be made available to the existing adult education provider base, through current AEB grant funding mechanisms.

7.10. Insight & Evaluation Programme

In Spring 2020, we commissioned Metro Dynamics to coordinate a wide-ranging research programme to help us understand the detailed impacts of COVID-19 on our local economy. A regularly updated Dashboard is now being produced detailing the impacts on our local businesses, jobs losses and skills insights. This is our live evidence base to ensure our Local Economic Recovery Strategy flexes with the changing landscape and our Local Industrial Strategy (LIS), Skills, AEB and four main sector strategies are also adapted accordingly. This ongoing insight has proved to be invaluable during the COVID disrupted period and will also be vital as we monitor the region's economic recovery, the fluctuating pace of that recovery and the key trends of this recovery across our sub-economies during the MTFP period. Within this work programme, an evaluation of our

recent LGF Investments will also be continued to help us inform our future LGF Programme.

7.11. Local Growth Fund Costs

This line was not shown in previous versions of the budget or MTFP as the costs for running the Local Growth Fund (LGF), were included within the Corporate revenue budget. By showing these costs separately, we can ensure that all relevant costs are recognised and charged against the Local Growth Fund top-slice reserve.

7.12. Market Towns & Cities Strategies

This budget line supports growth in our market towns through the production of a Masterplan for each and funding to co-invest in the implementation of those plans. It also supports investment into our two city centres to support adaption of them for COVID 19 social distancing and to renew them for a post-COVID 19 retail and leisure economy. The St. Neots plan is shown separately in this report (section 7.18).

7.13. Marketing and Promotion of Services

Provision has been made for a Business and Skills Marketing budget to ensure that the CPCA business and skills support interventions are well publicised. This new expenditure line is funded from a top-slice from a range of activity budgets within the Directorate, as it will promote and publicise case studies demonstrating the benefits to learners, citizens and businesses arising from the complete range of business & Skills programmes and investments.

7.14. Sector Based Work Academies

Funded from within the devolved Adult Education Budget, Sector Based Work Academies are designed to help Jobcentre Plus claimants to build confidence, improve their job prospects and enhance their CV, whilst helping employers with local job vacancies to access a pool of talent on a trial basis with the aim of claimants going into sustainable employment.

7.15. Shared Prosperity Fund Evidence Base & Pilot Fund

Shared Prosperity Fund Evidence Base & Pilot Fund is a one year budget provision to gather and build an evidence base to support the CPCA's case for the full devolution of, and maximum possible local allocation of, the Shared Prosperity Fund (SPF). This fund will replace the current Local Growth Fund, the European Social Fund and European Regional Development Fund. It could be worth between £100m and £200m to the CPCA between 2022 and 2027. This budget line is a provision to gather evidence to support the authoring of business cases for individual large-scale projects, to act as a combined government ask and portfolio for initiatives to be funded by the SPF 2022-27. It will include SOBCs for at least:

- £80m University Phase 3 teaching capacity build out to 8,500 pa graduates.
- £85m Net Zero R&D programme connecting the Peterborough University Research Centre with the wider greater Cambridge R&D network to the south.
- £50m to expand the Whittle Laboratory for zero emission aviation development
- £50m to implement the first phase of Peterborough Station Quarter

7.16. Skills Advisory Panel

Skills Advisory Panels are local partnerships aiming to strengthen the link between public

and private sector employers, local authorities, colleges and universities. They reflect the geography of the Local Industrial Strategies and support Mayoral Combined Authorities and Local Enterprise Partnerships fulfil their local leadership role in the skills system by helping them understand their current and future skills needs and labour market challenges.

7.17. Skills Rapid Response

The Skills Rapid Response budget is a multi-year cost provision for the development and launch of new skills development interventions that become necessary and are approved by both the Skills Committee and CA Board, to respond to:

- Changes in strategy, either economic or skills
- Economic shocks such as large employer closures, Brexit or pandemics
 - Budgetary opportunities such as through spending reviews or new national programmes

This fund is designed to allow rapid mobilisation of new forms of skills programmes in the event of economic shocks or for the piloting of new ideas to build the evidence to secure additional funding from government for the CPCA to extend its capacity to deliver the objectives of the Skills Strategy and Local COVID 19 Economic Recovery Strategy.

7.18. St Neots Masterplan

The funding for this project had previously been included in the Market Town Implementation of Strategies line as referred to above.

8. Delivery and Strategy Directorate

8.1. The Delivery and Strategy Directorate promotes the Mayor and Combined Authority's growth ambition by:

- Supporting their role as the Transport Authority, developing and overseeing the delivery of new transport schemes, developing the Local Transport Plan, and ensuring the provision of subsidised public transport by delivery partners.
- Supporting Local Planning Authorities by developing an overall spatial framework for the area.
- Providing programme and performance management to ensure successful delivery of Combined Authority projects; and
- Supporting the Mayor and Combined Authority's role in public service reform.

Delivery and Strategy revenue projects in the MTFP period include:

8.2. A142 Chatteris to Snailwell

A study to identify current challenges and future options to enhance safety, reduce congestion and improve journey time reliability, to improve access into and out of the Fens in support of Devolution Deal objectives. Fits with Cambridgeshire and Peterborough Independent Economic Review, Local Transport Plan, Local Industrial Strategy, Housing, Local Transport Plan and climate change agendas.

8.3. Climate Change

This budget will fund research and other support for the Independent Commission on

Climate Change. This includes support for public engagement. The research activity is being identified by the Commission to complement existing material and address specific gaps in knowledge. The Commission will report its initial recommendations in February 2021.

8.4. Development of Key Route Network

To identify and classify a Key Route network, designing an operation and maintenance strategy, in line with the Devolution Deal commitment.

8.5. Harston Capacity Study

A review of options to improve safety, reduce congestion and improve journey time reliability that align with Cambridgeshire and Peterborough Independent Economic Review, Local Transport Plan, Local Industrial Strategy, and the Housing Strategy.

8.6. Local Transport Plan

The Local Transport Plan (LTP) was published in February 2020. In order to reflect on the impacts of the COVID pandemic and any potential changes resulting from a number of councils' local plans being updated in the early part of the MTFP period, it is prudent to make provision for a possible need to refresh the LTP in 2021/22. In addition, there are a number of key, underpinning sub-strategies to the LTP that require updating to ensure they are aligned with emerging central and local government policy.

8.7. Monitoring and Evaluation Framework

The Combined Authority is obliged by the terms of the Devolution Deal to maintain a Monitoring and Evaluation Framework and to pay for external evaluation of its programme. This budget reflects contractual commitments with the external evaluator and Cambridgeshire County Council's Business Intelligence Team.

8.8. Non-Statutory Spatial Framework (Phase 2)

The Combined Authority has a commitment under the Devolution Deal to produce a Non-statutory Strategic Spatial Framework. Phase 1 of the Framework was completed in 2018. This budget is to support development of Phase 2, including developing and maintaining a suitable evidence-base.

8.9. Sawston Station Contribution

Match funding in the event of a successful outcomes to Sawston's 'Restoring Your Railway Fund' application.

8.10. Segregated Cycling Holme to Sawtry

A study to design a segregated cycle and pedestrian route between Holme and Sawtry. Active travel measures with segregated routes for cycling and walking are a Local Transport Plan priority.

8.11. Transport CPCA Bus Operation

Under current arrangements, Transport Levy funding raised from the two Highways Authorities is passported back to them in full, to fund Transport Authority functions exercised under delegation from the Combined Authority. From 1 April 2021, the Levy will still be raised by the two Highway Authorities but will not be passported back to them, instead being spent directly by the Combined Authority.

8.12. **Transport Response Fund**

Funding to enable the development of a future pipeline of deliverable transport schemes in support of Combined Authority objectives.

9. Housing Directorate

9.1. **Community Land Trusts (CLT) and £100k Housing**

The 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 that provides for those who do not qualify for traditional affordable housing and for whom open market housing is out of reach.

£100k Homes and Community Land Trusts (CLTs) are referenced as a mechanism that could enable the Combined Authority to make a contribution to meet our housing objectives and respond to demand for cheaper housing for local people. It is recommended within the strategy to explore and deliver the £100k Homes project. CLTs are referenced as a means not only to deliver genuinely affordable housing but also as vehicles to potentially utilise the mechanism of land value capture.

On 25 September 2019 the Board approved the inclusion of these projects in the 2019/20 Business Plan and further agreed a total budget allocation of £250,000 to progress these projects.

£100k Homes is an exciting new initiative and is the first of its kind in the country. Developing and delivering this initiative will provide those individuals who are struggling to enter the housing market with a real opportunity to buy their own home at an affordable price.

The first £100k homes are now being delivered in South Cambridgeshire with more to follow.

9.2. **Community Land Trusts**

These are a mechanism to deliver community-led housing. Community-led housing is an attractive and affordable alternative to conventional housing and can be part of the answer where communities come together to design and build affordable homes for the benefit of local households most in need.

The Combined Authority vision for Cambridgeshire and Peterborough is to have the most advanced community-led housing sector in the UK, where local people in confident, and resilient communities have access to the skills and expertise to create attractive local homes that they can genuinely afford.

Housing plays an important role in the growth of our local economy but across Cambridgeshire and Peterborough too many young people and families are unable to stay in their communities, close to their place of work, because they cannot access decent housing that they can genuinely afford on their local incomes.

To support the 'scaling up' of community-led housing across Cambridgeshire and Peterborough, the Combined Authority can:

- Mobilise public support for new homes.
- Widen the range of housing products that are available, including homes for local people that are priced out of home ownership.
- Boost community ownership of assets.
- Diversify the local housebuilding market, building collaboration, innovation, skills, and local supply chains.
- Inspire stronger local communities with increased confidence, capacity, and control.

9.3. **Housing Response Fund**

Funding to enable the development of a future pipeline of deliverable housing schemes in support of Combined Authority objectives.

9.4. **Garden Villages**

This project relates to the negotiation and exchange of land option deals on the proposed CAM metro network to support a land value capture strategy to deliver garden villages.

While there is no funding in the 2021/22 budget for this an in-year underspend is anticipated and thus work will continue into the new financial year. This activity is to be transferred from CPCA to the CAM delivery company for further progression.

10. Revenue Budget Conclusions

- 10.1. The revenue budget position for 2021/22 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 £4,008k at the end of 2024/25 in addition to the £1m minimum prudent reserve level agreed in January 2019.

11. Capital Programme

11.1. **Development of the Capital Programme**

Table 4 below, presents a summary of Approved budget totals by Directorate and year, creating a clear link to forecast funding brought forward into 2021/22 and projected drawdown across the lifetime of the MTFP. A summary of Subject to Approval budget lines is included in each year showing, via a negative figure at the end of each year, that the programme is affordable across the lifetime of the MTFP.

Appendix 2 shows the detailed Directorate Capital budget for 2021/22 and the Capital programme for the duration of the MTFP. The Capital programme differentiates between budget lines which have been 'Approved' for spending and those which are 'Subject to Approval' - budget lines that have been identified but require further approval from the Combined Authority Board to allow spending to commence.

Table 4 – Capital programme funding summary (£'000)

Financial Year		Capital Single Pot	Cambridge City Housing Fund	Housing Infrastructure Grants	Housing Loan Fund	Local Growth Fund/Getting Building Fund	Highways Capital Grants	Total
	Forecast Balance at 01/04/21	- 23,443	- 7,300	- 37,055	- 456	- 16,053	-	- 84,307
2021/22	Funds Received in Year	- 42,000	-	-	- 23,058	- 7,893	- 23,080	- 96,031
	Available Funds	- 65,443	- 7,300	- 37,055	- 23,514	- 23,946	- 23,080	- 180,338
	Business & Skills Approved	-	-	-	-	4,000	-	4,000
	Delivery & Strategy Approved	20,417	-	-	-	-	23,080	43,497
	Housing Approved	-	3,204	12,000	5,728	-	-	20,932
	Corporate Approved	44	-	-	-	-	-	44
	Business & Skills subject to approval	4,500	-	-	-	14,600	-	19,100
	Delivery & Strategy subject to approval	27,012	-	-	-	-	-	27,012
	Housing subject to approval	-	-	-	17,786	-	-	17,786
	Corporate subject to approval	-	-	-	-	-	-	-
	Closing/Opening Balance	- 13,471	- 4,096	- 25,055	-	- 5,346	-	- 47,967
2022/23	Funds Received in Year	- 33,000	-	-	- 26,358	- 1,338	- 23,080	- 83,776
	Available Funds	- 46,471	- 4,096	- 25,055	- 26,358	- 6,684	- 23,080	- 131,743
	Business & Skills Approved	-	-	-	-	4,000	-	4,000
	Delivery & Strategy Approved	4,000	-	-	-	-	23,080	27,080
	Housing Approved	-	4,096	22,000	593	-	-	26,689
	Corporate Approved	38	-	-	-	-	-	38
	Business & Skills subject to approval	-	-	-	-	-	-	-
	Delivery & Strategy subject to approval	31,630	-	-	-	-	-	31,630
	Housing subject to approval	-	-	-	25,421	-	-	25,421
	Corporate subject to approval	-	-	-	-	-	-	-
	Closing/Opening Balance	- 10,803	-	- 3,055	- 344	- 2,684	-	- 16,885
2023/24	Funds Received in Year	- 12,000	-	-	-	- 708	- 23,080	- 35,788
	Available Funds	- 22,803	-	- 3,055	- 344	- 3,392	- 23,080	- 52,674
	Business & Skills Approved	-	-	-	-	3,000	-	3,000
	Delivery & Strategy Approved	-	-	-	-	-	23,080	23,080
	Housing Approved	-	-	3,055	-	-	-	3,055
	Corporate Approved	38	-	-	-	-	-	38
	Business & Skills subject to approval	-	-	-	-	-	-	-
	Delivery & Strategy subject to approval	15,700	-	-	-	-	-	15,700
	Housing subject to approval	-	-	-	-	-	-	-
	Corporate subject to approval	-	-	-	-	-	-	-
	Closing/Opening Balance	- 7,065	-	-	- 344	- 392	-	- 7,801
2024/5	Funds Received in Year	- 12,000	-	-	-	- 705	- 23,080	- 35,785
	Available Funds	- 19,065	-	-	- 344	- 1,097	- 23,080	- 43,585
	Business & Skills Approved	-	-	-	-	-	-	-
	Delivery & Strategy Approved	-	-	-	-	-	23,080	23,080
	Housing Approved	-	-	-	344	-	-	344
	Corporate Approved	38	-	-	-	-	-	38
	Business & Skills subject to approval	-	-	-	-	-	-	-
	Delivery & Strategy subject to approval	5,300	-	-	-	-	-	5,300
	Housing subject to approval	-	-	-	-	-	-	-
	Corporate subject to approval	-	-	-	-	-	-	-
	Closing/Opening Balance	- 13,727	-	-	-	- 1,097	-	- 14,824

12. Corporate Services Directorate

12.1. ICT Capital

This is the budget for purchase of IT hardware (laptops, etc) for staff. It is higher in year 1 as there are a number of staff who will be joining the Combined Authority as it starts direct delivery of Transport Functions in 2021/22, after that there is an expectation of a constant rolling cost of replacement as assets reach the end of their useful life.

13. Business and Skills Directorate

Business and Skills capital projects are categorised into two distinct sections:

1. **CPCA Funded Projects** – directly funded by CPCA (section 13.1).
2. **Growth Fund Projects** – directly funded through current and recycled growth funds from Government (section 13.2).

13.1. CPCA Funded Projects

13.1.1. University of Peterborough

As this project will be being delivered via a Joint Venture with Peterborough City Council and Anglia Ruskin University, and the Combined Authority will be investing in equity shares in the 2020/21 financial year, the project no-longer appears in the Medium Term Financial Plan. However, this is a function of the delivery approach and it is still a Mayoral Key Priority Project.

13.1.2. Market Town Master Plan Implementation

The Combined Authority is currently receiving bids based on the Market Towns masterplans which were completed in 2020/21 and this capital funding is available to support the delivery of projects which match the masterplans' vision.

13.2. Growth Fund Projects

- 13.2.1. £147m of Local Growth Funding was awarded to the area to enable the delivery of jobs and skills outcomes in partnership with local businesses between 2015 and 2021. This funding had to be defrayed by March 2021 thus the CPCA's financial contributions do not extend into 2021-22 and the projects do not appear in the 2021-25 MTFP. As the projects are committed to deliver jobs and skills outputs in the area on an ongoing basis the Business and Skills team are involved in monitoring and evaluation processes, which are reported to both the CPCA Board and central Government. These projects are listed in **Appendix 3** for reference

13.2.2. Business Rebound & Growth Service – Capital Grant and Equity Fund

This is a capital fund to be invested via the new Business Rebound and Growth Service in high growth potential companies over the next three years. This will be offered as a mix of grants for lower value interventions and in return for equity for larger amounts. This is funded by recycled growth funds.

13.2.3. Getting Building Fund - University of Peterborough Phase 2

The Combined Authority and the Business Board have been awarded £14.6m of new growth funding called the Getting Building Fund – this has been earmarked for the second phase of the University of Peterborough programme. This project has now been recommended by the Business Board, and accepted by Mayoral Decision Notice, and an updated spend profile will be available in time for the final budget setting in January.

13.2.4. Illumina Accelerator

This is the continuation of funding (total £3m) for the Combined Authority's investment into a £30m fund, recommended by the Business Board, to accelerate innovation in the biotechnology and life sciences industries by enabling and supporting new businesses which will result in creating local employment and generating economic benefit in the UK

14. Delivery and Strategy Directorate

14.1. A10 Dualling OBC

The Combined Authority has decided to take the project to dual and improve junctions on the A10 between Ely and Cambridge to Outline Business Case stage on the basis of the strong value for money demonstrated by the Strategic Outline Business Case. This funding will be deployed alongside any commitments made by the government under the Large Local Majors and Major Route Network funds.

14.2. A16 Norwood Dualling

Proposed housing development at the Norwood site in Peterborough will be unlocked by a package of measures which include dualling a short stretch of the A16. The Strategic Outline Business Case is being finalised. This budget funds the outline business case, full business case and construction.

14.3. A141 OBC and FBC

This funds the next stage of business case development to identify a single route option for multi modal improvements around north Huntingdon in support of housing and economic growth, to reduce congestion and provide active travel measure options for sustainable travel.

14.4. A1260 Nene Parkway Junction 15

This provides funding for a scheme to unlock congestion at a pinch-point roundabout on the West of Peterborough's urban area.

14.5. A1260 Nene Parkway Junctions 32-3

This funds a package of improvements to reduce congestion and enable growth at the main South-Western access route to Peterborough.

14.6. CAM SPV Running Costs

A capital investment into the One CAM Limited company, to fund its operational costs.

14.7. CAM Business Cases Development

A capital investment into the One CAM Limited company to fund the development of the

business case.

14.8. Coldhams Lane Roundabout Improvements

This funds improvements at this junction in Cambridge to provide a safer and more pleasant environment for pedestrians and cyclists.

14.9. Digital Connectivity Infrastructure Programme

This supports growth and inclusion by delivering wider broadband connectivity, better mobile coverage, and helping introduce new developments such as 5G.

14.10. Fengate Access Studies Phase 1

This funds study work to enable significant growth and job creation on Peterborough's Eastern edge.

14.11. Fengate Access Studies Phase 2 (University Access)

This funds study work to enable significant growth and job creation on Peterborough's Eastern edge and access to the new development area for the University.

14.12. Highways Maintenance

This is funding from national government for road maintenance which the Combined Authority passes to the two local highways authorities to support their work.

14.13. King's Dyke

The Combined Authority is the major funding contributor to this vital Cambridgeshire County Council scheme to provide a new road replacement for the King's Dyke level crossing.

14.14. March Area Transport Strategy

This funding is for the development of a package of longer-term infrastructure improvements in March to enable growth. In addition, the Combined Authority is funding a package of Quick Wins to improve traffic flow, and pedestrian and cycle connectivity. This line provides funding for that work.

14.15. Regeneration of Fenland Railway Stations

The Combined Authority has agreed to fund a package of improvements to stations at Manea, Whittlesea and March, improving the public realm to encourage modal shift for sustainable journeys to Peterborough, Cambridge and beyond.

14.16. Snailwell Loop

Study to identify options for reopening loop and improving rail connectivity between Ely and Newmarket in line with the Devolution Deal commitment. Promotes modal shift into sustainable transport supports both local, regional and national agendas.

14.17. Soham Station

A rail station is being reinstated at Soham. The Board agreed in September 2019 to fund the construction phase of the project. Enabling works commenced in September 2020, and the planned opening date has been brought forward to December 2021. This budget meets the costs of that construction phase.

14.18. St. Ives (SOBC, OBC & FBC)

This funds a study to identify and develop a set of interventions to reduce congestion,

improve safety and journey time reliability alongside improved cycling and walking provision for sustainable transport alternatives.

14.19. Transport Modelling

This budget allows the Combined Authority, as Transport Authority, to fulfil its strategic responsibilities by ensuring transport scheme development is supported with adequate modelling capacity based on cutting edge technologies.

14.20. Wisbech Access Strategy

This is the funding for the first phase of a package of improvements to key road junctions in and around Wisbech.

14.21. Wisbech Rail

This budget line allows continued funding for the project to restore the rail connection between Wisbech and Cambridge, taking work beyond the current GRIP 3b (Governance for Railway Investment Projects) stage.

15. Housing Directorate

- 15.1. In 2017, the Combined Authority successfully negotiated £170 million from Government for delivery of an ambitious housing programme providing 2,500 new affordable homes by March 2022.
- 15.2. Within this programme, £100 million is available to be used across the Combined Authority area to deliver 2,000 affordable homes and £70 million is available to Cambridge City Council to deliver 500 new council homes.
- 15.3. The Housing and Development Team at the Combined Authority is working with officers in all partner local authorities (via the Cambridgeshire and Peterborough Housing Board) to identify new schemes to come forward for support from the Affordable Housing Programme. The Team is also building relationships with landowners, developers and housing providers to seek opportunities to influence, enable and accelerate delivery of new affordable housing across the Combined Authority area.
- 15.4. The Combined Authority Housing Strategy was approved by the Board in September 2018 and included three core objectives as illustrated in the diagram below:



- 15.5. The Housing Strategy also approved a flexible, multi-toolkit approach as the most effective way of accelerating affordable housing delivery. The use of grant as a tool to help unlock sites and deliver additional affordable housing is one of these tools:

A flexible multi-toolkit approach



- 15.6. Of the £170M funding, £70M has been allocated to grant funding provision of 500 affordable housing units within Cambridge City. The remaining £100M is intended to deliver a further 2,000 affordable housing units. £60M of this is allocated to grant funding outside of Cambridge City, and the remaining £40M is allocated to the flexible multi-toolkit to accelerate delivery of housing through other initiatives such as loan agreements and joint ventures.

15.7. Affordable Housing Grant Programme Outside of Cambridge City

The Combined Authority's Affordable Housing programme runs for five years from 1 April 2017 to 31 March 2022 with the ambition to deliver a minimum of 2,000 new affordable homes.

It is anticipated that over its lifetime, the programme will support a mixed portfolio of schemes including strategic sites and projects brought forward by housing associations,

developers and Community Land Trusts (CLTs). It includes the intended use of grant and a revolving fund to help unlock sites and deliver additional affordable housing, alongside other tools to support and enable housing delivery. In October 2020 the programme had 1,536 units approved, of which 615 units have started on site. £39.6m of grant funding has been approved.

15.8. Cambridge City Housing Programme

This element of the programme is implemented directly by Cambridge City Council's Housing team with funding from the Combined Authority. The target is to deliver 500 affordable homes by March 2022.

Cambridge City Council is forecasting a total spend of £120 million on its housing programme, comprising £70 million grant via the Combined Authority plus £50 million City Council resources including Right to Buy receipts and HRA funding. This figure is set to rise to £136 million with the inclusion of a new scheme at Campkin Road.

In October 2020 there were 293 net new unit starts on site which represents 58.6% of the delivery target against 45% spend (£31.4m) of the available funding.

15.9. Housing Investment (revolving) Fund

On the 26th September 2018 the Combined Authority Board approved a flexible multi toolkit housing strategy to provide a selection of tools and a flexible approach in which housing delivery can be achieved and accelerated.

The strategy included the provision of a £40m rolling fund from within the £100m housing programme to be used for a strategic investment toolkit to enable opportunities to deliver housing over and above solely issuing traditional grant. The toolkit includes initiatives such as repayable loan agreements, land value capture, recoverable housing grant, equity investment, and direct delivery.

The revolving fund is currently committed to 5 different loans delivering 213 new houses which includes 53 affordable housing units started on site at no extra cost to the taxpayer.

