

GREATER CAMBRIDGE CITY DEAL ASSURANCE FRAMEWORK

PART 1

MEMBERSHIP, GOVERNANCE AND WORKING ARRANGEMENTS

1.1	This Local Assurance Framework (LAF) for the Greater Cambridge City Deal outlines the membership, responsibilities, processes and principles that are in place for agreeing and overseeing investments to deliver the overarching City Deal objectives (as set out in 1.9 below). Local partners are committed to ensuring that robust systems and processes are in place, in line with up to date Treasury and DfT guidance, to develop and agree a deliverable programme that offers value for money.
1.2	Part 1 provides an outline of the objectives, membership, governance and working arrangements of the Greater Cambridge Partnership (GCP). Part 2 sets out scheme prioritisation. Part 3 deals with scheme assessment and investment decisions. Part 4 focuses on scheme delivery and assurance.
1.3	The first version of this LAF was agreed at the Greater Cambridge City Deal Shadow Board on Wednesday 2 July 2014 and ensured compliance with DfT's minimum requirements for Assurance Frameworks ¹ . This version of the Framework underwent an officer review in May 2022, and it was determined that the document is still in line with up to date national Guidelines and Legislation, and ensures compliance with the Ministry of Housing, Communities and Local Government's National Local Growth Assurance Framework (NLGAF). As required by the NLGAF, this Framework will be reviewed and refreshed by the Greater Cambridge Partnership (GCP) regularly (at a minimum annually), who will notify the Ministry of Housing, Communities & Local Government (MHCLG) if considering any significant changes to this LAF.
1.4	Since this LAF was initially agreed, at the direction of the Executive Board, officer and delivery capacity has been significantly increased through the establishment of a dedicated officer team. This includes a dedicated Transport Director post and a Chief Executive post, which work in partnership with senior officers at partner local authorities and with business and academia to deliver the City Deal objectives. In addition, and at the direction of the Executive Board, the City Deal was rebranded and has since become known as the GCP.

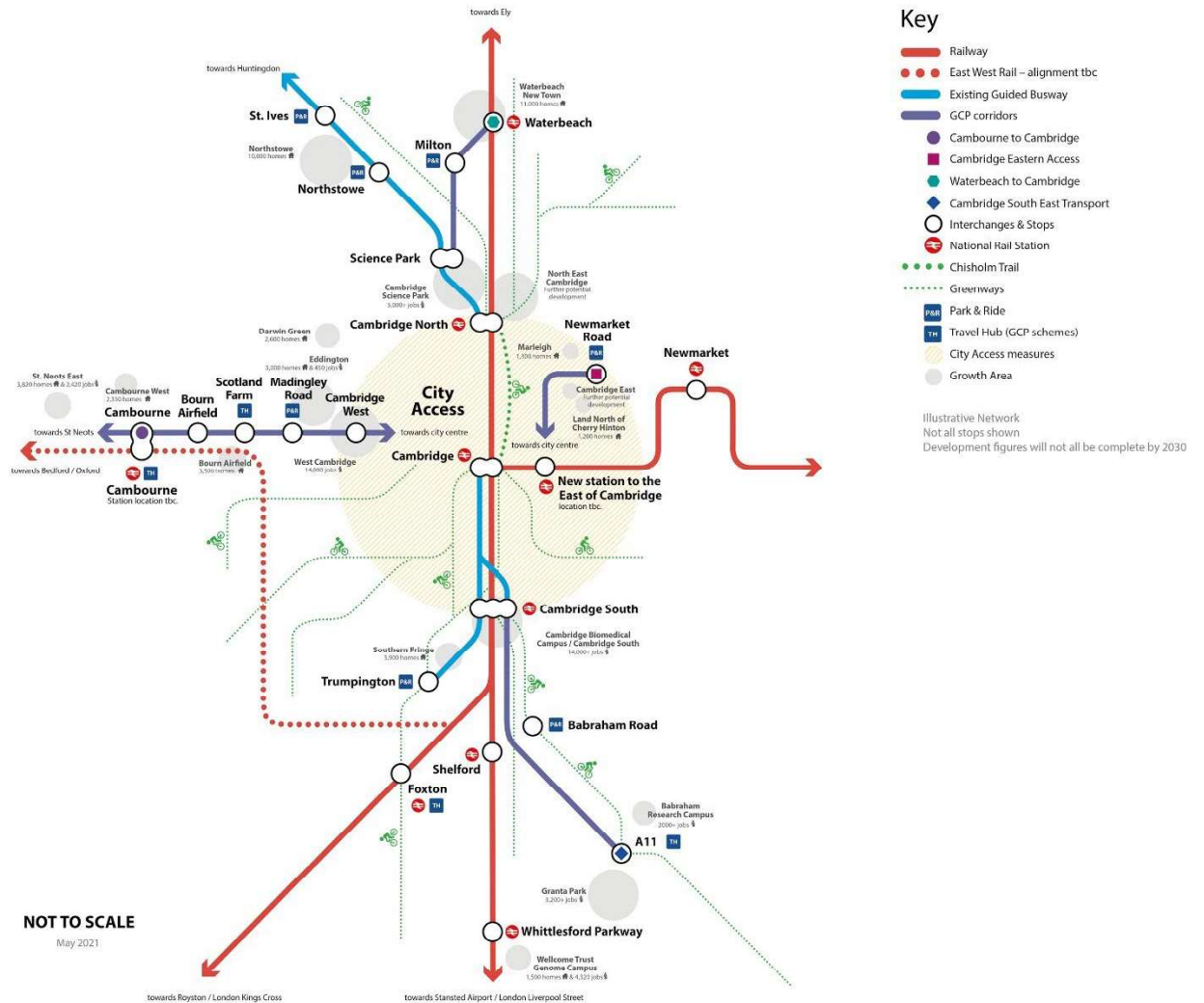
AIMS AND OBJECTIVES

1.5	The GCP area covers the administrative area of Cambridge City and South Cambridgeshire, which is referred to from here on as 'Greater Cambridge'.
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¹ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/15176/guidance-local-transport-bodies.pdf

1.6	The core driving principle of the Greater Cambridge City Deal is to unleash the potential of the 'Cambridge Phenomenon' by relieving the transport, housing and skills constraints that currently prevent it from driving growth nearly as effectively as it could do. Investment is needed to deliver fast, reliable and affordable ways of travelling between employment and housing hubs. We need the right number, types and tenures of housing, in the right places and well-connected to employment centres, so that workers can find the housing they need and can afford, and can get to work to take up the jobs essential to the economic success of Greater Cambridge and the UK.
1.7	GCP partners will prioritise projects that deliver against four strategic objectives: <ul style="list-style-type: none"> • Nurture the conditions necessary to unlock the potential of Greater Cambridge to create and retain the international high-tech businesses of the future. • Better target investment to the needs of our economy by ensuring those decisions are informed by the needs of businesses and other key stakeholders such as the Universities. • Markedly improve connectivity and networks between clusters and labour markets so that the right conditions are in place to drive further growth. • Ease the labour market by investing in transport and housing, in turn allowing a long-term increase in jobs emerging from our internationally competitive clusters and more University spin-outs.
1.8	Investment decisions will be made with reference to statutory requirements, conditions of funding and local objectives, including those outlined in 1.6 and 1.7 above.

