



Democratic Services

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Investment Committee

Thursday, 29 August 2024 -

2.00 pm

Civic Suite, Pathfinder House, St Mary's Street, Huntingdon PE29 3TN

AGENDA

Open to Public and Press

Item		Pages
1.	Apologies for Absence To receive any apologies for absence and notification of substitutions.	
2.	Declaration of Interests At this point Members must declare whether they have a disclosable pecuniary interest, or other interest, in any of the items on the agenda, unless it is already entered in the register of members' interests.	
3.	Chair's Announcements To receive any announcements from the Chair.	
4.	Election of Vice-Chair To elect a Vice-Chair of the Committee.	
5.	Investment Committee Terms of Reference To formally note the Committee's Terms of Reference as previously agreed by the Combined Authority Board.	3 - 8

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|------------|---|---------|
| 6. | Single Assurance Framework Business Case Approvals: Chief Executive Officer Decisions | 9 - 12 |
| | To note the Chief Executive business case decisions for projects less than £1m, under the Single Assurance Framework arrangements. | |
| 7. | Investment Concept Papers | 13 - 34 |
| | To consider and comment on the concept proposals within the report prior to their presentation to the CPCA Board on 4 September 2024. | |
| 8. | Single Assurance Framework: Reporting of Major Project Performance and Wider CPCA Projects Dashboard | 35 - 46 |
| | To note major projects performance data and the wider CPCA project landscape. | |
| 9. | Work Programme | 47 - 50 |
| | To note the Committee's Work Programme. | |
| 10. | Date of Next Meeting | |
| | 30 September 2024 | |

The Investment Committee comprises the following members:

N Johnson (Chair), S Smith, L Nethsingha, A Sharp, H Nawaz, S Wakeford, N Thulbourn, J Williams, A Kingsley and N Patel

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

rob.fox@cambridgeshirepeterborough-ca.gov.uk: email:



Investment Committee

29 August 2024

Title:	Investment Committee Terms of Reference
Report of:	Robert Fox, Governance Manager
Lead Member:	Mayor Dr Nik Johnson
Public Report:	Yes
Key Decision:	<i>n/a</i>
Voting Arrangements:	For the Committee to note

Recommendations:

A	The Committee is requested to note its terms of reference.
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1. Purpose

1.1	This is the first meeting of the Combined Authority's Investment Committee. The Committee is presented with its terms of reference previously agreed by the Combined Authority Board.
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2. Proposal

2.1	The Committee is presented with its remit and is requested to formally note this.
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3. Background

3.1	The Combined Authority has established an Investment Committee that is Chaired by the Portfolio Lead Member for Economic Growth. The Committee has the delegated authority to make investment decisions in relation to proposals which are above the level of financial delegation to officers which is set at £1million and below the level of £5million above which requires all decisions to be made by the Combined Authority Board.
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4. Appendices

4.1	Investment Committee Terms of Reference
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5. Implications

Financial Implications

5.1	None
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Legal Implications

6.1	None
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Public Health Implications

7.1	None
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Environmental & Climate Change Implications

8.1	None
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Other Significant Implications

9.1	None
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Background Papers

10.1	None
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INVESTMENT COMMITTEE

Cambridgeshire & Peterborough Combined Authority

The Investment Committee has 2 distinct roles, they are:

1. In relation to the application of the Single Assurance Framework
2. In relation to companies and other legal entities which are wholly or partly owned or controlled by the Combined Authority

<p>Purpose</p>	<p>The Investment Committee shall:</p> <ol style="list-style-type: none"> A. in accordance with the Single Assurance Framework and the Constitution of the Combined Authority, make investment decisions and/or make recommendations to the Board on investment decisions B. play a key part in the overall assurance arrangements of the Combined Authority through the delivery of its functions. C. advise and make decisions in line with delegated authority on behalf of the Mayor and the Combined Authority Board in the exercise of responsibilities for the Combined Authority's functions as corporate shareholder of a company or group of companies and in their role in representing the Combined Authority as a Shareholder Representative at meetings of a company D. provide the necessary oversight, from a shareholder's perspective, that the parameters, policies, and boundaries that the Combined Authority has established are being adhered to; Including a regular review of whether the Subsidiary provides the most effective vehicle to deliver the outcomes the Combined Authority requires and whether there are viable alternative models which might offer a more effective means of delivering its priorities.
<p>Accountable to:</p>	<p>The Combined Authority Board</p>
<p>Membership:</p>	<ul style="list-style-type: none"> • Lead Member for Investment & Economic Growth • Representative from each Constituent Authority (x7) • Business Board Chair • Business Board representatives (x2) <p>Ability to co-opt membership of Subject Matter Experts to assist in the undertaking of its key functions (up to 3 Co-optees)</p> <p>The Combined Authority Statutory Officers would be expected to attend all meetings in support of the Shareholder Responsibilities of the Committee</p>
<p>Chair:</p>	<p>The Combined Authority Board Lead Member for Investment & Growth will Chair the Investment Committee</p>
<p>Vice Chair:</p>	<p>The Vice-Chair will be appointed from the membership of the Investment Committee</p>
<p>Voting:</p>	<p>Only the members of the Committee will be entitled to vote at meetings (not co-opted Members)</p> <p>The Chair does not exercise a casting vote.</p> <p>Any matters that are to be decided by the Committee are to be decided by consensus of the Committee where possible. Where consensus is not possible the provisions of the Constitution shall apply as follows:</p>



	<ul style="list-style-type: none"> • Each Member of the Committee is to have one vote and no Member including the Chair is to have a casting vote • Co-opted Members cannot vote • Any matter put to a vote will be decided on a show of hands. A decision will require a minimum of 4 voting members present and voting • Any tied vote will be deemed to have been unsuccessful
Quorum:	No business shall be transacted unless representatives of four Constituent Authorities or more are present at a meeting
Servicing:	The Committee will be serviced by CPCA's Governance Team.
Frequency:	Minimum of 4 meetings per year
Supported by:	The Committee will be supported by the Investment Panel
Decision-Making:	<p>The Investment Committee may make decisions in line with its delegated authority and functions.</p> <p>The Mayor or nominee of the mayor may make decisions concerning companies in which the Combined Authority is or proposed to become shareholder either:</p> <ul style="list-style-type: none"> a) in a CA Board meeting or b) in a meeting of the Shareholder Board <p>Unless the Mayor or Member is a Director in the Company under discussion</p>
Delegated Authority:	<p>In relation to any scheme being considered under the Combined Authority Assurance Framework the Investment Committee can:</p> <ul style="list-style-type: none"> • make a decision to progress the scheme in accordance with the scheme's bespoke approval pathway and approval route, noting the Committee has the delegated authority to approve funding decisions (business cases) of a value of over £1million and up to £5million. • Make a recommendation to progress a scheme in accordance with the scheme's bespoke approval pathway and approval route, noting that funding decisions (business cases) of a value of over £5million shall be considered by the Investment Committee for a recommendation to be made to the Combined Authority Board for consideration and approval. <p>The Investment Committee can:</p> <ul style="list-style-type: none"> • advise the Combined Authority in relation to any function of the Combined Authority relating to economic development and economic and transport led regeneration • liaise with the Transport & Infrastructure Committee to promote the strategic alignment of regional transport funding investment • respond to any report or recommendation from an Overview & Scrutiny Committee <p>The Investment Committee has delegated authority to make decisions on behalf of the Combined Authority for each Subsidiary as follows:</p> <ul style="list-style-type: none"> • Oversight of any decisions that can only be made by the shareholder, (whether as "reserved matters" under the Shareholder Agreement and Articles of Association or pursuant to the relevant legislation applicable to that Subsidiary) such as : <ul style="list-style-type: none"> ○ Approval of Shareholder Agreement with each Subsidiary ○ Approval of annual Business Plan and deviations from Business Plan. ○ Approval of key appointments (including appointment, removal and or replacement of Directors of the Subsidiary) and ensuring that the Authority appointments to the board of a Subsidiary comply with the Authority's Constitution



	<ul style="list-style-type: none">○ Borrowing money, granting security and giving of guarantees○ Issuing Legal proceedings outside of ordinary business○ Altering in any respect the articles of association of a Subsidiary or any other governing document○ Altering the rights attached to any of the shares in a Subsidiary○ Approving the registration of any person as a shareholder or member of a Subsidiary○ Ensuring that subsidiaries or the subsidiaries interests are not competing against or conflicting with, other subsidiaries or their interests○ Entering contracts that have a material effect on business of the CA, are outside of the business plan or significant in relation to the size of the business and/or the business plan.○ Establishing proper arrangements to manage potential conflicts of interest in respect of Officers and/or members appointed to the board of a Subsidiary○ Approval of pay and pension arrangements in respect of key employees of the Subsidiary and to ensure that decisions made to make any termination payments are in line with the law and the Subsidiary's controlling documents.○ Varying ownership and the amount of a Subsidiary's issued share capital and winding up of Subsidiary○ Altering the name of any Subsidiary
<p>Functions:</p>	<p>The Investment Committee has the following key functions in support of the Single Assurance Framework:</p> <ul style="list-style-type: none">● to consider investment proposals and to make appropriate challenges to these proposals● to oversee and monitor all investments made through the Combined Authority Investment Programme● to add conditions to any funding decision that falls within its delegated authority and to make recommendations of conditions to the Combined Authority Board (<i>In all cases minimum conditions should specify the Availability Period, Conditions to Drawdown of Funds, Conditions for withdrawal of support and terms of clawback, start date and completion date for the Project or Programme, but shall also include any specific conditions that the Board deem appropriate on a case by case basis</i>)● to instruct the Combined Authority to oversee preparation of funding agreements on its behalf and as appropriate and to delegate this duty, provided always that the Combined Authority make no material deviation from the conditions added to the funding decision● to approve the monitoring and evaluation criteria related to any funding decision and to have the ability to delegate oversight of this function where appropriate● where oversight of monitoring and evaluation applies to the Investment Committee, to consider whether a formal review of a project or program is required and to consider this review itself or instruct the Investment Panel to do so on its behalf● to instruct Funding Recipients to issue the necessary information for the Combined Authority to advise the Investment Committee as to the rationale behind any material delay or change in a project or program● on completion of a review, where reasonable, to instruct Funding Recipients to complete a Change Request via the Combined Authority process● to monitor the Combined Authority project pipeline and make recommendations to the Combined Authority Board on prioritisation and re-prioritisation to support active management of the Combined Authority's Investments. <p>The Investment Committee will consider applications for support from the Business Case Development Fund</p>