Significant Implications

16. Financial Implications

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

17. Legal Implications

17.1. The budget setting process is as set out in the Combined Authority's Constitution

18. Appendices

18.1. Appendix 1 – 2021/22 Revenue Budget and Medium-Term Financial Plan

18.2. Appendix 2 – Capital Programme 2021/22 to 2024/25

18.3. Appendix 3 – Ongoing Local Growth Funded Projects

18.4 Appendix 4 – Summary of Consultation Feedback and Responses

18.5 An accessible version of this report and its appendices are available on request from democratic.services@cambridgeshire-peterborough-ca.gov.uk

19. Background Papers

19.1. Cambridgeshire and Peterborough Combined Authority Constitution
[Link to document on Combined Authority Website](#)

Appendix 1a – Draft Mayoral Revenue Budget

Report Section		2021/22	2022/23	2023/24	2024/25
Reference		£000's	£000's	£000's	£000's
	<u>Mayor's Office</u>				
	Mayor's Allowance	96	98	100	102
	Mayor's Conference Attendance	10	10	10	10
	Mayor's Office Expenses	40	40	40	40
	Mayor's Office Accommodation	77	77	77	77
	Mayor's Office Staff	260	265	270	275
	Total Mayor's Costs	483	490	497	504
	Total Mayor's Approved Budgets	483	490	497	504

Appendix 1b – Corporate Services Revenue Budget

Report Section		2021/22	2022/23	2023/24	2024/25
Reference		£000's	£000's	£000's	£000's
6.2	<u>Combined Authority Staffing Costs (inc NI & Pen 'er)</u>				
	Chief Executive	309	328	335	342
	Housing Directorate				
	Housing	569	606	620	635
	Business and Skills Directorate				
	Business and Skills	1,082	1,118	1,116	1,112
	Growth Hub	-	-	92	187
	AEB	242	250	259	267
	Delivery & Strategy Directorate				
	Delivery & Strategy	1,218	1,265	1,300	1,333
	Corporate Services Directorate				
	Legal and Governance	832	862	886	908
	Finance	665	697	730	751
	HR	180	164	171	174
	Communications	354	367	379	390
	Total Combined Authority Staffing Costs	5,451	5,658	5,887	6,099
6.2	<u>Other Employee Costs</u>				
	Travel and professional memberships	80	80	80	80
	Apprenticeship Levy	-	-	-	-
	Training	90	70	71	64
	Change Management Reserve	157	162	158	160
	Total Other Employee Costs	327	312	309	304
6.4	<u>Support Services</u>				
	External Legal Counsel	65	65	65	65
	Finance Service	74	75	76	77
	Democratic Services	95	100	100	100
	Payroll	4	4	4	4
	HR	13	13	13	13
	Procurement	8	8	7	7
	Finance System	-	-	-	-
	ICT external support	48	48	48	48
	Total Externally Commissioned Support Services	307	313	313	314
6.5	<u>Corporate Overheads</u>				
	Accommodation Costs	300	300	300	300
	Software Licences, Mobile Phones cost	102	102	102	102
	Communications	42	42	42	42
	Website Development	10	10	10	10
	Recruitment Costs	88	48	48	48
	Insurance	35	35	35	35
	Audit Costs	132	132	132	132
	Office running costs	31	31	31	31
	Corporate Subscriptions	36	36	36	36
	Total Corporate Overheads	775	735	735	735

6.6	<u>Governance Costs</u>				
	Committee/Business Board Allowances	144	144	144	144
	Miscellaneous	-	-	-	-
	Total Governance Costs	144	144	144	144
6.7	<u>Election Costs</u>				
	Total Election Costs	1,040	-	-	-
6.8	<u>Corporate Response Fund</u>				
	Total Corporate Response Fund	145	145	145	145
	<u>Financing Costs</u>				
6.9	Interest Receivable on Investments	- 231	- 22	- 16	- 8
6.10	Interest on Borrowing	-	750	750	750
	Net Financing Costs	- 231	728	734	742
	Total Operational Budget	7,958	8,035	8,268	8,483
	<u>Workstream Budget</u>				
6.11	Contribution to A14 Upgrade (DfT)	96	99	99	99
	Total Feasibility Budget	96	99	99	99
6.3	<u>Staffing Recharges</u>				
	Internally Recharged Grant Funded Staff	- 1,378	- 1,334	- 1,147	- 1,260
	Externally Recharged Staff	- 709	- 813	- 1,162	- 1,214
	Total Recharges to Grant Funded Projects	- 2,088	- 2,147	- 2,309	- 2,473
	Total Corporate Services Approved Budgets	5,967	5,987	6,058	6,108

Appendix 1c – Business and Skills Revenue Budget

Report Section		2021/22	2022/23	2023/24	2024/25
Reference		£000's	£000's	£000's	£000's
	<u>Business & Skills</u>				
7.2	AEB Devolution Programme	10,449	10,449	10,449	10,449
7.2	AEB Innovation Fund - Revenue	500	500	500	500
7.2	AEB Programme Costs	367	367	367	367
7.3	Business Rebound & Growth Service	2,630	3,639	2,785	-
7.4	Careers and Enterprise Company (CEC)	50	50	25	-
7.5	Economic Rapid Response	150	150	200	200
7.6	Enterprise Zone Investment	50	-	-	-
7.7	Growth Hub	-	-	123	246
7.8	Health and Care Sector Work Academy	232	-	-	-
7.9	High Value Courses	88	-	-	-
7.10	Insight & Evaluation Programme	75	75	75	75
7.11	Local Growth Fund Costs	530	429	-	-
7.12	Market Towns & Cities Strategies	100	-	-	-
7.13	Marketing and Promotion of Services	90	90	90	90
7.14	Sector Based Work Academies	86	-	-	-
7.15	Shared Prosperity Fund Evidence Base & Pilot Fund	100	-	-	-
7.16	Skills Advisory Panel (SAP) (DfE)	75	-	-	-
7.17	Skills Rapid Response	100	100	150	150
7.18	St Neots Masterplan	83	-	-	-
	Total Business & Skills Approved Budgets	15,755	15,848	14,763	12,077
	Total Business & Skills Subject to Approval	-	-	-	-
	Total Business & Skills Revenue Expenditure	15,755	15,848	14,763	12,077

Appendix 1d – Delivery and Strategy Revenue Budget

Report Section		2021/22	2022/23	2023/24	2024/25
Reference		£000's	£000's	£000's	£000's
	Delivery & Strategy				
8.2	A142 Chatteris to Snailwell				
	Approved Project Costs	-	-	-	-
	Subject to Approval	150	-	-	-
8.3	Climate Change				
	Approved Project Costs	-	-	-	-
	Subject to Approval	100	100	100	100
8.4	Development of Key Route Network				
	Approved Project Costs	-	-	-	-
	Subject to Approval	150	-	-	-
8.5	Harston Capacity Study				
	Approved Project Costs	-	-	-	-
	Subject to Approval	150	-	-	-
8.6	Local Transport Plan				
	Approved Project Costs	-	-	-	-
	Subject to Approval	200	100	-	-
8.7	Monitoring and Evaluation Framework				
	Approved Project Costs	150	34	-	-
	Subject to Approval	-	36	70	-
8.8	Non-Statutory Spatial Framework (Phase 2)				
	Approved Project Costs	-	-	-	-
	Subject to Approval	100	100	-	-
8.9	Sawston Station Contribution				
	Approved Project Costs	-	-	-	-
	Subject to Approval	16	-	-	-
8.10	Segregated Cycling Holme to Sawtry				
	Approved Project Costs	-	-	-	-
	Subject to Approval	100	-	-	-
8.11	Transport CPCA Bus Operation				
	Approved Project Costs	13,040	13,300	13,566	13,838
	Subject to Approval	-	-	-	-
8.12	Transport Response Fund				
	Approved Project Costs	-	-	-	-
	Subject to Approval	650	650	650	650
	Total Delivery & Strategy Approved Projects	13,190	13,334	13,566	13,838
	Total Delivery & Strategy Projects Subject to Approval	1,616	986	820	750
	Total Delivery & Strategy Revenue Expenditure	14,806	14,320	14,386	14,588

Appendix 1e – Housing Revenue Budget

Report Section		2021/22	2022/23	2023/24	2024/25
Reference		£000's	£000's	£000's	£000's
	Housing				
9.1&9.2	CLT and £100k Housing				
	Approved Project Costs	-	-	-	-
	Subject to Approval	100	100	100	100
9.3	Housing Response Fund				
	Approved Project Costs	-	-	-	-
	Subject to Approval	350	350	350	350
	Total Housing Approved Budgets	-	-	-	-
	Total Housing Projects Subject to Approval	450	450	450	450
	Total Housing Revenue Expenditure	450	450	450	450

Appendix 2a – Corporate Services Capital Programme

Report Section Reference		2021/22 £,000	2022/23 £,000	2023/24 £,000	2024/5 £,000
12.1	ICT Capital				
	Approved Project Costs	44	38	38	38
	Subject to Approval				
	Total Corporate Approved Capital Projects	44	38	38	38
	Total Corporate Project Costs Subject to Approval	-	-	-	-
	Total Corporate Capital Projects	44	38	38	38

Appendix 2b – Business and Skills Capital Programme

Report Section Referenc		2021/22 £,000	2022/23 £,000	2023/24 £,000	2024/25 £,000
13.2.2	Business Rebound & Growth Service - Capital Grant and Equity Fund				
	Approved Project Costs	3,000	3,000	3,000	-
13.2.3	Getting Building Fund - University of Peterborough Phase 2				
	Subject to Approval	14,600	-	-	-
13.2.4	Illumina Accelerator				
	Approved Project Costs	1,000	1,000	-	-
13.1.2	Market Town Master Plan Implementation				
	Approved Project Costs	-	-	-	-
	Subject to Approval	4,500	-	-	-
	Total Approved Business and Skills Capital Projects	4,000	4,000	3,000	-
	Total Business and Skills Project Costs Subject to Approval	19,100	-	-	-
	Total Business and Skills Capital Projects	23,100	4,000	3,000	-

Appendix 2c – Delivery and Strategy Capital Programme

Report Section Referenc		2021/22 £,000	2022/23 £,000	2023/24 £,000	2024/5 £,000
14.1	A10 Dualling OBC				
	Approved Project Costs	1,500	-	-	
	Subject to Approval	-	-	-	
14.2	A16 Norwood Dualling				
	Approved Project Costs	630	-	-	
	Subject to Approval	420	12,000	-	
14.3	A141 OBC & FBC				
	Approved Project Costs	-	-	-	
	Subject to Approval	-	650	1,300	2,300
14.4	A1260 Nene Parkway Junction 15				
	Approved Project Costs	-	-	-	
	Subject to Approval	5,000	-	-	
14.5	A1260 Nene Parkway Junction 32-3				
	Approved Project Costs	-	-	-	-
	Subject to Approval	1,000	1,500	-	
14.6	CAM SPV Running Costs				
	Approved Project Costs	-	-	-	
	Subject to Approval	2,000	-	-	
14.7	CAM Business Case Development				
	Approved Project Costs	-	-	-	-
	Subject to Approval	5,000	6,500	6,500	-
14.8	Coldhams Lane roundabout improvements				
	Approved Project Costs	-	-	-	-
	Subject to Approval	1,500	-	-	-
14.9	Digital Connectivity Infrastructure Programme				
	Approved Project Costs	-	-	-	-
	Subject to Approval	1,868	1,500	1,500	1,500
14.10	Fengate Access Studies Phase 1				
	Approved Project Costs	-	-	-	-
	Subject to Approval	600	4,200	-	-
14.11	Fengate Access Studies Phase 2 (University Access)				
	Approved Project Costs	-	-	-	-
	Subject to Approval	700	1,280	-	-
14.12	Highways Maintenance (with PCC and CCC)				
	Approved Project Costs	23,080	23,080	23,080	23,080
	Subject to Approval				
14.13	King's Dyke				
	Approved Project Costs	9,087	-	-	
	Subject to Approval	-	-	-	

Report Section Referenc		2021/22 £,000	2022/23 £,000	2023/24 £,000	2024/5 £,000
14.14	March Area Transport Strategy				
	Approved Project Costs	-	-	-	-
	Subject to Approval	1,500	-	-	-
14.15	Regeneration of Fenland Railway Stations				
	Approved Project Costs	1,200	-	-	
	Subject to Approval	674	-	-	
14.16	Snailwell Loop				-
	Approved Project Costs	-	-	-	-
	Subject to Approval	500	-	-	-
14.17	Soham Station				
	Approved Project Costs	8,000	4,000	-	
	Subject to Approval	-	-	-	
14.18	St. Ives (SOBC, OBC & FBC)				
	Approved Project Costs	-	-	-	
	Subject to Approval	500	1,000	1,400	1,500
14.19	Transport Modelling				-
	Approved Project Costs	-	-	-	-
	Subject to Approval	750	-	-	-
14.20	Wisbech Access Strategy				
	Approved Project Costs	-	-	-	-
	Subject to Approval	3,000	-	-	-
14.21	Wisbech Rail				
	Approved Project Costs	-	-	-	
	Subject to Approval	2,000	3,000	5,000	
	Total Delivery and Strategy Approved Capital Projects	43,497	27,080	23,080	23,080
	Total Delivery and Strategy Projects Subject to Approval	27,012	31,630	15,700	5,300
	Total Delivery and Strategy Capital Projects	70,509	58,710	38,780	28,380

Appendix 2d – Housing Capital Programme

Report Section Reference		2021/22	2022/23	2023/24	2024/25
		£,000	£,000	£,000	£,000
15.7	Affordable Housing Grant Programme				
	Approved Project Costs	12,000	22,000	3,055	-
	Subject to Approval	-	-	-	-
15.8	Cambridge City Housing Programme				
	Approved Project Costs	3,204	4,096	-	-
	Subject to Approval	-	-	-	-
15.9	Housing Investment (revolving) Fund				
	Approved Project Costs	5,728	593	-	344
	Subject to Approval	17,786	25,421	-	-
	Total Housing Approved Capital Projects	20,932	26,689	3,055	344
	Total Housing Project Costs Subject to Approval	17,786	25,421	-	-
	Total Housing Capital Projects	38,719	52,110	3,055	344

Appendix 3 – Summary of Ongoing Local Growth Funded Projects

LGF Project	Project Description	Primary Sector	Lead Organisation	Region Authority	LGF Amount	Direct Job Creation	Indirect Job Creation	TOTAL Job Creation
Accelerating Start-Ups, Scale-Ups & Set-Ups – Through Start-up & Growth Finance & Advice								
The Business Growth Service	GROWTH COACHING, EQUITY INVESTMENTS, SKILLS & FDI	All	CPCA	Huntingdonshire District Council	£5,407,000	47	5890	5937
Illumina Genomics Accelerator	START-UP TECH ACCERATOR EQUITY INVESTMENTS	Life Science	Illumina Cambridge Ltd	South Cambridgeshire District Council	£1,000,000	1033		1033
Startcodon Life Science Accelerator	START-UP TECH ACCERATOR EQUITY INVESTMENTS	Life Science	Start Codon Ltd	South Cambridgeshire District Council	£3,342,250	1730	3460	5190
Ascendal Transport Accelerator	START-UP TECH ACCERATOR EQUITY INVESTMENTS	Transport	Ascendal Ltd	South Cambridgeshire District Council	£965,000	2	200	202
Medtech Accelerator	START-UP TECH ACCERATOR EQUITY INVESTMENTS	Life Science	Health Enterprise East	South Cambridgeshire District Council	£500,000	0	0	0
Peterborough & Fens Manufacturing Association	EQUITY INVESTMENT IN START-UP BUSINESS NETWORK	Business Growth	Opportunity Peterborough	Peterborough City Council	£715,000	113	191	304
Terraview Company Expansion	GROWTH GRANT	Advanced Manufacturing	Terraview	South Cambridgeshire District Council	£120,000	15	Not available	15
Aerotron Company Expansion	GROWTH GRANT	Advanced Manufacturing	Aerotron Ltd	Fenland District Council	£1,400,000	140	15	155
Agri-Tech Growth Initiative	GROWTH GRANTS	AgriTech	CPCA	CPCA Wide projects	£3,036,252	300	0	300
Growing Places Fund Extension	GROWTH GRANTS	All	CPCA	CPCA Wide projects	£65,000	320	0	320
Signpost to Grant - CPCA Growth Hub	GROWTH GRANTS	All	CPCA	CPCA Wide projects	£120,000	0	0	0
COVID Capital Growth Grant Scheme	GROWTH GRANTS	All	CPCA	CPCA Wide projects	£3,000,000	287	Not available	287
TOTAL					£19,670,502	3,987	9,756	13,743

Accelerating Hi-Tech Jobs Growth – Through Innovation & Incubation Centres								
Hauxton House Incubation Centre	INCUBATOR	Life Science	o2h Ltd	South Cambs District	£438,000	192	138	330
South Fenland Enterprise Park	INCUBATOR	Business Growth	Fenland District Council	Fenland District	£997,032	30	46	76
Photocentric 3D Centre of Excellence	INNOVATION CENTRE	Business Growth	Photocentric Ltd	Peterborough City	£1,875,000	1078	106	1184
Cambridge Biomedical Campus	INNOVATION CENTRE & INCUBATOR	Life Science	Cambridge University Health Partnership	Cambridge City	£3,000,000	880	2204	3084
NIAB - AgriTech Start Up Incubator	INNOVATION CENTRE & INCUBATOR	AgriTech	NIAB	Huntingdonshire District	£2,484,000	990	805	1795
NIAB - Agri-Gate Hasse Fen extension	INNOVATION CENTRE & INCUBATOR	AgriTech	NIAB	East Cambridge District	£599,850	65	510	575
TWI Engineering Centre	INNOVATION CENTRE	Advanced Manufacturing	TWI Ltd	South Cambs District	£2,100,000	104	0	104
Biomedical Innovation Centre	INNOVATION CENTRE & INCUBATOR	Life Science	Cambridge University	Cambridge City	£1,000,000	880	2204	3084
Haverhill Epicentre - Jaynic	INCUBATOR	Life Science	Jaynic Investment LLP	West Suffolk District	£2,600,000	300	1600	1900
TWI Ecosystem Innovation Centre	INNOVATION CENTRE & INCUBATOR	Advanced Manufacturing	TWI Ltd	South Cambs District	£1,230,000	4	150	154
West Cambs Innovation Park	INCUBATOR	Life Science	Uni of Cambridge	Cambridge City	£3,000,000	380	150	530
TTP Life Sciences Incubator	INCUBATOR	Life Science	TTP	South Cambs District	£2,300,000	236	10	246
University of Peterborough Phase 2	INNOVATION CENTRE & INCUBATOR	INNOVATION CENTRE & INCUBATOR	Photocentric Ltd	Peterborough City	£14,600,000	871	1325	2196
Aracaris Capital Living Cell Centre	INNOVATION CENTRE	Life Science	Aracaris Ltd	South Cambs District	£1,350,000	200	0	200
TOTAL					£37,573,882	20757	17920	38677

Accelerating Recovery in Construction - Through Transport Infrastructure Improvements								
Whittlesey King's Dyke Crossing	ROAD IMPROVEMENT	Transport		Peterborough City Council	£8,000,000	315	0	315
Bourges Boulevard Phase 1	ROAD IMPROVEMENT	Transport	Peterborough City	Peterborough City Council	£2,100,000	240	0	240
Bourges Boulevard Phase 2	ROAD IMPROVEMENT	Transport	Peterborough City	Peterborough City Council	£9,200,000	100	0	100
A47/A15 Junction 20	ROAD IMPROVEMENT	Transport	Peterborough City	Peterborough City Council	£6,300,000	228	0	228
Wisbech Access Strategy	ROAD IMPROVEMENT	Transport	Cambridgeshire County	Fenland District Council	£6,000,000	1600	0	1600
Lancaster Way Phase 1 Loan	ROAD IMPROVEMENT	Business Growth	Grovemere	East Cambridge District	£1,000,000	540	0	540
Lancaster way Phase 2 Loan	ROAD IMPROVEMENT	Transport	Grovemere	East Cambridge District	£3,680,000		0	0
Lancaster way Phase 2 Grant	ROAD IMPROVEMENT	Transport	Grovemere	East Cambridge District	£1,455,000		Not available	0
Ely Southern Bypass	ROAD IMPROVEMENT	Transport	Cambridgeshire County	East Cambridge District	£22,000,000	1950	0	1950
Manea & Whittlesea Stations	RAIL IMPROVEMENT	Transport	Cambridgeshire County	Fenland District Council	£395,000	0	0	0
CAM Promotion Company	METRO SYSTEM	Transport	CPCA	CPCA	£999,000	60	33	93
Soham Station	RAIL IMPROVEMENT	Transport	Cambridgeshire County	East Cambridge District	£1,000,000	125	TBC	125
TOTAL					£62,129,000	5158	33	5191

Accelerating Upskilling & Retraining – Through Improved Education Capacity & Provision								
Metalcraft Adv Man Centre	APPRENTICESHIP ACADEMY & INCUBATOR	Advanced Manufacturing	Metalcraft	Fenland District	£3,160,000	14	30	44
University of Peterborough Phase 1	UNIVERSITY	Multi-Sector	CPCA	Peterborough City	£12,500,000	2195	19000	21195
March Adult Education Centre	SKILLS TRAINING CENTRE	Multi-Sector	Cambridgeshire Skills	Fenland District	£400,000	141	0	141
PRC Food Manufacturing Centre	APPRENTICESHIP ACADEMY	Food Processing	Peterborough City Council	Peterborough City	£586,000	53	0	53
Endurance Skills Training Centre	APPRENTICESHIP ACADEMY	Transport	Endurance Estates Ltd	Huntingdonshire District	£2,400,000	94	575	669
iMET Skills Training Centre	APPRENTICESHIP ACADEMY	Advanced Manufacturing	Camb Regional College	Huntingdonshire District I	£10,500,000	1	0	1
CITB Construction Academy	APPRENTICESHIP ACADEMY	Construction	CITB	Kings Lynn & West Norfolk	£450,000	1	0	1
CRC Construction Skills Hub	APPRENTICESHIP ACADEMY	Construction	Camb Regional College	Huntingdonshire District	£2,500,000	18	20	38
AEB Innovation Grant	SKILLS TRAINING GRANTS	Multi-Sector	CPCA	CPCA Wide	£323,720	0	0	0
TOTAL					£32,819,720	2517	19625	22142
GRAND TOTAL					£152,193,104	17872	38662	56534

Appendix 4 – Summary of Consultation Feedback and Responses

The Combined Authority received 9 responses to the consultation from both public sector entities and private individuals by the deadline date. These and the draft responses provided by Combined Authority officers are summarised below:

Consultation Response	Combined Authority Officer Response
Request for confirmation that the Combined Authority will not be issuing a Council Tax precept in 2021-22.	As set out in the budget papers the Combined Authority will not be issuing a Council Tax precept in 2021-22 and no precept is included in later years.
Requested confirmation and assurance that subsidised bus services will continue once the Combined Authority takes on direct delivery of services from April 2021.	From 1 st April 2021 the Combined Authority will take direct responsibility for the delivery of bus passenger transport, including all the existing subsidised contracts in force at that point.
Expressing disappointment at the lack of financial support for the A47 improvements.	As was set out in the paper to the Transport and Infrastructure Committee on the 4 th November, the Combined Authority, and the Mayor, are committed to seeing the A47 dualled between Peterborough and Walton Highway and this is reflected by its inclusion in the 2021-22 Business Plan. We currently expect that next stage of work to be funded by Highways England and thus no provision is required from the Combined Authority budget.
Commented that the Mayor's budget is high, and questioned whether the budget for the Mayor's expenses, including attendance at conferences, could be reduced due to COVID.	Noted the response, although the Mayor's budget is not a formal part of the Combined Authority's budget consultation and was included only for completeness.
Expressing support for dualling the A10 between Cambridge and Ely as well as affordable housing and highlighted local issues in improving walking and cycling options due to narrow adopted highways and whether funding is available for this.	Noted the feedback.
Expressed general appreciation and support for the Combined Authority's work and particularly for improvements to the A141.	Noted the feedback.
Objection to the length of the consultation documentation.	Noted the feedback

Two further responses were received within the consultation period, one offering an individual's services and the other asking several detailed queries not directly related to the budget consultation. The details of the former have been passed to the relevant directorate, and the latter was passed to the Legal and Governance team who have been in contact with the respondent and they are submitting an FOI outside of the consultation process.

A further response from a senior officer of one of the constituent councils was received on 11th January 2021. A summary of the consultation comments received and the proposed CPCA response to the points made is shown in the table below:

Reference	Summary of consultation comment	Proposed CPCA response
2.6 and 6.4 Overheads And revenue costs in Appendix 3	What are your base assumptions here? There are £5.4m of total revenue staffing costs but only £2m is recharged to either projects or externally - what are the other costs for?	The majority of staffing costs are funded from revenue gainshare. Only some are charged directly to other dedicated funding streams e.g. to the Local Growth Fund top slice, to the Adult Education Budget, the Housing Fund, the Growth Service, or recharged to subsidiaries.
6.1	I assume staffing costs will go up from 2.0% to 2.75%	The majority of our Constituent Councils are proposing cost of living inflation of between 2% and 2.5% in their own budgets. Police and Fire will be affected by the pay freeze so are expecting to budget for zero %. Whilst there may be pressure to budget at 0%, we believe 2% to be prudent.
6.10	Are the Alconbury Weald receipts forecast deliverable - as they are required to support other projects?	There is an agreement for 30% of the LEP (Business Board)'s share of Enterprise Zone receipts from Alconbury Weald to contribute to A14 upgrade works (DfT). We are currently expecting to generate the forecast income, but CPCA only pay 30% of what we actually get in so there is no exposure if the funds do not materialise.
8.3	Climate change will be a big issue. I assume part of the climate change commission's function is also to generate additional funding to help support these additional requirements?	The terms of reference of the Commission require it to consider both risks and opportunities, including opportunities for economic sectors with a strength in the Cambridgeshire and Peterborough area. It is also examining how existing inequalities can be reduced, and assessing whether its recommendations would have differential impacts. Its work is likely therefore to inform future decisions on spending for a wide range of public and private organisations, including the Combined Authority. Having an authoritative evidence base will also assist in making the case for additional investment in the Cambridgeshire and Peterborough area to mitigate and adapt to climate change impacts

Reference	Summary of consultation comment	Proposed CPCA response
9.1/9.2 and Table 4	How is the recycling of Housing Grant working (or is remit outside the 4 years shown in the tables?)	The revolving fund is expected to continue beyond the lifetime of the MTFP. The MTFP shows the latest expected cashflows, then for the fund to keep revolving.
Section 12	Corporate Services - are there any TUPE implications of starting up these new systems (From PCC/CCC)?	Yes – the process of delivering Transport functions in-house will include the TUPE of staff from CCC and PCC.
Section 14	Is it possible to increase detail on what these schemes are and mean (there is more detail for example in Section 13)	Greater detail on these projects will be included within the Business Plan, which is due to go to the Board for review in January.
General Revenue	Given issues with revenue budgets in the past couple of years, is there enough funding for delivery of the revenue portion of your activities (in 10.1 you are left with £3m at the end of the time-period)?	Revenue balances are increasing over the lifetime of the MTFP. In addition, we are expecting £1m of mayoral capacity fund for 21/22, which has been recently announced. All budgets, revenue and capital will be monitored closely, to ensure expenditure is controlled.
Appendix 3 – Debt charges	You have £750k of ongoing debt charges - does this take account of lower borrowing costs and also slippage and cost overruns?	Yes, the borrowing provision has been updated to reflect changes in PWLB rates. This is still a 'provision' as there is no current borrowing requirement.
General	What are your COVID implications (will there be additional slippage/costs)?	Potentially some minor slippage on LGF projects anticipated. Capital budgets will be looked at on a 'case by case basis' and monitored closely.
Schemes and Studies – not currently in the MTFP	£100k p.a. has been requested from 2021/22 until 2024/25. The funding would be used to undertake a number of studies to identify future schemes for delivery that would benefit all road users. The funding will also ensure that there is a future pipeline of schemes to support Peterborough's growth agenda and thus ensures both the Council and the CPCA are able to successfully secure future additional funding i.e. DfT grants.	Noted. Proposals have been received for consideration and further discussion.
Sustainable travel - not currently in the MTFP	£150k p.a has been requested from 2021/22 until 2024/25. Funding will be used to target interventions in schools, businesses and neighbourhoods as well as to develop our Local Cycling and Walking Infrastructure Plan, ensuring	Proposals have been received for consideration and further discussion. The transport team have since requested a framework for evaluating the overall effectiveness of the sustainable transport interventions.