Greater Cambridge Future Network 2030



ROLE AND STRATEGIC OBJECTIVES

1.9	<p>The overarching aims of the City Deal are to address inadequate transport infrastructure and links, poor housing affordability and the lack of alignment of skills provision with employer needs. The highest priority of the Greater Cambridge City Deal is about investing in transport infrastructure to help deliver high quality, efficient and reliable passenger transport links to provide better connections between key destinations, including the city-region's major employment hubs and development sites, and to help facilitate planned growth and unlock the next phase of the 'Cambridge Phenomenon'.</p>
1.10	<p>The programme was developed based on the Transport Strategy for Cambridge and South Cambridgeshire (TSCSC, agreed March 2014), a sub- strategy of the Cambridgeshire Local Transport Plan aligning with the emerging Local Plans for Cambridge and South Cambridgeshire. The transport policy objectives of the TSCSC were:</p> <div data-bbox="268 714 1386 1447"> <ul style="list-style-type: none"> • To ensure that the transport network supports the economy and acts as a catalyst for sustainable growth. • To facilitate the delivery of the new homes and settlements envisaged in the draft Local Plans. • To enhance accessibility to, from and within Cambridge and South Cambridgeshire (and beyond the strategy area). • To ensure good transport links between new and existing communities, and the jobs and services people wish to access. • To prioritise sustainable alternatives to the private car in the strategy area, and reduce the impacts of congestion on sustainable modes of transport. • To meet air quality objectives and carbon reduction targets, and preserve the natural environment. • To ensure that changes to the transport network respect and conserve the distinctive character of the area and people's quality of life. • To ensure the strategy encourages healthy and active travel, supporting improved well-being. • To manage the transport network effectively and efficiently. • To ensure high quality in the build and design of the built infrastructure and public realm. </div> <p style="text-align: right;">Figure 1: TSCSC Transport Policy Objectives (2014)</p>
1.11	<p>In May 2017 a Mayor for Cambridgeshire and Peterborough was elected and the Cambridgeshire and Peterborough Combined Authority (CPCA) was created. The CPCA became the Local Transport Authority for the area. It adopted an amalgamation of the existing Cambridgeshire Local Transport Plan and Peterborough Local Transport on an interim basis.</p>

- 1.12 A new Local Transport Plan² (LTP) was adopted by the CPCA in 2020. The GCP programme aligns with the LTP, with GCP schemes included throughout relevant parts of the LTP. The objectives of the LTP are:



Figure 2: Cambridgeshire & Peterborough Local Transport Plan Objectives (2020)

NON-TRANSPORT INTERVENTIONS

- 1.13 Given the nature of the City Deal programme, which is substantially based on transport and infrastructure schemes, this Assurance Framework has been agreed on that basis. Additionally, the City Deal commits the local area to deliver less substantial interventions on skills and housing, in addition to interventions through the Smart Cambridge workstream to enable the local area to maximise the quality and longevity of the benefits delivered by City Deal investments. Interventions in those policy areas will take account of the related guidance in the MHCLG's Local Growth Assurance Framework. Relevant sections are as follows:

Housing and Commercial Interventions

LEPs [in this case the GCP and its Accountable Body] will be expected to base their local arrangements on Homes England good practice, advice and guidance tailored to local circumstances, or put in place equivalent robust local arrangements to ensure value for money and effective delivery of housing, regeneration and related infrastructure schemes.

² <https://mk0pcamainsitehdbtm.kinstacdn.com/wp-content/uploads/documents/transport/local-transport-plan/LTP.pdf>

	<p>Skills [Capital Schemes]</p> <p><i>It is...expected that LEPs [in this case the GCP and its Accountable Body] will base their local processes on Education and Skills Funding Agency good practice, advice and guidance, tailored to local circumstances, or put in place equivalent robust local arrangements to ensure value for money and effective delivery of skills capital schemes, through strong project development, project and options appraisal, prioritisation, and business case development.</i></p>
1.14	Account of this guidance will be taken when the GCP is designing and delivering interventions in these policy areas.

MEMBERSHIP AND GOVERNANCE

1.15	<p>The City Deal was initially expected to be governed by a Combined Authority based on a Greater Cambridge geography, including the area covered by Cambridge City Council and South Cambridgeshire District Council. Proposals for a Combined Authority on a Greater Cambridge geographic footprint were not agreed. As above, a proposal for a Mayoral Combined Authority covering the larger geography of Cambridgeshire and Peterborough was agreed in 2016 via the Cambridgeshire and Peterborough Devolution Deal. The Devolution Deal acknowledges the principle of subsidiarity in terms of the delegation of responsibility for 'City Deal mechanisms':</p> <p><i>"The local authorities of Cambridgeshire and Peterborough recognise and have agreed that the principle of subsidiarity should apply to the discharge of functions by the Mayor and Combined Authority and governance of this devolution deal. This includes the delegation of responsibility from the Combined Authority to individual Councils or appropriate bodies, such as City Deal mechanisms, for delivery".</i></p>
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THE EXECUTIVE BOARD AND JOINT ASSEMBLY