	<p>The Investment Committee will play a key role in the Change Management process in alignment with the Combined Authority Change Management procedures.</p> <p>The Investment Committee has the following key functions in support of the Performance Management Framework:</p> <ul style="list-style-type: none">• to review the Major Projects performance dashboard• to review project performance <p>The Investment Committee will seek to ensure that all major projects are developed & delivered in line with the CPCA Risk Management Framework</p> <p>The Investment Committee has the following key functions in regard to its shareholder responsibilities:</p> <ul style="list-style-type: none">• monitoring performance and information from each Subsidiary, in particular on financial and other risks and escalating such risks within the Authority as appropriate• exercising decisions relating to the authority's role as shareholder, member, owner, lender, or other position of significant control over the Subsidiary, where those decisions have been delegated to the Investment Committee• making reports and recommendations to the Combined Authority Board on areas outside of the Investment Committee delegated authority• agreeing and entering into a Shareholder Agreement with each of the Authority's Subsidiaries• providing an articulation of what success looks like in terms of delivery models to meet objectives such as achieving social outcomes and/or a return on investment• agreeing a mechanism to communicate the shareholder's views to the Subsidiary by effecting systematic engagement between the Chair/CEO and shareholder roles (where in place) to assure effective performance against strategy and governance• providing a holistic review of risk to the authority offered by all active Subsidiaries.• considering and advising on the duties and, if any, the training needs of potential Directors to allow them to competently assume their role.• making representations to the Directors on the Business Plans of the Subsidiary Companies or other organisations set out in this report.• Receiving reports from the Directors, where appropriate, on the progress and conduct of business in accordance with the approved Business Plan.• reporting to the Combined Authority Board on the performance of the Subsidiary Companies.• in the case of forming a new Subsidiary, the Investment Committee will first scrutinise the business case for forming the Subsidiary to clarify the service components to be delivered, outcomes sought and options for how these may be delivered and undergo an effective comparison of alternative delivery models to ensure that the objectives, timescales, and drivers of forming the Subsidiary is the optimum approach and an advisory paper will be submitted to Board for a decision.• it is expected that each Subsidiary will enter into a form of agreement with the Authority (whether as owner, controller or lender) setting out the basis of the relationship between them (each a "Shareholder Agreement").• a detailed description of the Investment Committee's role in relation to each Subsidiary will be set out in the relevant Shareholder Agreement.
Review:	To be reviewed on an annual basis by the Investment Committee and Board.



Investment Committee

29 August 2024

Title:	Single Assurance Framework Business Case Approvals - Chief Executive Decisions
Report of:	Janice Gotts, Executive Director Resources
Lead Member:	Mayor Dr Nik Johnson
Public Report:	Yes
Key Decision:	No
Voting Arrangements:	To note - no requirement to vote

Recommendations:

A	To note the Chief Executive business case decisions for projects less than £1m under the Single Assurance Framework.
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Strategic Objective(s):

The proposals within this report fit under the following strategic objective(s):

X	Achieving ambitious skills and employment opportunities
X	Achieving good growth
X	Increased connectivity
X	Enabling resilient communities
X	Achieving Best Value and High Performance

The Single Assurance Framework (SAF) is designed to provide the CPCA with a consistent approach to appraisal, assurance, risk and performance, throughout the lifecycle of projects. It is focused on ensuring accountability, probity, transparency, legal compliance and value for money of investments made by the CPCA.

1. Purpose

1.1	Under the SAF arrangements approved by the Combined Authority Board at its meeting on 20 September 2023, the Chief Executive has delegated authority to approve project investments of less than £1m in total for which the funding is within the approved Medium Term Financial Plan.
1.2	This report sets out the projects which have been approved by the Chief Executive in accordance with the delegated authority from the Board and is for noting.

2. Proposal

2.1 Management of the CPCA's investment priorities, plans and processes is critical to the successful delivery of its strategic aims and maximising the benefits to the region.

To meet the standards set by Government – such as the English Devolution Accountability Framework (EDAF) - we needed a specific Assurance Framework that shows how we will meet best value requirements and ensuring we are spending public money in the most effective way. In addition, the SAF was a key objective from the Improvement Programme and is a way of demonstrating that the CPCA has responded to concerns raised by Government through the Best Value Notice.

2.2 The table below sets out all Chief Executive that have been made under delegated authority as part of the SAF arrangements and this are listed in the table below.

Investment Panel date	CEX approval dates	Business case	Funding approval
17 th July 2024	25 July 2024	Climate Action Plan	£450k
29 th July 2024	16 August 2024	Cambridgeshire Local Area Energy Plan	£200k

2.3 The following paragraphs provide a summary of each of the projects.

2.4 Climate Action Plan

The current Climate Action Plan is for 2022-25 and needs to be reviewed to provide an updated Climate Action Plan for the CPCA for years 2025-30 that with an appropriate evidence base to agree the areas objectives, actions with roles and responsibilities and identify future funding requirements to enable future business planning to mitigate and adapt to climate change and meet net zero targets.

The business case solution will:

1. commission the evidence base through:
 - a) the inclusion of Peterborough in the Locally Determined Contributions project (currently government funded and led by Cambridgeshire County Council). This will align local and national net zero policy, action and reporting.
 - b) Commissioning a climate risk assessment to understand the potential risks the climate change impacts will have across the region and the actions that could be taken to manage this risk (adaptation action),
2. Commission resource to collate the evidence base, manage stakeholder engagement (including the Climate Independent Commission) and produce a Climate Action Plan for 2025-30
3. Set the revised Climate Action Plan within the context of the Shared Ambition outcomes on climate resilience, drawing upon engagement and evidence work already undertaken. Reconvene the Independent Commission on Climate to provide an independent assessment of the Review and alignment to those outcomes.

Key Outcomes:

Ensure there is an evidence based and adopted Climate Action Plan 2025-30 that is costed and deliverable to inform future business planning through:

- An area wide agreed Locally Determined Contribution towards meeting the national target; and agreed carbon budget for Cambridgeshire and Peterborough
- An evidence base for adaptation response for CPCA, constituent authorities and public sector to inform consistent, collaborative action planning
- Provision of high-level costs for actions to support prioritisation, budgeting and delivery planning

- Inform future investment for Climate Action Plan projects to meet our ambitions
- Check and challenge provided by the Climate Independent Commission.

The Chief Executive decision notice will be published by the Combined Authority.

2.5 **Cambridgeshire Local Area Energy Plan**

Creation of a local energy system infrastructure plan for Cambridgeshire that will help to achieve net zero ambitions, unlock housing and other clean economic growth more quickly and cost effectively than 'business as usual', engage stakeholder and communities in delivery, whilst identifying opportunities for communities to benefit financially from energy system change and tackle inequality in infrastructure provision.

The business case solution will produce a dynamic, digital Local Area Energy Plan for energy infrastructure in the County that will feed into national and regional energy system planning and ensure that place-based planning for housing and other development is not driven by energy infrastructure but by sustainability. Without this planning there will be substantial delays to growth, net zero will not be optimised and result in higher costs and greater risk of unsustainable growth driven by access to energy infrastructure rather than planned for sustainability.

Key outcomes:

A Cambridgeshire Local Area Energy Planning (LAEP) will:

- Feed into national and regional energy system planning
- Optimise net zero infrastructure planning to save money compared to a piecemeal unplanned
 - approach
- Identify future demand for net zero infrastructure spatially to inform Local Lan use Planning
 - policies
- Feed this information directly into UK Power Networks for their budget planning cycle, so that
 - investment is directed in a managed way to where the districts have identified as the most
- sustainable locations for this growth
- Make Cambridgeshire a more 'investment ready' place for net zero investors, where the
- largest barrier to delivering projects is grid capacity related, with large queues of projects held
- up for years
- Create a community friendly process that can ensure local people can have their say in where and how net zero is delivered – strategically, rather than just in an ad hoc way in response to individual planning applications
- Reduce the inequality of energy infrastructure planning by identifying projects that will be required to ensure communities are not left behind and communities can benefit from being part of projects and their delivery
- Provide a robust evidence base for these projects for external funding applications
- Clear roadmap for everyone to support the net zero transition, which is easier for all stakeholders to understand and communicate
- Cambridgeshire Local Area Energy Planning will provide the same level of detail and to the same standard or better than the Peterborough Local Area Energy plan - this will be important for any cross-boundary infrastructure planning.

The Chief Executive decision notice will be published by the Combined Authority.

3. Background

3.1	<p>The Combined Authority Single Assurance Management Framework and Procedure was reviewed at 8 September 2023 Audit and Governance Committee and approved at the Combined Authority Board on 20 September 2023.</p> <p>Work continues in embedding the Framework and Procedure, including through training for officers.</p>
3.2	<p>The Framework notes that the Programme Management Office are responsible for ensuring that the SAF process is maintained, updated and that performance and risks are regularly reviewed with the Executive Director of Resources, Corporate Management Team, Investment Committee, Audit and Governance Committee and CPCA Board.</p>

4. Appendices

4.1	Not applicable.
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5. Implications

Financial Implications

5.1	The financial implications are set out within the report and are included with the available resources of the Combined Authority as approved within the Medium Term Financial Plan.
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Legal Implications

5.2	<p>The Climate Action Plan and the Cambridgeshire Local Area Energy Plan both have identified financial spends which fall within the scope of the Chief Executive's delegation as set out in the Single Assurance Framework (SAF) whereby the Chief Executive is able to approve business cases up the value of £1 million (SAF, paragraph 5.6.5 Approvals).</p> <p>Following the approval, CPCA standard grant funding agreements will be issued setting out the conditions of grant funding. The CPCA will issue contracts for any consultancy support procured.</p>
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Public Health Implications

5.3	None
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Environmental & Climate Change Implications

5.4	None
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Other Significant Implications

5.5	None
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Background Papers

5.6	<p>Single Assurance Framework Board report 29th November 2023 Single Assurance Framework Cover Report</p> <p>Appendix A - Single Assurance Framework Appendix A Single Assurance Framework</p> <p>Appendix B - Investment Committee Terms of Reference Appendix B Terms of Reference</p>
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Investment Committee

29th August 2024

Title:	Investment Concept Papers
Report of:	Janice Gotts, Executive Director Resources
Lead Member:	Mayor Dr Nik Johnson
Public Report:	Yes
Key Decision:	No
Voting Arrangements:	Not applicable for this report

Recommendations:

A	<p>To note and comment upon the concept papers prior to their presentation CPCA Board at its meeting on 4 September 2024:</p> <ul style="list-style-type: none"> • Cambridgeshire and Peterborough Impact • Delivery of Digital Connectivity Strategy 2025-2029
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Strategic Objective(s):

The proposals within this report fit under the following strategic objective(s):

X	Achieving ambitious skills and employment opportunities
X	Achieving good growth
X	Increased connectivity
X	Enabling resilient communities
X	Achieving Best Value and High Performance

1. Purpose

1.1	To consider and comment on the concept proposals within this report prior to their presentation to the CPCA Board on 4 September 2024
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2. Proposal

2.1	The Single Assurance Framework (SAF) is a valuable tool that enables the CPCA to develop and deliver successful programmes and projects and explain the clear rationale through concept papers and business cases on how its strategic objectives will be delivered.
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2.2	The SAF has been in operation since June 2024 and the new governance forums, the Investment Panel and Investment Committee, have been established to support its delivery.
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2.3	The first step for new project or programme delivery is the development of a concept paper. A concept paper is the Combined Authority's entrance document into the SAF and it aims to provide the required information to enable early assessment and consideration of an investment proposal. It is, therefore, a short document with high level information.
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2.4	Concept proposals are initially reviewed by the officer-led Investment Panel which consists of members of CMT as well as officers from enabling services such as legal, finance and procurement. Service expert leads are invited to present proposals and respond to questions and provide clarifications before the concepts are taken forward. The next stage is for proposals to be presented to the Investment Committee for noting and any further comment prior to being considered by the CPCA Board. The Board will determine if the concept is a priority to be developed into a formal business case, which will include identifying the potential funding routes.
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2.5	The concepts within this report have previously been presented to the Investment Panel at its meeting on 29 July 2024 and are sponsored by the relevant Executive Director. The next step, following the meeting of this Committee, is for the CPCA Board to consider these concept proposals at its meeting on 4 September 2024, which will include any feedback from this Committee. The Board can then determine whether formal business cases should be developed.
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2.6	At present neither of the concept proposals have specific funding identified in the Authority's MTFP and therefore they are being developed as pipeline projects and in anticipation of funding becoming available; this may include reprioritisation of the current programme. If the projects are confirmed as priorities by the Board, then work will continue to identify potential funding opportunities for consideration as part of the business case.
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2.7	Below is a description for each project. The more-detailed concept papers are attached to the report as Appendices A and B respectively.
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Cambridgeshire and Peterborough Impact (£0.996m revenue):

This is a business mentoring, coaching and supporting growth programme for the social enterprise, charity and third sector across the CPCA area, combining economic and social impacts.