Reference	Summary of consultation comment	Proposed CPCA response
	it is LTN 1/20 compliant, so that we can bid for further Govt funding.	
A1260 Nene Parkway Junction 15	The £5m budget is unlikely to cover the funding needed to complete the scheme. Detailed cost information will be updated as part of the current detailed design / full business case process	A1260 schemes are funded for the current stage. Work is being done to develop the design and create greater cost certainty. At the end of the stage, design proposals and cost estimates for delivery can be considered.
A1260 Nene Parkway Junction 32-3	The £2.5m budget is unlikely to cover the funding needed to complete the scheme. Detailed cost information will be updated as part of the current detailed design / full business case process.	The MTFP doesn't show the 'approved' and £4m 'subject to approval' balances in 20/21. Any unspent in 20/21 would be available to carry forward to support completion of the scheme.
Fengate Access Studies Phase 2 (University Access).	The £1.98m budget will not cover the funding needed to complete the scheme. Cost information will be provided as part of the business case process	The construction figure in the MTFP reflects the intention to seek funding from DfT through the Major Roads Network application. There is already an application with DfT which was submitted prior to the SOBC. The SOBC will be shared with DfT once it has been reviewed.



Transport Levy 2021-22

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	27 January 2021
Lead Member:	Mayor James Palmer
From:	Jon Alsop, Chief Finance Officer
Key decision:	Yes
Forward Plan reference:	KD2020/089
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <p>Approve the amount and apportionment of the Transport Levy for the 2021-22 financial year as set out below:</p> <p>Total Levy: £13,039,675 Peterborough City Council: £3,793,659 Cambridgeshire County Council: £9,246,016</p>
Voting arrangements:	A vote in favour, by at least two-thirds of all Members (or their Substitute Members) appointed by the Constituent Councils to include the Members appointed by Cambridgeshire County Council and Peterborough City Council, or their Substitute Members

1. Purpose

- 1.1 To consider and approve the 2021-22 Transport Levy and apportionment between Cambridgeshire County Council and Peterborough City Council.

2. Setting the Levy

- 2.1 The Cambridgeshire and Peterborough Combined Authority is the area's statutory Transport Authority. Transport Authority functions primarily relate to transport planning, bus services and transport operations. These powers and duties include powers and duties contained within Parts 3 and 4 of the Transport Act 1985 that can be summarised as
- a. Duty to produce a Local Transport Plan;
 - b. Production of a Bus Strategy;
 - c. Rights to franchise local bus services within its area, subject to the completion of the process set out in the Bus Services Act 2017;
 - d. Powers to enter into quality bus partnerships and enhanced partnerships;
 - e. Responsibility for the provision of bus information and the production of a bus information strategy;
 - f. Role of Travel Concession Authority;
 - g. Financial powers to enable the funding of community transport; and
 - h. Powers to support bus services.
- 2.2 Since 2017 the Combined Authority has delegated elements (e) to (h). (per above) to Cambridgeshire County Council (CCC) and Peterborough City Council (PCC). It was agreed at the January 2020 Transport and Infrastructure Committee that, from April 1st 2021 these powers be exercised directly by the Combined Authority.
- 2.3 Where there are other sources of funding for services, in particular the Bus Service Operator Grant and developer contributions via S106 agreements, these will be excluded from the final Levy calculation as the expectation is that these funding sources will be directly payable to the Combined Authority going forward.
- 2.4 The Transport Levying Bodies Regulations 1992 (as amended) sets out the power of the Combined Authority to set a Transport Levy, and that the amount of the Levy should be set to meet expenditure "*attributable to the exercise of its transport functions for which provision is not otherwise made*". The forecast costs attributable to the Combined Authority's transport functions for 2021-22 are shown in the table below:

Cost element	Forecast 2021-22 budget (£'000)
Concessionary fares	9,129
Supported Bus Services	3,003
Staffing costs, including internal support and on-costs	1,397
Transport Modelling	750
Public contact centre	234
Real-time passenger information and timetables	209

Cost element	Forecast 2021-22 budget (£'000)
Section 106 funded bus support*	259
Bus Service Operator Grant funded payments*	411
Communication Campaign to publicise the transition	50
Total cost of Transport Act powers	15,442

* there is income from grants, or from contracts with local developers, which pay for these expenditure lines.

- 2.5 The regulations quoted above allow other provision to be made by the Combined Authority to reduce the Levy it charges. In previous years, the Combined Authority has met the costs for the elements of the powers which it did not delegate from its own budget and so did not include them in the Levy. It is proposed that this treatment is continued for the 2021-22 financial year which, along with the income associated from the Section 106 contracts and the Bus Service Operator Grant, reduces the proposed Levy for the year as follows:

Total cost of Transport Act powers	£15,442
Less income from Section 106 contracts	-£259
Less income from the Bus Service Operator Grant	-£411
Less staffing costs associated with elements a-d	-£932
Less transport modelling costs	-£750
Less one-off communications costs	-£50
Proposed Levy for 2021-22	£13,040

3. Apportionment of the Levy

- 3.1 The Transport Levying Bodies (Amendment) Regulations 2018 sets out how the Combined Authority's transport Levy should be apportioned, which gives the preferred approach as by agreement of CCC and PCC.
- 3.2 As the services were delivered by CCC and PCC separately in 2020-21 the apportionment method agreed by both CCC and PCC's S151 officers was to base it on the forecast costs for each area separately i.e. costs associated from services and contracts being transferred from one authority are apportioned to that authority. This results in the levies set out below:

Authority	% split	2021-22 Levy Amount
Cambridgeshire County Council	70.91	£9,246,016
Peterborough City Council	29.09	£3,793,659
Total Levy	100.00	£13,039,675

Significant Implications

4. Financial Implications

- 4.1 The Medium-Term Financial Plan being considered at this Board meeting assumes the levy at the proposed level.

5. Legal Implications

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

6. Other Significant Implications

- 6.1 There are no other significant implications

7. Appendices

- 7.1 [Statutory instrument](#)



Market Towns Programme Investment Prospectus – Approval of Third Tranche of Project Proposals

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	27 January 2021
Public report:	This report contains appendices which are exempt from publication under Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed (information relating to the financial or business affairs of any particular person (including the authority holding that information)). The public interest in maintaining the exemption outweighs the public interest in publishing the appendices.
Lead Member:	Mayor James Palmer
From:	John T Hill Director of Business & Skills
Key decision:	Yes
Forward Plan ref:	KD2020/084
Recommendations:	The Combined Authority Board is recommended to: (a) approve project proposals received under Market Towns Programme and in response to town centre Covid-19 recovery received from Fenland, East Cambridgeshire, and Huntingdonshire to the sum of £4,143,079.
Voting arrangements:	A simple majority of all Members

1. Purpose

- 1.1 To seek Combined Authority (CA) Board approval of the third tranche of project proposals received from Fenland and East Cambridgeshire District Council under the Cambridgeshire and Peterborough Combined Authority (CPCA) Market Towns Programme Investment Prospectus.

2. Background

- 2.1 The Combined Authority is providing capital investment to mobilise each town masterplan and to act as a funding catalyst to securing additional investment. There is a total of £10m Combined Authority capital allocated to support the delivery and implementation of 10 approved Market Town Masterplans (in addition to £3.1m of funding already allocated to St Neots). The other 10 towns are St Ives, Huntingdon, Ramsey, Wisbech, March, Chatteris, Whittlesey, Ely, Soham and Littleport.
- 2.2 Combined Authority funding is provisionally shared across these 10 market towns, with district authority leads able to bid for up to £1m of capital funding for each town. Proposals have been 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.
- 2.3 Furthermore, up to £500k of the funding for each town is especially focused on supporting Covid-19 recovery and on capital projects that could be implemented for the period between November and Spring 2021 - a period in which our town centres will undoubtedly need real support to survive and rebound from the Covid-19 shock to their businesses revenues and customer footfall. This has been the subject of this latest funding call.
- 2.4 All 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 CA Board approval.
- 2.5 To date, there have been two Market Towns Programme funding calls (September and November 2020) resulting in a total of 15 projects being approved by the CA Board, awarding £4,868,569 of CPCA grant and bringing in an additional £3,792,815 of match funding:

Project Name	Description	CPCA Grant Amount	Match Funding
September 2020			
Huntingdonshire			
St Neots FHSF	To provide market towns funding as match investment towards St Neots Future High Streets Fund bid.	£3,100,000	£3,748,815
St Ives Footfall Cameras	To install footfall counting cameras in St Ives town centre across 4 locations to provide data which will inform HDC on the economic	£42,400	

Project Name	Description	CPCA Grant Amount	Match Funding
	health of the town centre.		
Huntingdonshire Feasibility Development Work	To support the development of economic business and investment cases for the implementation of Planning for Growth in Huntingdon, St Ives and Ramsey.	£300,000	
Fenland			
Wisbech Market Place Improvements	To improve the appearance of Wisbech Market Place – located in the commercial and social “heart” of the town, introducing new and improved facilities; and to enhance its use as both a trading area and community space.	£200,000	£200,000
Whittlesey Interactive Flood Signs	To support the installation of VHMS flashing electronic highway signs that only give limited information. The proposed VHMS for Whittlesey offers information to suit all highway issues - whether road closure owing to flooding, road traffic accidents, highways works single lane traffic or 3-way traffic light system ahead, offering alternative routes.	£57,500	£8,500
Sub-totals (Sept20)		£3,442,400	£3,748,815
November 2020			
Fenland			
Whittlesey Heritage Centre	To support the development of a dedicated Heritage Centre. The building will include education classrooms, flexible space to incorporate small exhibitions and indoor events, coffee shop, toilets, and office and storage space suitable for staff and volunteers.	£500,000	
Whittlesey Heritage Walk	To create a new walk that would provide a distinctive offer to encourage the exploration of this historic Fenland town. The route will include historic landmarks and provide insight into the history and heritage of the town in addition to key information regarding bus stop locations, access to Whittlesea Railway Station and the National Cycling Network Route 63.	£218,169	
Chatteris Town Centre Renaissance Fund	To make Chatteris town centre more attractive improving the appearance of street furniture and enabling refurbishment works to	£92,000	£20,000

Project Name	Description	CPCA Grant Amount	Match Funding
	help businesses recover post Covid-19.		
East Cambridgeshire			
Ely Town Centre Covid-19 Recovery	To deliver key aspects of recovery and future proofing of the town centre and linked infrastructure.	£105,000	
Ely Digital Connectivity	To install additional access points (AP's) to significantly extend the towns free public Wi-fi network, whilst at the same time, upgrade the network to capture and analyse data through additional monitoring technology.	£195,000	
Ely Evidence Strategy	To engage specialist advice and to develop an evidence-based city centre delivery strategy for Ely.	£20,000	
Soham Town Centre Covid-19 Recovery	To deliver key aspects of recovery and future proofing of the town centre and linked infrastructure.	£85,000	
Soham Digital Connectivity	To install additional access points (AP's) to significantly extend the towns free public Wi-fi network, whilst at the same time, upgrade the network to capture and analyse data through additional monitoring technology.	£95,000	
Soham Evidence Strategy	To engage specialist advice and to develop an evidence-based city centre delivery strategy for Soham.	£20,000	
Ely Steeple Row	To undertake environmental improvements to Steeple Row Ely including new pathways, furniture, lighting, signage, digital access points, security and enhanced pedestrian access into High Street.	£96,000	£24,000
Sub-totals (Nov20)		£1,426,169	£44,000
Total grant funding allocated to date		£4,868,569	£3,792,815

- 2.6 A total of 24 bids were received for consideration in this funding call and each independently assessed. The Appraisal Report is included as Exempt Appendix 1, and the Scoring Matrix Assessments are included as Exempt Appendix 2.
- 2.7 The following 22 bids are being recommended for approval by the CA Board (in principal and conditional) - totalling a combined £4,143,079 of CPCA grant funding under the Market Towns Programme:

Project Name	Description	CPCA Grant Amount	Match Funding
Huntingdonshire			

Project Name	Description	CPCA Grant Amount	Match Funding
Market Trader Pop Ups	To provide 20 uniform 'Love Huntingdonshire' branded pop-up stalls for St Ives, Huntingdon, and Ramsey.	£35,000	£5,000
Modern Waste Solutions	To install smart technology within our town centres to create a safer, cleaner, and more welcoming centre for St Ives, Huntingdon, and Ramsey.	£66,348	£7,000
Modern Simplified Street Furniture	To provide enhanced visual impact and generate a renewed sense of place by providing innovative ways to dwell and socialise to revitalise the town centres of St Ives, Huntingdon, and Ramsey.	£45,000	£5,000
Replacement Public Toilets	To refresh the fabric of town centre installations to a high-quality Public Convenience that supports Covid-19 requirements.	£260,000	£50,000
Parklets Beyond Barriers	To install a range of Parklets at key locations within the town centres, and to provide more space and amenities for people using the high streets and generate social and economic benefits.	£206,000	£20,000
Sites for SMEs	To install the provision of improved wayfinding and information to town centre-based SME's at several locations in St Ives and Huntingdon.	£37,300	£5,000
Town Walks	To provide defined walks with key 'stop-off' points across market towns, enhanced through the provision of signage, benches and the appropriate 'way finder' information.	£34,000	£3,400
Places To Dwell	To provide spaces for sheltered social distancing at key town centre locations allowing people to catch up out of the elements whilst staying safe.	£55,000	£5,000
Bicycle Kitchen	To provide "fix it yourself" bicycle maintenance stands to enable cyclists to make basis repairs at easily accessible town centre locations.	£15,000	£13,500
Cycle Storage Infrastructure	To support the installation of 9x bicycle storage facilities at locations throughout the market towns of St Ives, Huntingdon, and Ramsey.	£126,000	£12,600

Project Name	Description	CPCA Grant Amount	Match Funding
Electric Vehicle Charging Infrastructure	To support the installation 17 Electric Vehicle Charging points within off-street car parks across the market towns of St Ives, Huntingdon, and Ramsey.	£89,500	£9,000
Riverside Frontages	To enhance the physical infrastructure of urban green and strategic open space along Huntingdonshire riverside frontage for the benefit of the visitors and residents.	£565,000	£56,500
Smarter Towns	To deliver a standard based Low Power Wide Area (LPWA) network to create a rich data landscape for the market towns of St Ives, Huntingdon, and Ramsey to support businesses and community groups to become more efficient.	£91,300	£20,800
Wayfinding and Information	To support the installation of digital screens/infrastructure appropriate to the requirements of St Ives, Huntingdon, and Ramsey.	£200,000	£20,000
Fenland			
Wisbech Footfall Counters	To install 2x footfall counters at key locations within the Wisbech Market Place area to provide data which will inform HDC on the economic health of the town centre.	£19,500	
Wisbech Shop Watch Radio Scheme	To implement a new (digital) Shop Watch Radio scheme in Wisbech, the aim of which is to make shoppers and retailers feel safe and secure in the town centre.	£33,800	
Wisbech Business Capital Grants Scheme	To implement a Business Capital Grants Scheme for local businesses, to adapt new ways of working, protect local employment opportunities and help improve the local economy of Wisbech.	£200,000	
Whittlesey Business Capital Grants Scheme	To implement a Business Capital Grants Scheme for local businesses, to adapt new ways of working, protect local employment opportunities and help improve the local economy of Wisbech.	£124,331	
March - FHSF	To provide market towns funds as match funding towards March Future High Streets Fund bid.	£900,000	£6,447,129
Fenland District Civil Parking Enforcement	To improve market town parking accessibility by seeking to	£400,000	

Project Name	Description	CPCA Grant Amount	Match Funding
	introduce Civil Parking Enforcement across the Fenland District, ensuring towns remain vibrant and viable as shopping centres.		
East Cambridgeshire			
Ely Wayfaring and Digital Signage	To support the installation of 18 city wide digital displays, to signpost the latest information, highlight educational and cultural events, and act as information points such as local business directories.	£240,000	
Soham High Street Business Incubator (E-Space)	To support the acquire and re-purpose substantial building into a Soham town centre based commercial business hub and linking with E-Space Centres in Littleport and Ely.	£400,000	£600,000
Total funding requested (Jan21)		£4,143,079	£7,279,929

2.8 The following two bids have been referred back to the applicants for further development and will return for consideration at CA Board in March 2021:

- Chatteris Skills Development
- Littleport A10 Roundabout

2.9 The next tranche of project proposals is expected for consideration of approval at the CA Board in March 2021.

Significant Implications

3. Financial Implications

3.1 Approval is requested for £4,143,079.

3.2 There are Combined Authority funds approved in the MTFP budget of £500k for 2020/21, with an additional £9.5m CPCA capital allocated 'subject to approval' in 2020/21 to 2022/23. 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.

4. Legal Implications

4.1 No significant legal implications.

5. Other Significant Implications

- 5.1 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.

6. Appendices

- 6.1 Exempt Appendix 1 – Project Appraisal Report
- 6.2 Exempt Appendix 2 – Project Scoring Matrix Assessment
- 6.3 Appendices 1 and 2 are exempt from publication under Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed (information relating to the financial or business affairs of any particular person (including the authority holding that information)). The public interest in maintaining the exemption outweighs the public interest in publishing the appendices.

7. Background Papers

- 7.1 [Combined Authority Board 30 September 2020 - Item 3.3 refers](#)
- 7.2 [Combined Authority Report 27 November 2020 - Item 4.5 refers](#)

8. Accessibility

- 8.1 An accessible version of this report is available on request from democratic.services@cambridgeshire.gov.uk



Peterborough and Cambridgeshire Business Growth Co

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 27 January 2021

Public report: Yes

Lead Member: Mayor James Palmer

From: John T Hill, Director of Business & Skills

Key decision: No

Forward Plan ref: n/a

Recommendations: The Combined Authority Board is recommended to:

- a) Approve the appointment of Barclays Bank as Company Bankers.
- b) Approve amendment of the Accounting Reference Date from 31st August 21 to 31 March 2021.
- c) Approve amendment of the Company's name at Companies House from Peterborough and Cambridgeshire Business Growth Co Ltd to Cambridgeshire and Peterborough Business Growth Co Ltd.
- d) Approve access for staff employed in Growth Co, to the NEST Pension Scheme with a total contribution of 10%, of which there is a 5 % minimum employer contribution.
- e) To grant the Monitoring Officer delegated authority, in consultation with the Director of Business and Skills to agree a final Shareholder Agreement in substantively the same form as is set out in Appendix 1 and to execute the agreement and any related deeds of adherence and succession or of amendment and restatement necessary to substitute it for the previous Shareholder Agreement approved by the Combined Authority.

Voting arrangements: A simple majority of all Members

1. Purpose

- 1.1 To gain Combined Authority approval, as the sole shareholder of the Peterborough and Cambridgeshire Business Growth Co, for a number of Company Board resolutions and decisions, to enable the company to function and deliver the Business Growth Service.
- 1.2 To update the Board on progress with recruitment of an independent Director for the Peterborough and Cambridgeshire Business Growth Co.
- 1.3 To seek authorisation for the Monitoring Officer to finalise and complete a revised Shareholder Agreement.

2. Background

- 2.1 The Full Business Case (FBC) for the Business Growth Service and the business case for setting up a “Growth Co” as a subsidiary of Angle Holdings Ltd and the CPCA was approved by the Business Board and Combined Authority Board in September 2020. Links to both documents are in paragraphs 7.1 and 7.2 below. This was on the basis of a number of benefits:
 - The provision of a special purpose vehicle with the single focus of delivering jobs growth as set out in this FBC.
 - The provision of a vehicle that is able to develop and deploy more efficiently and more effectively, new and innovative forms of growth support.
 - The provision of a vehicle that can be sold for profit in the future. Having separate vehicles means that the CPCA has the flexibility to sell its ownership (wholly or partly), of any vehicle to a third party, hopefully for a profit, if it no longer wishes to engage in the activities or just realise the value that has been created within a vehicle. As the Growth Co will be making equity investments in local firms, there is a realistic potential that it will acquire value and might be sold – offering an opportunity to recycle the £5.407m of Local Growth funds invested into it.
- 2.2 A Growth Co Board of Directors is responsible for the strategic direction and success of the company. It will establish and maintain an effective service and financial performance management reporting system which will include reports to Angle Holdings Ltd and the CPCA Board. Growth Co will be subject to any audit and inspection requirements of the CPCA.
- 2.3 On 4 December 2020, Growth Co (Peterborough and Cambridgeshire Business Growth Co Ltd) held its first Board meeting. At that meeting a number of points were discussed and agreed, four of which require ratification by the Combined Authority Board as laid out in the Growth Co shareholders agreement. These included:
 - 2.4 That Growth Co requires a bank account, and that the Board should appoint Barclays Bank, LE87 2BB as the Company Bankers. These are CPCA bankers.
 - 2.2 That the current Accounting Reference Date of 31st August 21 should be brought in-line with the CPCA and all other CPCA subsidiary Accounting Reference Date of 31st March

2021

- 2.3 That the original incorporation of Growth Co, on the 05th August 2020, at Companies House as Peterborough and Cambridgeshire Business Growth Co Ltd, was incorrect, and should be amended to Cambridgeshire and Peterborough Business Growth Co Ltd.
- 2.4 That, given that under the Pensions Act 2008, every employer in the UK must put certain staff into a workplace pension scheme and contribute towards it. The staff employed by Growth Co should be given access to a pension scheme. The CPCA currently offers all its staff an LGPS pensions, with a current Employer contribution of 18.3%. However, Growth Co is not under any obligation to offer its staff the same pension (LGPS) as the CPCA. And having taken advice from specialist external pension advisors Bevan Brittan solicitors the Growth Co board resolved to use an alternative scheme, NEST Pensions, with an overall contribution of up to 10%, up to 5% from Growth Co and a 5 % minimum employer contribution. This reduces any potential pension strain created on the CPCA, from its subsidiary. Given the cost effectiveness of this scheme, other CPCA subsidiaries may want to look into whether they wish to adopt this pension provider.

Progress on the Appointment of an Independent Director of Peterborough and Cambridgeshire Business Growth Company Ltd

- 2.5 Further to the decision of the Combined Authority Board at its meeting on 5 August 2020 the Director of Business & Skills has carried out an open and transparent recruitment campaign for an independent Director. An interview panel of the Chair of the Business Board, Director of Business & Skills and officers from Business & Skills and Finance interviewed the four shortlisted candidates. The successful candidate was Mr Nigel Parkinson.
- 2.6 Mr Parkinson has over 30 years' experience as an executive at Unilever, Perkins Engines and Caterpillar. For the last 13 years, before retiring in 2020, he was the managing director of the Marine Business Unit at Caterpillar. He is a highly effective executive leader with extensive global experience and a proven track record of building high performing teams; developing and executing strategies that are focused on delivering a best in class customer experience leading to strong financial results in terms of profitable growth through the business cycle.
- 2.7 The next step will be for the Directors of Angle Holdings Limited, currently the Parent Company of Peterborough and Cambridgeshire Business Growth Company Ltd, to appoint Mr Parkinson as a director of Peterborough and Cambridgeshire Business Growth Company Ltd.

Revised Shareholder Agreement

- 2.8 At its meeting on 5 August 2020 the Combined Authority Board approved the execution of the deed adherence and accession contained within the shareholder agreement for Angle Holdings Ltd. Following the meeting further legal advice was obtained to the effect that a more comprehensive Shareholder Agreement was required and should replace the existing Shareholder Agreement.

- 2.9 The draft revised Shareholder Agreement forms Appendix 1 to this report and it is recommended that the Board delegate to the Monitoring Officer, in consultation with the Director of Business and Skills, authority to agree a final Shareholder Agreement in substantively the same form as set out in the Appendix 1 and to execute the agreement on behalf of the Combined Authority together with the documents necessary to substitute it for the previous shareholder agreement.
- 2.10 The draft Shareholder Agreement at Appendix 1 has been approved in principle by the Board of Directors of the Peterborough and Cambridgeshire Business Growth Company Limited and will also be considered by the Boards of Angle Holdings Limited and Angle Developments (East) Limited, who will be parties to the Agreement.

Significant Implications

3. Financial Implications

- 3.1 The cost of the employed staff in Growth Co was set out and approved in the BGS FBC and the business plan to incorporate Growth Co in September 2020

4. Legal Implications

- 4.1 The recommendations accord with CPCA's powers under Part 4 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 – Draft Revised Shareholder Agreement

7. Background Papers

- 7.1 [Report to Combined Authority Board 30 September 2020 Business Growth Service – Full Business Case](#)
- 7.2 [Report to Combined Authority Board 5 August 2020 Growth Company Corporate Governance](#)

Agenda Item 3.3 – Appendix 1

DATED

2020

Draft (3): 22/10/20
671015.07019/GDJF

(1) CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

(2) ANGLE HOLDINGS LIMITED

(3) ANGLE DEVELOPMENTS (EAST) LIMITED

(4) PETERBOROUGH AND CAMBRIDGESHIRE BUSINESS GROWTH COMPANY LIMITED

SHAREHOLDER AGREEMENT

in respect of

ANGLE HOLDINGS LIMITED AND ITS SUBSIDIARIES

and

**PETERBOROUGH AND CAMBRIDGESHIRE Business
GROWTH COMPANY LIMITED**

Drafting notes:

- *The intention is that this agreement will replace the existing Shareholder Agreement*
- *Conflicts of interest provisions to be added to GrowthCo articles*
- *To discuss whether a distribution policy for GrowthCo (and Angle when it receives £ from GrowthCo) should be added and alternatives (ref to previous State Aid/Structuring advice)*



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THIS AGREEMENT is made as a deed on

BETWEEN:

- (1) **CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY** of The Mayor's Office, 72 Market Street, Ely, Cambridgeshire, United Kingdom, CB7 4LS (the "**Combined Authority**").
- (2) **ANGLE HOLDINGS LIMITED** (company no 12190825) whose registered office is at The Mayor's Office, 72 Market Street, Ely, Cambridgeshire, United Kingdom, CB7 4LS ("**Angle**");
- (3) **ANGLE DEVELOPMENTS (EAST) LIMITED** (company no 12194117) whose registered office is at The Mayor's Office, 72 Market Street, Ely, Cambridgeshire, United Kingdom, CB7 4LS ("**ADE**");
- (4) **PETERBOROUGH AND CAMBRIDGESHIRE BUSINESS GROWTH COMPANY LIMITED** a company incorporated in England and Wales (registered number 12811846) whose registered office is at The Mayor's Office, 72 Market Street, Ely, Cambridgeshire, United Kingdom, CB7 4LS (the "**GrowthCo**").