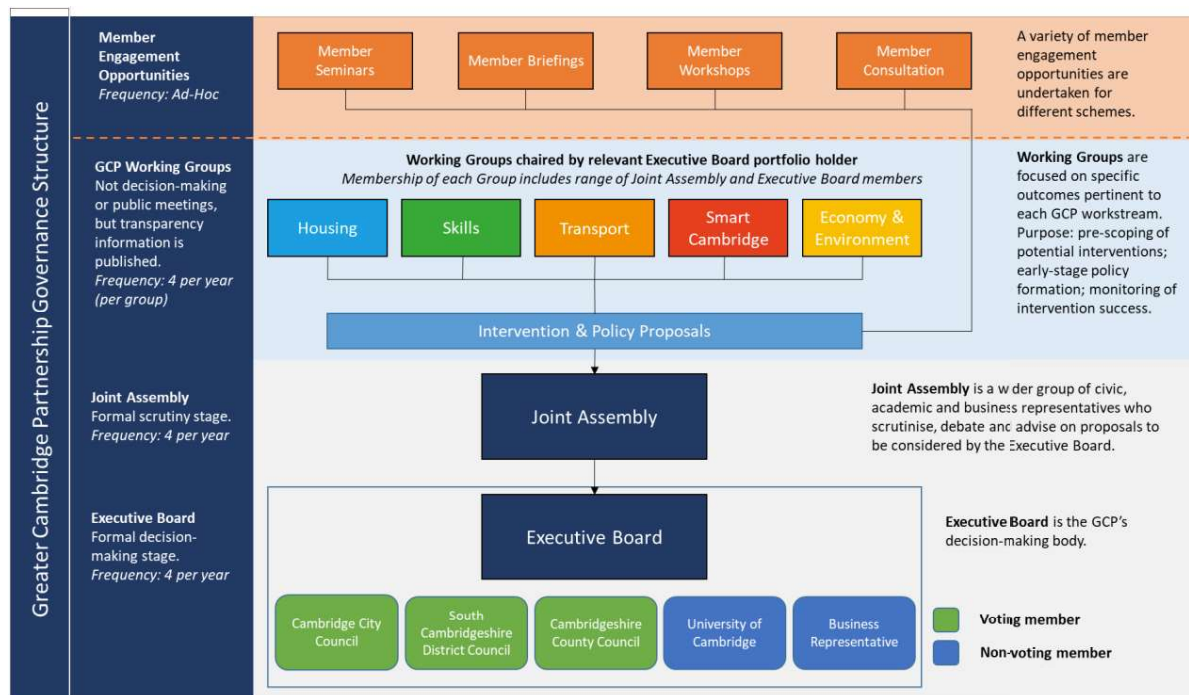


Figure 3: Greater Cambridge Partnership Governance Structure

LEGISLATIVE BACKGROUND AND DELEGATIONS

1.16	The GCP Executive Board has been established by Cambridge City Council, Cambridgeshire County Council and South Cambridgeshire District Council. It is a joint committee of the three Councils, established by Cambridgeshire County Council under section 102(1) (b) of the Local Government Act 1972 and by Cambridge City Council and South Cambridgeshire District Council under section 9EB of the Local Government Act 2000. The three Councils have agreed to delegate exercise of their functions to the Executive Board to the extent necessary to enable the Executive Board to pursue and achieve the objectives of the Greater Cambridge City Deal and to undertake any actions necessary, incidental or ancillary to achieving those objectives, and, accordingly, the three Councils have made the necessary changes to their respective schemes of delegation. The Executive Board may further delegate to officers of the three Councils.
1.17	The GCP Joint Assembly has been set up by the constituent councils as a joint advisory committee of the three Councils, established under section 102(4) of the Local Government Act, 1972. The Joint Assembly acts as a forum for discussion with a wider range of members and stakeholders across the Greater Cambridge area, so that the Executive Board benefits from a wider range of expertise in making its decisions.
1.18	Local democratic accountability is a key requirement for the GCP and, as such, local Members have a key decision-making role. Democratic accountability will be assured as both levels of governance consist of a majority of elected representatives (noting that the Joint Assembly plays a scrutiny role and therefore does not require voting arrangements).

ROLE OF GCP COMMITTEES IN THE DECISION-MAKING PROCESS

1.19	The Executive Board is the GCP decision-making body and its role is to ensure that the objectives of the Greater Cambridge City Deal are met. To this end, the Executive Board has oversight of the strategic direction and delivery of the City Deal and its objectives. The Executive Board is also responsible for the commissioning of projects funded by money provided through the City Deal and for overall control of that programme of investments. The Senior Responsible Owner (SRO) for each individual project is responsible for the management of that budget and the achievement of project objectives, under the oversight of the Executive Board. This arrangement also applies to circumstances in which funding is provided to the Executive Board by the member Councils or by other parties, such as the Business Board (constituted in September 2018, the Business Board of the Cambridgeshire and Peterborough Combined Authority is the Local Enterprise Partnership (LEP) for the region, replacing the previous Greater Cambridge, Greater Peterborough Local Enterprise Partnership
1.20	<p>A key role of the Executive Board is to agree and oversee the delivery of a programme of major schemes that will help to achieve the City Deal aims and support the sustainable growth and continued prosperity of the Greater Cambridge city-region, in line with national and local policy objectives and the Business Board's overarching economic strategy for the area. In particular the Executive Board will:</p> <ul style="list-style-type: none"> • Take responsibility for ensuring value for money is achieved. • Identify a prioritised list of investments within the available budget. • Make decisions on individual scheme approval, investment decision- making and release of funding, including scrutiny of individual scheme business cases. • Monitor the progress of scheme delivery and spend.

	<ul style="list-style-type: none"> Actively manage the budget and programme to respond to changed circumstances - these might include challenges (e.g. scheme slippage, cost increases, changes in national policy) or opportunities (e.g. to better align with other work programmes, to deliver additional benefits) at the operational or strategic level.
1.21	The Joint Assembly is established to advise the Executive Board on the discharge of its functions and the effective delivery of schemes to achieve the City Deal aims and support the sustainable growth and continued prosperity of the Greater Cambridge city-region, in line with national and local policy objectives and the Business Board's overarching economic strategy for the area. As noted in 1.18 above, the Joint Assembly may receive and comment on ("pre-scrutinise") reports to the Executive Board and may review its work.
1.22	As highlighted by Figure 3 above, consideration of proposals by the Executive Board and Joint Assembly constitutes the formal decision-making process for the GCP. Reports making recommendations to the Executive Board will typically be considered first by the Joint Assembly to enable it to fulfil its scrutiny function. The Joint Assembly's feedback on each report will be considered and summarised in the final reports made to the Executive Board, with effort made to address the feedback (e.g. by amending the recommendations made to the Executive Board) wherever possible. The Executive Board is then responsible for considering the final recommendations made within the reports presented at its meetings and deciding whether to approve the recommendations, voting on the basis outlined in 1.24.
1.23	In exceptional circumstances, the Executive Board may be asked to make a decision without prior scrutiny by the Joint Assembly. This should occur only where circumstances beyond the control of the SRO mean that that a report, or elements of a report, are not available in time for consideration by the Joint Assembly, and where a delay to consideration of the recommendation(s) to be considered by the Executive Board is considered to pose significant risks to the delivery of the City Deal objectives.

GCP COMMITTEE MEMBERSHIP AND WORKING ARRANGEMENTS

1.24	The Executive Board is made up of one representative of each of the City Deal partners. The legislation on voting rights for co-opted members of joint committees restricts voting rights to elected members of the constituent local authorities in this context. Accordingly, it is not possible for either the University of Cambridge or Business Board representative to have voting rights on the Executive Board. Standing Orders require the voting members of the Executive Board to act with due regard to the opinions of the non-voting members of the Board. The aim of the Executive Board is, where possible, to operate on the basis of consensus. Should it not be possible in a specific instance to find a consensus, the issue will be deferred to a later meeting of the Executive Board.
1.25	The Joint Assembly's membership is made up of three elected councillors from each of the three councils in the Greater Cambridge area, reflecting the political composition of the Greater Cambridge area. The other City Deal partners each nominate three representatives, including stakeholders from a range of organisations within the business and academic communities in order to reflect the interests of the remaining City Deal partners.
1.26	The terms of reference for the Executive Board and the Joint Assembly, agreed by the partner Councils, include details of the agreed timetable for publishing meeting papers, which exceed the statutory notice period. At least five clear working days

	before a meeting, a copy of the agenda and associated papers will be sent to every member of the committee set to meet. Other than in exceptional circumstances, this will take place five working days before the deadline for submission of public questions: in practice, this amounts to eight clear working days before the meeting in question.
1.27	Both the Executive Board and the Joint Assembly meet at least four times a year. A copy of their terms of reference and standing orders are attached as Appendix 1 and Appendix 2.

DELEGATIONS TO GIVE EFFECT TO GCP DECISIONS

1.28	As identified in 1.19, the Executive Board is responsible for the commissioning of projects. The SRO for each individual project is responsible for delivery of the agreed budget and the achievement of project objectives, under the oversight of the Executive Board.
1.29	<p>The GCP also has a nominated Chief Finance Officer role. Due to Cambridgeshire County Council's responsibility as the Accountable Body for the GCP (discussed in more detail in sections 1.45-1.50), this is fulfilled by Cambridgeshire County Council's Section 151 Officer. Authority is delegated to the Section 151 Officer to give effect to Executive Board decisions and ensure effective management of the GCP's funds in accordance with:</p> <ul style="list-style-type: none"> • Relevant provisions in Cambridgeshire County Council's Scheme of Delegation³; • The Financial Procedure Rules of Cambridgeshire County Council⁴
1.30	The GCP Transport Director has delegated authority to take all operational decisions necessary to secure the provision of services and/or discharge of statutory functions in relation to delivery of agreed Greater Cambridge Partnership infrastructure schemes. This includes the power to enter into contracts, in accordance with the approved policies and Financial Procedure Rules of Cambridgeshire County Council, and in consultation with the Greater Cambridge Partnership Solicitor.