At present the social enterprise ecosystem is considered as disjointed and is not able to facilitate full development and sustainability of social and third sector enterprises. Therefore, the potential for sustainable solutions to local social and environmental problems through trade and community wealth building is not being fully realised.

It is proposed that a social enterprise ecosystem tied together under the Social Enterprise East of England (SEEE) strategy with a consortium of trusted organisations serving the varied support needs of diverse stakeholders/beneficiaries including enterprising charities grow a trading activity through the range of social enterprises to social impact businesses. The regional pilot which was recently undertaken demonstrated this is a highly effective way to support this sector and area of the economy which informs and frames this new project concept as a new project to start and scale up support from the pilot programme. This new project will draw continuity off the pilot, from a day-to-day management point of view but this new project concept will be managed, monitored and evaluated, particularly as the pilot was funded via other programmes and this will be a new project that takes the learning from the pilot.

The anticipated performance is:

- 375 organisations complete intensive training. Made up of:
 - 200 organisations complete start and growth programmes
 - 175 directly supported ventures on a geographical basis (Fenland, Peterborough, East Cambridgeshire, Huntingdonshire, South Cambridgeshire but not duplicating any existing support in Cambridge City) plus SEEE and Action with Communities in Rural England (ACRE) i.e. approx. 25 per district/support organisation.
- Across the 375 organisations the approximate split is 125 new social enterprises created; 125 existing social enterprises grow or survive; 125 charity/community organisations grow or survive
- Specific KPIs can be mapped across all key outcomes for onward reporting including founders/leaders with increased skill set and confidence; employment increase/safeguarding, new products/services developed, investment readiness and funds raised; social/environmental impact achieved.

The concept paper, in full, is attached at Appendix A.

Delivery of Digital Connectivity Strategy 2025-2029 (£2.25m in year 1; £4.75m for years 2-4, mainly capital):

This project is to implement the refreshed Cambridgeshire and Peterborough Digital Connectivity Strategy 2025-2029 by working with [Connecting Cambridgeshire](#). The strategy aims to deliver a future-facing, long-lasting digital infrastructure, ensuring that residents and businesses have the necessary access to digital connectivity. This builds on the Strategy 2021/2025. The Strategy will be presented to Transport and Infrastructure Committee in September 2024 and is aligned with the Local Transport and Connectivity Plan adopted in November 2023. The focus of the concept paper and budget work is on year 1 (2025/26), with indications of the requirements for years 2-4 also included but to be considered as part of the MTFP review process in due course.

The strategy aims to deliver comprehensive digital connectivity across three key themes, and the project is seeking funding to support these initiatives in 2025/26:

- Digital Infrastructure – aims to provide comprehensive digital connectivity to all communities in Cambridgeshire and Peterborough, meeting the connectivity needs of both residents and businesses. This initiative prioritises future-proof technologies such as full fibre, 4G, and 5G, alongside other advanced wireless communication solutions.
- Innovation – fostering and showcasing innovative solutions that deliver diverse benefits for residents, visitors, and businesses. It aims to attract both commercial and government investment to stimulate innovation and promote data-driven decision-making across the region. A key component involves testing and trailing innovative solutions to ensure their effectiveness and scalability. This workstream is committed to closely collaborating with industry partners to test cutting-edge technologies and enable pilot opportunities. By doing so, we aim to refine and validate these innovations before they are scaled up or fully rolled out.

	<ul style="list-style-type: none"> • Inclusion – empowering our residents and businesses to develop the skills and confidence they require to make the most of the digital connectivity available to them while raising awareness of the advantages of online access, promoting affordable connectivity, and ensuring access to necessary devices. <p>The benefits of the investment are summarised below.</p> <ul style="list-style-type: none"> • Number of new startups and small businesses enabled by digital connectivity would lead to increase in Gross Value Added (GVA). • Decrease in daily commuting distances • Improved access to services • Increase in the number of households with access to digital devices • Percentage of the population with basic to advanced digital literacy skills • Efforts to improve digital connectivity ensure that underserved and remote areas have access to high-speed internet, reducing social and economic disparities. <p>The concept paper, in full, is attached at Appendix B. The Service is seeking agreement to funding for 2025/26 by reviewing the budgets from other underspending within Place and Connectivity areas. This will ensure this vital work is continued and allow time for longer term planning. It does not commit the Authority to future funding beyond 2025/26. However, the digital connectivity strategy, if approved, will require further investment for years 2-4 which may take the total sum required to c£7m and will need to be considered as part of the planning for the Authority’s MTFP.</p>								
2.8	<p>Future Business Case Governance Route subject to the approval of the Concept Paper</p> <p>The governance route for business case approval is dependent on the financial value of the project as follows:</p> <p><u>Project Costs</u></p> <ul style="list-style-type: none"> • above £5m – the proposal will be considered by Investment Committee for comment before being presented to the CPCA Board for approval • between £1 up to £5m – the proposal will be presented to the Investment Committee for approval • below £1m – the proposal will be presented to the Chief Executive for approval and Investment Committee will be informed of any decisions at its next available meeting. <p>All items will be considered by the Investment Panel in the first instance before proceeding to the next stage of approval.</p> <p>Currently the projects within this report, if approved, will remain as part of a planned development pipeline until the business case is developed and approved, including the identification of appropriate funding.</p>								
2.9	<p>The appropriate approval mechanism for each project is summarised in the table below, based on the current estimated project cost. However, it is important to note that the estimated project cost between concept and business case stage may change as further work is done on defining and designing the project. If the value changes, then potentially this will impact on the approval route.</p> <table border="1" data-bbox="188 1693 1506 1937"> <thead> <tr> <th data-bbox="188 1693 437 1783">Project name</th> <th data-bbox="437 1693 817 1783">Cost of project (CPCA contribution if different)</th> <th data-bbox="817 1693 1102 1783">Revenue or Capital</th> <th data-bbox="1102 1693 1506 1783">Business Case Governance route</th> </tr> </thead> <tbody> <tr> <td data-bbox="188 1783 437 1937">Cambridgeshire and Peterborough Impact</td> <td data-bbox="437 1783 817 1937">£0.996m</td> <td data-bbox="817 1783 1102 1937">Revenue</td> <td data-bbox="1102 1783 1506 1937">a) Investment Panel b) Chief Executive Approval</td> </tr> </tbody> </table>	Project name	Cost of project (CPCA contribution if different)	Revenue or Capital	Business Case Governance route	Cambridgeshire and Peterborough Impact	£0.996m	Revenue	a) Investment Panel b) Chief Executive Approval
Project name	Cost of project (CPCA contribution if different)	Revenue or Capital	Business Case Governance route						
Cambridgeshire and Peterborough Impact	£0.996m	Revenue	a) Investment Panel b) Chief Executive Approval						

	Delivery of Digital Connectivity Strategy 2025-2026	Funds requested, at present, are up to £2.25m which will be sought from other Place and Connectivity budgets, noting that there is a further £4.75m to be requested for years 2-4. <i>Please also see comments in paragraph 2.7.</i>	Capital in the main, however, there may be some revenue implications as the detail is worked through.	a) Investment Panel b) Investment Committee c) CPCA Board (<i>when considering the overall request</i>)
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2.10	<p>Strategic Objectives</p> <p>Whilst the projects outlined within this report can be considered to be relevant to all the objectives of the Combined Authority the main impact is identified as follows:</p> <ul style="list-style-type: none"> • The Cambridgeshire and Peterborough Impact project is sponsored by the Economy and Growth Business Service, and the project’s primary strategic objective is Delivering Good Growth. • The Delivery of Digital Connectivity Strategy 2025-2029 project is sponsored by the Place and Connectivity Digital Service, and the project’s primary strategic objective is Improving Connectivity.
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3. Background

3.1	The SAF is a set of systems, processes and protocols designed to provide the Combined Authority with a consistent approach for appraisal, assurance, risk management and performance throughout the lifecycle of projects and programmes. The SAF sets out key processes for ensuring accountability, probity, transparency and legal compliance and for ensuring value for money is achieved across its investments.
3.2	The SAF seeks to set out the framework and processes the Combined Authority will utilise to provide confidence to itself, Government, stakeholders and partners that it has robust systems in place to best enable its projects and programmes to realise the benefits they seek to deliver. The development of concept papers and business cases to support project investment is key to the SAF.
3.3	The SAF was approved at CPCA Board in November 2023. This noted that the process had also been approved by Government. It was agreed at the Board that the SAF process would go live from June 2024 following work on embedding the SAF and developing the new governance arrangements.

4. Appendices

4.1	Appendix A – Concept Paper for Cambridgeshire and Peterborough Impact Appendix B – Concept Paper for Delivery of Digital Connectivity Strategy 2025-2029
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5. Implications

Financial Implications	
5.1	The financial implications are set out in the report. Should the projects be prioritised to proceed then the funding must be identified within the detailed business case. Initially this will be through a review of the existing investment programme to identify capacity/underspends or projects which can be paused or removed. A review of alternative funding sources will also be considered where available.