BACKGROUND:

- (A) The Combined Authority has established Angle to be the holding company for various operational subsidiary companies established to deliver and support the activities of the Combined Authority.
- (B) The Combined Authority is the sole shareholder of Angle. Angle is the sole shareholder of ADE and GrowthCo.
- (C) The Combined Authority has further agreed to subscribe for the Subscription Shares in GrowthCo. Following Completion, GrowthCo will become a subsidiary of the Combined Authority, being owned by the Combined Authority and Angle as set out in Part 3 of Schedule 3.
- (D) The Combined Authority and the Group Members are entering into this Agreement to ensure that the Combined Authority has effective arrangements for controlling and monitoring the operation of the Group Members.
- (E) Further Subsidiaries may execute a Deed of Adherence and become parties to this Agreement from time to time.

IT IS AGREED AS FOLLOWS:

1. DEFINITIONS AND INTERPRETATION

1.1 In this Agreement:

"Activities"	means the activities of the Group Members as set out in Clause 4
"Articles"	means the articles of association respectively adopted by the Group Members from time to time
"Board"	means the respective boards of directors of the Group Members
"Board Minutes"	means the minutes of the meeting of the Boards to be held pursuant to Clause 3.1.1 and Clause 3.1.2 in the agreed form
"Business Day"	means a day (other than a Saturday or Sunday) on which the banks in the City of London are open for retail business

"Business Plan"	means the plan for delivery of the Activities for each Subsidiary (as context requires) as adopted, updated or amended in accordance with Clause 4.3 and Clause 4.4
"Business Rebound & Growth Service"	means the Combined Authority's Business Rebound & Growth Service, proposed to be delivered on its behalf by GrowthCo and delivered pursuant to the Gateley Services Contract
"Completion"	means the fulfilment by the parties to this Agreement of their obligations in accordance with Clause 3
"Conditions"	means the conditions to Completion as set out in Clause 2
"Conflict of Interest Policy"	means a policy adopted by a Group Member (following receipt of Consent) and amended from time to time in relation to the identification and management of conflicts of interest of directors, employees (if any), officers and consultants of the respective Group Members
"Consent"	means consent of the Combined Authority and/or Angle in accordance with Clause 6.7
"Consent Matters"	has the meaning given in Clause 6.7
"Councils"	means Cambridge City Council, Cambridgeshire County Council, East Cambridgeshire District Council, Fenland District Council, Huntingdonshire District Council, Peterborough City Council and South Cambridgeshire District Council, or any of them as the context so requires, and any successor body to any of them
"Deed of Adherence"	means the Deed of Adherence in substantially the same form as set out in Schedule 2
"Director"	means as context requires, a director of Angle or any Subsidiary
"Dwelling"	means any dwelling owned by ADE from time to time
"Environmental Information Regulations"	means the Environmental Information Regulations 2004
<u>"ESF Service Level Agreement"</u>	<u>means the agreement between the Combined Authority and GrowthCo [dated on or about the date of this Agreement] in relation to European Social Fund Funding for Skills Talent Apprenticeship and Recruitment (STAR) Hub</u>
"Finance Documents"	means any development facility agreement to be entered into by a Group Member on or about the date of this Agreement, any loan note instrument to be entered into by a Group Member on or about the date of this Agreement, and any other funding and security documentation which is entered into by a Group Member relating to the provision of funding for the Activities of the relevant Group Member
"Financial Year"	means a financial accounting period ending on 31 March
"FOIA"	means the Freedom of Information Act 2000

"Gateley"	means <u>[Gateley – name of Gateley entity to be confirmed]</u> , which provides services to GrowthCo pursuant to the Gateley Services Contract
"Gateley Services Contract"	means the agreement between <u>GrowthCo</u> and Gateley dated <u>[[INSERT DATE]]</u> OR [on or about the date of this Agreement] pursuant to which Gateley provides a multitude of Business Rebound and growth services to <u>GrowthCo</u>
"Group"	means Angle and its Subsidiaries (including GrowthCo prior to Completion) and, following Completion, Angle, its Subsidiaries and GrowthCo
"Group Member"	means a member of the Group from time to time and " Group Members " shall be construed accordingly
"Highlight Report"	means a report in the form of Appendix 1
"Information"	has the meaning given to it under section 84 of the FOIA
"LGF Funding"	means the sum of £[5,407,000] which the Combined Authority has applied for and received by way of grant from the Combined Authority's Business Board and which the Combined Authority has agreed to utilise in order to subscribe for the Subscription Shares
"LGF Terms"	means the terms with which GrowthCo has agreed to comply as more fully outlined in Schedule 5 and which mirror the terms on which the LGF Funding has been <u>awarded</u> to the Combined Authority with such amendments as are appropriate to the structuring of the equity investment by the Combined Authority in GrowthCo, as permitted by the Combined Authority's Assurance Framework
"LGF Services"	means the services being provided by GrowthCo to the Combined Authority pursuant to the LGF Services Contract
"LGF Services Contract"	[means the agreement between the Combined Authority dated <u>[[INSERT DATE]]</u> OR <u>[GrowthCo]</u> on or about the date of this to provides a multitude of Business Rebound and growth services on behalf of the Combined Authority's Business Board]
"Project Agreements"	means each and any contract(s) to be entered into relating to the Activities including but not limited to this Agreement (including the LGF Terms), the LGF Services Contract <u>and</u> the Finance Documents
"Project Closure Report"	means a report in the form of Appendix 2

"Programme Management Committee"	means the Programme Management Committee of GrowthCo, more fully described in Clause 5
"Remuneration and Expenses Policy"	means a policy adopted by a Group Member (following receipt of Consent) and amended from time to time in relation to the remuneration (including salary, bonus, the provision of benefits-in-kind, reimbursement of expenses or otherwise) of directors, employees (if any), officers and consultants of the respective Group Members
"Request for Information"	has the meaning set out in the FOIA or any apparent request for information made under the FOIA or the Environment Information Regulations
"Shareholder"	means, as context requires, any holder of any Share(s) from time to time, being the Combined Authority or Angle at the date of this Agreement
"Shares"	means the ordinary shares of £1 each in the issued share capital of Angle and/or the Subsidiaries
"Subscription Shares"	means the [5,407,000] Ordinary Shares of £1 in the capital of GrowthCo to be allotted and issued to the Combined Authority pursuant to Clause 3.1.7
"Subsidiary"	means: <ul style="list-style-type: none"> (i) ADE and any other corporate body which is wholly owned by Angle (including GrowthCo prior to Completion); (ii) following Completion, GrowthCo; and (iii) any other corporate body which accedes to this Agreement as a Subsidiary by entering into a Deed of Adherence
"United Kingdom"	means the geographical area of the United Kingdom of Great Britain and Northern Ireland as at the date of this Agreement
"Written Resolutions"	means shareholder written resolutions of GrowthCo in the agreed form

1.2 In this Agreement, a reference to:

- 1.2.1 a Clause or Schedule is a reference to a clause of or schedule to this Agreement;
- 1.2.2 a Part or paragraph is, unless otherwise stated, a reference to a part of the Schedule or paragraph of the Schedule or Part (as the case may be) in which the reference appears;
- 1.2.3 a document **"in the agreed form"** is a reference to a document in the form approved and, for the purposes of identification only, initialled by or on behalf of the Shareholders (in each case with such amendments as may be agreed by or on behalf of the Shareholders);
- 1.2.4 a statutory provision includes a reference to that provision as modified, replaced, amended and/or re-enacted from time to time (before or after the date of this Agreement) and any prior or subsequent subordinate legislation made under it;

- 1.2.5 any English legal term for any action, remedy, method of judicial proceeding, legal document, legal status, court, official or other legal concept or thing will in respect of any jurisdiction other than England be deemed to include what most nearly approximates in that jurisdiction to the English term and any English statutory provision will be construed so as to include equivalent or analogous laws of any other jurisdiction;
- 1.2.6 any gender includes a reference to the other genders and the singular shall include the plural and vice versa;
- 1.2.7 **"costs"** includes a reference to costs, fees, charges and expenses of every description;
- 1.2.8 a **"person"** includes a reference to an individual, partnership, unincorporated association, body corporate, government, state or agency of a state, local or municipal Combined Authority or government body or any joint venture wherever incorporated or situated (in each case whether or not having separate legal personality) and includes a reference to that person's legal personal representatives and successors;
- 1.2.9 a **"subsidiary"**, **"holding company"** or **"body corporate"** has the respective meaning set out in sections 1159 and 1173 of the Act save that for the purposes of section 1159 of the Act, a company shall be treated as a member of another company if any shares in that other company are registered in the name of:
- (a) a person by way of security (where the company has provided the security); or
 - (b) a person as nominee for the company;
- 1.2.10 **"company"** shall be construed so as to include any company, corporation or other body corporate wherever and however incorporated or established;
- 1.2.11 a **"subsidiary undertaking"** or a **"parent undertaking"** has the respective meaning set out in section 1162 of the Act;
- 1.2.12 a **"group undertaking"** has the meaning set out in section 1161 of the Act;
- 1.2.13 a **"connected person"** is a reference to a person connected with another within the meaning of section 1122 CTA 2010;
- 1.2.14 an **"associated company"** and **"control"** shall be construed in accordance with sections 449 and 1124 of the CTA 2010 (and **"controls"** and **"controlled"** shall be construed accordingly);
- 1.2.15 **"equity share capital"** has the meaning set out in section 548 of the Act;
- 1.2.16 **"eligible member"** has the meaning set out in section 289 of the Act;
- 1.2.17 something being "in writing" or "written" shall include a reference to that thing being produced by any legible and non-transitory substitute for writing (excluding, unless otherwise expressly permitted by this Agreement or the Articles, in electronic form as defined in section 1168 of the Act);
- 1.2.18 a **"day"** (including within the phrase **"Business Day"**) shall mean a period of twenty four (24) hours running from midnight to midnight;
- 1.2.19 any other document referred to in this Agreement is a reference to that other document as amended, varied, novated or supplemented (other than in breach of the provisions of this Agreement) from time to time; and
- 1.2.20 a **"party"** is a reference to a party to this Agreement from time to time (either by virtue of having executed this Agreement or having entered into a Deed of Adherence) and includes a reference to that party's legal personal representatives, successors and

permitted assigns, and "**parties**", "**party to this Agreement**" and "**parties to this Agreement**" shall be construed accordingly.

- 1.3 Save where otherwise defined in this Agreement or the context requires otherwise, words and expressions defined in the Articles have the same meanings when used in this Agreement, and a reference in this Agreement to a numbered Article shall be to the corresponding Article in the Articles.
- 1.4 The Schedules form part of this Agreement and shall be interpreted and construed as though they were set out in this Agreement.
- 1.5 The headings to the Clauses, Schedules, Parts and paragraphs are for convenience only and shall not affect the interpretation or construction of this Agreement.
- 1.6 The rule known as the *ejusdem generis* rule shall not apply and accordingly general words introduced by the word "other" shall not be given a restrictive meaning by reason of the fact that they are preceded by words indicating a particular class of acts, matters or things.
- 1.7 Any phrase introduced by the words "include", "includes", "including" or similar words are to be construed as illustrative only and without limitation to the related general words.

2. CONDITIONS PRECEDENT

- 2.1 Completion is conditional on the following Conditions being fulfilled to the satisfaction of the Combined Authority or being waived in writing by the Combined Authority immediately after the *execution of this Agreement*:
 - 2.1.1 the delivery by GrowthCo to the Combined Authority of the documentation set out as items [1, 4, 5 & 6] in the list contained in Part 1 of Schedule 5 (LGF Terms);
 - 2.1.2 the execution by the parties thereto of the Project Agreements (other than the Articles) and
 - 2.1.3 the passing of the Written Resolutions (including the taking of all steps to adopt the Articles).

3. COMPLETION

- 3.1 Subject to Clause 2, Completion shall take place at the offices of the Combined Authority on the Completion Date when the following matters shall take place (to the extent that they have not taken place prior to Completion) unless waived by the parties in writing:
 - 3.1.1 a meeting of the Board of GrowthCo shall be convened and, following the approval of the circulation of the Written Resolutions, shall be adjourned for the purposes outlined in Clause 3.1.2 and thereafter reconvened in order to transact the business set out in the Board Minutes of GrowthCo;
 - 3.1.2 a meeting of the Board of each Group Member other than GrowthCo shall be convened in order to transact the business set out in the Board Minutes of such Group Member;
 - 3.1.3 the Written Resolutions shall be circulated to all eligible members of GrowthCo and signed by them;
 - 3.1.4 the Combined Authority shall subscribe for an aggregate of [5,407,000] (Five million, four hundred and seven) Ordinary Shares of £1 in the capital of GrowthCo for cash at par;
 - 3.1.5 in consideration for the allotment and issue to each of them of the Subscription Shares the Combined Authority shall pay £[5,407,000] (Five million, four hundred and seven pounds Sterling) in cash to GrowthCo;

- 3.1.6 Angle shall pay [One] pound (£[1]) to GrowthCo in respect of unpaid capital on the [1]([One])) ordinary share issued to Angle on incorporation of the Company; and
- 3.1.7 GrowthCo shall (subject to the payment of the subscription monies pursuant to Clause 3.1.5 and Clause 3.1.5 above):
- (a) allot and issue the Subscription Shares to the Combined Authority and enter the name of the Combined Authority into the register of members of GrowthCo in respect thereof; and
 - (b) issue duly executed share certificates in respect of the Subscription Shares to the Combined Authority.
- 3.2 Details of GrowthCo immediately post Completion are set out in Part 3 of Schedule 3.
- 3.3 The Subscription Shares shall be allotted and issued fully paid and free from any Encumbrance and with all rights attached thereto as at the Completion Date.
- 3.4 Angle hereby waives or agrees to procure the waiver of any rights or restrictions which may exist in the articles of association of GrowthCo or otherwise which might prevent the allotment and issue of the Subscription Shares pursuant to this Clause 3.

3.5 Application

The Combined Authority, with respect to the Subscription Shares it subscribes for pursuant to Clauses 3.1.4, hereby:

- 3.5.1 applies for and accepts with effect from the Completion Date all such Subscription Shares, subject to the Articles of GrowthCo;
- 3.5.2 authorises GrowthCo to place its name as Shareholder upon the register of members of GrowthCo upon Completion in respect of all such Subscription Shares; and
- 3.5.3 requests that one (1) share certificate for all of the Subscription Shares for which it has agreed to subscribe be issued to it.

3.6 Following Completion

Within 50 Business Days of Completion Angle will prepare the Conflict of Interest Policy and Remuneration and Expenses Policy which, following Consent being obtained from the Combined Authority, will be adopted by each Group Member.

4. ACTIVITIES

- 4.1 The Activities of Angle shall be to operate as a holding company for the Subsidiaries (other than GrowthCo, following Completion) from time to time together with any activities reasonably incidental thereto.
- 4.2 The Activities of GrowthCo shall be to:
- 4.2.1 deliver the Business Rebound & Growth Service on behalf of the Combined Authority pursuant to the LGF Services Contract and in accordance with the LGF Terms; and
 - 4.2.2 manage the Gateley Services Contract and any replacement, variation or sub-contracting of the Gateley Services Contract from time to time,
- together with any activities reasonably incidental thereto.
- 4.3 The Activities of the Subsidiaries shall be as set out in their respective Business Plans which shall in each case be in such format as is determined by the Combined Authority from time to time.

- 4.4 Each Subsidiary shall:
- 4.4.1 submit its first Business Plan for the approval of Angle (or, in the case of GrowthCo, the Combined Authority) as soon as practicable following its incorporation as is possible;
 - 4.4.2 carry on and conduct its business and affairs in accordance with the approved Business Plan and in a proper and business like manner; and
 - 4.4.3 use all reasonable endeavours to obtain and, if necessary, maintain in full force and effect all licences (including statutory licences), consents and authorities necessary to own and operate its assets and to carry on its business properly and effectively and in accordance with the approved Business Plan.
- 4.5 Each Subsidiary shall send a revised version of the then current Business Plan to Angle (or, in the case of GrowthCo, the Combined Authority) not less than once per calendar year and invite Angle (or, where relevant, the Combined Authority) to provide comments on the proposed Business Plan or to provide their written consent to the adoption of the revised Business Plan. Angle (or, where relevant, the Combined Authority) will respond to the Subsidiary on the proposed Business Plan as soon as reasonably practicable (and in any event within three months) following receipt. Subject to the receipt of the written consent of Angle (or, where relevant, the Combined Authority) before the end of each accounting period, the relevant Board shall (in accordance with this Agreement) adopt such revised Business Plan. No adoption, variation or replacement of any Business Plan shall take effect unless such adoption, variation or replacement has received the prior written consent of Angle or (in the case of GrowthCo only) the Combined Authority.
- 4.6 Notwithstanding any other provision of this Clause 4, following the requisite approval by the relevant Board of a new Business Plan or a revised Business Plan, such draft Business Plan shall become, or revised Business Plan shall become, the Business Plan for the relevant accounting periods for such Subsidiary. For any period when a proposed Business Plan has not been approved and adopted by the Board as stipulated in Clause 4.4, and otherwise in accordance with this Agreement, the relevant existing Business Plan shall continue to be the Business Plan of the Subsidiary.
- 4.7 The Group Members shall not acquire any property or otherwise trade outside of the Combined Authority's administrative area without Consent.

5. GROWTHCO PROGRAMME MANAGEMENT COMMITTEE

- 5.1 Within twenty (20) Business Days following Completion, the Company shall establish and thereafter maintain the Programme Management Committee.
- 5.2 The terms of reference of the Programme Management Committee shall be to advise the Board on those matters which are set out in Schedule 4 (save as otherwise varied by the Board from time to time) and such committee shall appoint a chair.
- 5.3 The membership of the Programme Management Committee shall be as follows:
- 5.3.1 each of the Directors of GrowthCo;
 - 5.3.2 a member of the Combined Authority's Skills Committee, with responsibility for Workforce Skills and Schools Careers Advice;
 - 5.3.3 a member of the Combined Authority's Business Board, with responsibility for Business Growth and Inward Investment;
 - 5.3.4 the Chief Officer of the Combined Authority's Business Board;
 - 5.3.5 [the Combined Authority's] senior responsible Officer for Workforce Skills; and
 - 5.3.6 such other members as may be selected by the GrowthCo Board from time to time.

- 5.4 The quorum necessary for the transaction of business by the Programme Management Committee shall be [three (3)].
- 5.5 The Programme Management Committee shall meet at least [monthly] during each Financial Year and otherwise as required. The Programme Management Committee shall invite representatives from Gateley to such parts of their meetings as they consider appropriate in order to discuss performance of the Gateley Services Contract.

6. CONDUCT OF THE AFFAIRS OF THE GROUP MEMBERS

- 6.1 Meetings of the Board for each Group Member shall be held no less than four times in every year and at not longer than three monthly intervals.
- 6.2 With the exception of those matters requiring Consent pursuant to Clause 6.7, the management of each Group Member shall be vested in the respective Directors.
- 6.3 Without prejudice to the generality of the foregoing, the respective Boards will determine the general policies of the Group Members and the manner in which their respective Activities is to be carried out, subject to the:
- 6.3.1 Business Plan (if applicable);
 - 6.3.2 those matters requiring Consent pursuant to Clause 6.7; and
 - 6.3.3 any other express provisions of this Agreement.
- 6.4 In particular, the Directors shall exercise all voting rights and other powers of control available to them in relation to the Group Members so as to procure (in so far as they are able in the exercise of such rights and powers) that, at all times during the term of this Agreement, the Group Members shall:
- 6.4.1 carry on and conduct their business and affairs in a proper and efficient manner, for its own benefit and in accordance with both the respective Business Plans and good business practices, and
 - 6.4.2 transact all business on arm's length terms.
- 6.5 Group Members shall not carry out any activity which would render the holding of Shares by any Shareholder unlawful provided that where a proposed change of law would render such shareholding unlawful, such Shareholder will use its reasonable endeavours to take such steps as are necessary to allow it to continue lawfully to hold its Shares.
- 6.6 If a Group Member requires any approval, consent or licence for the carrying on of its Activities in the manner in which it is from time to time carried on or proposed to be carried on, the Group Member will obtain and maintain the same in full force and effect.
- 6.7 Notwithstanding any other provision of this Agreement, each party shall procure (so far as it is legally able by exercising such rights as it has pursuant to this Agreement) that it complies with the provisions of Schedule 1 (the "**Consent Matters**") so that none of the matters listed therein shall be effected or permitted whether in relation to Angle or any Subsidiary without the prior written consent of the Combined Authority, save where the relevant Business Plan expressly includes the carrying out of such action during the period to which the Business Plan relates, in each case as set out in Schedule 1.
- 6.8 Each Group Member shall permit any Director to discuss the affairs, finances and accounts of that Group Member with any designated officers and executives of the Combined Authority at any time. All books, records, accounts and documents relating to the business and the affairs of each Group Member shall be open to the inspection of any such person, who shall be entitled to make any copies thereof as he deems appropriate to keep the (relevant) Combined Authority properly informed about the business and affairs of the Group Member or to protect its interests as

Shareholder. Any information secured as a consequence of such discussions and examinations shall be kept confidential by the requesting Combined Authority and its designated officers and executives in accordance with the terms of Clause 9.

- 6.9 Each Group Member agrees with the Combined Authority that it will:
- 6.9.1 maintain effective and appropriate control systems in relation to the financial, accounting and record-keeping functions of the Group Member; and
 - 6.9.2 otherwise keep the Combined Authority informed of the progress of its business and affairs and in particular, will procure that the Combined Authority is given such information and such access to the officers, employees and premises of the Group Member as it may reasonably require.
- 6.10 A Group member shall not breach nor cause the Combined Authority to be in breach of the Local Authorities (Companies) Order 1995 on the same terms as if the Local Authorities (Companies) Order 1995 applied to the Combined Authority.
- 6.11 In the event that the Combined Authority has reasonable cause to believe that any Group Member is failing to meet (or is not in the Shareholder's reasonable opinion likely to meet) the required standards for regulatory compliance, governance or financial management, it may require and direct that Group Member to employ the appropriate administrative and professional services which may include (without limitation) services directly from the Combined Authority or the Constituent Councils, and in respect of services from the Combined Authority and the Councils (or any of them), these services shall be provided to that Group Member on a cost only basis.
- 6.12 Each Group Member recognises that the provision of support services (such as secretarial services, procurement, finance and human resources, business support and legal services) from a common supplier to the Group on a common basis has economic and other advantages, and accordingly wherever practical and/or appropriate shall put in place necessary arrangements to achieve this.

7. MONITORING AND REPORTING

- 7.1 Each Group Member shall (so far as practicable and subject always to meeting any obligations under company law) align its accounting practices with the Combined Authority.
- 7.2 Each Group Member shall, within 10 Business Days of a written request by the Combined Authority to do so provide the Combined Authority with some or all of the following information:
- 7.2.1 Quarterly financial reports including management accounts, profit and loss, balance sheet, cash flow and forecast;
 - 7.2.2 unaudited accounts within one month of the end of the Financial Year;
 - 7.2.3 annual audited accounts three months after the end of that Financial Year;
 - 7.2.4 copies of Board meeting minutes;
 - 7.2.5 explanations and data (in the format specified by the Combined Authority) needed for its own accounting purposes and to enable production of group accounts.
 - 7.2.6 relating to Angle and/or the Subsidiaries' performance against key performance indicators; and
 - 7.2.7 any other information reasonably required by the Combined Authority.
- 7.3 Each Group Member must maintain complete and accurate accounting and other financial records giving a true and fair view of the business and the state of affairs of the Group Member.

- 7.4 The Combined Authority and its authorised representative(s) shall have the right, on giving to the Group Members reasonable notice, and during normal business hours, to inspect the accounts, books and all financial and all other records of the Group Member.
- 7.5 The accounting reference date for each Group Member shall be aligned with the Combined Authority's accounting reference date (currently 31 of March in each year).
- 7.6 Each Group Member shall adopt such policies or procedures as the Combined Authority may require from time to time (and Angle agrees to procure to the extent it is lawfully able to do so in its role as a Shareholder that each Subsidiary so adopts such policies or procedures).

7.7 Further GrowthCo reporting requirements

In addition to the above, the Chair of GrowthCo shall report on its activities as follows:

- 7.7.1 at least every two months to each of the Combined Authority's Business Board and the Combined Authority's Skills Committee; and
- 7.7.2 at least every six months to the Combined Authority's board.

7.8 GrowthCo compliance with LGF Terms' reporting requirements

GrowthCo will comply with the reporting requirements set out in Part 4 of the LGF Terms included as Schedule 5.

8. SUBSIDIARIES ACCEDING TO THIS AGREEMENT

- 8.1 Each Subsidiary of Angle (save for ADE and GrowthCo) will enter into a Deed of Adherence and shall have all the rights and obligations as if it were an original party to this Agreement.
- 8.2 Each party to this Agreement appoints Angle to be its attorney and on its behalf and in its name to execute as a deed and deliver each Deed of Adherence and agrees to ratify and confirm all such deeds which Angle shall properly execute in the exercise of such powers. All expenses, costs, claims and liabilities incurred by Angle in the exercise of the powers conferred by the previous sentence shall be borne by it.

9. TERMINATION

- 9.1 This Agreement shall terminate upon the written agreement of the parties in accordance with the terms agreed.
- 9.2 This Agreement shall terminate in respect of one or more Group Members if:
- 9.2.1 a resolution is passed by the Combined Authority or the creditors of the Group Member, or any order made by a court or other competent body or person instituting a process that shall lead to the Group member being wound up and its assets being distributed among the creditors, the Combined Authority or other contributors;
- 9.2.2 the Group Member ceases to carry on its business; or
- 9.2.3 the Group Member is convicted of a criminal offence; or
- 9.2.4 the Combined Authority gives not less than 90 days written notice to the Group Member of the date on which all or part of this Agreement will terminate,

but shall cease and determine in respect of the Combined Authority (without prejudice to that Combined Authority's accrued rights, obligations or liabilities) upon the Combined Authority ceasing to hold Shares (directly or indirectly) in a given Group Member.