OFFICER AND PARTNER SUPPORT STRUCTURE

1.31	As set out at 1.4 the GCP, at the direction of the Executive Board, has a dedicated, independent officer structure. To supplement the expertise of the dedicated officer structure, senior officers and appropriate counterparts from across the partners are included in a formalised Leadership Group.
1.32	The Leadership Group is made up of key senior officers and stakeholders that develop the programme, work up scheme details and inform a lead officer, where relevant, who reports to the Executive Board on progress and seeks decisions on key matters.
1.33	The Leadership Group works together to progress the City Deal agenda, with a focus on transport, affordable housing, skills and the economy and environment. GCP officers support the development of the programme, working hand-in-hand with the partners in support of facilitating delivery of the Local Plans and driving economic growth.
1.34	<p>The officer Leadership Group consists of a core group of senior officers from across the Partnership:</p> <ul style="list-style-type: none"> • GCP Chief Executive • GCP Transport Director

³ Found under Part 3D of the Cambridgeshire County Council Constitution, available online: <https://www.cambridgeshire.gov.uk/council/meetings-and-decisions/council-constitution>

⁴ Found under Part 4-5 of the Cambridgeshire County Council Constitution, available online: <https://www.cambridgeshire.gov.uk/council/meetings-and-decisions/council-constitution>

	<ul style="list-style-type: none"> • GCP Assistant Director, Strategy and Programme • GCP Assistant Director, Sustainable and Inclusive Growth • GCP Head of Innovation and Technology • GCP Head of Communications • Assistant Director: Transport, Strategy and Network Management, Cambridgeshire County Council • Executive Director, Greater Cambridge Shared Planning Service • Assistant Chief Executive, Cambridge City Council • Section 151 Officer and Director of Finance, CambridgeshirCounty Council • Director Smart Cambridge Programme, Cambridgeshire County Council • Public Affairs Manager, University of Cambridge
1.35	As above, the group includes the GCP's dedicated senior officer team and is supplemented with other senior officers relating to specific areas of specialism when required at differing times, recognising the variety of aspects of the City Deal. This needs to be flexible to allow appropriate consideration at the relevant times of issues that arise, recognising that the City Deal is about more than just transport infrastructure. The membership of the Leadership Group will remain agile in order to adapt to the workload at the time.
1.36	A key role of this group is to develop and deliver the City Deal programme. This involves putting in place processes, resources and guidance to steer, develop and deliver the programme in line with Executive Board and Government requirements. This includes advising on business case and scheme development work, reviewing appraisals, value for money statements and independent scrutiny advice. The Leadership Group will be responsible for making recommendations to the Executive Board on the basis of the evidence and technical/ independent advice in relation to priorities and progress including reporting on risks, resources, scheme development and delivery, as well as updating on next steps and reviewing progress.
1.37	In addition to the strategic oversight of the Leadership Group, the GCP transport programme is overseen by the Transport Programme Board, which offers assurance of project delivery across the overarching programme, including reviewing project status, progress and risks and meeting on a monthly basis. This Board provides a further layer of governance and oversight on the GCP transport programme, ensuring impact, benefits and value for money can be delivered across the programme.
1.38	The scrutiny and recommendations of each business case/case for investment are overseen by the GCP's Accountable Body (Cambridgeshire County Council). The GCP's Accountable Body including the S151 officer sits outside the dedicated officer structure/management unit. The SRO (inside the Management Unit) makes recommendations that are then reviewed and agreed by the Accountable Body.

ENGAGEMENT WITH LOCAL PARTNERS AND OTHER INSTITUTIONS

1.39	As noted above, the GCP committee structure incorporates key stakeholders from the civic, academic and business communities in Greater Cambridge, including ensuring that the political representation on the Joint Assembly reflects the political make-up of the constituent Councils.
1.40	The GCP is committed to working closely with the Mayor for Cambridgeshire and Peterborough and the Cambridgeshire and Peterborough Combined Authority to work towards shared objectives to the benefit of Greater Cambridge and the wider region. In view of this, the Mayor of Cambridgeshire and Peterborough is currently a regular invitee to the GCP Executive Board, at the discretion of the Chair of the Executive Board, in accordance with the Executive Board Terms of Reference.

1.41	Members of the public and other institutions are able to engage with the GCP throughout the scheme development and decision-making process in a range of ways. The GCP subscribes to the Cambridgeshire County Council consultation principles ⁵ which set out a commitment to carry out meaningful engagement and consultation with the public when making decisions. The GCP has a process to receive petitions regarding GCP projects through the Joint Assembly, which is set out on the GCP website ⁶ . Members of the public are also able to ask questions at meetings of both the Joint Assembly and the Executive Board, where questions relate to items that are on the agenda for discussion at the meeting in question.
1.42	On specific schemes, the GCP uses a variety of approaches to gather community feedback, in addition to formal consultations. Additionally, in October 2018, the Executive Board adopted a place-based public engagement strategy ⁷ , which emphasises how schemes relate to and work with each other, as opposed to focusing purely on single projects. Place-based engagement also helps communities to offer their views on the benefits and impacts of GCP (and other) interventions in a holistic way.
1.43	In September and October 2019, a Greater Cambridge Citizens' Assembly met, supported by the GCP ⁸ . The recommendations from the Citizens' Assembly were presented to the Joint Assembly and Executive Board in early 2020. On 19 th February 2020, the Executive Board agreed to the Citizens' Assembly's request for "regular reviews of progress in the longer-term" ⁹ . The GCP will meet this commitment, initially with reports presented to the Joint Assembly and Executive Board in December 2020 and a follow-up report scheduled for 2021.

REVIEWING MEMBERSHIP AND SUCCESSION PLANNING

1.44	The specific details and modus operandi are set out in the Executive Board and Joint Assembly Terms of Reference, as at Appendix 1 and 2 of this Assurance Framework. As set out in the appendices, given the Joint Committee status of the GCP, the GCP itself is not responsible for appointing its own Board members. It is for those responsible for appointing members to make sure that those appointed are skilled and have the necessary authority to speak/act on behalf of the body they represent. Local Authorities have in place training arrangements to ensure new members have access to training and mentoring to enable them to take on any such positions of responsibility.
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ACCOUNTABLE BODY

1.45	Cambridgeshire County Council acts as the Accountable Body for the GCP. As such, Cambridgeshire County Council holds funds and oversees payments to delivery partners and suppliers where relevant.
1.46	Cambridgeshire County Council accounts for City Deal funds in such a way that they are identifiable from the Authority's own funds, and provides financial statements to the Executive Board as required. As the Accountable Body, Cambridgeshire County Council will ensure that the following responsibilities are discharged appropriately and effectively: <ul style="list-style-type: none"> Ensuring that the decisions and activities conform to legal requirements with regard to equalities, environmental, EU issues, etc. Ensuring (through the Section 151 Officer) that the funds are used appropriately.

⁵ Working Together CCC Engagement and Consultation Strategy 2017 (cambridgeshire.gov.uk)

⁶ <https://www.greatercambridge.org.uk/get-involved>.

⁷ <https://scambs.moderngov.co.uk/documents/s107931/10a-PES%20Report.pdf>

⁸ The Greater Cambridge Citizens' Assembly met to consider the question: "How do we reduce congestion, improve air quality and provide better public transport in Greater Cambridge?" The Citizens' Assembly, the first in the UK to consider transport issues, was commissioned by the GCP through the Government's Innovation in Democracy Programme, and was independently facilitated by Involve.

⁹ Decision statement for the February 2020 Executive Board meeting is available [here](#).