Legal Implications	
5.2	There are no significant legal implications in this report. The Single Assurance Framework, section 5.4.2 makes clear that the 'Concept Paper provides a consistent entry point into the Single Assurance Framework that intends to provide the required information to enable early assessment, prioritisation and consideration by the Corporate Management Team, the Investment Panel and by the Combined Authority Board'.
Public Health Implications	
5.3	There are no significant Public Health implications in this report.
Environmental and Climate Change Implications	
5.4	There are no significant Public Health implications in this report. Digital connectivity does enable a lower carbon economy but reducing the number of journeys and need for travel.
Other Significant Implications	
5.5	Not applicable.
Background Papers	
5.6	Single Assurance Framework Board report 29 th November 2023 Single Assurance Framework Cover Report Appendix A - Single Assurance Framework Appendix A Single Assurance Framework Appendix B - Investment Committee Terms of Reference Appendix B Terms of Reference



Cambridgeshire & Peterborough Impact: The Business Growth Programme for the Third Sector – Concept Paper

Submission Date	24/07/2024 (latest revision)
Author	Martin Clark
Executive Director Sign-off	David Moore pp Richard Kenny, 23/07/2024

Key Project Information

Project/Programme Name	Cambridgeshire & Peterborough Impact		
Submitting Organisation	Allia Ltd		
CPCA Directorate	Economy and Growth		
CPCA Service	Business Support		
Primary Strategic Objective	Achieving good growth		
Accountable Owner	Steve Clarke, SRO Local Growth Fund, Market Insight and Evaluation		
Delivery Responsibility	Allia Ltd with Social Enterprise East of England, Cambridge CVS, Hunts Forum, Peterborough CVS and Cambs ACRE		
Location of Project	Across Cambridgeshire and Peterborough		
Funding Type	Partner Led - CPCA funded	Included in the MTFP?	No

Brief Description Project/Programme purpose: (single line only)

The business mentoring, coaching and supporting growth programme for the social enterprise, charity and third sector across the CPCA area, combining economic and social impacts.

Detailed Description of the Project/Programme purpose: (be as full and descriptive as you can)

Detailed description of the purpose of the project or programme

What are you trying to achieve

e.g. The problem that requires solving, the opportunity that can be capitalised on, a regulatory mandated change etc

- **Problem:** The social enterprise ecosystem is disjointed and doesn't facilitate full development and sustainability of social and third sector enterprise. Therefore, the potential for sustainable solutions to local social and environmental problems through trade and community wealth building is not being realised.
- **Need:** To create a pioneering **shared ambition**
 - CPCA want to see: Inclusive growth that embraces diversity and with employment for all, innovative business solutions, progress to net zero, mechanisms to actively deliver the '3 Cs'.
 - Project partners want to see: A systems approach that provides a framework and continuum of support enabling individual social entrepreneurs and organisations of all sizes to be supported across growth stages, building on individual and collective partner expertise.
 - These meet in a shared ambition of a thriving innovative third sector using social enterprise to create both economic benefits and social/environmental impact.

- **Solution:** A social enterprise ecosystem tied together under the SEEE strategy with a consortium of trusted organisations serving the varied support needs of diverse stakeholders/beneficiaries including enterprising charities growing a trading activity through the range of social enterprises to social impact businesses. The existing pilot that has been undertaken has demonstrated this is a very effective way to support this sector and area of the economy which informs and frames this new project concept as a new project to start and scale up support from the pilot programme. This new project will draw continuity off the pilot, from a day to day management point of view but this new project concept will be managed, monitored and evaluated in its own right, particularly as the Pilot was funded via other programmes and this will be a new project that takes the learning from the Pilot.

- **What does the variety of support look like?**
 - SEEE – Strategic/PM – leading on SE strategy for CPCA, therefore well placed to focus on ecosystem development and services.
 - CVSS/Cambs ACRE – Foundational with differing tailored engagement – building pipeline of charities and community organisations who are ambitious to use enterprise to grow income, service delivery and resilience; specialist group work.
 - Allia – Cohort based startup and growth programmes – programme delivery, 1 to 1 coaching, mentor allocation, alumni community building.
 - These partners facilitate a No Wrong Doors system to the impact entrepreneur ecosystem and business support in the CPCA.

- **Summary of delivery:**
 - Support formats vary depending on the ambition and stage of the impact organisation (beneficiary). Beneficiaries across the CPCA area have disparate needs best addressed by the resident partner.
 - Stepping stone and longer support track for third sector organisations needing time to make progress
 - Themes: food clusters, circular economy, health and wellbeing (sub themes eg. sports ventures, social isolation, community transport)
 - Place-based: focus on selected rural areas, high streets, social enterprise hubs
 - Track for high growth potential social ventures
 - Synergy with Social Impact Investment Fund delivery (grants and loans for third sector)
 - 2.5 years Sep 24 to Mar 27
 - Formats include: core programmes, 1 to 1 coaching, thematic group coaching, mentors, specialist upskilling workshops, flexible online learning, networking and engagement events, alumni community.

- **KPIs** (indicative – to be finalised in contract)
 - 375 organisations complete intensive training. Made up of:
 - 200 organisations complete start and growth programmes
 - 175 directly supported ventures on a geographical basis (Fenland, Peterborough, E Cambs, Hunts, S Cambs but not duplicating any existing support in Cambridge City) plus SEEE and ACRE ie. approx. 25 per district/support organisation.
 - Across the 375, approximate split: 125 new social enterprises created; 125 existing social enterprises grow or survive; 125 charity/community organisations grow or survive
 - Specific KPIs mapped across all these: founders/leaders with increased skill set and confidence; employment increase/safeguarding, new products/services developed, investment readiness and funds raised; social/environmental impact achieved.

- **Benefits** (outcomes – to be finalised in contract):
 - Ecosystem outcomes including metrics: examples
 - An increase in the number of registered SEs – 10% above current baseline (CICs/all legal forms)
 - An increase in the turnover of SEs – 10% above baseline of organisations pre and post support period
 - An increase in the number of people employed within the movement – jobs created in new and growing organisations
 - Increased GVA – calculated from employment and turnover increase

- Increase in the number of charities diversifying income generation to include trading – 50% of those completing support
- Clear referral pathways – creation of shared online resource, and cross-referral protocol involving all partners plus Growth Hub
- Focussed support for new CPCA-funded Social Enterprise Hubs
- Geographical equity – Fenland / E Cambs equal numbers of organisations supported
- Measurable progress on thematic challenges – number of new initiatives on food, circular economy etc
- Increase in business mentors/volunteers – from estimated current baseline
- Increase in opportunities for SEs to convene – to double
- Establishment of a social procurement policy for SEs by anchor institutions – eg. County Council
- Increased social value in business and public sector supply chains
- Establishment of sustainable social enterprise investment platform – building on CPCA Social Impact Investment Fund
- Reaccreditation of Cambridgeshire’s status as a Social Enterprise Place
- Roll out of impact measurement toolkit – 50% of participants to adopt
- Sustainable alumni community for ongoing professional and peer support

Annex: Summary of pilot outputs and outcomes below from the first part of pilot up to 31 March 2024 (see separate report for full details and images) which are being added to the revised full pilot period that completes end of August 2024.

- Start Your Social Enterprise: 30 organisations (plus additional 10 in Cambridge City funded separately)
- Grow Your Social Enterprise: 40 organisations (plus 15 Cambridge City)
- Over 100 x 1:1 coaching sessions
- 56 x onboarding/diagnostic calls
- Businesses reported that they have adopted 22 new technologies into their businesses (majority ChatGPT, business management software)
- 11 new products have been launched
- Very positive feedback from completed cohorts (available in separate report)
- Events we have attended/run in collaboration with consortium partners, and wider ecosystem partners:
 - Demystifying social enterprise and community owned business - ACRE
 - Natwest/ BIPC Women in Business Events
 - 2 public marketplace showcases organised by SEEE in Cambourne and Huntingdon
 - Unlocking the potential of social enterprise- run by Hunts Forum
 - Food cluster events organised by CCVS and Cambridge Sustainable Food
 - Tech Tea - drop in IT/Digital skills clinic
 - Community day with BIPC and FSB drop in clinics

- **Key challenges and learnings** so far: pilot has worked in laying the foundation and identifying pain points that beneficiaries and partners are eager to navigate. Finding ways to ensure consistent offer across geography, size of beneficiary and tailored types of support.
- **Key opportunities:** Shared systems, content, and events. Cross referral, consolidated data and learning framework. Creation of joined up system with cross pollination. Chances to continue to identify and test innovative approaches to community wealth building

Timelines

<i>Proposed Start Date</i>	<i>Expected Duration of Project</i>	<i>Details of factors driving start and duration (why proposed start and end date have been chosen)</i>
1 Sep 2024	To 31 Mar 2027 (2 years 7 months)	<ul style="list-style-type: none"> • Continuity from current extended pilot programme which ends 31 Aug 2024 • Operation until end of financial year 2026/7 gives confidence to consortium partners to invest across 2 full financial years in

capacity for deep and extensive sectoral and client engagement, leading to ecosystem change

Impact of not proceeding

Loss of continuity from current programme
 Loss of staff from key organisations
 Third sector organisations and social impact ventures revert to receiving patchy support
 Joined up work between consortium partners is weakened`
 Opportunity for ecosystem improvements and the efficiencies and effectiveness of that approach lost

Financials (Estimates)

Current Estimate for Total Cost of project/ programme	Funding structure and CPCA Contribution	Estimated cost for creation of business case
£996,000	<p><i>What is the funding structure for the total project budget and how much in the CPCA contribution to this - <u>what is the impact of CPCA not contributing?</u></i></p> <p>Contract from CPCA for outcomes. CPCA is sole funder. Programme could not proceed without this contribution</p>	<p>No funding required on the assumption that Allia and the Consortium will cover the costs of developing the Business Case.</p> <p>No funding required unless excessively detailed content required</p>

Cap ex?	No	Rev Ex	Yes	Combination of Rev & Cap Ex?	No

Assumptions or risks that could increase or decrease the total cost

Describe any assumptions made when estimating costs and any risks that could increase or decrease the estimate in the future

Assumptions:

- Consortium partners remain the same
- Salaries remain broadly in line with current levels
- This programme will enable 125 new social enterprises to be created. If we assume these will typically be small and micro-organisations when they start, employing 2 people and a displacement factor of 75%, a conservative estimate is 60 new jobs with those people employed for an average of 15 months during the programme period.
- Jobs have been monetised based on the median weekly earnings in the East of England (£702 per week).
- Given a median average turnover of £100,000, an average increase of 20% in turnover for 250 organisations for an average of 15 months is £6.25m.