10. CONFIDENTIALITY

- 10.1 Each party undertakes that it shall not at any time disclose to any person any confidential information concerning the business, affairs, customers, clients or suppliers of the other party or of any member of the Group to which the other party belongs, except as permitted by Clause 10.2.
- 10.2 Any party may disclose another party's confidential information:
 - 10.2.1 to its employees, officers, representatives or advisers who need to know such information for the purposes of carrying out the party's obligations under this Agreement. Either party shall ensure that its employees, officers, representatives or advisers to whom it discloses the other party's confidential information comply with this Clause 10; or
 - 10.2.2 as may be required by law, court order or any governmental or regulatory Combined Authority.
- 10.3 Each party acknowledges that the other parties that they are subject to the requirements of the FOIA and the Environmental Information Regulations, and shall facilitate the other parties' compliance with their Information disclosure requirements pursuant to and in the manner provided for in Clause 10.4 and Clause 10.7.
- 10.4 If any party (the "**Recipient**") receives a Request for Information in relation to Information that another party or multiples parties is holding and which the Recipient does not hold itself, the Recipient shall refer to the other relevant party or parties such Request for Information as soon as practicable and in any event within five Business Days of receiving a Request for Information, and the other party or parties shall:
 - 10.4.1 provide the Recipient with a copy of all such Information in the form that the Recipient requires as soon as practicable and in any event within ten Business Days (or such other period as the Recipient acting reasonably may specify) of the Recipient's request; and
 - 10.4.2 provide all necessary assistance as reasonably requested by the Recipient to enable the Recipient to respond to a Request for Information within the time for compliance set out in Section 10 of the FOIA or Regulation 5 of the Environmental Information Regulations.
- 10.5 Following notification under Clause 10.4, and up until such time as the other party or parties have provided the Recipient with all the Information specified in Clause 10.4, the other party or parties may make representations to the Recipient as to whether or not or on what basis Information requested should be disclosed, and whether further information should reasonably be provided in order to identify and locate the information requested, provided always that the Recipient shall be responsible for determining, at its absolute discretion:
 - 10.5.1 whether Information is exempt from disclosure under the FOIA and the Environmental Information Regulations;
 - 10.5.2 whether Information is to be disclosed in response to a Request for Information; and
 - 10.5.3 in no event shall the other party or parties respond directly to a Request for Information unless the Request for Information is addressed to it.

10.6 The parties acknowledge that (notwithstanding the provisions of Clause 10.1) the Recipient may, acting in accordance with the Cabinet Office Code of Practice on Freedom of Information issued in July 2018 under part I of the Freedom of Information Act 2000, be obliged under the FOIA or the Environmental Information Regulations to disclose Information concerning the other party or parties:

10.6.1 in certain circumstances without consulting with the other party or parties; or

10.6.2 following consultation with the other party or parties and having taken their views into account.

10.7 Each party shall transfer to the other party any Request for Information which it receives but is addressed to the other party as soon as practicable and in any event within three Business Days of receiving it.

10.8 The parties acknowledge that any lists provided which list or outline Confidential Information are of indicative value only and that a Recipient may nevertheless be obliged to disclose Confidential Information in accordance with Clause 10.6.

11. NO PARTNERSHIP

Nothing in this Agreement gives rise to a partnership between the parties or constitutes one party the agent of another.

11.1 Unless the right of enforcement is expressly granted, it is not intended that a third party, other than a lawful successor in title or a lawful assignee, should have the right to enforce a provision of this Agreement pursuant to the Contracts (Rights of Third parties) Act 1999.

11.2 The parties may rescind or vary this Agreement without the consent of a third party to whom an express right to enforce any of its terms has been provided.

12. COSTS OF THIS AGREEMENT

Each party shall pay its own costs in connection with the negotiation, preparation, execution and performance of this Agreement.

13. WAIVER

13.1 The rights of each of the parties in respect of a breach of this Agreement shall not be affected by completing, by rescinding, or failing to rescind, this Agreement, or by failing to exercise, or delaying in exercising, a right or remedy, or by anything else, except a specific authorised written waiver or release. A single or partial exercise of a right or remedy provided by this Agreement or by law does not prevent its further exercise or the exercise of another right or remedy.

13.2 Waiver of a breach of a term of this Agreement, or of a default under it, does not constitute a waiver of another breach or default nor affect the other terms of this Agreement.

13.3 The rights and remedies provided in this Agreement are cumulative and not exclusive of any other rights or remedies.

14. VARIATION

A purported variation of this Agreement is not effective unless in writing and signed by or on behalf of each of the parties.

15. INVALIDITY

If a provision of this Agreement is held to be illegal or unenforceable, in whole or in part, under an enactment or rule of law, it shall to that extent be deemed not to form part of this Agreement and the enforceability of the remainder of this Agreement shall not be affected. The parties agree to negotiate

in good faith to agree the terms of a mutually satisfactory provision to be substituted for the provision found to be illegal or unenforceable.

16. ENTIRE AGREEMENT

- 16.1 This Agreement (together with any documents entered into under it or at the same time as it) supersedes all prior understandings and agreements between the parties (whether written or oral) relating to its subject matter and contains the entire agreement between the parties relating to its subject matter.
- 16.2 Each party acknowledges that it does not enter into this Agreement on the basis of, and does not rely on, warranties or representations made, or agreed to, by any person (whether a party to this Agreement or not).
- 16.3 Each party waives its rights against the other party in respect of warranties and representations (whether written or oral) not expressly set out or referred to in this Agreement.
- 16.4 Nothing in this Clause 17 limits or excludes liability for fraud.

17. SUPREMACY OF THIS AGREEMENT

17.1 Agreement to prevail

If during the continuance of this Agreement, there shall be any conflict between the provisions of this Agreement and the provisions of the Articles then, during such period and the provisions of this Agreement shall prevail.

17.2 Obligation to comply with Articles

Each Shareholder undertakes to promptly observe and comply with the provisions of the Articles to the intent and effect that each and every provision thereof shall be enforceable by them inter se and in whatever capacity.

17.3 No amendment of articles

Nothing contained in this Agreement shall be deemed to constitute an amendment of the Articles or of any previous Articles of Association of any Group Member.

18. CONSENTS

- 18.1 Consents, notices, approvals or agreements to be given by the Combined Authority under this Agreement shall be given in writing.
- 18.2 Where this Agreement provides that a matter is subject to the consent, approval or Agreement of any Group Member then (except as expressly provided otherwise), it shall be in the absolute discretion of the Group Member concerned as to whether (and if so, on what terms and conditions) the consent, approval or agreement is made.

19. COMMUNICATIONS

19.1 Any notice or other communication under or in connection with this Agreement shall be in writing and shall be delivered personally or sent by first-class post (and by air mail if overseas) or by facsimile or by email as follows:

20.1.1 if to the Combined Authority, to:

Address: 72 Market Street, Ely CB7 4LS

marked for the attention of *[insert job title]*;

20.1.2 if to Angle, to:

Address: 72 Market Street, Ely CB7 4LS

marked for the attention of *[insert job title]*;

20.1.3 if to ADE, to:

Address: 72 Market Street, Ely CB7 4LS

marked for the attention of *[insert job title]*;

20.1.4 if to the GrowthCo, to:

Address: 72 Market Street, Ely CB7 4LS

marked for the attention of *[insert job title]*; and

20.1.5 if to any other Subsidiary, to such address and marked for the attention of the person identified in the relevant Deed of Adherence;

20.2 In the absence of evidence of earlier receipt, any notice or other communication shall be deemed to have been duly given:

20.2.1 if delivered personally, when left at the address referred to in Clause 20.1;

20.2.2 if sent by mail, other than airmail, two Business Days after posting it;

20.2.3 if sent by email, when sent provided there has been no communication by the recipient to the senders that the email has not been received,

20.2.4 provided always that a notice given in accordance with the above but received on a day which is not a Business Day or after business hours on a Business Day will only be deemed to be given on the next Business Day.

20.3 The original of any notice or other communication by fax shall be forwarded to the recipient(s) but the non-arrival of that original shall not affect the validity of the notice or other communication by fax.

20. COUNTERPARTS

20.1 This Agreement may be executed in a number of counterparts and by the parties on different counterparts, but shall not be effective until each party has executed at least one counterpart.

- 20.2 Each counterpart, when executed, shall be an original, but all the counterparts together constitute the same document.

21. GOVERNING LAW, JURISDICTION AND SERVICE OF PROCESS

- 21.1 This Agreement and any issue, dispute or claim (whether contractual or non-contractual) arising out of or in connection with it or its subject matter or formation shall be governed by and construed in accordance with the laws of England and Wales.
- 21.2 The parties hereby submit to the exclusive jurisdiction of the High Court of England and Wales in relation to any dispute or claim (whether contractual or non -contractual) arising out of or in connection with this Agreement or its subject matter or formation.
- 21.3 The parties agree that the courts of England and Wales are the most appropriate and convenient courts to hear, determine and settle any dispute and accordingly, that they will not argue to the contrary.
- 21.4 Each party agrees that without preventing any other mode of service, any document in an action (including, but not limited to, a claim form or any other document to be served under the Civil Procedure Rules) may be served on any party other than the Authority by being delivered to or left for that party at its address for service of notices under Clause 20 and each party undertakes to maintain such an address at all times in the United Kingdom and to notify the other parties in advance of any change from time to time of the details of such address in accordance with the manner prescribed for service of notices under Clause 20.
- 21.5 Any document in an action (including, but not limited to, a claim form or any other document to be served under the Civil Procedure Rules) shall be served on the Authority by being delivered or left for the relevant solicitor acting for the Authority in accordance with the Civil Procedure Rules, as amended from time to time.

EXECUTED as a **DEED** by the parties in each case on the date which first appears in this Agreement.

SCHEDULE 1

CONSENT MATTERS

The following are Consent Matters, save to the extent that any such decision relates to a matter which is (i) already approved in any Business Plan or (ii) is already approved or agreed to be undertaken in this Agreement or any Project Agreement in place at the time, and each such Consent Matter shall require the prior written Consent of the Combined Authority where indicated in Column (1) (or the prior consent of the Board of the relevant Group Member where their consent is required as set out in Column (2)) below. Also, where it is indicated in either Column (2) or Column (3) below that a recommendation is to be provided by the Board of the relevant Group Member or (in respect of GrowthCo only, its Programme Management Committee), then, save where circumstances do not allow, such recommendation should be made available for consideration by the party whose consent is required prior to the relevant decision being taken. Any dispute as to the interpretation of the contents of this Schedule 1 shall be determined by the Combined Authority.

Type of decision/role	Column (1) CPCA	Column (2) Board of the relevant Group Member	Column (3) In respect of GrowthCo only, the Programme Management Committee
1. Vary in any respect the Articles of any company or the rights attaching to any of its shares	Consent required	Recommendation	No role
2. Permit the registration (upon subscription or transfer) of any person as a member other than the Combined Authority in accordance with the terms of this Agreement and/or any permitted transferees	Consent required	No role	No role
3. increase the amount of its issued share capital except as provided in this Agreement, grant any option or other interest (in the form of convertible securities or in any other form) over or in its share capital, redeem or purchase any of its own shares or effect any other reorganisation of its share capital	Consent required	Recommendation	No role
4. issue any loan capital or enter into any commitment with any person with respect to the issue of any loan capital	Consent required	Recommendation	No role
5. entering into any Finance Documents	Consent required	Recommendation	No role
6. make any borrowing other than under the Finance	Consent required	Recommendation	No role

Type of decision/role	Column (1) CPCA	Column (2) Board of the relevant Group Member	Column (3) In respect of GrowthCo only, the Programme Management Committee
Documents			
7. apply for the listing or trading of any shares or debt securities on any stock exchange or market	Consent required	No role	No role
8. pass any resolution for its winding up or present any petition for its administration (unless it has become insolvent);	Consent required	Where a company has become insolvent, this is a matter for that company's board	Recommendation
9. engage in any business other than as contemplated by the Business Growth Service Full Activities Case, Business Plan (as applicable) or set out in its objects (or as is incidental thereto) or defray any monies other than in good faith for the purposes of or in connection with the carrying on of such business	Consent required	Recommendation	Recommendation
10. provide grants and equity investments and acquiring related and associated shares in other companies as part of managing the Grant & Equity Investment Fund transferred from the CPCA to GrowthCo to manage on its behalf	No role	Consent required	Recommendation
11. provide grants, equity investments or form any subsidiary or acquire shares in any other company or participate in any partnership or joint venture (incorporated or not) other than as contemplated by the Business Growth Service Full Activities Case, Business Plan (as applicable) or set out in its objects (or as is incidental thereto)	Consent required	Recommendation	Recommendation
12. close down any business operation, or dispose of or dilute its interest in any of its Subsidiaries for the time being, or dispose of any material asset other than as contemplated by the Business Growth Service Full	Consent required	Recommendation	Recommendation

Type of decision/role	Column (1) CPCA	Column (2) Board of the relevant Group Member	Column (3) In respect of GrowthCo only, the Programme Management Committee
Activities Case, Business Plan (as applicable) or set out in its objects (or as is incidental thereto)			
13. declare or pay any dividend	Consent required	Recommendation	Recommendation
14. amalgamate or merge with any other company or business undertaking	Consent required	Recommendation	Recommendation
15. alter its name or registered office	Consent required	Recommendation	Recommendation
16. enter into any transaction or arrangement of any nature whatsoever (including, for the avoidance of doubt, a service contract) with any of its directors or any person who is connected (within the meaning of sections 1122 and 1123 of the Corporation Tax Act 2010) to any of its directors whether or not any other person shall be party to such transaction or arrangement	Consent required	Recommendation	Recommendation
17. enter into any arrangement, contract or transaction outside the normal course of its business or otherwise than on arm's length terms	Consent required	Recommendation	Recommendation
18. create or permit to be created any mortgage, charge, encumbrance or other security interest whatsoever on any material asset or its business in whole or in part or any of its shares other than:	Consent required	Recommendation	Recommendation
18.1 pursuant to the Finance Documents;			
18.2 liens arising in the ordinary course of business; or			
18.3 any charge arising by the operation or purported operation of title retention clauses and in the ordinary			

Type of decision/role		Column (1) CPCA	Column (2) Board of the relevant Group Member	Column (3) In respect of GrowthCo only, the Programme Management Committee
	course of business; or			
19.	adopt or amend its Business Plan (as applicable); or	Consent required	Recommendation	Recommendation
20.	change either:	Consent required	Recommendation	Recommendation
20.1	its statutory auditors; or			
20.2	its Financial Year end; or			
21.	make or permit to be made any material change in the accounting policies and principles adopted in the preparation of its accounts except as may be required to ensure compliance with relevant accounting standards under the CA 2006 or any other generally accepted accounting principles in the United Kingdom; or	Consent required	Recommendation	Recommendation
22.	make any loan (otherwise than by way of deposit with a bank or other institution the normal business of which includes the acceptance of deposits) or grant any credit (other than in the normal course of trading) or give any guarantee (other than in the normal course of trading) or indemnity (other than in the normal course of trading); or	Consent required	Recommendation	Recommendation
23.	give any guarantee, suretyship or indemnity to secure the liability of any person or assume the obligations of any person outside the scope of its Business Plan (as applicable); or	Consent required	Recommendation	Recommendation
24.	factor or assign any of its book debts; or	Consent required	Recommendation	Recommendation

Type of decision/role		Column (1) CPCA	Column (2) Board of the relevant Group Member	Column (3) In respect of GrowthCo only, the Programme Management Committee
25.	establish or amend any profit-sharing, share option, bonus or other incentive scheme of any nature for directors, officers or employees; or	Consent required	Recommendation	Recommendation
26.	establish or amend any pension scheme or grant any pension rights to any director, officer, employee, former director, officer or employee, or any member of any such person's family; or	Consent required	Recommendation	Recommendation
27.	appoint or dismiss any Director, or enter into any service contract terms of appointment or other agreement with a Director	Consent required	No role	No role
28.	agree to remunerate (by payment of salary, bonus, the provision of benefits-in-kind or otherwise) or to increase the remuneration of any Director	Consent required	Recommendation	Recommendation
29.	agree to remunerate (by payment of salary, bonus, the provision of benefits-in-kind or otherwise) or to increase the remuneration of employee, officer or consultant where the annual aggregate amount of such remuneration (by payment of salary, bonus, the provision of benefits-in-kind or otherwise) would exceed £100,000	Consent required	Recommendation	Recommendation
30.	institute, settle or compromise any material legal proceedings (other than debt recovery proceedings in the ordinary course of business or where the Value of such claim is reasonably believed to be less than £10,000 instituted or threatened against it or submit to arbitration or alternative dispute resolution any dispute if the effect of this is that its solvency may be imperilled, or it may require additional funding in order to undertake its Business Plan (as applicable);	Consent required	Recommendation	Recommendation

Type of decision/role		Column (1) CPCA	Column (2) Board of the relevant Group Member	Column (3) In respect of GrowthCo only, the Programme Management Committee
31.	make any agreement with any revenue or tax authorities or make any claim, disclaimer, election or consent for tax purposes if the effect of this is that its solvency may be imperilled, or it may require additional funding in order to undertake its Business Plan (as applicable);	Consent required	Recommendation	Recommendation
32.	any variation, change, waiver or amendment to shareholders agreement.	Consent required	Recommendation	Recommendation
33.	In relation to the Gateley Services Contract:			
33.1	approving a change request	No role	Consent required	Recommendation
33.2	agreeing to a variation	No role	Consent required	Recommendation
33.3	agreeing to a waiver	No role	Consent required	Recommendation
33.4	launching a material claim/legal action (to extent not caught by item 30 above)	Consent required	Recommendation	Recommendation
34.	conducting a dispute resolution process and agreeing to final decision	Consent required	Recommendation	Recommendation
34.1	taking investment decisions	No role	Consent required	Recommendation
35.	Ensuring a sound system of internal control and risk management including:		Responsible for ensuring compliance	Day-to-day responsibility for implementation
35.1	approving the company's risk appetite standards;			
35.2	receiving reports on, and reviewing the effectiveness, of the company's risk and control processes to support			

Type of decision/role	Column (1) CPCA	Column (2) Board of the relevant Group Member	Column (3) In respect of GrowthCo only, the Programme Management Committee
35.3 its strategy and objectives; approving procedures for the detection of fraud and prevention of bribery; 35.4 undertaking an annual assessment of these processes;			
36. Approval of policies	May require certain CPCA policies to be adopted	To extent not required by CPCA, to consider what other policies may be appropriate and adopt them	Day-to-day implementation
37. Oversight of the responsibilities of senior management (inc Programme Management Committee)		Responsible	No role

SCHEDULE 2

FORM OF DEED OF ADHERENCE

DEED OF ADHERENCE

dated [] 20[]

By [] a company incorporated in England and Wales (registered number []) whose registered office is at [] (the **New Subsidiary**) in favour of the persons whose names and addresses are set out in the Schedule to this Deed (the **Continuing parties**).

Introduction

1. This Deed is supplemental to a Shareholder Agreement dated 20[] between [insert details] (the **Shareholder Agreement**) and to [insert details of any subsequent Deeds of Adherence and Accession or any Deed of Amendment].
2. Provision is made in the Shareholder Agreement for the New Subsidiary to accede as a party thereto as a further Subsidiary and it has agreed to do so.

Agreed terms

3. The New Subsidiary confirms that it has been given a copy of the Shareholders' Agreement and covenants with the Continuing parties to observe, perform and be bound by every provision of the Shareholder Agreement in the capacity of a Subsidiary with effect from the date of this Deed.
4. [Insert details of where Notices are to be sent as envisaged in Clause 20.1.5 of the Shareholders' Agreement].
5. Unless the context requires otherwise, words and expressions defined in the Shareholder Agreement shall have the same meanings when used in this Deed of Adherence.
6. This Deed of Adherence shall be governed by and construed in accordance with English law.

This Deed of Adherence has been executed as a deed and is delivered and takes effect on the date stated at the beginning of it.

SCHEDULE

[Insert names and addresses of Continuing parties]

SCHEDULE 3

GROWTHCO

PART 1: General Details

Date of incorporation: 13 August 2020

Place of incorporation: England and Wales

Accounting reference date: [date]

PART 2 : Details of GrowthCo prior to Completion

Issued share capital: [1] ordinary shares of £1 (One pound) each

Amount paid up: £[◆] ([◆] pound[s])

Shareholder: Angle

Registered office: The Mayor's Office, 72 Market Street, Ely,
Cambridgeshire, United Kingdom, CB7 4LS

Directors: Jon Alsop

Brian Hyland

Secretary: None

Auditors: [◆]

PART 3 : Details of GrowthCo Post Completion

Issued share capital: [5,407,001] Ordinary Shares of £1 (One pound) each

Amount paid up: £[5,407,001] ([Five million, four hundred and seven thousand and one] pounds)

Shareholders: Authority: [5,407,001] Ordinary Shares of £1 (One pound) each

Angle: [1] Ordinary Share of £1 (One pound) each

Directors: [Name]

Registered office: The Mayor's Office, 72 Market Street, Ely,
Cambridgeshire, United Kingdom, CB7 4LS

Secretary: [None]

Auditors:

[◆]

SCHEDULE 4

TERMS OF REFERENCE OF THE GROWTHCO PROGRAMME MANAGEMENT COMMITTEE

[To follow]

SCHEDULE 5

LGF TERMS

PART 1

ITEMS TO BE SUPPLIED BY GROWTHCO TO THE COMBINED AUTHORITY

1. Submission of 3-year Cash flow forecast; monthly for the first year and annual for second and third
2. ~~[Contact / Involvement of HMRC to upskill Growth Hub staff]~~ ~~P/M Note - is there a deliverable for~~
~~[Discussions with local authority partners on availability of in-kind support via use of L/A office space, provisional of secretariat, and officer time]~~ 3. ~~P/M Note - is there a deliverable for this requirement that can be more clearly stated? If not, we will move this commitment elsewhere]~~
2. ~~4.~~ Submission of independent state aid report covering: ESF and ERDF application and utilisation; allocation of £2.335m of the authority's revenue budget to GrowthCo; Management of £12m Capital Growth Fund
3. ~~5.~~ Submission of Sustainability and Environmental policy for the GrowthCo
4. ~~6.~~ Submission of evidence to support the claim of delivering 2.8 new jobs per firm receiving supported in-depth coaching

PART 2

PUBLICITY & COMMUNICATION REQUIREMENTS

Publicity & Communication

General

1. GrowthCo and its suppliers shall not communicate by any means with the press or broadcasting media about any matters connected with this Agreement, without the prior written consent of the Combined Authority.
2. GrowthCo and its suppliers shall not advertise its provision of the LGF Services to the Combined Authority nor use the Combined Authority or "Local Growth Fund" logo, without the prior written consent of the Combined Authority.
3. GrowthCo must agree any press or broadcasting material connected to the LGF Funding, the subscription for the Subscription Shares in GrowthCo by the Combined Authority or any related matter (in each case in advance of publication) with the Combined Authority which may decline to give its consent to such material being used.
4. The Combined Authority should be consulted regularly on plans for any press or broadcasting material connected to this Application in advance of publication.
5. The Applicant shall not use the Combined Authority logo without the prior consent of the Combined Authority.
6. ~~External boards during construction must be 2m x 2m (if applicable) and internal signage must be 50cm x 50cm – all displaying the Combined Authority Mayoral Logo and the LGF Logo~~

PART 3

OUTPUTS/OUTCOMES

1. An updated Business Plan for GrowthCo is required to support the delivery of the [outcomes] ³no later than 3 months from date on which the Subscription Shares are allotted and issued to the Combined Authority.

[PM Note: Presume these outcomes will be defined in the Gateley Services Agreement?]

2. The updated Business Plan is to include:
 - 2.1 Any arrangements required for contact or involvement of HMRC to upskill Growth Hub staff; and
 - 2.2 Any arrangements required for in-kind support from local authority partners including but not limited to, where appropriate, office space, secretariat support and officer time.

PART 4

REPORTING REQUIREMENTS

1. From the date on which the Subscription Shares are allotted and issued to the Combined Authority until the [insert date] by which **all outputs and outcomes as set out in the Application Form** have been met: -
 - 1.1 Provide the Combined Authority with a monthly Highlight Report
 - 1.2 Provide the Combined Authority with Annual Qualifying Expenditure Statement
 - 1.3 Provide the Combined Authority with such other information as the Combined Authority may reasonably require in connection with the Works and the Outputs and Outcomes
 - 1.4 Produce a Project Closure Report at the end of **the project**
 - 1.5 Procure that the Applicant Representative and/or any other officers of the Applicant as may reasonably be requested by the Combined Authority will attend such meetings as the Combined Authority may reasonably request with the Combined Authority and any third parties invited by the Combined Authority to review progress in relation to the Works.

EXECUTED and DELIVERED as a deed on the date first above written.

Executed as a Deed by affixing the common seal of
**CAMBRIDGESHIRE & PETERBOROUGH COMBINED
AUTHORITY**

in the presence of

Authorised Signatory
Common Seal

.....
Full Name of Authorised Signatory)



Executed as a Deed (but not delivered until the date of
this Deed) by **ANGLE HOLDINGS LIMITED**
acting by

.....
Full Name (Director/Attorney)
in the presence of:

.....
Signature of Director/Attorney

.....
Full Name (Witness)
.....
.....

.....
Address

.....
Signature of Witness

Executed as a Deed (but not delivered until the date of
this Deed) by **ANGLE DEVELOPMENTS (EAST)
LIMITED**
acting by

.....
Full Name (Director/Attorney)
in the presence of:

.....
Signature of Director/Attorney

.....
Full Name (Witness)
.....
.....

.....
Address

.....
Signature of Witness

Executed as a Deed (but not delivered until the date of
this Deed) by **PETERBOROUGH AND
CAMBRIDGESHIRE BUSINESS GROWTH
COMPANY LIMITED**
acting by

.....
Full Name (Director/Attorney)
in the presence of:

.....
Signature of Director/Attorney

.....
Full Name (Witness)
.....
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Address

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Signature of Witness

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APPENDIX 1
FORM OF HIGHLIGHT REPORT

[To be inserted]

APPENDIX 2
FORM OF PROJECT CLOSURE REPORT
[To be inserted]



A16 Norwood Improvements

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	27 January 2021
Public report:	Yes
Lead Member:	Mayor James Palmer
From:	Paul Raynes, Director of Delivery and Strategy
Key decision:	Yes
Forward Plan ref:	KD2020/091
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <p>Approve the drawdown of £630,000 from the Medium Term Financial Plan to produce the Outline Business Case. This includes £320,000 carry forward from the current financial year subject to approval budget</p>
Voting arrangements:	A vote in favour by at least two thirds of all Members (or their Substitute Members) appointed by the Constituent Councils, to include the Members appointed by Cambridgeshire County Council or Peterborough City Council, or their Substitute Members

1. Purpose

- 1.1 To provide a summary of the outcome of the Strategic Outline Business Case (SOBC) and request approval to proceed to Outline Business Case (OBC) for the A16 Norwood Improvement.
- 1.2 These proposals were considered by the Transport and Infrastructure Committee on 6 January 2021. Following discussion, the Committee decided unanimously to recommend the proposals to the Combined Authority Board for approval.
- 1.3 The report to the Transport and Infrastructure Committee can be viewed via the link below:

[Transport and Infrastructure Committee 6 January 2021 - Item 2.2 refers](#)

2. Appendices

- 2.1 Appendix to the Transport and Infrastructure Committee report:

[Item 2.2 - Appendix 1 - A16 Norwood Strategic Outline Business Case](#)

3. Background Papers

- 3.1 7 November 2019 [Transport and Infrastructure Committee Paper](#)



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

JAMES PALMER
CAMBRIDGESHIRE &
PETERBOROUGH MAYOR

Agenda Item No: 4.2

London Luton Airport Air Space (Stack) Consultation

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 27 January 2021

Public report: Yes

Lead Member: Mayor James Palmer

From: Paul Raynes, Director of Business and Skills

Key decision: No

Forward Plan ref: n/a

Recommendations: The Combined Authority Board is recommended to:

Delegate authority to the Director of Delivery and Strategy, in consultation with the Chair of the Transport and Infrastructure Committee, to respond to the consultation on behalf of the Transport and Infrastructure Committee, reflecting the Committee and Board's discussion.