	<ul style="list-style-type: none"> • Ensuring that the Assurance Framework as approved by DfT is being adhered to • Maintaining the official record of proceedings and holding all documents. • Responsibility for the decisions of the Executive Board in approving schemes (e.g. if subjected to legal challenge). • Ensuring all key financial control systems are regularly audited. • Ensuring that the use of all City Deal funds is subject to the usual Local Authority checks and balances – including the financial duties and rules which require councils to act prudently in spending and to ensure that annual accounts are published. •
1.47	All financial decisions are overseen by the Section 151 Officer or delegated to an appropriately qualified and experienced member of their team. The S151 officer ensures further scrutiny and oversight by being an active member of the GCP's Leadership Group (as above at section 1.34). In addition, the S151 officer attends or is represented at every Joint Assembly and Executive Board meeting. To ensure transparency and scrutiny they play an active and challenging role.

ACCOUNTABLE BODY - TRANSPARENCY AND ENGAGEMENT OPERATING PRINCIPLES

1.48	The GCP adheres to the corporate policies of its Accountable Body, Cambridgeshire County Council. These include Whistleblowing ¹⁰ , FOI and EIR Data Sharing ¹¹ and Feedback ¹² .
1.49	As set out in the Terms of Reference and Standing Orders for the Joint Assembly and Executive Board, elected member conduct (including declarations of interest) is governed by the Code of Conduct of their nominating authority ¹³ . The non-voting co-opted members are required to have regard to the code of conduct of the administering authority. This is currently Cambridgeshire County Council ¹⁴ . Each of the authorities' member codes of conduct explicitly reflect the Seven Principles of Public Life ("the Nolan Principles") which underpin the NLGAF. Each member will adhere to the code of conduct applicable to them, in accordance with the National Local Growth Assurance Framework.
1.50	Subject to the usual considerations in local government law regarding confidential/commercially sensitive items, all formal GCP Executive Board and Joint Assembly meetings are held in public, providing an open forum for debate and decision-making, and all papers, technical reports supporting decision-making and scheme business cases will be made available, including publication on the appropriate website, unless there is a requirement for them to remain confidential under the provisions of the Local Government Act.

¹⁰ <https://www.cambridgeshire.gov.uk/council/data-protection-and-foi/whistleblowing>

¹¹ <https://www.cambridgeshire.gov.uk/council/data-protection-and-foi/information-and-data-sharing/requesting-information-under-the-freedom-of-information-act>

¹² <https://www.cambridgeshire.gov.uk/council/contact-us/council-complaints-procedures>

¹³ Please see below links for each of the nominating authorities' codes of conduct:

Cambridgeshire County Council:

<https://www.cambridgeshire.gov.uk/council/county-councillors/councillor-code-of-conduct>

South Cambridgeshire District Council:

<https://www.scambs.gov.uk/your-council-and-democracy/feedback/councillor-code-of-conduct/>

Cambridge City Council:

<https://www.cambridge.gov.uk/media/3420/councillors-code-of-conduct.pdf>

¹⁴ <https://www.cambridgeshire.gov.uk/council/county-councillors/councillor-code-of-conduct>

CONFLICTS OF INTEREST AND HOSPITALITY

1.51	Decisions on the prioritisation of investment for scheme funding are made on an objective basis, using robust business cases to provide evidence on: <ul style="list-style-type: none">• Fit with objectives• Value for money• Deliverability• Quality
1.52	Under no circumstances are decisions made on the basis of organisations' subjective interests or individuals' personal gain. Members are asked to declare whether they have any interests up-front when proposals/schemes are being discussed.
1.53	All members are required to produce and regularly update a register of their interests, which is made publicly available on the appropriate website. All elected Members will be required to sign and adhere to their Authority's Member Code of Conduct or that of the Administering Body's for non- Councillor members.
1.54	Members are not allowed to accept any gift or hospitality from any individual or organisation that has a specific interest in any major scheme. Members are required to comply with requirements of the Code of Conduct in relation to this matter.

EQUALITY AND DIVERSITY

1.55	As noted in 1.48, the GCP adheres to the corporate policies of its Accountable Body, Cambridgeshire County Council. This also includes the Council's commitment to achieving equality and diversity. More details on this, including the full Equality Strategy, can be found on the Cambridgeshire County Council website ¹⁵ .
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RECRUITMENT

1.56	As noted in 1.48, the GCP adheres to the corporate policies of its Accountable Body, Cambridgeshire County Council. This also includes the Council's recruitment processes. More details on this, including on equality and diversity in employment and the Council's recruitment privacy notice, can be found on the Cambridgeshire County Council website ¹⁶ .
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¹⁵ <https://www.cambridgeshire.gov.uk/council/communities-localism/equality-and-diversity>

¹⁶ <https://www.cambridgeshire.gov.uk/council/jobs-and-careers>

PART 2

PRIORITISATION

INTRODUCTION

2.1	<p>This Part of the Assurance Framework outlines the development of the GCP's programme prioritisation approach, including:</p> <ul style="list-style-type: none"> • How the initial infrastructure investment programme was prioritised in January 2015 (section 2.3-2.4); • The subsequent prioritisation approach agreed within the Assurance Framework (section 2.5-2.9); • The GCP's implementation and refinement of this approach through the development of a Future Investment Strategy (FIS), first drafted in March 2018 and updated in December 2020 (section 2.10-2.13)
2.2	<p>The majority of the GCP's investment will be focused on transport infrastructure schemes, such was the purpose of the City Deal. As such, the Assurance Framework is primarily guided by national, regional and local transport guidance and policies. Where there is a case to do so and the GCP invests in projects outside of the transport sector it will adopt a dedicated and bespoke approach based the most up to date guidance for the relevant policy area. For example, MHCLG Appraisal Guidance and Homes England good practice guidance. In each case, robust local arrangements, to ensure value for money and effective delivery of schemes, through strong project development and prioritisation, will be implemented.</p>

INITIAL PRIORITISED INFRASTRUCTURE INVESTMENT PROGRAMME (JANUARY 2015) AND PRIORITISATION APPROACH

2.3	<p>As set out in sections 1.9-1.10 above, an initial indicative programme based on the Transport Strategy for Cambridge and South Cambridgeshire (TSCSC) was established and agreed by the GCP Executive Board (then known as the Greater Cambridge City Deal Shadow Board) on 14 August 2014. The TSCSC was initially endorsed by the Joint Transport and Spatial Planning Member Group (which includes all three partner Local Authorities) and adopted by County Council Cabinet on 4 March 2014. This Strategy went through extensive consultation, in which over 75% of respondents confirmed they agree or strongly agree with the strategy approach. Following that engagement and an independent economic assessment, the prioritised infrastructure investment programme was agreed by the GCP Executive Board (then known as the Greater Cambridge City Deal Executive Board) on 28 January 2015¹⁷.</p>
2.4	<p>Schemes under consideration for inclusion in the City Deal programme underwent a high-level assessment in line with criteria agreed between local partners and Government within the Assurance Framework at the outset of the City Deal. This ensured that schemes which offered maximum benefits and value for money were prioritised for investment. Figure 4 (below) sets out the criteria used to assess scheme eligibility and prioritisation:</p>

¹⁷ <https://scambs.moderngov.co.uk/documents/s78855/Transport%20Schemes%20Covering%20Report.pdf>

Figure 4: Scheme Eligibility and Prioritisation Criteria (January 2015)