Risks:

- Excessive inflation fluctuations
- Partner delivery problem requiring additional expenditure

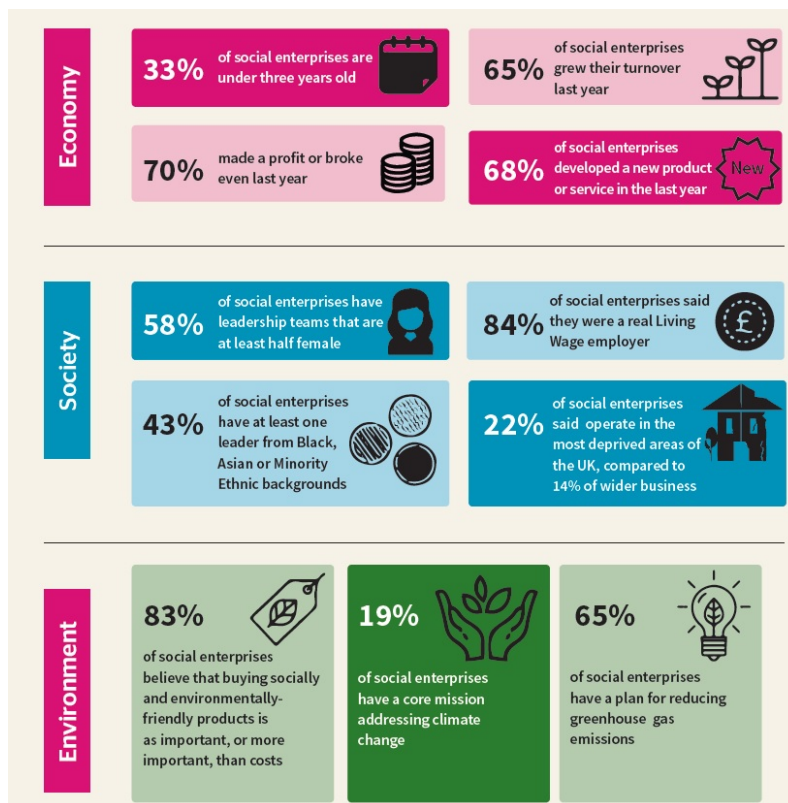
Benefits (Benefits must be measurable)

Type	Description	Assumptions or risks that could increase or decrease the total benefits

<p>Financial benefits</p>	<p><i>Describe the key measurable financial benefits linked to this project/programme</i></p> <ul style="list-style-type: none"> • An increase in the number of registered Social Enterprises – 10% above current baseline (CICs/all legal forms) • An increase in the turnover of SEs – 10% above baseline of organisations pre and post support period • An increase in the number of people employed within the movement – jobs created in new and growing organisations • Increased GVA – calculated from employment and turnover increase <p>125 New social enterprises created 125 Existing social enterprises grow or survive 125 Charity/community organisations grow trading or survive 60 Jobs created (£2,737,800) through new and growing enterprises 60 Jobs safeguarded (£2,737,800) through support of organisations in financial stress 80 New products introduced to organisation (productivity) 60 New products introduced to market Indirect and induced jobs created in supply chains and wider economy (TBC) Increased Turnover (£6,250,000) External Investment attracted (£2,000,000) Annual reinvestment in Social benefits created through operating profits (£280,000) Social return on investment (@ 2x £1,992,000) Increase in GVA (TBC)</p>	<p><i>Describe any Assumptions made when estimating benefits and any risks that could increase or decrease the estimate in the future</i></p> <p>These figures are based on the results being produced from the pilot delivery Sep 2023 – Aug 2024.</p> <p>We are confident that similar levels can be achieved on a sustainable basis over the full programme period, whilst allowing for a steadier pace of delivery and potential reduction in new beneficiaries once the majority of eligible existing organisations have participated.</p> <p>The 60 jobs will accrue over the period of the proposal (2.5 years) against an average of 15 months employment:</p> <ul style="list-style-type: none"> • $60 \times £702 \times 52 \times 15/12 = £2,737,800$ <p>That equates to £36,504pa per job (based on the ONS average of £702 a week for people employed in the east of England).</p> <p>SEUK estimates there are 131,000 social enterprises in the UK, with a collective turnover of £78 billion and a workforce of 2.3 million. Therefore, on average, each enterprise is employing 17 – 18 people. SEUK also reports that the Median turnover of a social enterprise is £100,000. From the £78bn turnover, £1bn profit was reinvested into their social missions, that is approximately 1.28%. The UK had 168,893 registered charities in March 2023. The total income of registered charities in 2022/23 was £88 billion employing 925,000 people.</p> <p>'No Going Back: State of Social Enterprise Report 2021' reveals that a record-breaking 12,000 social enterprises were created in the previous year. The Charity Commission received 9,008 applications to register a charity in 2023/24, 54% of which were successful.</p>
<p>Non-financial benefits</p>	<p><i>Describe the key measurable non-financial benefits linked to this project/programme</i></p> <p>Creation of effective social impact business support ecosystem Increased collaboration between support organisations and with beneficiaries Clear business support offer for third sector Increased social impacts of organisations in area</p>	<p><i>Describe any Assumptions made when estimating benefits and any risks that could increase or decrease the estimate in the future</i></p> <p>These are all starting to happen under the new strategy developed by Social Enterprise East of England which informs the development of the current pilot and this longer-term plan. All benefits are contingent on ongoing successful collaboration and delivery but are achievable.</p>

	<p>Increased geographical equity of support across underserved districts</p> <p>Reaccreditation of Cambridgeshire's status as a Social Enterprise Place</p> <ul style="list-style-type: none"> • Clear referral pathways – creation of shared online resource, and cross-referral protocol involving all partners plus Growth Hub • Focussed support for new CPCA-funded Social Enterprise Hubs • Geographical equity – Fenland / E Cambs equal numbers of organisations supported • Measurable progress on thematic challenges – number of new initiatives on food, circular economy etc • Increase in business mentors/volunteers – from estimated current baseline • Increase in opportunities for SEs to convene – to double • Establishment of a social procurement policy for SEs by anchor institutions – eg. County Council • Increased social value in business and public sector supply chains • Establishment of sustainable social enterprise investment platform – building on CPCA Social Impact Investment Fund • Reaccreditation of Cambridgeshire's status as a Social Enterprise Place • Roll out of impact measurement toolkit – 50% of participants to adopt • Sustainable alumni community for ongoing professional and peer support 	
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Fig.1 – Non-Financial Benefits



Risk, Assumptions, Issues and Dependencies (RAID)

<p>Known Risks</p>	<p><i>Describe any known risks to delivering this project/programme's scope, timeframes etc</i></p> <p>Operational:</p> <ul style="list-style-type: none"> - Need for rapid setup – mitigated by building on existing successful pilot - Resource adequacy – mitigated by transition from pilot, with benefit of learning - Key staff sickness or departure – mitigated by good HR practices <p>Cultural:</p> <ul style="list-style-type: none"> - Consortium made up of very different organisations with different types of beneficiaries – mitigated by commitment to collaborative working and establishing clear terms of reference <p>Financial</p> <ul style="list-style-type: none"> - Unforeseen costs of delivery – mitigated by reconfiguring workload among partners and seeking more economical solutions - Excessive inflation fluctuations - Partner delivery problem requiring additional expenditure <p>Reputational</p> <ul style="list-style-type: none"> - Potential or actual participants may not regard programme as relevant – mitigated by effective marketing promoting the benefits, and confidence in early outcomes that this is a valued proposition <p>Cambridge CVS and Hunts Forum have announced that they are considering a merger and confirmation about which entity should be in the consortium has to be confirmed before business case finalised. The organisations have been working closely together under the Support Cambridgeshire brand for many years so it is not expected this merger to have major impact.</p>
<p>Known Assumptions</p>	<p><i>Describe any assumptions that have been made to date related to the delivery of this project/programme's scope, timeframes etc</i></p> <p>We are assuming that we can broadly maintain the scope and pace of delivery from the current pilot into the longer term programme. We will make some adjustments to ensure a sustainable rate of delivery so that recruitment and delivery teams are not overwhelmed and can concentrate on high quality delivery focussed on the best interests of each beneficiary organisation.</p>

Known Issues	<i>Describe any known issues to delivering this project/programme's scope timeframes etc</i>					
Known External Dependencies	<i>Describe any known external dependencies to delivering this project/programme's scope, timeframes etc</i> There is no other funding or additional partner dependency					
Known internal Dependencies (tick which shared service is required)	<i>Comms</i>	<i>Procurement</i>	<i>Legal</i>	<i>Finance</i>	<i>HR</i>	<i>Policy & Insight</i>
	[x]	[✓]	[✓]	[✓]	[x]	[x]



Digital Connectivity Strategy 2025-29 – Concept Paper

Submission Date	25/07/2024
Author	Ceren Clulow
Executive Director Sign-off	Judith Barker, 25/07/2024

Key Project Information

Project/Programme Name	Delivery of Digital Connectivity Strategy 2025 – 2029 (Year One)		
Submitting Organisation	Connecting Cambridgeshire, Cambridgeshire County Council		
CPCA Directorate	Place & Connectivity		
CPCA Service	Digital Connectivity		
Primary Strategic Objective	Improving Digital Connectivity - To enhance the Local Transport and Connectivity Plan (LTCP) by improving digital connectivity throughout the region.		
Accountable Owner	Judith Barker, Executive Director Place & Connectivity		
Delivery Responsibility	Cambridgeshire County Council, Connecting Cambridgeshire		
Location of Project	Cambridgeshire and Peterborough (CPCA region)		
Funding Type	CPCA Funded	Included in the MTFP?	No

Brief Description Project/Programme purpose: (single line only)

We are seeking funding to implement the first year (2025 – 2026) of the refreshed Cambridgeshire and Peterborough Digital Connectivity Strategy 2025-2029. This strategy aims to deliver a future-facing, long-lasting digital infrastructure, ensuring that residents and businesses have the necessary access to digital connectivity. Subject to the approval of the concept we are developing a business case for the 4 years which can be considered both for the first year of funding for 25/26 but also for the feed into the MTFP process to 2029 for all 4 years. The first year funding enables continuity in this key business area of digital connectivity which is key to LTCP delivery and also noted in the Government focus on enabling growth through Local Growth Plans with MCAs

Detailed Description of the Project/Programme purpose: (be as full and descriptive as you can)

What are you trying to achieve e.g. The problem that requires solving, the opportunity that can be capitalised on, a regulatory mandated change etc

Digital connectivity is vital for meeting some of the key challenges of our age - from sustainable growth to climate change mitigation and the management of scarce resources including water and energy and improving people's life opportunities through the provision of access to retail, leisure, education, and health facilities. This pivotal role is reflected in the **Combined Authority's Local Transport and Connectivity Plan (LTCP)** and the Digital Connectivity Strategy 2025-2029 is integral to the LTCP, enhancing and extending the groundwork laid by the Connecting Cambridgeshire program, which the Combined Authority has led since 2017.

2024/25 is the final year of the current funding from the Combined Authority for the Connecting Cambridgeshire Programme therefore a new digital connectivity strategy for the next 4 years is being developed. We are seeking approval for Year 1 of this longer-term project. Following agreement through the SAF, this initial phase will be integrated into the Medium-Term Financial Plan (MTFP) over time, securing agreement for Year 1 is crucial to provide continuity and certainty for our staff. This approach will allow us to establish a solid foundation while we continue to evaluate the project's integration through the SAF to ensure alignment with the MTFP.

The implementation of this four-year strategy will ensure that the Combined Authority achieves its goal of exceptional and essential digital connectivity, and ensures our region not only meets but exceeds the ambitious targets set by central government for digital accessibility across the UK. This supports efficient public service delivery, thriving communities and sustainable business growth.

Pursuing all available funding avenues to expand fibre coverage is central to the vision for building connected communities in the region. Although there has been significant investment in digital infrastructure, Cambridgeshire and Peterborough still lack ubiquitous full fibre connectivity. Therefore, Connecting Cambridgeshire is focused on securing funding to extend fibre coverage to areas, especially remote and isolated rural regions, where telecommunication infrastructure providers currently have no plans to develop. Utilising CPCA funding, Connecting Cambridgeshire will continue to support commercial fibre providers, explore other external funding sources, and undertake local interventions where needed to fill these gaps in provision.