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

1. Purpose

- 1.1 To delegate authority to the Director of Delivery and Strategy, in consultation with the Chair of the Transport and Infrastructure Committee, to respond to the consultation being undertaken by London Luton Airport (LLA) and the National Air Traffic Services (NATS) into the proposed changes to the arrivals flightpaths and stacking arrangements for London Luton Airport. The response will reflect the discussion which took place at the Transport and Infrastructure Committee on 6 January 2021 and any comments from the Combined Authority Board.
- 1.2 Following that discussion, the Transport and Infrastructure Committee decided unanimously to recommend the proposals to the Combined Authority Board for approval.
- 1.3 The Committee report can be viewed via the link below:

[Transport and Infrastructure Committee 6 January 2021 - Item 2.7 refers](#)

2. Considerations

- 2.1 None

3. Appendices

- 3.1 Appendices to the report to the report to the Transport and Infrastructure Committee:
[Item 2.7 - Appendix A - Map showing the proposed stack configuration](#)

4. Background Papers

- 4.1 None



Greater Cambridge Partnership Consultations: Waterbeach to Cambridge and Eastern Access

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 27 January 2021

Public report: Yes

Lead Member: Mayor James Palmer

From: Paul Raynes, Director of Delivery and Strategy

Key decision: No

Forward Plan ref: n/a

Recommendations: The Combined Authority Board is recommended to:

- a) Approve the proposed consultation response commentary in relation to the Greater Cambridge Partnership's Waterbeach to Cambridge proposals, with a recommendation that they are issued on behalf of the Combined Authority;
- b) Approve the proposed consultation response commentary in relation to the Greater Cambridge Partnership's Greater Cambridge Partnership's Eastern Access proposals, with a recommendation that they are issued on behalf of the Combined Authority.

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

1. Purpose

- 1.1 To outline the Combined Authority's response to the Greater Cambridge Partnership's (GCP) Waterbeach to Cambridge and Cambridge Eastern Access consultations
- 1.2 These proposals were considered at the Transport and Infrastructure Committee meeting on 6 January 2021. Following discussion, the Committee decided unanimously to recommend the proposals to the Combined Authority Board for approval.
- 1.3 The Committee report can be viewed via the link below:

[Transport and Infrastructure Committee - Item 2.5 refers](#)

2. Considerations

- 2.1 None

3. Appendices

- 3.1 Appendices to the report to the Transport and Infrastructure report (copies attached):

[Item 5.2 - Appendix A - Combined Authority's comments on the GCP's Waterbeach to Cambridge proposals](#)

[Item 5.2 - Appendix B - Combined Authority's comments on the GCP's Easter Access proposals](#)

4. Background Papers

- 4.1 None



Cambridgeshire and Peterborough Combined Authority
Consultation Response: Waterbeach to Cambridge

Dear

Thank you for the opportunity to respond to the consultation. The CPCA welcome the opportunity to continue to work with the GCP on the development of this scheme that form a fundamental component to the Cambridgeshire Autonomous Metro (CAM) project.

When designing the active travel component of the scheme, it is essential that due consideration is given to end user and provide the right level of infrastructure. Routes must be planned, designed, built and maintained to be inclusive for all. A route that only considers the needs of one specific user group will be less successful than an inclusive route.

The introduction of a traffic-free route should form part of a network-wide plan and ultimately be embedded into the wider active travel network. This will ensure that existing and proposed routes are integrated and address actual travel needs. Trip generators will include education sites, retail, healthcare facilities, businesses and public transport facilities; therefore, due consideration should be afforded to the links to these origins and destinations.

To meet the requirements and aspirations of the *LTP: CAM sub-strategy* it is important that this project meets all planning and environmental requirements, offers opportunities for all residents and communities and is fully complementary to active travel modes. In addition, it is essential that this scheme supports and enhances environmental sustainability, including the delivery of biodiversity net gains. Therefore, each of the proposed options should be examined in turn to assess the level of impact on the environment with the appropriate mitigation measures put in place in a timely and effective manner.

Economic growth across Cambridgeshire and Peterborough has over recent decades not been matched by the provision of the appropriate transport infrastructure. Evidence shows that to sustain future growth in the region, new infrastructure is essential to support the delivery of new jobs and new homes. CAM is a key component of the transport programme for Cambridgeshire and Peterborough. It will connect key regional centres of employment, existing settlements, key railway stations, new homes and planned growth, to create a platform for sustainable and inclusive growth. The scheme will transform people's day-to-day lives, by connecting communities and creating new jobs and widening access to opportunities across the region.

The *Waterbeach to Cambridge* project needs to be integrated into the overarching transport network and offer a viable, sustainable alternative to the private car. The interchanges need to offer seamless transfer between modes and need be at optimum locations for accessibility to help reinforce the sustainable transport message.



The Combined Authority is continuing to develop its portfolio of transport schemes for the people and businesses of Cambridgeshire and Peterborough. This programme of measures includes the A10 corridor. The work on the A10 corridor is examining how connectivity can be improved along and through the corridor, with a particular focus on improving the “offer” to the people of Cambridgeshire and Peterborough. Therefore, any developments or improvements to the highway network, along with the delivery of components of the CAM need to be integrated and complementary in order to provide for a network where the adverse impacts are minimised wherever possible. Therefore, as these schemes are developed by the, it is essential that due consideration is given to the requirements of CAM and the A10 improvements.

Milton interchange is a key junction on the A14 providing access to north Cambridge and the Science Park. It is imperative that due consideration is given to the important junction to ensure that the *Waterbeach to Cambridge* scheme does not adversely impact on its operation, capacity and flow. In addition, during the development of the scheme it is important that the Cambridge North-East fringe development is considered and adapted so the scheme is seamlessly integrated into the fabric of the urban environment.

The Authority look forward to continuing the on-going dialogue with the GCP to develop this scheme in a timely manner whilst minimising the impacts on the local environment.

Regards,

Mayor Palmer (Chair of the Combined Authority’s Transport & Infrastructure Committee)



Cambridgeshire and Peterborough Combined Authority

Consultation Response: Eastern Access

Dear

Thank you for the opportunity to respond to the consultation. The CPCA welcome the opportunity to continue to work with the GCP on the development of this scheme that form a fundamental component to the CAM project.

It is important that due consideration is given to all active travel modes (including e-scooters and equestrian users) to ensure a holistic and integrated transport network is provided for the people of Cambridgeshire. It is imperative that these options align with the Local Transport Plan and the recently adopted CAM: LTP sub-strategy. These schemes need to be embedded into the overarching transport network and offer a viable, sustainable alternative to the private car. The interchanges need to offer seamless transfer between modes and be in accessible locations to help reinforce the sustainable transport message.

When designing the active travel component of the proposed schemes, it is essential that due consideration is given to end users and provide the appropriate level of infrastructure. The routes must be planned, designed, built and maintained to be inclusive for all members of society. The schemes should form part of a network-wide plan and be integrated into the wider active travel network. This should ultimately ensure that existing and proposed routes are coherent and address the travel needs of the area. Trip generators include education sites, retail, healthcare facilities, businesses and public transport facilities; therefore, due consideration should be afforded to the links to these origins and destinations.

The Eastern Access scheme will form an important component to the public transport and active travel “offer” to the east of Cambridge. With the anticipated growth in the east of Cambridge, including the expected development of the current Marshall site, there is a need to ensure that the various components of the Eastern Access scheme are integrated into the plans and delivered for this area of the city; thereby decreasing the dependency on the private car to/from any planned development.

The Eastern Access scheme must complement the wider CAM project, especially the tunnelling section of the project. CAM’s tunnelled section will offer the opportunity for access into and across the city in a timely and effective manner for Cambridgeshire’s residents and therefore it is imperative that the Eastern Access scheme seamlessly integrates with this component.

In addition, during the development of the Eastern Access scheme it is important that due consideration is given to the potential impact on the Fen Ditton and Milton interchanges on the A14. Both these interchanges offer vital connections to the north, east and central Cambridge and therefore it is important that the Eastern Access scheme does not adversely impact on the operation of these key junctions and seeks to improve them whenever possible.



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

JAMES PALMER
CAMBRIDGESHIRE &
PETERBOROUGH MAYOR

Regards,

Mayor Palmer (Chair of the Combined Authority's Transport & Infrastructure Committee)



Community Land Trust Business Case

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	27 January 2021
Public report:	Yes
Lead Member:	Councillor Chris Boden, Lead Member for Housing
From:	Roger Thompson, Director of Housing and Development
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <p>Approve the Community Land Trust Business Case at Appendix 1 of the report.</p>
Voting arrangements:	A simple majority of all Members present and voting

1. Purpose

- 1.1 The 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 that provides for those who do not qualify for traditional affordable housing and open market housing is out of reach.
- 1.2 Community Land Trusts (CLTs) are referenced as a mechanism that could enable the Combined Authority to make a contribution to meet our housing objectives and respond to demand for cheaper housing for local people. CLTs are referenced as a means not only to deliver genuinely affordable housing, but also as vehicles to potentially utilise the mechanism of land value capture.
- 1.3 In order to support the 'scaling up' of community-led housing across Cambridgeshire and Peterborough the Combined Authority will make two key interventions. Firstly, the provision of start-up grants, which will be made available for emerging community-led housing groups which will facilitate the creations of more Community Land Trusts. Secondly, the Combined Authority will provide technical and enabling support to community-led housing groups to ensure that these groups are empowered and supported to develop successful projects. Further detail is provided in the Business Case at Appendix 1.
- 1.4 These proposals were considered by the Housing and Communities Committee on 11 January 2021. Following discussion, the Committee decided unanimously to recommend the proposals to the Combined Authority Board for approval, subject to the changes set out at paragraph 2.1 below.
- 1.5 The report to the Committee can be viewed via the link below:

[Housing and Communities Committee 11 January 2021 - Item 2.1 refers](#)

2. Considerations

- 2.1 The Housing and Communities Committee requested specific changes to be made to the business case. These changes relate to the evaluation, a requirement for the affordable housing provision to meet the requirement of each local planning authority and a requirement to engage the local planning authority early in the process. These changes have been reflected in the business case at Appendix 1 (tracked for ease of reference).

3. Appendices

- 3.1 Appendix 1: Community Land Trust Business Case

4. Background Papers

- 4.1 [Housing Strategy \(September 2018\)](#)

Community Land Trust Business Case (with tracked changes)

OUTLINE

1.0 PROJECT OUTCOME

The key outcome of this project is to increase and diversify the supply of affordable housing in the Cambridgeshire and Peterborough area by enabling new community-led housing groups to come forward and develop.

2.0 PROJECT OUTPUTS

To support the creation of new Community Land Trusts and build a pipeline of community-led housing delivery.

3.0 STRATEGIC FIT

This project is a strategic priority and was included in the Business Plan 2019/20 in September 2019 and the Devolution Deal.

4.0 COSTS

The cost of delivering the Community Land Trust project and the £100K Homes project is estimated to be in the region of £100,000 per annum. This cost is subject to the approval of the Medium Term Financial Plan at Combined Authority Board in Jan 2021, which includes £100,000 for Community Land Trust and £100K Homes projects, and to the further approval of the CLT Business Case at Combined Authority Board.

The estimated cost includes providing technical support to community-led housing groups, branding & promotional materials, and a start-up grant fund of £5000 per group available to emerging community-led housing groups. The cost is notionally broken down as follows:

- £40,000 to be allocated as start-up grant awards to emerging community-led housing groups
- £30,000 to be allocated to Community Land Trust project costs
- £30,000 to be allocated to £100K Homes project costs

This project is still in its early stages and will continue to assess whether further interventions are required. Such expenditure will be subject to the relevant approvals that arise at the time of need.

5.0 SOURCE OF COMBINED AUTHORITY FUNDING

Provision of a £100,000 per annum has been included in the Medium-Term Financial Plan from April 2021.

6.0 PROCUREMENT ROUTE

Not applicable as costs relate to ongoing operational costs (for example staff) and grants of £5,000 per applicant.

7.0 PROJECT PROGRAMME

The work for this project commenced in December 2019 and does not have an end date.

8.0 RISK REGISTER

At this stage in the project high level risks have been identified:

- Lack of interest in community-led housing from local communities

In order to mitigate this risk we will undertake a programme of communication with communities and other stakeholders to increase awareness and understanding of community-led housing.

9.0 EVALUATION METHOD

The success of the policy framework will be measured in the short-term by new Community Land Trusts and other community-led housing groups coming forward. Once the project has been launched to communities Officers will use feedback from the communities and Local Authorities and make the necessary changes or address concerns that have been raised in order to ensure that the community-led homes are delivered.

In the longer-term the success of this project will be measured by successful community-led housing schemes coming forward and new homes being delivered.

10.0 COMBINED AUTHORITY DIRECTOR

The Community Land Trust project falls within the remit of the Housing & Communities Director

11.0 PROJECT MANAGER

The project is being led and managed through special project support via a secondment agreement with a constituent Council.

12.0 OTHER STAFF AND RESOURCES

Technical support will be provided to community-led housing groups by the Community Housing team, which will consist of 1 FTE Community Housing Programme Manager, 1 FTE Community Housing Officer and 1 PTE Community Housing Administrator.

There is a requirement for the Communications Team to assist officers in ensuring positive awareness of community-led housing among communities and Local Authorities.

1.0 COMMUNITY LAND TRUST OVERVIEW

i) What is a Community Land Trust?

Community Land Trusts (CLTs) are one form of community-led housing. They are a way for local communities to come together and establish a not-for-profit organisation to develop, own, and manage assets for community benefit. Other types of community-led housing include:

- Cohousing
- Cooperative housing
- Almshouses
- Group self-build or self-help housing
- Local housing charities
- Development trusts

Community-led housing is defined by three common principles, which have been agreed nationally by community-led housing platforms and endorsed by Homes England and the Ministry for Housing, Community and Local Governance. The three principles are as follows:

- 1) The community is integrally involved throughout the process in key decisions like what is provided, where, and for who. They don't necessarily have to initiate the conversation or build homes themselves.
- 2) There is a presumption that the community group will take a long-term formal role in the ownership, stewardship or management of the homes.
- 3) The benefits of the scheme to the local area and/or specified community group are clearly defined and legally protected in perpetuity.

Whilst not limited to affordable housing, the Community Land Trust model lends itself to the provision of affordable homes that are secured for people with strong local connections to the area in which the homes are coming forward. All assets owned by a Community Land Trust are protected for community benefit in perpetuity via a statutory asset lock. CLTs tend to develop high-quality, design led schemes with high standards of energy efficiency. CLT affordable homes tend to be 'pepper-potted' throughout a development and schemes are often designed to be tenure-blind.

Community Land Trusts are defined in statute. The Housing & Regeneration Act 2008, Part 2, Chapter 1, Clause 79 states that "Community Land Trust" means a body corporate which satisfies the following two conditions:

"Condition 1 is that the body is established for the express purpose of furthering the social, economic and environmental interests of a local community by acquiring and managing land and other assets in order –

- (a) to provide a benefit to the local community, and

- (b) to ensure that the assets are not sold or developed except in a manner which the trust's members think benefits the local community.

Condition 2 is that the body is established under arrangements which are expressly designed to ensure that –

- (a) any profits from its activities will be used to benefit the local community (otherwise than by being paid directly to members),
- (b) individuals who live or work in the specified area have the opportunity to become members of the trust (whether or not others can also become members), and
- (c) the members of the trust control it.”

Condition 1 provides what is known as a “statutory asset lock”. The statutory asset lock protects any assets owned or developed by a CLT for community benefit in perpetuity. Condition 2 ensures that CLTs will always be democratic in nature.

ii) Community-led housing in Cambridgeshire

Cambridgeshire is a nationally recognised leader in the community-led homes sector. There are a growing number of CLTs in Cambridgeshire, as well as Cohousing groups, Co-operatives, self-build groups, and Almshouse charities.

The Combined Authority Community Housing team are currently advising 17 legally incorporated Community Land Trusts. The achievements of these 17 Trusts are:

- 113 completed community-led homes, of which 39 are CLT-owned affordable homes
- 587 community-led homes with planning approval/ on site, of which 183 are affordable
- 181 community-led homes with planning applications submitted, of which 74 are affordable
- Many more in the pre-planning stages

CLTs also deliver community amenities. In Cambridgeshire some of the community amenities that have been or will be delivered include:

- Open green spaces
- Recreational facilities
- Land for new GP surgery
- Community allotments
- Community buildings
- Flexible work units
- Woodland area
- Homelessness provision
- Training and upskilling opportunities for local people
- New school buildings
- Improvements to local infrastructure (roads, train stations)

In the long-term, CLTs will have a consistent income stream which will be further reinvested into the community.

2.0 STRATEGIC CASE

The 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 that provides for those who do not qualify for traditional affordable housing and open market housing are out of reach.

Community Land Trusts (CLTs) are referenced as a mechanism that could enable the Combined Authority to make a contribution to meet our housing objectives and respond to demand for cheaper housing for local people. CLTs are referenced as a means not only to deliver genuinely affordable housing but also as vehicles to potentially utilise the mechanism of land value capture.

On 25 September 2019 (Agenda Items 2.1 and 2.2) the Board approved the inclusion of the CLT projects in the 2019/20 Business Plan and further agreed a total budget allocation of £250,000 to jointly progress both the CLT and £100K Home projects.

Community Land Trusts are a mechanism to deliver community-led housing. Community-led housing is an attractive and affordable alternative to conventional housing can be part of the answer; where communities come together to design and build affordable homes for the benefit of local households most in need.

The Combined Authority vision for Cambridgeshire and Peterborough is to have the most advanced community-led housing sector in the UK, where local people in confident, and resilient communities have access to the skills and expertise to create attractive local homes that they can genuinely afford.

Housing plays an important role in the growth of our local economy but across Cambridgeshire and Peterborough, too many young people and families are unable to stay in their communities, close to their place of work, because they cannot access decent housing that they can genuinely afford on their local incomes.

To support the 'scaling up' of community-led housing across Cambridgeshire and Peterborough, the Combined Authority can:

- mobilise public support for new homes;
- widen the range of housing products that are available, including homes for local people that are priced out of home ownership;
- boost community ownership of assets;
- diversify the local housebuilding market, building collaboration, innovation, skills and local supply chains;
- inspire stronger local communities with increased confidence, capacity and control.

3.0 COMBINED AUTHORITY INTERVENTION – FINANCIAL IMPLICATIONS

With an annual budget of £100,000 the Combined Authority will make two key interventions to enable new community-led housing groups to come forward and develop.

i) Start-up grant funding

In September 2020 the Combined Authority established a start-up grant fund of £5000 per group to enable new community-led housing groups to formally establish themselves. This grant fund meets a recently created gap in the market, whereby national start-up grant funding streams for community-led housing groups have come to an end.

Start-up grant funding will enable new groups to come forward, undertake early stage community engagement work, and take the steps required to become a legally incorporated body. All groups obtaining start-up grant funding must intend to deliver affordable housing, and the proportion of affordable homes within the scheme must at least meet local Planning policy.

ii) Technical support

The Combined Authority Community Housing team will consist of 1 FTE Community Housing Programme Manager, 1 FTE Community Housing Officer and 1 PTE Community Housing Administrator. The team will provide technical and enabling support to community-led housing groups through the development journey. The areas in which the Community Housing team can provide support include the following:

Stage	Support Available
Initial Engagement	<ul style="list-style-type: none">• Initial meetings with community members, Local Authorities, Parish Councils and/or Neighbourhood Planning Groups• Help to raise awareness and knowledge of community-led housing
Group	<ul style="list-style-type: none">• Group development, recruitment, and governance• Legal options• Formal project scoping• Community engagement throughout development process• Business planning• Policy creation
Site	<ul style="list-style-type: none">• Finding a site – developing a site brief, investigating options• Acquisition and partnership options• Valuation, financial feasibility and viability• Engaging with Local Authorities
Plan	<ul style="list-style-type: none">• Understanding local planning policy and the National Planning Policy Framework• Agreeing contracts• Value engineering• Build options• Scheme design

Build	<ul style="list-style-type: none"> • Contract management • Services provision • Build Expertise
Live	<ul style="list-style-type: none"> • Management – allocations, resales, relationships with housing associations and the local authority • Maintenance

These interventions will enable the Combined Authority to build stronger communities who are equipped to undertake successful community-led housing projects. Once more Community Land Trusts are established the Combined Authority will be able to assess what other interventions are needed to enable the delivery of individual projects. Where necessary and relevant these projects will be subject to a separate business case which will be considered by the Combined Authority Board.

4.0 LEGAL IMPLICATIONS

The Community Housing team are fully indemnified for advice provided.

5.0 GOVERNANCE AND CONTROL

The Community Land Trust will follow the usual reporting requirements for key priorities identified in the 2019/20 Business Plan.

6.0 EQUALITIES AND HEALTH AND SAFETY IMPLICATIONS

Any equalities or health and safety implications will be addressed as they arise in the implementation of the business plan.

7.0 PARTNERSHIP WORKING

i) Eastern Community Homes

The Cambridgeshire & Peterborough Combined Authority is committed to working with relevant partners in the community-led housing sector. The Combined Authority is working in close partnership with the regional community-led housing Hub in the East of England, Eastern Community Homes, and provides the technical support to groups in Cambridgeshire.

Eastern Community Homes and the Combined Authority will shortly be releasing a joint offer to communities in Cambridgeshire, letting them know of the resources available to them should they wish to undertake a community-led housing project.

In 2021 and thereafter, Eastern Community Homes and the Cambridgeshire & Peterborough Combined Authority will continue to work together on events, awareness raising, funding opportunities, and strengthening the resources available to community-led housing groups.

ii) National sector bodies

The Cambridgeshire & Peterborough Combined Authority has a vision for most advanced community-led housing sector in the UK. Officers and elected members will continue to engage with National sector bodies such as the National CLT Network and the Community Led Homes partnership to share best practice.

iii) Local Authorities

The Combined Authority will continue to engage with constituent Local Authorities to enable opportunities for community-led housing, and ensure community-led housing meets local objectives. The Combined Authority will ensure that the relevant Local Authority is made aware and engaged with any potential community-led housing groups early in the process.

iv) Other partners

The Combined Authority Community Housing team works closely with other potential stakeholders and partners such as:

- Sub-Regional Housing Board
- Housing Associations
- Developers
- Landowners
- National and local grant funding bodies
- National and local loan funding bodies
- Professionals/ consultants (architects, land agents, etc.)



Local Growth Fund Programme Management Review January 2021

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	27 January 2021
Public report:	Yes
Lead Member:	Austen Adams, Chair of the Business Board
From:	John T Hill, Director of Business and Skills
Key decision:	Yes
Forward Plan ref:	KD2020/077
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none">a) Approve the project change request for Cambridge Medipark Ltd Biomedical Multi-occupancy building project; andb) Approve the project change request for the Cambridgeshire Skills March Adult Education project; andc) Note the programme updates outlined in the report to the Business Board.
Voting arrangements:	A simple majority of all Members present and voting

1. Purpose

- 1.1 The Greater Cambridge and Greater Peterborough Local Enterprise Partnership (GCGP LEP) negotiated three successive Growth Deals with Government between 2014 and 2017, securing £146.7m to deliver new homes, jobs and skills across the LEP area. This report provides an update on the programme's performance since April 2015 for the Local Growth Fund (LGF).
- 1.2 The report to the Business Board meeting on 12 January 2021 provided operational updates on the LGF progress to 1st December 2020 based on the following items:
 - i. Financial update on programme spend and project spend forecast
 - ii. Projects currently in delivery including pre-contract plus completed projects
 - iii. Q2 2020/21 Quarterly Growth Deal return to MCHLG
 - iv. COVID Business Capital Grant
 - v. Eastern Agri-Tech Growth Initiative update
 - vi. LGF Monitoring and Evaluation update
 - vii. LGF Projects and Recycled funds financial update
 - viii. Getting Building Fund (GBF) update
- 1.3 The report also recommended that a project change request for Cambridge Medipark Ltd Biomedical Multi-occupancy building project be recommended to the Combined Authority Board for approval. A copy of the change request form is attached at Appendix 1.
- 1.4 Following discussion, the Business Board decided unanimously to recommend the proposals to the Combined Authority Board for approval.
- 1.5 The report to the Business Board can be viewed via the link below:

[Business Board 12 January 2021 - Items 2.3 and 2.6 refer](#)

2. Considerations

- 2.1 An additional change request was added to the Business Board agenda as a late item after the meeting papers were published. This related to the March Adult Education Centre project and the change request was for an extension beyond 31 March 2021 due to delays in starting project due to ill health and delays completing procurement due to COVID impacts. A copy of the change request form is attached at Appendix 2.
- 2.2 The Business Board resolved unanimously to recommend this additional change request to the Combined Authority Board for approval.

3. Appendices

- 3.1 Appendix 1 – Project change request form: Cambridge Medipark Ltd Biomedical Multi-occupancy building project.
- 3.2 Appendix 2 – Project Change request form: Cambridgeshire Skills March Adult Education project

3.3 The remaining appendices to the Business Board reports can be viewed via the links below:

[Business Board 12 January 2021 - Items 2.3 and 2.6 refer](#)

3.4 Appendix 1 – LGF Projects Forecast Spend (December 2020)

3.5 Appendix 2 – Project Change Request Form (Cambridge Medipark Ltd). Copy attached.

3.6 Appendix 3 – Return for Quarter 2 2020/2021

3.7 Appendix 4 – LGF Project Delivery Issue Log

3.8 Appendix 5 – LGF Projects Monitoring Report (November 2020)

3.9 Appendix 6 – Recycled Funds Profile and Budget Update (December 2020)

3.10 Appendix 1 – Item 2.6 Paper and Appendix Project Change Request Form (March Adult Education Centre). Copy Attached.

3.11 Accessible versions available on request from
democratic.services@cambridgeshirepeterborough-ca.gov.uk

4. Background Papers

4.1 [Local Growth Fund documents, investment prospectus, guidance and application forms](#)

4.2 [Eastern Agri-Tech Growth Initiative guidance and application forms](#)

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.