Eligibility Criteria		Prioritisation Criteria	
Criteria	Description	Criteria	Description
Purpose	The proposal should primarily be a transport scheme with specific user groups in mind (e.g. motorists, bus passengers, cyclists, pedestrians etc.)	Contribution to objectives	National policy objectives, regional policy objectives, City Deal, Local Transport Plan objectives (Figure 2), Local Plan and Business Board objectives.
Cost and type	Capital costs and type of scheme	Value for money	Value for money based on Benefit Cost Ratio (BCR) and wider economic impacts, significant non-monetised impacts and key uncertainties. Given the recent HMT review of the Green Book and likely emergence of associated guidance, GCP will ensure any such new guidance is reflected in scheme development as soon as available.
Benefits & impact	Key benefits and anticipated impacts to be assessed and would be expected to be over a larger than local area for major schemes	Environmental and social distributional impact	Potential benefits and adverse impacts, contribution to addressing Climate Crisis, Biodiversity Net-Gain, Public Sector Equality Duty
Scheme type	These could include highway improvements, public transport improvements, pedestrian/cycle improvement, integrated transport packages, rail improvements, waterways and major maintenance of City Deal-funded infrastructure.	Deliverability	Affordability, practicality, key risks, key milestones and stakeholder/public support.
Contribution to policy objectives	The schemes need to show how they contribute to policy objectives (see Figure 1), in particular schemes should demonstrate contribution to economic prosperity and sustainable growth, including through facilitating housing delivery, enhancing connectivity between key employment and development sites, and protecting/enhancing the		

	quality of the environment and quality of life.
Funding sources	What sources of funding are secured/ sought.
Deliverability	The proposed scheme needs a reasonable degree of public support and should be both affordable and deliverable within a clearly defined timescale.

2.5	For schemes considered for inclusion in the programme after the 28th January 2015, where a scheme was deemed to be eligible, the scheme's SRO used and will continue to use, the DfT's Early Assessment and Sifting Tool (EAST) methodology to enable a robust prioritisation exercise to be undertaken. The outcome of this was fed, and will continue to be fed, into the prioritisation process, including assessment against the prioritisation criteria as set out in Figure 4 (above).
2.6	The scheme's SRO then submitted/submits the scheme for prioritisation and review by the Leadership Group (see section 1.34). The Executive Board reserves the right to decide not to include a scheme in the prioritisation process if key information is missing or if it is not based on a robust set of assumptions.
2.7	As described below in section 2.10, the GCP's methodology for prioritisation of schemes has been refined and enhanced through the introduction of the FIS process. This process combines the criteria in Figure 4 with a set of strategic prioritisation criteria detailed in Figure 5. The prioritisation methodology assesses each candidate scheme against the core prioritisation criteria shown in Figure 4 and the strategic prioritisation criteria detailed in Figure 5. The methodology will make use of Multi Criteria Analysis (MCA) which can, where appropriate, assign weightings to ensure that higher priority objectives are used as the basis for scheme prioritisation.
2.8	The greater the Benefit to Cost Ratio (BCR) of a scheme, the higher the value for money it is considered to offer. Value for money assessments will, at the prioritisation stage, be based on available quantitative and qualitative criteria. On the quantitative side, schemes which benefit busier/congested parts of the highway network or larger areas of population may deliver higher value for money. Any existing scheme-specific economic/financial modelling can also be used to assess benefits. Qualitative information may point to benefits for certain target areas or populations, and could also use evidence of the success of similar schemes elsewhere. The important issue is that key assumptions are made explicit and subject to robust challenge. As above in Figure 4, given the recent HMT review of the Green Book and likely emergence of associated guidance, GCP will ensure any such new guidance is reflected in scheme development as soon as available.
2.9	The Executive Board will make decisions on which schemes to prioritise, based on a high-level assessment of contribution to objectives, value for money and deliverability within timescales and available budgets. The Executive Board will be assisted in its decision-making by the relevant senior officer. If a scheme is prioritised by the Executive Board the SRO will then have to undertake an appropriate level of business case work in order to provide the Executive Board with the information it needs to consider approval of the scheme for procurement and construction. Evidence of contribution to objectives (outlined in Figure 1) will be a qualitative assessment, although there will be a need to consider if there are particular

	<p>objectives (e.g.economic development) that are considered to be a higher priority for major schemes. Deliverability will need to be assessed rigorously as the Executive Board cannot prioritise schemes if there is no evidence that they can be delivered within budget and on time. Typically, the Executive Board will review any scheme at the three stages defined by HM Treasury in the Green Book:</p> <ul style="list-style-type: none"> • Stage 1 – Scoping the scheme and preparing the Strategic Outline Case (SOC) • Stage 2 – Planning the scheme and preparing the Outline Business Case (OBC) • Stage 3 – Procuring the solution and preparing the Full Business Case (FBC)
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CURRENT PRIORITISED GCP INVESTMENT PROGRAMME – FUTURE INVESTMENT STRATEGY

2.10	As referenced in 2.7 above, the programme has been and will continue to be regularly reviewed through the FIS review process. The purpose of the FIS is to outline how the GCP will continue to invest in order to maximise the benefits realised by residents and businesses through the delivery of the City Deal. Regular reviews will ensure that the objectives are being met, with the Executive Board making decisions on priorities over time. Decisions continue to be made in line with the eligibility and prioritisation criteria outlined in Figure 4.
2.11	In March 2018, the Executive Board considered and agreed to a draft FIS ¹⁸ . The principles of the FIS are based on this Assurance Framework (including Figure 4) and ensure that the investment programme is delivering against its objectives. Following further evidence building (including evidence taken from the 2018 Cambridgeshire and Peterborough Independent Economic Review) and engagement, the FIS was updated and agreed in March 2019 ¹⁹ . A further updated FIS was agreed in December 2020 ²⁰ , following a review considering updated evidence, particularly in the light of Covid-19, and reflecting on the City Deal's priorities following the first gateway review. Further review points will be agreed with the Executive Board at appropriate intervals to ensure the programme takes account of new national and local policy and guidance or emerging evidence with a significant bearing on the GCP's programme.
2.12	The FIS agreed in December 2020 is based on a rigorous process of evidence gathering, ensuring that the GCP has identified and is actively delivering a linked network of evidence-based interventions and schemes (as illustrated by the map on page 3). Indicative allocations made by the FIS are supported on the basis of evidence from the Local Transport Plan and the Local Plans.
2.13	The FIS includes a series of strategic prioritisation criteria, designed to ensure that schemes are prioritised which have the greatest potential to deliver the City Deal's objectives. The criteria are based on the core eligibility and prioritisation criteria identified in Figure 4. However, the FIS has developed the core criteria over time in order to capture new and emerging strategic priorities. For example, in December 2020, the FIS strategic prioritisation criteria were updated to emphasise the importance of environmental objectives, reflecting the net zero carbon ambitions of the three partner councils, as shown in Figure 5 below and overleaf.