The Connecting Cambridgeshire programme collaborates with multiple partners to support the region's broader goals, including greater use of sustainable transport, reducing health inequality, progressing towards net zero and mitigating climate change. By promoting digitalisation and enhanced connectivity, the programme aims to facilitate the transition to a greener, lower-carbon future and expedite carbon reduction efforts. As a key deliverable, the programme plans to support the accelerated roll-out of 5G technology. This initiative is expected to significantly contribute to achieving net-zero greenhouse gas emissions and fostering a more sustainable economy. The roll-out of 5G will enhance communication infrastructure, support the deployment of smart technologies, and improve the efficiency of energy consumption and resource management across various sectors.

Place-based infrastructure is critical to delivering growth and productivity now and, in the future, and directly benefits local businesses and residents by providing access to new jobs and improved services. Connecting Cambridgeshire will be looking into identifying new business models and applications suitable for commercial development of 5G, boosting the skills and employment opportunities for residents and encouraging the creation of new tourism business opportunities across the region.

The strategy focuses on delivering comprehensive digital connectivity across three key themes, and we are seeking funding to support these initiatives:

Digital Infrastructure – aims to provide comprehensive digital connectivity to all communities in Cambridgeshire and Peterborough, meeting the connectivity needs of both residents and businesses. This initiative prioritises future-proof technologies such as full fibre, 4G, and 5G, alongside other advanced wireless communication solutions. Even as we advance with new technologies, 4G remains a crucial part of the network infrastructure. It provides a stable and reliable foundation that ensures consistent coverage and service. 5G uses existing 4G network to ensure it can connect in more places, especially when 5G signals are not strong enough. It is expected that the equipment (like towers and antennas) used for 4G will be upgraded for 5G. And instead of building completely new infrastructure, 5G can use what's already there. While 5G is the newer, faster technology, it leans on 4G to ensure we stay connected seamlessly during this transition period.

Innovation – fostering and showcasing innovative solutions that deliver diverse benefits for residents, visitors, and businesses. It aims to attract both commercial and government investment to stimulate innovation and promote data-driven decision-making across the region. A key component involves testing and trailing innovative solutions to ensure their effectiveness and scalability. This workstream is committed to closely collaborating with industry partners to test cutting-edge technologies and enable pilot opportunities. By doing so, we aim to refine and validate these innovations before they are scaled up or fully rolled out.

Inclusion – empowering our residents and businesses to develop the skills and confidence they require to make the most of the digital connectivity available to them while raising awareness of the advantages of online access, promoting affordable connectivity, and ensuring access to necessary devices.

Funding is crucial to successfully delivering these three themes and achieving the strategy's goals.

Timelines

<i>Proposed Start Date</i>	<i>Expected Duration of Project</i>	<i>Details of factors driving start and duration (why proposed start and end date have been chosen)</i>
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April 2025	1 year (of the four year strategy)	<ul style="list-style-type: none"> • The 2021 - 2025 strategy end on 31 March 2025 • Delivering the digital connectivity strategy by 2029 ensures that the relevant objectives can be achieved and evaluated within the LTCP's implementation cycle. This strategy is going to TIC on 18 September and has been discussed by Business Board. • The proposed start and end dates are driven by the development and approval of a comprehensive business case. This business case will provide the necessary evidence and rationale to determine the optimal timeline, ensuring that the project is launched at the most appropriate time to build on the work delivered by Connecting Cambridgeshire to date and to align with the strategic aims of the Combined Authority. The business case will assess various factors, including market readiness, technological advancements, funding availability, and potential impacts, to justify the proposed schedule and duration. • The delivery of year 1 will be from April 2025-March 2026
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Impact of not proceeding

A digital connectivity strategy is not just about digital infrastructure or technology adoption but also about leveraging digital capabilities to drive growth, efficiency, innovation, and competitiveness in today's interconnected world. Its absence can severely limit the combined authority's ability to adapt to changing public expectations.

Also, this digital connectivity strategy serves as a crucial complement to the local transport and connectivity plan, addressing the integral role of digital infrastructure and technology in modern transportation systems. Furthermore, if funding for the programme were to end in March 2025, the region would face several significant impacts:

- Currently, full fibre coverage in the area stands at 86%. Without continued funding, this coverage could remain stagnant and fail to progress towards our goal of 100% connectivity. This stagnation would impede efforts to enhance digital infrastructure, limit the expansion of high-speed internet access to underserved areas, and slow down the region's digital transformation.
- Limited access to public services as the absence of fast and ubiquitous digital connectivity can create barriers for residents in terms of convenience, efficiency and inclusivity to critical information and services
- The inability to advance ongoing innovation projects and trial new technologies would hinder the region's competitiveness, economic growth, and ability to attract investment in this growing sector. If the funding is not secured, the combined authority will not have the opportunity to collect and analyse data which becomes available as a result of the implementation of the digital connectivity strategy. This lack of data-driven insight will hinder the ability to make better informed business decisions, as the valuable information provided by the strategy will be unattainable.
- The digital divide based on age, income, or location may widen, exacerbating inequalities in access to information and opportunities.
- Overall, the lack of funding would delay critical improvements, reduce the quality of services available to residents and businesses, and obstruct our progress towards a more connected and sustainable future.
- Additionally, the Cambridgeshire and Peterborough Combined Authority (CPCA) would be unable to achieve its Local Transport and Connectivity Plan (LTCP) ambitions and commitments, thereby hindering regional growth and progress

In summary, failing to implement the measures outlined in the digital connectivity strategy due to the lack of funding, could lead to missed opportunities in addressing the evolving needs of communities, stalling technological advancement, and limiting access to essential digital services.

At this stage, we are requesting funding for the first year of implementation, offering the opportunity to progress the new strategy and realise the benefits of continued delivery. Funding for the following years (2027 – 2029) will then be requested as part of the MTFP process.

Financials (Estimates)					
Current Estimate for Total Cost of project/ programme		Funding structure and CPCA Contribution		Estimated cost for creation of business case	
<p><i>What is the total estimated cost for this project including any design work</i></p> <p>Up to £2.25 million for the first year contingent upon the business case outcomes.</p> <p>A further £4.75m will be requested via the MTFP process for years 2 - 4</p>		<p><i>What is the funding structure for the total project budget and how much in the CPCA contribution to this - what is the impact of CPCA not contributing?</i></p> <p>This digital connectivity programme, although hosted by Cambridgeshire County Council, will be fully funded by the CPCA. Should we not receive this funding, we will be unable to implement the digital connectivity strategy. Nevertheless, the Connecting Cambridgeshire programme has consistently secured substantial government and external funding to supplement CPCA contributions. Although there is currently no external funding secured beyond 2025, we expect numerous future opportunities to apply for funding once the future strategy receives approval.</p>		<p><i>What is the total estimated cost for design work and creation of business case</i></p> <p>The development cost of the Business Case has already been financed through efficiency savings within the current budget allocated for the Digital Connectivity Strategy 2021-2025.</p>	
Cap ex?	Yes	Rev Ex	No	Combination of Rev & Cap Ex?	No
Assumptions or risks that could increase or decrease the total cost					
<p>Developing a comprehensive business case will result in more precise project cost estimates which may affect the amount requested. This could lead to an increase or decrease to the total funding needed although any changes are expected to be minimal. It is essential to consider factors such as regulatory changes, economic conditions, and technological advancements that may impact the project's financial requirements.</p>					
Benefits (Benefits must be measurable)					
Type	Description			Assumptions or risks that could increase or decrease the total benefits	
Financial benefits	<p>Describe the key measurable financial benefits linked to this project/programme</p> <p>Digital connectivity significantly enhances financial opportunities and efficiencies at all levels and also drives economic growth by increasing productivity and efficiency across various sectors. Remote working opportunities expand the job market beyond geographical limitations.</p> <p>Measurable financial benefits</p> <ul style="list-style-type: none"> - Number of new startups and small businesses 			<p><i>Describe any Assumptions made when estimating benefits and any risks that could increase or decrease the estimate in the future</i></p> <p>Underestimation of the capital expenditure for physical infrastructure development.</p> <p>Slower-than-expected adoption of the new technology due to lack of awareness, user resistance, or competition from other providers.</p> <p>Technological advancements will continue to support and enhance digital connectivity.</p>	

	<p>enabled by digital connectivity would lead to increase in Gross Value Added (GVA). The Tech Nation report shows that the UK tech sector significantly contributes to the economy, with startups driving 7.9% growth. This growth is largely due to the increasing number of startups and small businesses enabled by digital connectivity, which enhances Gross Value Added (GVA). For further details, you can access the report directly through Tech Nation's official website or Gov UK.</p> <ul style="list-style-type: none"> - Decrease in daily commuting distances due to remote work and digital services can have significant benefits. According to the RAC, an employee could save up to £1,000 a year by increasing the number of days working from home. Additionally, a study from the University of Birmingham indicates that remote workers can be up to 13% more productive - This will be subject to comparison with baselines and survey work to measure impact. 	<p>Regulatory policies will become more supportive of digital connectivity initiatives.</p>
<p>Non-financial benefits</p>	<p><i>Describe the key measurable non-financial benefits linked to this project/programme</i></p> <p>This new digital connectivity strategy will offer a wide range of non-financial benefits for the region such as improving public service delivery, community engagement, digital inclusion etc. These advantages contribute to building a more connected, inclusive, and resilient community, enhancing overall well-being for all residents.</p> <p><u>Measurable non-financial benefits</u></p>	<p><i>Describe any Assumptions made when estimating benefits and any risks that could increase or decrease the estimate in the future</i></p> <p>Digital connectivity will enhance digital inclusion by providing access to underserved communities. However, barriers such as affordability, digital literacy, and local infrastructure limitations may impact the adoption and inclusion.</p> <p>Increased energy consumption from data centres could offset environmental benefits.</p> <p>Physical and technical infrastructure limitations in certain areas can impact on the effectiveness of digital connectivity initiatives.</p>

	<ul style="list-style-type: none"> • Improved access to services • Increase in the number of households with access to digital devices • Percentage of the population with basic to advanced digital literacy skills • Efforts to improve digital connectivity ensure that underserved and remote areas have access to high-speed internet, reducing social and economic disparities. • This will be subject to comparison with baselines and survey work to measure impact. 	Restrictive policies and regulations can slow down the implementation and adoption of digital connectivity solutions.
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Risk, Assumptions, Issues and Dependencies (RAID)