Details of change request	
Project Name	Date of change request
1000 Discovery Drive Cambridge Biomedical Campus – multi-let lab/office SME development	10 Dec 2020
Project Manager	Project Director
Andrew Blevins/Mathew Reeve	Andrew Blevins/Mathew Reeve
Background	
The developer has secured grant funding subject to securing RM planning consent for the development and an acceptable contractor price. Developer controls the land. Planning Committee was originally due in December 2020 as first milestone to start drawing the grant.	
Reason for change	
<p>Committees date for consideration of the planning is now moved to January 20th 2021 because new regulations requires this Cambridge City scheme to be considered by the new Joint Area Planning Committee.</p> <p>We need an extension to enable first drawdown of grant funding to be in January 2021 but the balance of grant will over-run by being claimed beyond 31 March 2021.</p> <p>We will have full clarity that our scheme will be approved after being considered at this scheduled planning meeting.</p> <p>Project expenditure on design and planning works has already been incurred and We will draw down the first claim for that tranche of expenditure during the week commencing 4th January 2021, the balance of the core LGF funds will be claimed after planning enables main works to commence.</p> <p>The new regulations and congestion in the system because of Covid-19 has introduced previously unforeseen timing delays. The drawing of remaining grant will now likely run over 31 March 2021</p>	
Other options considered	
The development cannot commence without Reserved Matters approval. We have however continued to expend design fees to enable a prompt start on site and are about to issue a Pre-	

Qualification Questionnaire to contractors to fast-track the selection process for our preferred contractor.

Costs of implementing the change

We do not believe there will be any costs in implementing this change. The change is to cover unforeseen delays in the planning approval process.

Risk of implementing the change

The project risks by the delay of the planning committee create a shift of milestone for drawing the majority of the grant funding for the main works to conclude spending before 31 March 2021. The delay will be a month pushing delivery of completed building and delivery of first outputs back a month. All other project risks other than timing remain unchanged.

Decisions/approval for change

Business Board decision

Name of Director:	John T Hill, Director Business & Skills
Decision:	
Date of Decision:	

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.

Details of change request	
Project Name	Date of change request
March Community Centre-refurbishment project	4 th January 2021
Project Manager	Project Director
Clive Dodd	
Background	
Development of four workshops and three additional classrooms at March centre for the delivery of education and training for adults.	
Reason for change	
<p>Following delays caused by Covid and Health issues, CCC released the tender for the refurbishment project on Friday 18th December 2020.</p> <p>Due to Covid and the Christmas shutdown, CCC have already been requested by four contractors to allow an extra 2 weeks in the tender period, which CCC have agreed to, resulting in the tender return date being delayed to 22nd January 2021.</p> <p>This means the start on site date will now not commence before 15th February 2021.</p>	
Other options considered	
<p>To avoid exposing CCC to the financial risk there are two options</p> <p>1] Do not commence the project</p> <p>As the area will benefit greatly from the education resources refurbishment, this option is not viable.</p> <p>2] Request an extension to the funding deadline.</p>	
Costs of implementing the change	
<p>There are no cost implications for implementing this change request, the funding remains the same in terms of allocation, it is just the spend profile that will change.</p> <p>The end date for the project will now be the end of April 2021. This is within the first quarter of the 2021/22 financial year which is an allowable extension to complete the spend utilising funding flexibilities through the Combined Authority and its Local Authority Partners as already confirmed permissible by the Cities and Local Growth Unit in the LGF 2020-21 payment award letter dated 3rd June 2020</p>	



Risk of implementing the change	
The risk associated with implementing the change is minimal, BEIS confirmed on 15 th January 2020 that spend of the LGF into the next financial year is allowed via capital swaps across other funded projects within the Combined Authority and its Local Authority Partners.	
Decisions/approval for change	
Business Board decision	
Name of Director:	
Decision:	
Date of Decision:	



University of Peterborough Phase 2: Incorporation of PropCo2

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 27 January 2021

Public report: Yes

Lead Member: Austen Adams, Chair of the Business Board

From: John T Hill, Director of Business and Skills

Key decision: Yes

Forward Plan ref: KD2020/076

Recommendations: The Combined Authority Board is recommended to:

- a) Delegate authority to the Director of Business and Skills, in consultation with the Lead Member for Economic Growth, the Section 73 Officer and the Monitoring Officer, to develop the necessary legal documentation for the Peterborough R&D Property Company.
- b) Approve the Business Plan for Peterborough R&D Property Company Ltd.
- c) Consent to Peterborough R&D Property Company Ltd entering into the contract with the commercial operation which is successful in the procurement exercise.

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

1. Purpose

- 1.1 The Combined Authority Board's approval is sought to delegate authority to officers to develop the legal documentation for the Peterborough R&D Property Co Limited, approve the company's business plan and consent to the company entering into a contract with the commercial operator which is successful in the procurement exercise.
- 1.2 These proposals were submitted to the Skills Committee on 11 January 2021 for noting before being discussed by the Business Board on 12 January 2021. Following discussion, the Business Board agreed 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:

[Business Board 12 January 2021 - Item 2.4 refers](#)

2. Considerations

- 2.1 None.

3. Appendices

- 3.1 Appendix 1: Business Plan for Peterborough R&D Property Company Ltd

An accessible version of this appendix is available on request from
democratic.services@cambridgeshirepeterborough.gov.uk

4. Background Papers

- 4.1 [Skills Committee report 11 January 2021 - Item 2.1 refers](#)

Peterborough R & D Property Company Ltd - PropCo2

Business Plan

Agenda Item No:6.2 - Appendix 1

December 2020

The purpose of the Peterborough R&D Property Company (PropCo2), will be to manage the University phase 2 property development, its finances including the delivery Funds and with it, procure the services of a commercial operating company from the private sector.

This business plan is designed to provide an overview and detail of the:

- Objectives
- Deliverability including timescales
- Economic appraisal
- The shareholders
- Governance
- Dependencies and risk
- Financial plan

The drivers for establishing the Peterborough R&D Property Company (PropCo2) are:

- To assist with delivering current and future objectives of the CPCA and the other shareholder in the company where those objectives align
- To manage the Getting Building Fund investment awarded by PropCo2
- To procure the commercial operator from the private sector who will then manage and market the phase 2 property

Benefits of the Peterborough R&D Property Company Ltd (PropCo2) are:

- Creating a Property Co will be a key part of providing a structure that will support and help to achieve the aims of the CPCA. Therefore, provides CPCA with a vehicle to assist the:
 - ❑ Development of a Low Carbon Economy and align with the Government's Net Zero aspirations.
 - ❑ Achievement of significant sector-cluster growth, based on technological innovation that will transform the knowledge intensity of products, services and jobs
 - ❑ Establishment of skills and learning in the very heart of the city, providing a platform for a high value manufacturing innovation ecosystem with a Technical University at its core.
 - ❑ Holding and management of the CPCA's investment
 - ❑ Manage the partnerships with the other shareholder and wider stakeholders
 - ❑ Provide more options for control of ownership and / or sale later

1 - Introduction

The Manufacturing and Materials Research & Development Centre will be a joint venture company owned by CPCA and Photocentric Ltd. The intention is to achieve significant sector-cluster growth, based on technological innovation that will transform the knowledge intensity of products, services and jobs, arresting four decades of decline in prosperity to reset Peterborough's potential rate of recovery.

The building, the second phase of the development of a new University in Peterborough, will link academia and industry to establish skills and learning in the

very heart of the city, providing a platform for a high value manufacturing innovation eco-system with a Technical University at its core.

The Centre will have a focus upon contributing towards the development of a Low Carbon Economy and align with the Government's Net Zero aspirations.

This Business Plan will be developed further by the shareholders of the R&D Centre (Photocentric and the CPCA) and the procured Commercial Operating Company following procurements.

2 - Objectives and Deliverability

2.1 - The Purpose

The new Centre will transform the local economy which has suffered from extremely low levels of R&D activity and a complete absence of any research and innovation eco-system. This will turn around the current erosion in productivity and high value knowledge industry, and will lead to new aspirations, opportunities, wage growth, increased well-being and beneficial health outcomes.

2.2 - Objectives of the Centre

This facility has two significant objectives: to create research which should contribute to technology which will allow for reduced carbon emissions for innovative businesses and to provide the students of the new University with access to tomorrow's manufacturing technologies.

The building will house established and start-up companies developing cutting edge manufacturing technologies linked to advanced manufacturing. This phase of the University will link academia and industry to establish skills and learning in the very heart of Peterborough, providing a platform for a high value manufacturing innovation eco-system with a Technical University at its core.

The partners are committed to establishing a research centre to position Peterborough at the core of a new Net Zero economy. The building will host development work that will create the new manufacturing techniques that will define a low-carbon Industry 4.0 model for tomorrow.

The research performed there will create a wide range of technologies, including new energy storage devices, specifically car batteries, manufacture new products using sustainable plastics and print industrial parts as opposed to moulding them. This will define the next generation of manufacturing methods making plastic, ceramic, metal and composite parts.

As the anchor tenant, Photocentric has had a core belief in innovating since its formation in Peterborough in 2002. Today they employ over 30 scientists working on creating better ways to manufacture products using innovative 3D printing concepts that they have invented. They have a world-class chemistry team that are the leading innovators in visible light photopolymerisation, an engineering team that designs the 3D printers in the sector they invented, technicians, software developers, metallurgists, ceramicists and electro-chemists working on the next generation of printed batteries. In 2020, their unique

patented process using LCD screens was proven, by making millions of items of PPE, and they are now validating this digital manufacturing process in a variety of applications as an alternative to traditional manufacturing techniques. They hold 8 granted patents with 23 pending and have 3 Queen's Awards, two for Innovation.

The hub, with a world-leading research and manufacturing company, at its heart, will encourage other companies to join the hub. It is hoped that the other hub members will locate their associated manufacturing facilities nearby as have Photocentric.

The vision for the innovation centre is to invest in research today to enable manufacture tomorrow. Specifically, this will be a facility enabling efficient low to medium volume of manufactured parts, bridging the gap between the prototype and mass manufacture volumes. This facility will speed up the design and launch of new products and be of strategic value to Peterborough's innovative manufacturing companies.

The vision to work with the University is a central part of the partner's beliefs that *they are stronger when they educate*. Encouraging education is one of the partner's goals and students of all ages will be able to access facilities and labs to learn about the applications for industry-leading technology. It is envisaged that the students who graduate from the University will have the best grounding possible, being inspired with the applications for their education and because they gained experience that was at the cutting edge, becoming highly desirable to employers.

3 – Vision

The project will transform the local economy having suffered from extremely low levels of R&D activity and a complete absence of any research and innovation ecosystem. This will turn around the current erosion in productivity and high value knowledge industry, and will lead to new aspirations, opportunities, wage growth, increased well-being and beneficial health outcomes.

4 - Economic appraisal

There are broadly two direct quantifiable benefits from the proposed options:

1. Increased employment as a direct result of the creation of the Manufacturing and Materials Research & Development Centre as staff are recruited.
2. Employment created in the wider economy as an indirect result.

Economic appraisals of the Recommended option has been conducted on the following basis:

- a. Direct staff employment assumed from the Net Internal Area floorspace created is 237 jobs (as shown on page (10) of this business plan).
- b. Indirect employment taken from the Full Business Case and anticipated to be ten times that of the direct employment.
- c. Average GVA per employee for direct and indirect jobs created estimated at £42,700.

The key Inputs for each option are summarised in the table below:

Input Costs (Fiscal Costs)	Recommended
Capital Investment	£15,320,000
Revenue Investment	£0
Total Fiscal Costs	£15,320,000

The key output from this appraisal is summarised in the table below:

Appraisal Outputs	Recommended
Total Net Present Benefits	£221,836,749
Total Net Present Costs	£15,092,500
Benefit Cost Ratio	14.7

Recommended option

This review confirms the recommended option delivers a Benefit Cost Ratio of **14.7** based on current costings and job numbers. This represents an exceptional return according to government guidance and benchmarks which defines the VfM category as:

- Poor VfM if the BCR is less than 1.0;
- Low VfM if the BCR is between 1.0 and 1.5;
- Medium VfM if the BCR is between 1.5 and 2.0;
- High VfM if the BCR is between 2.0 and 4.0; or
- Very high VfM if the BCR is greater than 4.0

However, reducing this project to a simple BCR number belies the fact that the success or failure of this investment in Peterborough, relies on many factors. Simply assuming that such a high BCR value assures its success can lead to a false sense of comfort.

Sensitivity analysis

In light of the risks outlined above, sensitivity testing has been carried out by adjusting key variables as follows:

- 33% reduction in Net Present Benefits.
- 50% reduction in Net Present Benefits.

The key outputs from these appraisals are summarised in the table below:

Sensitivity Tests	Recommended Baseline	Sensitivity to 33% drop in Net Present Benefits	Sensitivity to 50% drop in Net Present Benefits
Total Net Present Benefits	£221,836,749	£146,412,254	£110,918,374
Total Net Present Costs	£15,092,500	£15,092,500	£15,092,500
Benefit Cost Ratio	14.7	9.7	7.35

Even allowing for these significant risks, a high BCR is sustained. Therefore, there remains a strong economic case for investing in the recommended option to generate direct and indirect benefits for the region.

Further testing has been carried out to determine the impact of a substantial cost over-run on the construction of the Building. The outcomes from this appraisal, which tested a doubling of the construction costs, are set out in the table below:

Sensitivity Tests	Recommended Baseline	Sensitivity to Construction Costs Doubled	Sensitivity to Construction Costs Doubled with 50% drop in Net Present Benefits
Total Net Present Benefits	£221,836,749	£221,836,749	£110,918,374
Total Net Present Costs	£15,092,500	£30,185,000	£30,185,000
Benefit Cost Ratio	14.7	7.35	3.67

The benefits are not particularly sensitive to even very significant rises in the cost (although naturally any cost over-runs will challenge the basic affordability of the scheme).

A critical point to note is that the key benefits stem largely as function of the ambitious indirect job growth projections. Only this factor will generate a significant direct and positive economic impact.

5 – Timescales

5.1 - Deliverability

The construction of the R&D Centre will be delivered through the following methodology:

- Planning Consent: the site has been selected based on there being an overarching Masterplan for a university and more specifically this particular location, because the requisite surveys and provisions to address the utilities requirements have already been procured and resolved. This approach has been agreed with the Peterborough HE Property Company, (consisting of Anglia Ruskin University (ARU), PCC and CPCA) along with the key terms for the purchase of the site. In addition, we have the commitment of the Leader and CEO at PCC that they will expedite planning along with the provision of a full-time and dedicated PCC Planning project manager. Together, PCC & CPCA have commitment to achieving full planning permission by March 2021- our build commencement target.
- Project Management – the CPCA has, on behalf of the project, appointed MACE through a direct award off a Crown Commercial Framework. MACE

lead a multidisciplinary team which includes project management, programme management, design, and cost management by way of a team of 19 individuals. The decision to make a direct award was based on their winning a competitive process for Phase 1 and their effective, against programme delivery

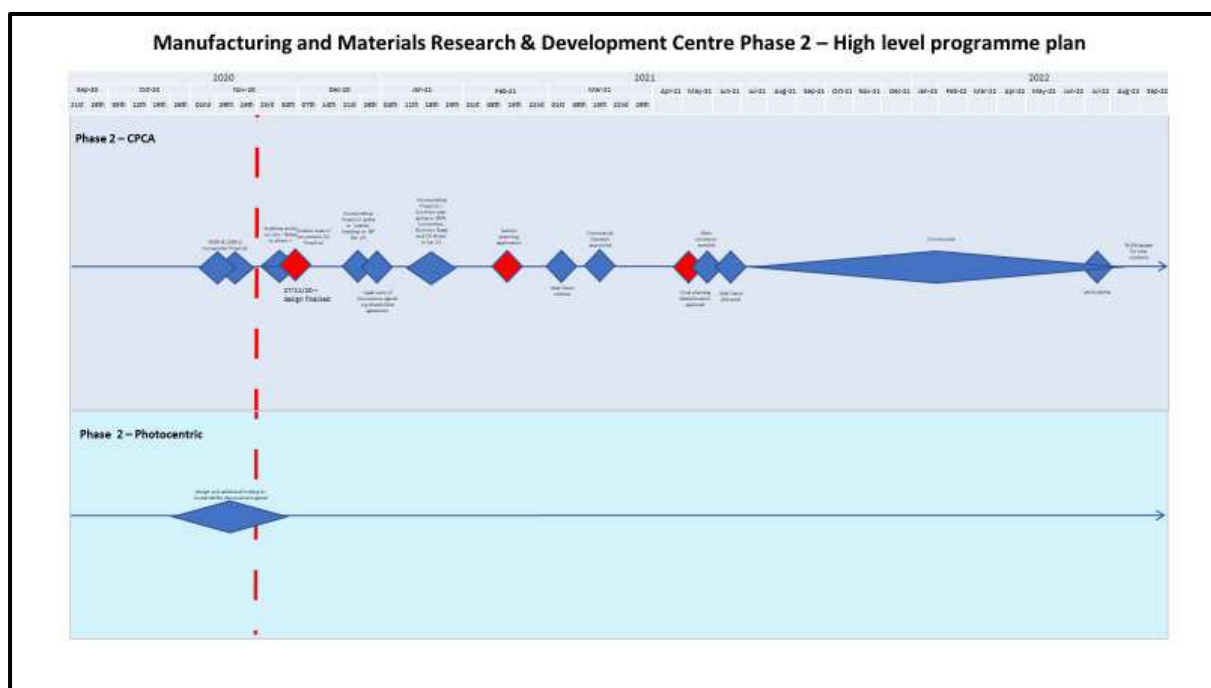
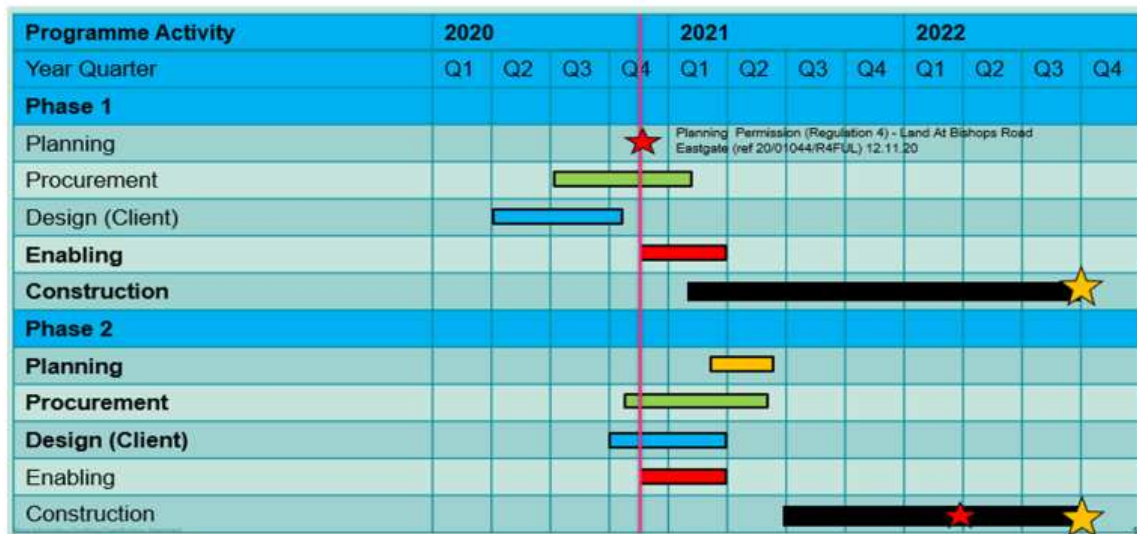
- Construction: The Peterborough R&D Property Company, with CPCA as the majority shareholder is required to procure the construction works in accordance with the Public Contract Regulations 2015. However, having carried out a site logistics and Health & Safety assessment, along with a programme review with MACE and the Phase 1 contractor, it was determined that the safe delivery of the project required a single contractor delivering both Phases. The CPCA therefore, on behalf of the project published a Voluntary Ex-anti (VEAT) Notification setting out its intention to direct award under Regulation 32 (exclusive rights) Public Contract Regulations 2015. This has enabled early engagement with the contractor and their assurance that the build is achievable by end March 2022.
- Budget: MACE have, based on the specified floor area and the building usage requirements, through applying industry standard estimating practices, confirmed that the secured funding and private investment is sufficient in consideration of the site constraints and infrastructure requirements
- Programme: Following the decision to direct award the construction works to the Phase 1 contractor, MACE has confirmed that the programme timescales are realistic and deliverable.

Post completion, in August 2022, the is the responsibility of the Commercial Operator to be taken up over the course of the following three years, which is made financially viable, through the CPCA's equity investment, allowing the operator to take up the lease on the building at zero cost for the first 3 years, rising to commercial rates over 10.

5.2 - Programme timeline

Below are the interphases between Phase 1 & 2 and the Phase 2 high level programme plan.

Phase 1 will establish a University Campus in Peterborough, intended for 2,000 students by September 2022, with a curriculum and delivery model that is designed to meet the skills needs that growth in the Greater Peterborough business base will generate. Phase 2 is the development of the Net Zero Manufacturing and Materials Research & Development Centre



6 - Legal position

The CPCA has already incorporated PropCo2 on 18th November 2020 via an Officer Decision Notice 222 -2020 as the Peterborough R &D Property Company Ltd. The Key Terms of Reference have fundamentally been agreed between the shareholders of Propco 2 and more holistically, between Propco 2 and Propco 1 who own the current university campus site of 5 acres, upon which the Research Building is proposed to be situated.

The shareholders of PropCo 1 will lay down the following conditions upon the operation of the Research Building, to ensure its activities align and add value to the development of a strong and successful University & Research Campus. These are:

Concerning the use of the building

The land (and any building upon it) may only be used for the purposes of operating a research and development and innovation centre for the purpose of facilitating the commercialisation of research and the growth of knowledge intensive start-up businesses, with ancillary use for proof of concept and small-scale manufacturing of individual products and connected administrative purposes, or as an educational facility. The conditions on use will be specified in the land transfer agreement between PropCo1 and PropCo2.

Concerning the use of the Business Board's investment in the building

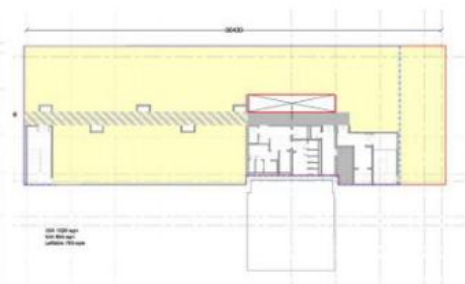
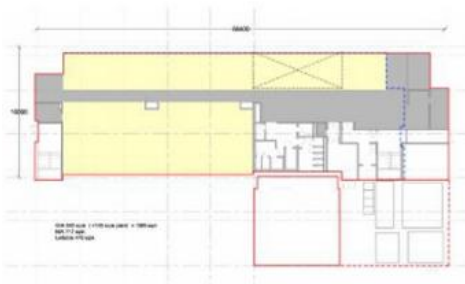
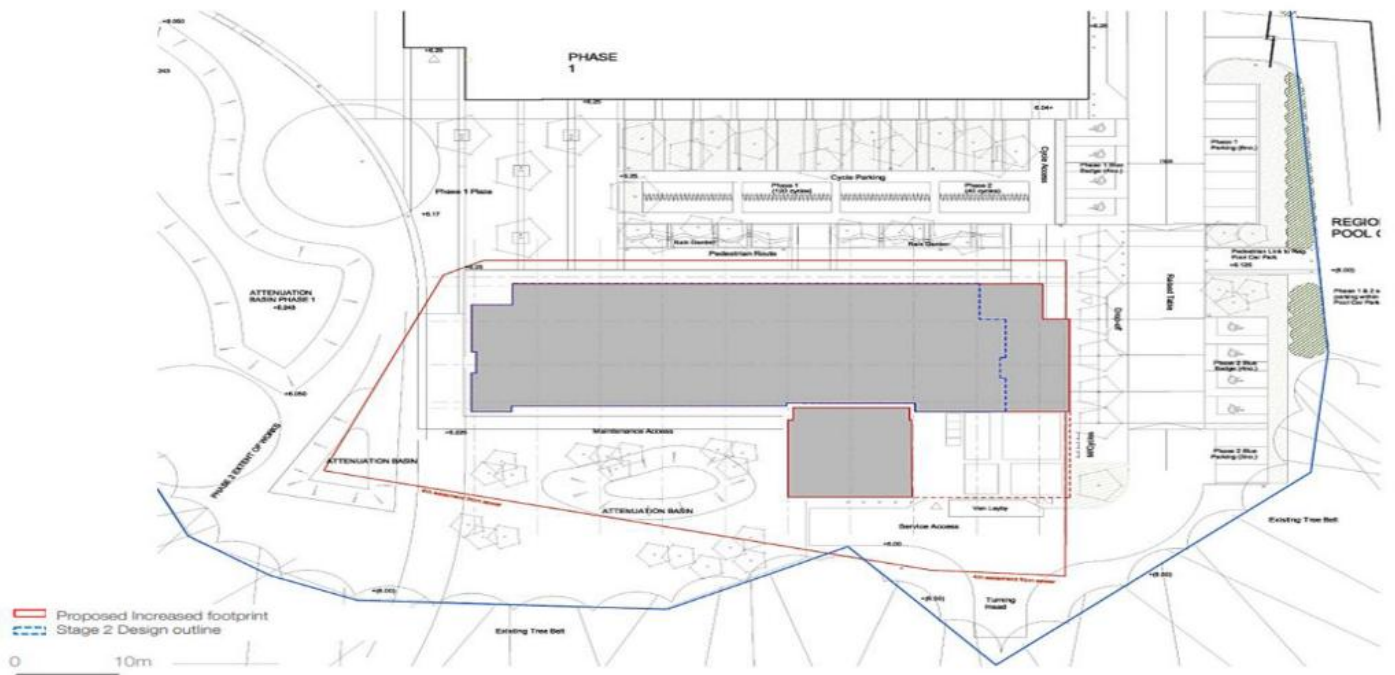
That the CPCA, as the original applicant for the Get Building Fund investment in the Research building, applies reasonable endeavours to make a case to the Business Board, for use of any recycled funding out of its investment in the building, for further expansion of the University & Research Campus.