¹⁸ https://scambs.moderngov.co.uk/documents/s105084/Item%2011_Future%20Investment%20Strategy.pdf

¹⁹ <https://greatercambs.filecamp.com/s/dvkgg3YjYHbHlz6y/d>

²⁰ <https://greatercambs.filecamp.com/s/Xo7CGk8dTz6HsKtC/d>

Figure 5: 2020 Future Investment Strategy Programme Prioritisation Criteria

STRATEGIC		New?
How does the scheme facilitate City Deal objectives?	What is the likely impact on facilitating economic growth of doing the scheme vs. not doing the scheme? ²¹	
	What is the impact on the labour market of doing the scheme? ²²	
How does the scheme facilitate environmental objectives?	Will the scheme clearly support the delivery of net-zero carbon objectives across Greater Cambridge?	✓
	To what extent will delivery of the scheme result in environmental 'net gain'?	✓
TRANSPORT		
What is the impact on people's travel choices?	Overall journey time improvement	
	Impact on journey reliability	
	Capacity improvement	
	Competitiveness analysis of car vs. public transport and/or active travel	
Scale of impact	Connecting how many homes to how many jobs, to include: <ul style="list-style-type: none"> - Existing homes - Enabling or facilitating new homes 	
	Connecting different employment sites to encourage knowledge exchange	
OVERALL		
Is the scheme deliverable?	Is the scheme affordable for GCP?	
	Is the scheme deliverable within the City Deal timescales?	
	Consideration of other factors, including practicality, risk analysis and stakeholder support	
Is the scheme value for money and financially sustainable?	Including, if applicable: <ul style="list-style-type: none"> - funding identified beyond the City Deal period - potential to recycle funds or generate future revenue 	
How does the scheme interact with other schemes (both GCP and non-GCP)?	In particular, alignment with CPCA schemes, and interaction with other proposed strategic infrastructure schemes e.g. East-West Rail	
Other policy impacts	To what extent is the scheme tailored to emerging trends in working and travel for work behaviours?	✓
	Social distributional impacts	
	Are there any impacts that severely deteriorate or negate the positive impacts?	
	What is the likely impact on air quality?	
	What is the impact on public realm? (alignment with spaces and movement SPD)	

2.14	When considering the deliverability of a given scheme, it is the responsibility of the SRO to ensure that sufficient mechanisms are in place to monitor and evaluate the proposal if progressed to delivery.
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[21 This would be measured in line with government's criteria moving to Gateway 2025.](#)[22 For transport projects this measure would use connectivity and competitiveness measures. For other projects this could include looking at number of apprenticeships supported, or number of affordable or key worker homes unlocked.](#)

PART 3

SCHEME ASSESSMENT AND INVESTMENT DECISIONS

3.1	The NLGAF states that all LAFs should present robust processes for funding decisions which incorporate impartial advice and consider appropriate checks and balances “so that all competing business cases are presented fairly and accurately”. The following sections outline the robust processes followed by the GCP. The GCP is committed to ensure transparency in decision-making processes and appropriate checks and balances, as outlined below and in the sections on the GCP’s Accountable Body (1.45-1.50).
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BUSINESS CASE PROCESS

3.2	The comprehensive process and stages for the development of a Full Business Case are shown in Figure 6 below. This provides an outline of how the process functions at a high level from Programme Entry through to Full Business Case development.
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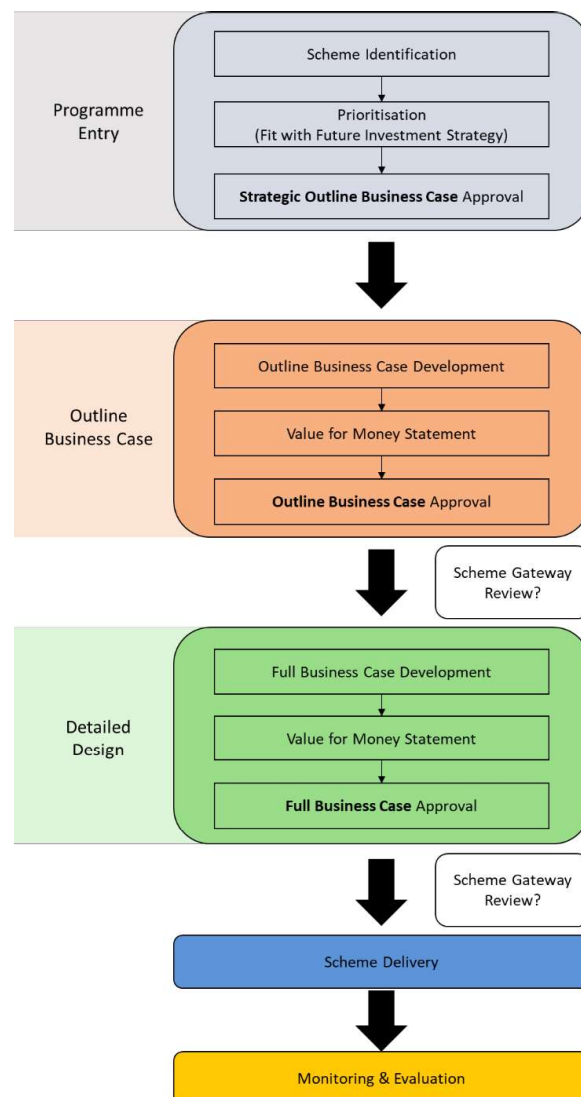


Figure 6 – Indicative Process for Business Case Development

3.3	Throughout Section 1 and 2 of this Assurance Framework, reference is made to the general role and responsibilities of a scheme SRO in relation to scheme prioritisation and oversight by the Executive Board (and Leadership Group). Section 3 discusses in more detail the role and responsibilities of the scheme SRO in scheme development and assessment, including in relation to the role of the GCP Transport Director. In some instances, the GCP Transport Director may take the role of scheme SRO. In those instances, references made to the GCP Transport Director will instead refer to the GCP Chief Executive.
3.4	A scheme SRO has the option to decide to produce a Strategic Outline Business Case (SOBC) for approval before submitting an Outline Business Case (OBC) and finally a Full Business Case (FBC) for full approval. It is for the scheme SRO to agree with the Transport Director (or Chief Executive), in consultation with the Transport Programme Board, whether to seek SOBC and OBC approval before proceeding to develop a FBC, as this depends on the inherent risks involved on potential abortive work and scale of funding requirements. To offer additional oversight, progress on all schemes is reported quarterly to the Executive Board. This allows them to assess the progress of every scheme on a regular basis. The Executive Board has the remit to request specific additional reports or specific additional action be taken on any scheme at any point in the programme.
3.5	Scheme Gateway Reviews in between the phases are also shown in Figure 6. Recognising that they add further cost and delay, decisions around whether or not to conduct a Scheme Gateway Review will be taken on a case-by-case basis by the SRO in consultation with the Transport Director (or Chief Executive).
3.6	Work will be required between or in parallel with the Business Case process which will then inform the next stages, for example securing planning or other consents, detailed design, procurement, etc. This work will support the decision-making process as the FBC cannot be approved without the completion of those tasks.

SCHEME APPRAISAL METHODOLOGY

3.7	For the major schemes, (which are generally those costing over £5m), individual scheme business cases will be expected to meet the requirements of the DfT's Transport Business Case Guidance and TAG with appropriate proportionality, reflecting the scale and nature of the individual scheme. The scale of impacts and scheme value will be considered to ensure a proportionate and pragmatic approach is taken to appraisals. For example, schemes above £5m would be expected to undergo full TAG appraisal. The Executive Board is expected to take a pragmatic and proportionate approach and ensure there is agreement regarding the scope of the TAG appraisal before any substantive work is undertaken.
3.8	It will be up to the scheme SRO to make the case for the proportionate use of TAG based on the type and scale of scheme, modelling requirements, potential environmental and other impacts, and projected social/distributional impacts. Relevant senior officers will need to advise and agree the use of proportionate appraisal in line with DfT guidance on the VfMS ²³ .