Known Risks	<p><i>Describe any known risks to delivering this project/programme's scope, timeframes etc</i></p> <p>Dependence on third-party vendors or suppliers for technology, equipment, or services could lead to delays if there are supply chain disruptions</p> <p>Expansion of project scope beyond initial plans due to political changes, evolving requirements, or unforeseen opportunities could strain resources and timelines.</p> <p>Financial Constraints - There is a risk that insufficient funding or budgetary limitations could restrict the scope or require phased implementations, which may delay the delivery of all planned components and extend the initial timelines.</p> <p>External events such as economic downturns, political changes, natural disasters, or global pandemics can disrupt project schedules, funding availability, and operational continuity.</p>
Known Assumptions	<p><i>Describe any assumptions that have been made to date related to the delivery of this project/programme's scope, timeframes etc</i></p> <p>It is assumed that the technologies and solutions selected in the strategy are technically feasible and can be implemented without encountering significant technical challenges or obstacles. The business case will provide confidence by demonstrating that these innovations are ready for trial, however it must be appreciated that proving the feasibility of these solutions is the nature and purpose of such innovation projects.</p> <p>Residents, and businesses may resist adopting new digital technologies or processes.</p>
Known Issues	<p><i>Describe any known issues to delivering this project/programme's scope, timeframes etc</i></p> <p>Technology evolves rapidly so ongoing updates would be necessary.</p> <p>Political Uncertainty and New Government Priorities - Changes in political leadership or shifting government priorities following the last general</p>

	election could disrupt project schedules, alter funding availability, and impact operational continuity.					
Known External Dependencies	<p><i>Describe any known external dependencies to delivering this project/programme's scope, timeframes etc</i></p> <p>Regulations and policies: Compliance with national and local regulations</p> <p>Availability and quality of physical infrastructure i.e. mobile masts, fibre ducts etc</p> <p>Third-party vendors or suppliers for technology, equipment, or services</p> <p>Availability of funding and investment from public and private organisations</p> <p>Overall economic condition, which can affect the demand and spending on digital infrastructure and innovation trials.</p>					
Known internal Dependencies (tick which shared service is required)	<i>Comms</i>	<i>Procurement</i>	<i>Legal</i>	<i>Finance</i>	<i>HR</i>	<i>Policy Insight</i>
			X	X		

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Investment Committee

29 August 2024

Title:	Single Assurance Framework – Reporting of Major Project performance, wider CPCA project dashboard.
Report of:	Janice Gotts, Executive Director of Resources
Lead Member:	Mayor Dr Nik Johnson
Public Report:	Yes
Key Decision:	No
Voting Arrangements:	To note – No requirement for voting.

Recommendations:

A	To note the performance against major projects supported by Cambridgeshire and Peterborough Combined Authority (CPCA)
B	To note the summary of the wider CPCA project landscape

Strategic Objective(s):

The proposals within this report fit under the following strategic objective(s):

X	Achieving ambitious skills and employment opportunities
X	Achieving good growth
X	Increased connectivity
X	Enabling resilient communities
X	Achieving Best Value and High Performance

The SAF is a set of systems and processes designed to provide the CPCA with a consistent approach to appraisal, assurance, risk and performance, throughout the lifecycle of projects and programmes. It is focused on ensuring accountability, probity, transparency and legal compliance – and critically, value for money of investments. It covers the full end to end lifecycle of projects and programmes that place a financial liability on the CPCA.

1. Purpose

1.1	The purpose of the report is to set out the performance data for the major projects supported by CPCA investment and to highlight the wider CPCA project landscape. This recognises the Investment Committee's key role in support of the Authority's Performance Management Framework and the review of project performance.
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2. Proposal

2.1 The CPCA are accountable for delivering in a complex and changing environment. How we manage the investment process is critical to the successful delivery of strategic aims.

To meet the standards set by Government – such as the English Devolution Accountability Framework (EDAF) - we needed a specific Assurance Framework that shows how we will meet best value requirements and ensuring we are spending public money in the most effective way. In addition, the SAF was a key objective from the Improvement Programme and is a way of demonstrating that the CPCA has responded to concerns raised by Government through the Best Value Notice.

2.2 Major projects performance data

Programmes and Projects are classed as Most Complex when a Combined Authority Funded programme or project is considered most significant in terms of value, strategic fit and where there would be significant impact if there was a failure to deliver.

There are a number of major projects listed:

- Peterborough Station Quarter
- University of Peterborough
- Net Zero Programme
- Bus Reform Programme
- Adult Education Provision
- Business Growth Service
- Market Town Masterplans

Of the major projects three are rated as Green and on target, where there is a high level of confidence in successful delivery:

- University of Peterborough
- Adult Education Provision
- Market Town Masterplans

The remaining four are rated as Amber, where without action, successful delivery is potentially in doubt, and/or there is uncertainty and risk surrounding future deliverability:

- Peterborough Station Quarter
- Net Zero Programme
- Bus Reform Programme
- Business Growth Service

Further detail is set out in Appendix 1.

2.3 CPCA wider project landscape dashboard

The CPCA project landscape dashboard provides an overview of the number of projects where the CPCA has invested funds. In total there are 195 projects which have been identified as receiving CPCA support as at July 2024 and these can be broken down across the following main service areas:

Service Area	Number of projects
Place and Connectivity	79
Economy and Growth	95
Resources	13
Chief Executive's Office	8
TOTAL	195

	<p>Within the dashboard the projects are also grouped by geographical area based on the constituent council. However, it should be noted that some projects may cover multiple areas or be regionwide and these are shown separately.</p> <p>The information for the CPCA project dashboard is derived from data held within the Single Project Register. This is intended to be the central list of the projects that the CPCA is committed to. It has been designed to serve as a hub for all project information going forward including dependencies, timeframes, budgets and change control.</p> <p>The CPCA Project Dashboard summary is attached as Appendix 2.</p>
2.4	<p>Major projects risks</p> <p>The key risks associated with the major projects are listed in Appendix 1 along with the mitigation. The position is kept under review as part of the individual project management arrangements.</p>
2.5	<p>Within the Combined Authority risks are managed at a corporate, service and project level. The Authority's Corporate Management Team has oversight of the corporate risk register which is shared with the Board each quarter and with Audit and Governance Committee on a bi-monthly basis. Service risk registers are held and reviewed by the relevant Directorate Management Team and project risks are recorded and managed by the relevant project manager.</p>

3. Background

3.1	<p>The Combined Authority's Single Assurance Framework (SAF) is a set of systems, processes and protocols designed to provide the Authority with a consistent approach for appraisal, assurance, risk management and performance for a project or programme. It was reviewed by the Audit and Governance Committee at its meeting on 8 September 2023 and approved by the Combined Authority Board on 29 November 2023. The report to Board noted that the process had also been approved by Government. It was agreed at the Board that the SAF process would go live from June 2024 following work on embedding the SAF and developing the new governance arrangements.</p>
3.2	<p>The SAF seeks to set out the framework and processes the Combined Authority will utilise to provide confidence to itself, Government, stakeholders and partners that it has robust systems in place to best enable its projects and programmes to realise the benefits they seek to deliver.</p>
3.3	<p>The Framework notes that the Programme Management Office are responsible for ensuring that the SAF process is maintained, updated and that performance and risks are regularly reviewed with the Executive Director of Resources, Corporate Management Team, Investment Committee, Audit and Governance Committee and the CPCA Board.</p>
3.4	<p>The Investment Committee has the following key functions in support of the Performance Management Framework:</p> <ul style="list-style-type: none"> • to review the Major Projects performance dashboard (includes risk) • to review project performance <p>The Investment Committee will seek to ensure that all major projects are developed and delivered in line with the CPCA Risk Management Framework to review the risks associated with Major Projects performance dashboard</p>

4. Appendices

4.1	<p>The following appendices are attached to this report.</p> <ul style="list-style-type: none"> - Appendix A: Major projects performance dashboard - Appendix B: Wider CPCA project landscape summary
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5. Implications

Financial Implications

5.1 There are no direct financial implications arising from this report.

Legal Implications

5.2 There are no significant legal implications arising from this report. The Single Assurance Framework sets out the requirements for the performance management of projects including the Authority's risk management approach and governance processes

Public Health Implications

5.3 None

Environmental and Climate Change Implications

5.4 None

Other Significant Implications

5.5 None

Background Papers

5.6 Single Assurance Framework Board report 29 November 2023 [Single Assurance Framework Cover Report](#)
Appendix A - Single Assurance Framework [Appendix A Single Assurance Framework](#)
Appendix B - Investment Committee Terms of Reference [Appendix B Terms of Reference](#)

Corporate Performance Report **June 2024**

Most Complex programmes and projects update

Key: RAG Rating	
RAG rating	Description
Red	Without action, successful delivery is highly unlikely.
Amber	Without action, successful delivery is in doubt, and/or there is uncertainty and risk surrounding future deliverability.
Green	High level of confidence in successful delivery.

Key: Direction of Travel	
↑	Improving Trend
↓	Worsening Trend
→	No Change

Complex Programme / Project definition

Programmes and Projects are classed as Most Complex when a Combined Authority Funded programme or project is considered most significant in terms of value, strategic fit and where there would be significant impact if failure to deliver.

Project/programme	Description	RAG	Direction of travel	Update/narrative on status	Next key milestone	Outcomes and Impacts	Number 1 risk and mitigation
Peterborough Station Quarter	Regeneration of Peterborough station and the area around Peterborough Train Station – known as Station Quarter. A site consisting of circa 18 acres of underutilised land around the station.	Amber	→	Arup, the MDDT team and Fore, client side PM, are progressing with the FBC. The PSQ June Steering Group agreed postpone the FBC submission from October 2024 to January 2025. Current status is Amber reflecting the number of remaining risks and their significance. Notably the challenge in maintaining a programme that delivers a completion date of March 2026, as per LUF conditions and the challenge of delivering the station buildings within the budget.	Public Consultation (scheduled for end of August / September).	<ul style="list-style-type: none"> - New Access to Western Entrance - Improved public access - Regeneration of City, increased footfall in city centre. - Enhanced passenger facilities - Range of commercial and retail spaces - Improved pedestrian and cycling routes and facilities - Increased GVA - Reduction Co2 	<p>Number 1 Risk - Compressed funding timescales may impact on programme</p> <p>Mitigation – Ongoing monitoring of programme against constraints of any agreed funding route</p>
University of Peterborough	The Combined Authority, Peterborough City Council and Anglia Ruskin University (ARU) have been working closely together as partners and with key stakeholders in designing and building the university and research facility.	Green	→	Phase 1 and 2 are constructed and completed projects. Phase 3 - In March 2023 the PropCo1 Board agreed to proceed with the September 2024 opening timeline and as shareholders committed to a solution to close the funding gap. In early May the contract for the build works was signed and the land transferred into PropCo1 ownership. Works are on site are now well underway and at present are due for practical completion in July 2024. The overall RAG status remains green, with the overall status moving in a positive direction with action plans to mitigate being made at pace. Risks are reducing in quantity and severity as the project progresses.	Phase 3 construction works to be completed – July 2024	<ul style="list-style-type: none"> - Increased productivity - Support economic development for region - Increased number of people in Higher Education and achieving degrees that are business focused - Increased graduates in area 	<p>Number 1 Risk – Construction delays</p> <p>Mitigation – Change Management process in place to control any variation that would impact programme. IT/AV interface being managed through early access (could be increased if required). Worst case: LADs included in main contract. ARU 'backup' process to be developed in the eventuality that September PC will be missed.</p>