The Key Terms of Reference will include the investment for shares from each shareholder. The allocation of shares in the company will be proportional to the financial investment made by each shareholder, in the creation of the Phase 2 Research Building. Photocentric's share allocation of 18% will be subject to the change request being approved.

Subscriber	Number of New Shares (proportionate to value subscribed)	Total subscription monies (’000)
CPCA through the Getting Building Fund	82% of Shares	£13,469
Photocentric	18% Shares	£3,000

An experienced and professional research building and incubator operator will be procured under a concession contract arrangement by way of a Competitive Procedure with Negotiation. This form of contract will provide the successful supplier with the right to exploit the property along with the responsibility for the sourcing of suitable tenants and the running of the building.

The building design has been developed to a RIBA 2 level of detail based on Category A design for Tenant and Landlord areas. This will be further developed to RIBA 3 for submission of planning at the end of January 2021



Ground Floor

- GIA 942 + 143 plant = 1085 sqm
- NIA 717 sqm
- Lettable 478 sqm
- Stage 2 Design outline

First Floor

- GIA 983 + 143 plant = 1126 sqm
- NIA 800 sqm
- Lettable 682 sqm

Second Floor

- GIA 1029 sqm
- NIA 855
- Lettable 763 sqm

The full suite of legal documents for CPCA and Photocentric including the Articles of Association and the Shareholder Agreement will be worked up by Pinsent Mason LLP over the first quarter of 2021.

7 - The Partners

7.1 - Photocentric

Photocentric are a profitable, rapidly growing, technology company operating at the intersection of innovative photopolymers, materials and engineering, based in Peterborough.

They have in-house chemical manufacturing, machining, design, engineering facilities and over 50 3D printers for making test parts and evaluating binders. R&D is carried out in a large open area devoted to photochemistry, software, engineering, and testing with over 30 scientists, 5 of which are PhDs. Recently Photocentric's core research has become focussed on new battery manufacturing techniques.

Photocentric forecasts growth of over 160% in 2020, from £8 million to over £21 million, with sales in 2021 forecasted to be more than £35 million.

They are currently leading three Innovate UK Government Innovate funded projects researching into new 3D printed battery technology, and work with the following catapults: WMG, APC, MTC and CPI. They co-research with several of the leading Universities around the world and have become the world's leading manufacturer of photocured objects.

In energy storage, they believe that they have created the world's most effective means of creating photocured objects in 3 dimensions and are now proving this can deliver better batteries. Their novel additive manufacturing techniques can create lighter, smaller batteries and thus deliver faster charging combined with increased power density, enabling an order of magnitude improvement in battery performance.

Photocentric and BASF have cooperated as both manufacturing and research partners in 3D printing chemistry - a testament to the strength of their chemistry division. The cornerstone of future developments will be to make all their products sustainably.

As anchor tenant, Photocentric will situate its entire research and senior managers within the building creating a significant amount of high value employees and International visitors. Photocentric has a core value of supporting education and will work with the University to inspire their students, giving them open access to learn under trained supervision.

7.2 - The CPCA

In 2017, the Cambridgeshire and Peterborough Combined Authority was established as a Mayoral Combined Authority for the Cambridgeshire and Peterborough area. The Combined Authority is made up of a directly elected Mayor and seven constituent authorities, with a representation from the Local Enterprise Partnership (Business Board) who is also the Chair of the Business Board. The Combined Authority works with local councils, the Business Board (Local Enterprise Partnership), local public services,

Government departments and agencies, universities and businesses to grow the local and national economy. The key ambitions for the Combined Authority include: doubling the size of the local economy, accelerating house building rates to meet local and UK need, delivering outstanding and much needed connectivity in terms of transport and digital links and transforming public service delivery to be much more seamless and responsive to local need.

This project is of high importance to the CPCA, as it will contribute significantly towards their objectives of;

- strengthening the UK's economic recovery from COVID-19;
- levelling-up of prosperity and opportunity for the "left behind" region of Peterborough and the Fens
- helping to make the UK a scientific superpower including leading in the development of technologies that will support the government's ambition to reach net zero carbon emissions by 2050
- strengthening the UK's place in the world.

8 - Operational Plan

8.1 - Centre Operational Management

A commercial operator for the building will be secured through a procurement; this management company will manage the day to day running of the building under a Concession contract, which will include a number of prerequisite clauses that offer subsidised rental arrangements for an initial period to companies within the building. Photocentric will lease a proportion of the building for their own Research and Development use based on their investment and other R&D tenants will be sourced to occupy the remaining space.

Fast-track procurement options are being explored for the procurement of the Building Operator. However, the current plan is to use a concession contract through which PropCo2 passes on, the commercial risk of operating the building as a research centre and incubator. In doing so, the contract transfers the operating risk to the commercial operator, and this involves real exposure to the vagaries of the market, and a potential for making a loss is not nominal or negligible. To balance this risk for the Operator, the concession contract will be offered at zero cost for the lease of the building for up to 5 years. The business model below, shows a breakeven at year 5 on this basis, with a modest profit by year 10. On the basis of this model, bidders will be required to tender, using their experience and capabilities to either or both, increase potential revenues and/or reduce potential costs, relative to the base business model. The business model has already undergone early-stage market validation through advice from Savills and will, during January be exposed to potential bidders. Officers are currently preparing a Prior Information Notice (PIN) to go out to the market. Legal advice has been sought from Pinsent Mason to confirm that the proposals for a rent-free lease period will be State Aid compliant.

The procured building operator will be required to provide a full range of 'soft' Facility Management and ICT services and resources required to operate the Research Building effectively and to deliver an excellent tenant experience. Such soft FM/ICT services to include cleaning, security, catering and reception services, network connectivity and infrastructure. It is anticipated that PropCo2 will deliver 'hard' FM

services, which are the physical building and land maintenance. The procured building operator will provide commit to working with the CPCA to establish an investment model to meet the initial start-up costs at low tenant occupation levels and fund/finance the working capital requirements; and to establish a viable business model and financial framework sufficient to indemnify PropCo2 against all maintenance and operating costs of the Research Building and can support any rental payment demands agreed through procurement for the lease of the building from PropCo2.

Building Operator Business Model - Draft for Consultation with Bidders

Year	1	2	3	4	5	6	7	8	9	10
INCOME										
Target Tenant Occupancy	33.00%	50.00%	66.00%	80.00%	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%
Car Park utilisation balancing remote learning with non-staff access	75.00%	75.00%	75.00%	75.00%	75.00%	75.00%	75.00%	75.00%	75.00%	75.00%
Rent Charges to Tenants	£63,092	£95,595	£126,185	£152,951	£172,070	£172,070	£172,070	£172,070	£172,070	£172,070
Service Charge to tenants	£30,044	£45,521	£60,088	£72,834	£81,938	£81,938	£81,938	£81,938	£81,938	£81,938
Rates re-charged to Tenants at cost	£0	£0	£0	£0	£0	£45,521	£45,521	£45,521	£45,521	£45,521
Broadband Charges to tenants	£6,009	£9,104	£12,018	£14,567	£16,388	£16,388	£16,388	£16,388	£16,388	£16,388
Hot Desking	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Dedicated Desks	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Virtual Office	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Meeting room / meeting space	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Catering	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Post	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Utility recharge	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Car park income (100 slots x 240 days x £4 day)	£23,760	£36,000	£47,520	£57,600	£64,800	£64,800	£64,800	£64,800	£64,800	£64,800
Total Income	£122,906	£186,221	£245,812	£297,954	£335,198	£380,719	£380,719	£380,719	£380,719	£380,719
COSTS										
Rates paid to PCC - Under Negotiation & TBC	£0	£0	£0	£0	£0	£45,521	£45,521	£45,521	£45,521	£45,521
Lease paid to Propco	£0	£0	£0	£0	£0	£63,730	£63,730	£63,730	£63,730	£63,730
Car parking paid to PCC	£16,000	£16,000	£16,000	£16,000	£16,000	£16,000	£16,000	£16,000	£16,000	£16,000
Broadband	£8,000	£8,000	£8,000	£8,000	£8,000	£8,000	£8,000	£8,000	£8,000	£8,000
Insurance (Building)	£21,850	£21,850	£21,850	£21,850	£21,850	£21,850	£21,850	£21,850	£21,850	£21,850
Maintenance	£30,727	£40,969	£54,626	£72,834	£72,834	£72,834	£72,834	£72,834	£72,834	£72,834
Security	£9,104	£9,104	£9,104	£9,104	£9,104	£9,104	£9,104	£9,104	£9,104	£9,104
Energy	£40,059	£40,059	£40,059	£40,059	£40,059	£40,059	£40,059	£40,059	£40,059	£40,059
Water and Sewerage	£5,463	£5,463	£5,463	£5,463	£5,463	£5,463	£5,463	£5,463	£5,463	£5,463
Waste	£5,463	£5,463	£5,463	£5,463	£5,463	£5,463	£5,463	£5,463	£5,463	£5,463
Reception	£21,850	£21,850	£21,850	£21,850	£21,850	£21,850	£21,850	£21,850	£21,850	£21,850
Management	£54,626	£54,626	£54,626	£54,626	£54,626	£54,626	£54,626	£54,626	£54,626	£54,626
Total Costs	£213,141	£223,383	£237,039	£255,248	£255,248	£354,499	£354,499	£354,499	£354,499	£354,499
Profit/Loss	-£90,234	-£37,162	£8,773	£42,706	£79,950	£16,220	£16,220	£16,220	£16,220	£16,220
Profit at year 5					£4,032	Profit at year 5				
Offer to Operator										
Contract for all maintaining & operating costs of building estimated at	£1,184,059	over 5 years as a COST to operator								
Rates per sqft - discounted free for 5 yrs passed on to SME tenants	£0	over 5 years as a BENEFIT to operator								
tenants	£318,549	over 5 years as a BENEFIT to operator								
Intervential rate on offer to operator 27%										

The table above is purely an example.

CPCA has already clarified the above is State Aid compliant for the Commercial Operator and any tenants – email from Pinsent Masons dated 08th December 2020. It will also ensure it is for CPCA and Photocentric.

CPCA is working with Savills on the commercial aspects of the financial table above.

9 – Governance

Strong governance arrangements are in place that mimic the successful Phase 1 university project processes. This involves the formation of a Research Centre Property Company (PropCo2) which will include Photocentric and the CPCA. This will be established using similar Article of Association and Shareholder Agreements to the Higher Education Property Company, involving ARU, PCC and CPCA (PropCo1). A Collaboration Agreement between PropCo1 and PropCo2 has been drafted, as will the sale agreement for the land, from PropCo1 to PropCo2.

The directors will consist of two positions from CPCA, one being John T Hill - Chief Officer Business Board and Director Business & Skills and the other Robert Emery - Business Board S73 & CPCA Deputy S73, and one position for Paul Holt of Photocentric.

This is an interim measure, and it will be reviewed to ensure the directors both fit culturally with the company and who are best placed so that conflicts of interest are managed appropriately

The chair will be a rotating role between the 3 directors

No less than 3 directors will be sufficient for quoracy of Board decisions.

Expectations of the directors, which are statutory duties owed by each director to the company:

1. A director must act within their powers under the company's constitution
2. A director is to promote the success of the company
3. A director must exercise independent judgement
4. A director must exercise reasonable skill, care and diligence in their role
5. A director must avoid or manage conflicts of interest which may affect their objectivity
6. A director must not to accept benefits from third parties
7. A director must declare interest in proposed transactions or arrangements

Directors will be legally responsible for the running of the company including filing responsibilities to Companies House. A company secretary will also be appointed.

10 - Dependencies and Risk

Completion of the Centre will require;

- i. Successful development of the University of Peterborough Phase 1. This project is already underway and the established joint project management and building programmes for the two Phases will ensure optimum delivery of both.

- ii. Securing the required match funding, which has now been guaranteed by Photocentric and Peterborough City Council as indicated in the budget forecasts.
- iii. Achieving planning by March 2021; mitigated through the special arrangements and high-level commitments, afforded to this project by PCC.
- iv. Procurement of the site from PropCo1 by January 2021; mitigated through agreement of Key Terms Reference on the sale of the land to PropCo 2, by PropCo 1 shareholders.
- v. Procurement of a build contractor by January 2021; addressed in 'Deliverability' above.
- vi. Procurement of an expert and experienced R&D centre operator by July 2021 mitigated through early engagement with the market.
- vii. Appropriate car parking provision; a Project Initiation Document for a proposed decked car park, to be built upon the currently surface facility at Peterborough Regional Pool has been produced.
- viii. Although not decedent upon the next phase of development of the University; Phase 2 will be inexorably linked to Phase 3; the establishment of a new scientific equipment and capability building, that will expand the Cambridge innovation eco-system into Peterborough. This Net Zero Hub will expand and build upon the existing TWI (the lead partner) extensive technology, research and innovation network and form a closely linked knowledge sharing and research excellence cluster around Peterborough and into Fenland.
- ix. A risk register has been developed and will be regularly revised throughout the project. The current register is attached as annex 1.

11 - Marketing

The commercial operator will be responsible for all marketing activity

12 - Financial Plan

12.1 - Funding Streams

Funding	Total investment £'000
CPCA topslice (GBF)	304
CPCA equity investment (GBF)	13,469
Photocentric equity investment	3,000
Total	16,773

To minimise the risk to the funds, the CPCA will subscribe to the total value of their shares upon the shareholder agreement being signed. Then will pay them up to Peterborough R&D Property Company Ltd (i.e. make the actual cash transfer) as the company requires over the course of delivery to meet the costs of the project. The funding streams shown in the above table are for the two shareholders, one being CPCA the other Photocentric.

12.2 - Expenditure and Cash flow

The draft table below sets out the expected cashflow for the SPV over the delivery phase of the project. The expense streams are those worked up by MACE on the provision that the additional funding from Photocentric (£3m in total) is approved. Should this not be the case, then a revised plan will be drafted by MACE. This number also includes a £300k top-slice for CPCA costs

	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Total
Income	£,000	£,000	£,000	£,000	£,000
GBF Investment drawdown	-2,000	-9,200	-2,573	-	-13,773
Photocentric Investment	-190	-	-2,625	-185	-3,000
Total	-2,190	-9,200	-5,198	-185	-16,773
Expenditure					
Sustainability extras			300		
Land purchase	190				190
Construction Works	92	8,482	4,003	189	12,766
Fees & Surveys	886	714	209	-	1,809
Client Direct Costs	-	-	250	-	250
Contingency	-	911	547	-	1,458
Totals	1,168	10,107	5,309	189	16,773
Opening Balance	-	-1,022	-114	-3	N/A
Total Income	-2,190	-9,200	-5,198	-185	-16,773
Total Expenditure	1,168	10,107	5,309	189	16,773
Closing Balance	-1,022	-115	-3	-	N/A

Annex 1 – Risk register

Risk Identification											
ID	Title / Description (Cause)	Effect	Category	Risk Owner	Likelihood	Cost Effect	Time Effect	Quality	Assessment	Management Plan	Action Owner
001	Expectations of the R&D commercial operator cannot be accommodated in building design	Redesign or building that cannot be used by R&D operator as business case isn't sustainable in space provided	15. Operational	CPCA	4	5	5	5	100	CPCA to ensure that as far as reasonably practicable the R&D Tenants' requirements are considered in the business case.	Alan Downton CPCA
002	Sustainability accreditation - Expectations of Photocentric are unclear and their financial contribution to a sustainable agenda cannot be agreed for RIBA 2	Delays to planning and design to incorporate their potential sustainability requirements. Requirements could be realised too late so sustainability agenda won't be met.	6. Design	CPCA	4	4	3	5	100	Qualify assumptions in the RIBA 2 report. Engagement with Photocentric to understand their requirements and highlight options available to meet a sustainable agenda. Review sustainability approach with the project team (MCW / CPW).	Photocentric
003	Assumptions made to enable the contractor to submit their initial costs are different to those agreed at the end of stage 2.	Price received from contractor may not allow for all of the design elements	8. Procurement	CPCA	5	3	4	3	80	Continual engagement with B&K throughout the pricing process.	Project Team
004	Overlap of operational requirements between Phase 1 and 2 not understood	Cause dispute between stakeholders	15. Operational	CPCA	4	4	3	2	64	Liaise and agree with B+K on award and agree with Photocentric and ARU regarding design proposals	ARU
005	Parking strategy doesn't accord with Phase 2 timeline for planning	If parking strategy isn't agreed, it could cause delays to planning application	4. Programme	CPCA	4	4	4	2	64	Agree strategy early prior to submission of planning	PCC
006	Planning determination not secured by required date	Delay to construction commencement	4. Programme	CPCA	4	4	4	2	64	Continual engagement with PCC through the application process.	PCC
007	Transport modelling assessment - not instructed by PCC	Will delay determination of planning - which is on the critical path	4. Programme	CPCA	2	4	5	2	50	Evidence of instruction from PCC subcontractor Skanska required	PCC
008	Lack of brief from end users could lead to undefined spacial requirements	Assumptions need to be made, possibly causing late changes during the design and construction phase which will cause delay to programme and increased cost.	6. Design	CPCA	2	5	3	3	50	Qualify assumptions in the RIBA 2 report and seek advice from CPCA and or commercial operator as to the viability of the space being provided	CPCA
009	Anglian water could object to building too close to their sewer	Could lead to the need for a large change to the design or decreasing the size of the building	7. Surveys and Site conditions	CPCA	2	4	5	3	50	Liaise with Anglian Water to understand expectations	Smith and Walwork
010	Electrical supply capacity. Peterborough Football Club may be looking to a reserve large electrical capacity in the area.	Risk of the building not being operational as it contains a lot of machinery dependant on electrical supply. Could prevent the electrical supply to future phases	9. Construction/ Logistics	CPCA	2	5	4	5	50	CPW to submit applications to relevant utility providers in due course to gain an understanding of the current supply and capacity (takes up to 35 working days for a response).	CPW
011	Ground contamination not as expected in phase 1	Increase project cost above budget; increase construction duration. Removal of contaminated material from site causing increased costs and programme.	11. Environmental	CPCA	3	4	3	3	48	Review phase 2 site GI and trenching by Main Contractor	Main Contractor



University of Peterborough Phase 2 Manufacturing and Materials Research and Development Centre Project

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 27 January 2021

Public report: Yes

Lead Member: Austen Adams, Chair of the Business Board

From: John T Hill, Director of Business and Skills

Key decision: Yes

Forward Plan ref: KD2020/086

Recommendations: The Combined Authority Board is recommended to:

- a) Agree to the £1.13m increase in equity investment from the existing project partner into the Peterborough R&D Property Company Ltd.
- b) Subject to the approval of recommendation (a), to note the new revised total project budget of £19.5 million and the revised shareholding split in Peterborough R&D Property Company Ltd, the Joint Venture Company delivering the project.

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

1. Purpose

- 1.1 To seek approval of the request from Photocentric, the Joint Venture Partner in the University of Peterborough Manufacturing and Materials Research and Development Centre Project, to purchase an additional £1.13 million shares in the joint venture, increasing the total project budget by an additional £1.13m and allowing for the scope of the building to be increased correspondingly.
- 1.2 If accepted, Photocentric will invest a total of £3m, bringing the total equity in the joint venture company to £16.47m and Photocentric's share in the company to 18.2%, compared to the existing equity funding approved to the project of £15.34m investment, of which Photocentric would own 12.2%.
- 1.3 These proposals were considered by the Business Board on 12 January 2021. Following discussion, the Business Board agreed unanimously to recommend the proposals to the Combined Authority Board for approval.
- 1.4 The report to the Business Board can be viewed via the link below:

[Business Board 12 January 2021 - Item 2.5 refers](#)

2. Considerations

- 2.1 The Combined Authority Board is asked to note the Change Request form included as an additional Appendix to this paper. Copy attached at Appendix 1.

3. Appendices

- 3.1 Appendix 1 – University of Peterborough Phase2 Project change request form.
- 3.2 Appendices to the report to Business Board report:

[Appendix 1 - Revised Project Funding Budget Profile](#)

[Appendix 2 - Revised High Level Plans Building Area Increase](#)

- 3.3 Accessible versions of the appendices are available on request from democratic.services@cambridgeshirepeterborough-ca.gov.uk.

4. Background Papers

- 4.1 [Combined Authority Board report 25 November 2020 - Item 3.2 Allocation of Getting Building Fund](#)
- 4.2 [Local Growth Fund application documents, investment prospectus, guidance and application forms](#)

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.

Details of change request		
Project Name	Date of change request	
Net Zero Manufacturing and Materials Research & Development Centre	20 th November 2020	
Project Manager	Project Director	
Steve Clarke	John T Hill	
Background		
<p>On the 5th 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 & Materials Research & Development Centre Project.</p> <p>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, preparation for submission of the planning application, and the Centre operator procurement notice being released.</p> <p>A condition on the award of the Getting Building funding was the approval of the Joint Venture Business Plan before final release of the Getting Building Fund can proceed, this business plan has been completed ready for approval and it has been during this process of agreeing and formalising the business plan that Photocentric have made the request to invest additional funding above their original investment of £1.87 million to make a total of £3 million.</p> <p>Photocentric made the formal change request to increase their investment on the 20th November. This would increase the total project budget from £18.37 million to £19.5 million.</p> <p>The funding contributions from the partners involved in the project would be as per table below, the increased figure is in italics:</p>		
Revised Whole Project Funding Totals		
Equity investment into joint venture	CPCA via Getting Building Fund	£13,469k
	<i>Photocentric (per change request)</i>	<i>£3,000k</i>
	Total equity in Joint Venture	£16,469k
Enabling infrastructure funding, delivered by Peterborough City Council (PCC)	CPCA via Getting Building Fund	£827k
	PCC	£1,900k
	Total infrastructure funding	£2,727k
CPCA direct costs (staff, legal support, etc)		£304k
Total		£19,499k



The increased investment would allow for the overall size of the new centre building to be enlarged by an increased footprint and expansion of all 3 floors, this results in increasing the Lettable Area by 16% from 1657m² to 1924m².

The building specification is not only increased in size, but the revised building plan has been value engineered, without any sacrifice in quality, meaning the actual build spend decreases from £4,105 per metre construction cost to £3,887 per metre.

Subject to a state aid analysis, the intention is that Photocentric will forego their rights to dividends, or other financial proceeds, from the renting of the building and are, instead, being granted space in the building at a peppercorn rate (i.e. £1 per annum) equal to the percentage of shareholding.

The space available to Photocentric at this rate is equivalent to the proportion of their overall ownership in the joint venture. As such, by increasing their shareholding from 12.2% to 18.2% they will increase the office/lab space available to them in the eventual building at the peppercorn rent rate, but it is their intention to occupy the whole top-floor of the building with the remainder of the space leased at market rates.

The increased building scope, enabled by the increased investment, would provide for additional floorspace for Photocentric to occupy as tenant while also increasing the lettable space available for market rent by 119m².

Under the revised agreement, Photocentric would secure 18.2% of lettable space (349m²) at peppercorn rent while the additional space they require above that is a further 21.2% (414m²) which would be charged to them at a commercial rate.

A comparison of the costs and benefits of the investment below which sets out the difference between the two Photocentric investment scenarios and confirms that the Combined Authority is not disadvantaged because of the increased investment.

Analysis of increased Photocentric investment	Scenario 1	Scenario 2	Comments
CPCA Investment via Getting Building Fund	£13.47m	£13.47m	Equity investment into Joint Venture Company to deliver building
Photocentric Investment	£1.87m	£3m	Both include c.£387k for purchase of land. Any saving due to land costing less than estimate would be reinvested
Photocentric (shareholder) share	12.20%	18.20%	Investment is into whole project costs of build programme
Phase 2 – gross size in m ²	2954	3283	Increase in Gross of 10%
Phase 2 – lettable space in m ²	1657	1923	Increase in Lettable of 16%
Photocentric space at peppercorn rent in m ²	202	349	Photocentric gains 18% space at peppercorn rent
Total Letting space available for commercial rental income in m ²	1455	1574	Total letting space increases by 266m ² from which Photocentric gains 147m ² and the balance for commercial rented space increases by 119m ²

Project delivery remains on target for occupation from September 2022 plus the Getting Building Fund spent by end of March 2022, Design work and planning application is not delayed by the change in specification because of the additional investment.

The Combined Authority will remain the majority shareholder in the Peterborough R&D Property Company Ltd. The reduced percentage of Combined Authority shareholding in the company equates to

an increased overall Lettable area for each partner in the larger expanded property asset owned by the company.

Reason for change

Photocentric have requested to increase their funding into the building to increase the size and the quality of build. This increase is £1.13m increase in equity investment from Photocentric into the Peterborough R&D Property Company Ltd. This will result in a revised total budget of £19.5m and the revised shareholding split in Peterborough R&D property Company Ltd.

Other options considered

Do nothing – no additional funding – the additional space would not be created.

Costs of implementing the change

It is not possible to establish the detailed financial implications of the proposed project change, as only the agreed project proposal will be taken forward through procurement of a building operator. However, the revised proposal includes an increase in overall floor space available for market rent, whilst also improving the green credentials of the building itself, and it is reasonable to assume that this would result in an increase in the potential financial return that could be achieved by letting out the asset. As the CPCA would be entitled to all the profits from the company from the asset, the proposed change is likely to have a positive financial impact on the CPCA's position for no additional public funding whilst improving the outcomes in terms of total lettable space for SMEs and zero carbon technology start-ups.

Risk of implementing the change

- State aid analysis – the results of this may impact on the investment.

Decisions/approval for change

Business Board decision

Name of Director:	John T Hill
Decision:	Approved
Date of Decision:	12/01/2021



Local Enterprise Partnership Partnering Strategy

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	27 January 2021
Public report:	Yes
Lead Member:	Austen Adams, Chair of the Business Board
From:	John T Hill
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <p>Approve the Partnering Strategies approach between the Business Board and:</p> <ul style="list-style-type: none">i. The OxCam LEPS;ii. NALEP, GLLEP & SEMLEP; andiii. The LEP Network.
Voting arrangements:	A simple majority of all Members present and voting

1. Purpose

- 1.1 The Combined Authority Board is recommended to approve a Partnership Partnering Strategy approach between the Business Board and the OxCam LEPs, the New Anglia LEP (NALEP), the Greater Lincolnshire LEP (GLLEP), the South East Midlands LEP (SEMLEP) and the LEP Network.
- 1.2 These proposals were considered at the Business Board meeting on 12 January 2021. Following discussion, the Business Board agreed 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:

[Business Board 12 January 2021 - Item 3.1 refers](#)

2. Appendices

- 2.1 None.

3. Background Papers

- 3.1 None.