Project/programme	Description	RAG	Direction of travel	Update/narrative on status	Next key milestone	Outcomes and Impacts	Number 1 risk and mitigation
Net Zero Programme	A capital fund comprising Home Upgrade Grant Phase 2 being delivered by the Greater South East Net Zero Hub. Sustainable Warmth (Local Authority Delivery Phase 3 and Home Upgrade Grant Phase 1) has closed, final figures reported 3,236 homes £41.7m spend.	Amber		141 homes completed & Trustmark lodged; 83 homes are in progress; 260 homes batch approved pending install. Quality Inspections and CDM Assurance has commenced Mini competition for additional installers – 14 appointed Issue raised to DESNZ that rejection of higher cost measures (within available headroom) in larger properties is impacting the target average spend per property of £18K (currently at £13K), which is needed to make the scheme commercially viable. DESNZ have rejected request to allow some higher cost measures to be installed, this has resulted in a risk of overspend of the Admin & Ancillary budget.	Ensuring all partners (delivery agents and LAs) are marketing the scheme to increase referrals - within current DESNZ Election guidelines – referrals will close in Autumn	HUG2 Target homes – 1,643 (March 2025) - CO2 reduction - Percentage households living in fuel poverty reduced	Risk: At Mid Point Review, DESNZ reduced the target homes and overall budget. There is a risk that the Admin & Ancillary budget will overspend (15% of total spend). This is due to i) higher cost measures not being approved due to a DESNZ value for money calculation ii) policy barriers resulting in low levels of delivery in year 1 iii) average target install of £18K not being met (currently at £13K) Mitigation: Formal escalation to DESNZ with options outlining risk of A&A overspend and impact of rejection of higher cost measures was not agreed. Indication was given that A&A overspend was preferable to installing higher cost measures but no confirmation in writing. 1) write to DESNZ for formal response on risk position & escalate through Net Zero Strategy (DESNZ) team 2) Letter from Mayor/Lead Member to Minister
Bus Reform Programme	Delivering better public transport to our citizens. Projects within the programme are the: <ul style="list-style-type: none"> • Bus Reform Outline Business Case to assess the case for franchising and enhanced partnership, • Zero Emission buses (including Peterborough Electric Bus Relocation), • Demand Responsive Transport, • Bus Service Improvement Plan, • Roadside Inventory and • Network Review. 	Amber	↓	RAG is increased to amber due to pressure for CPCA to deliver multiple reports by June 12 th . These reports (Bus Connectivity Assessment, Bus Service Improvement Plan (BSIP) and the ZEBRA project report) were all delivered on time. Hence this Amber classification may reduce to Green next month. The £1 bus fare for under-25s has launched with success – over 10,000 applicants to date	Draft board report prepared for 24 July Board on bus reform to inform the next steps of the process. This report is informed by the assessment of the external auditor.	<ul style="list-style-type: none"> • Increased patronage on public transport and more modal shift from public-focused delivery • - Stability and expansion of network to re-establish connectivity, frequency and reliability. • - Reduction in car traffic • - Reduce CO2 Emissions • Enabling less-advantaged people to travel to jobs and learning opportunities. • Reducing travel costs for young people • Improving connections between rural areas, towns and cities. 	Risk – Economic condition changes (e.g. interest rates, economic growth forecasts; change of government). Mitigation plan and full risk register reassessed in the light of National Bus Strategy and at relevant steps of the bus services act process

Project/programme	Description	RAG	Direction of travel	Update/narrative on status	Next key milestone	Outcomes and Impacts	Number 1 risk and mitigation
Adult Education Provision	To provide Adult Education that can be accessed by employers and individuals to fund a broad range of training. The programme also includes a Level 3 adult education offer through Free Courses for Jobs funding.	Green	→	<p>The project status remains Green as the programme overall was on target for delivery of the budget by the end of 2023/24 R14 academic year.</p> <p>Enrolments onto Adult Education Budget (AEB) funded courses are 16,672 enrolments to date at R10 which is a 9% increase compared with the same point last year, this is across 9,524 learners which is 3% increase compared to last year. There is a 19% change in expected full year spend at £11,590,521.01 compared with £9,725,624.72 the same time last year. The</p> <p>Free Courses for Jobs (FCFJ) are 474 enrolments to date, across 471 learners. This is compared to 494 enrolments at the same period last year, giving an increase of -4%. Expected full year spend at £538,822.17 compared to £834,138.66 which is -35% change at the same time as last year.</p> <p>The team have issued Grant Agreements to all Grant funded providers for the new academic year 2023/24 and issued variations to extend delivery of procured independent training providers into year 2 in line with their 5-year contracts. The direct awards contract has been finalised. The team also updated and published key technical funding rules for 2023/24. The growth case has also been issued to the Providers for AEB & FCFJ.</p>	Milestone Contracts for ITP Direct Awards 23/24	<ul style="list-style-type: none"> - Employee jobs - Growth (GVA) - Enrolments onto Adult Education courses - Double enrolments in Level 3 courses. 	<p>Number 1 Risk – Delays in Direct Award process resulting into low outcome for 2023/24 Academic Year</p> <p>Mitigation - close contract monitoring and performance improvement plan in place</p>

Project/programme	Description	RAG	Direction of travel	Update/narrative on status	Next key milestone	Outcomes and Impacts	Number 1 risk and mitigation
Business Growth Service	The Service consists of 5 workstreams, these are: 1.A Growth Coaching Service 2. An Inward Investment Service 3.A Skills Brokerage Service including Careers Hub 4.A Capital Growth Investment Fund 5. A Growth Hub service	Amber	→	The Growth Works contract was signed with Gateley's and sub-contractors on 12th Feb 21 and service commenced 15th Feb 2021. Following a mobilisation phase, the service was officially launched on 27/05/21. The Programme is currently in delivery of Year 2, Quarter 9. Project status remains at Amber as there are concerns with under-performance at service line level despite the overall jobs target being met by the programme.	Implement Exit Plan, including transfer of assets and TUPE requirements	- Growth (GVA) - New Jobs (5278) - Apprenticeships (1400) - 1705 Additional training	Number 1 Risk – Concerns raised regarding Growth Coaching, Grants and Growth Hub Mitigation - Review is underway following the published audit report by Independent Consultant - recommendations to be approved by CA Board
Market Town Masterplans	Masterplans developed to provide an evidence base and a set of priorities for the market towns to consider to realise their future economic growth potential. Phase 1 provided the investment to implement masterplans. Phase 2 providing investment to strengthen local communities and groups and to support social enterprises and community-owned businesses.	Green	→	The Programme will deliver the following key outcomes: - Stream 1 (£0.92M) - Community ownership of local businesses - to establish a dedicated support programme, community “support package” and bursary funding for community groups in Cambridgeshire & Peterborough, with a focus of revitalising assets in market towns and rural areas. - Stream 2 (£1.25m) - Social enterprise hubs - the creation of one or more social enterprise hubs in Cambridgeshire & Peterborough. The hubs will support the growth of social entrepreneurship and the social economy ecosystem across market towns and rural areas, providing co-working / business startup space for social enterprises alongside community space and a retail offer for residents and communities. - Stream 3 (£0.2m) - STEM exhibition programme - to support the capital element of an educational programme, to be delivered via pop-up science centres, located in publicly owned buildings, community or educational facilities in the Cambridgeshire & Peterborough market towns and rural areas. The pop-up centres will be accessed by children, families, schools, and adult groups and aim to raise awareness and aspirations for STEM related study and careers.	To complete delivery of Stream 1, 2 and 3 and prepare for programme completion and closure evaluation by May 2025.	- Jobs created and safeguarded - Revitalised market towns - Bringing back vacant assets into use through community ownership - Driving footfall - Improving cultural local sense of pride in place - Improving community space	Number 1 Risk – ability to award all capital grant committed within the two-year timeframe. Mitigation: Timescale and funding modelling undertaken during business case development informed by soft market testing and initial engagement with potential partners. It will also need to be tested by the delivery partners during bidding process. CPCA Fund Manager to liaise with LAs, growth hubs, FSBs, CoC to promote the funds to local organisations.

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CPCA Project Landscape Dashboard

Total N of Projects	Total # in P&C	Total # in E&G	Total # in CEX	Total # R&P
195	79	95	8	13

Place and Connectivity	
Transport	58
Climate	14
Spatial Planning	5
Digital Connectivity	1
Housing	1

Economy and Growth	
Business	82
Business and Skills	4
Skills	7
University of Peterborough	2

Chief Exec Office	
Comms & Engagement and Public affairs	2
Policy, Insight and Performance	6

Resource & Performance	
Finance	5
Legal/Procurement	1
HR	3
PMO	4

Page 45

Project Location

Place and Connectivity

	Total	CPCA Wide	Cambridgeshire	Cambridge	East Cambridgeshire	South Cambridgeshire	Fenland	Huntingdonshire	Peterborough	Multiple Locations
Transport	58	24	2	3	3	1	5	3	12	5
Climate	14	9	1	1		1		1		1
Spatial Planning	5	4		1						
Digital Connectivity	1	1								
Housing	1	1								

Economy and Growth

	Total	CPCA Wide	Cambridge	East Cambridgeshire	Fenland	Huntingdonshire	Peterborough	South Cambridgeshire	Multiple Locations
Business	82	18	6	11	11	15	7	12	2
Business & Skills	4	4							
Skills	7	6							1
University of Peterborough	2						2		

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Investment Committee

29 August 2024

Title:	Investment Committee Work Programme
Report of:	Robert Fox, Governance Manager
Lead Member:	Mayor Dr Nik Johnson
Public Report:	Yes
Key Decision:	n/a
Voting Arrangements:	For the Committee to note

Recommendations:

A	Note the draft work programme for the Investment Committee for the 2024/25 municipal year attached at Appendix 1
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1. Purpose

1.1	To provide the Committee with the draft work programme for the Investment Committee, for the 2024/25 municipal year.
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2. Proposal

2.1	The Committee to review the proposed work programme at Appendix 1 and provide any comments including suggestions of items for future meetings.
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3. Background

3.1	4. In accordance with the Combined Authority Constitution the Investment Committee performs functions based upon the committee's Terms of Reference.
3.2	5. A draft work programme which outlines when these decisions are taken for the upcoming municipal year is attached at Appendix A.

4. Appendices

4.1	Appendix A – Draft work programme for the municipal year 2024/25.
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5. Implications

Financial Implications

5.1	None
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Legal Implications

5.2	None
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Public Health Implications

5.3	None
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Environmental & Climate Change Implications

5.4	None
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Other Significant Implications

5.5	None
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Background Papers

5.6	None
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Appendix A

INVESTMENT COMMITTEE WORK PROGRAMME 2024/25			
30 September 2024 @ 2 nd Floor Pathfinder House Committee Room			
Item:	Title:	Purpose:	Lead:
Standard Items:			
	<input type="checkbox"/> Minutes <input type="checkbox"/> Declarations of Interest <input type="checkbox"/> Work Programme		
Other Items:			
	Peterborough R&D Property Company Limited: Conditionality around PropCo2 shareholding and head lease of the building	To seek approval of the Investment Committee	Jim Cunningham
	CPCA investments and shareholdings	To provide a comprehensive list of all current CPCA shareholdings and investments for the Committee to note	Janice Gotts
	Business Growth and Social Impact Investment Fund	To seek a nomination from the committee for steering group membership	Steve Clarke

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