²³https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/918479/value-for-money-framework.pdf

3.9	For all schemes, the central case scheme assessments will be required to adopt the latest NTEM (DfT planning dataset) forecasts and this approach will, if appropriate, be supplemented with locally specific land use change figures set out in Local Plans. Alternative options for scheme specifics, e.g. growth opportunities outside Local Plan allocations, may be considered through sensitivity testing.
3.10	Schemes judged to offer less than “High” VFM with a BCR of less than 2:1 will not normally be funded, unless wider appraisal evidence provides a compelling case that investment is required to unlock a barrier to growth, deliver wider economic benefits, environmental and or social/distributional impacts. Such compelling circumstances could include where a scheme clearly addresses strategic national or local objectives, specifically those defined in the Greater Cambridge City Deal, but also potentially in the Cambridgeshire and Peterborough Devolution Deal, the Local Transport Plan, the Local Plan and/or the OxCam Arc Spatial Framework. In determining this process, a formal options selection process will be carried out using the most up to date appraisal guidance e.g. Green Book (as set out in 2.9, Figure 4 and 3.17).
3.11	Where this evidence forms the basis for investment, the scheme SRO will be required to justify the investment through provision of an evidence base and a proportionate quantitative analysis of benefits not included in the central benefit-cost analysis, and to demonstrate how these help deliver the policy objectives, to enable a comparative assessment of the economic case and comparison of the value for money with other schemes in the programme.
3.12	Investment decisions must be based on high quality data and analysis. The scheme SRO should ensure quality analysis in line with the approach set out by the HMT Aqua Book ²⁴ . In particular, the scheme SRO should ensure that a proportionate amount of effort goes into analytical projects, that confidence has been provided that the output is fit-for-purpose and that uncertainty and risks associated with the analysis have been quantified (where appropriate) and actively managed.
3.13	In addition, all proposals must take equalities impacts into account and the Public Sector Equality Duty (PSED) requires that public sector bodies have due regard to equality of opportunity for persons with protected characteristics, eliminating discrimination and fostering good relations between protected groups and others.
3.14	Projects outside the GCP transport infrastructure programme are managed as individual projects, in line with the NLGAF (as above at section 1.13), with governance arrangements made as appropriate to individual projects based on the cost, risk and importance of the scheme to GCP objectives.

²³https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/918479/value-for-money-framework.pdf

²⁴https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/416478/aqua_book_final_web.pdf

SCRUTINY AND REVIEW OF BUSINESS CASES

3.15	An independent advisor, under the direction of the relevant senior officer, will be appointed to quality assure the work and provide external advice. The role includes providing advice to the scheme SRO, project team and Executive Board and managing the review and authorisation of individual scheme assessments of the schemes going forward. Advice on the requirements for proportionate assessment for individual schemes will be provided at the outset and will inform the need for subsequent reviews. This role will be particularly important if a scheme is controversial or is based on an innovative approach, and will ensure there is no conflict of interest and that scheme assessments are independently scrutinised.
3.16	At each stage of a business case sign off, a Value for Money Statement (VfMS) will be produced by the scheme SRO which will summarise the economic case for the scheme, so that stakeholders can understand the potential costs, benefits and impacts. The robustness of the VfMS will be scrutinised independently and the results of the independent assessment, which will also consider the quality of the evidence upon which it is based will be published as supporting papers, and through this made available to stakeholders and the wider public. Where appropriate, the VfMS will include an overall BCR and a likely Value for Money category, which will compare the monetised benefits with the costs (such as those in relation to journey time savings and the reduction in accidents).
3.17	Business cases must include the methodology used to assess value for money. The degree of detail to which business cases are developed in support of particular projects or programmes should be proportionate to the funding allocated and in line with established Government guidance, including the HM Treasury Green Book and other appraisal guidance (as set out in the NLGAF) for specific thematic interventions where appropriate
3.18	The independent advisor (who will be independent of the promoting authority) will be responsible for scrutiny of VfMS's and business cases, and the subsequent recommendation to the S151 Officer, who will sign these off as appropriate on the basis of evidence ahead of consideration and approval by the Executive Board.
3.19	Once the major scheme has been included in the programme, the SRO will be required to provide evidence that the scheme still offers value for money and remains deliverable (and therefore should remain in the prioritised programme). The Executive Board then need to approve the relevant business case submissions before the next stage of work can be commenced. The Executive Board can decide to withdraw a scheme from the programme if the scheme is not progressing or the business case does not provide the required assurance of value for money. The assessment and approval of decisions will be based on expert advice provided by technical officers and an independent advisor.
3.20	If more detailed work on a scheme demonstrates that value for money is no longer expected to be delivered, then the SRO must halt further work at that time. Such a decision would require ratification by the Transport Director (or Chief Executive) and GCP Executive Board. The results of procurement for scheme delivery may in some cases reveal additional details that require a further review of the business case and value for money assessment.
3.21	SROs will submit quarterly monitoring information to the GCP Executive Board, which will confirm the programme and budget for each scheme, identify any changes and highlight any key issues. This information will be used to identify scheme specific risks and issues, and will enable the overall programme to be managed effectively

3.22	SROs are responsible for informing the Executive Board of any changes to the scope of the scheme, the costs and implementation timescales. The Executive Board will be responsible for assessing the impact of any changes on the overall scheme programme and working with the SRO to address any specific issues. Delays to the scheme may mean the Executive Board may decide to re-prioritise the programme and bring forward another scheme that is deliverable within the timescales. It is acknowledged that funds will be required to support the business case development process. Funding required for business case and project development will only be released once initial project approval has been sought via the Executive Board. Full Business Case approval based on a final, agreed price, to include appropriate risk-based contingency allowances will be required to secure the release of funds for project implementation.
3.23	Senior officers must engage relevant stakeholders as part of the business case development process and include the results of this engagement in the business case and project documents. Upon completion, SROs will be required to make business case documents available (excluding any commercially sensitive documents) on the relevant website, well in advance of Executive Board meetings where a decision to approve will be considered.

PART 4

SCHEME DELIVERY AND ASSURANCE

CORPORATE POLICIES

4.1	The GCP adheres to the corporate policies of Cambridgeshire County Council as its Accountable Body. In line with the Local Government Transparency Code, information about GCP expenditure is published by Cambridgeshire County Council through its open data portal ²⁵ . Information about contracts and procurement processes, which cover the GCP's activities, is published on the Cambridgeshire County Council website ²⁶ .
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PROJECT ASSURANCE

4.2	During delivery, scheme costs, timescales, quality, scope and risks are managed using standard project management approaches.
4.3	<p>A realistic and deliverable scheme schedule will be developed to deliver during the City Deal timeframe. This should include estimated timescales for:</p> <ul style="list-style-type: none">• Production of the business cases and all associated technical work.• Progress of outline and detailed design.• Statutory Orders.• Public consultation.• Scheme procurement.• Construction.
4.4	Each project within the GCP transport infrastructure programme (which consists of the majority of GCP spend) is considered within the scope of the GCP Transport Programme Board (Programme Board). The Programme Board is not intended to replace or duplicate the management of individual projects, instead seeking to enable effective delivery of the GCP transport infrastructure programme by seeking to address barriers to progress and risk, and by ensuring good governance across the programme. The Programme Board meets monthly, managing by exception. All projects are required to submit monthly project status reports for consideration by the Programme Board. The Programme Board is overseen by the Programme SRO and takes overall responsibility for the identification and management of risk.

RISK MANAGEMENT

4.5	Risks to the delivery of the scheme will be identified, assessed, mitigated and managed from the outset. Risks will be reviewed, updated and monitored regularly. A robust system of project and risk management is in place for the individual schemes overseen by the Executive Board. This will enable spend profiles to be effectively monitored and managed. Appropriate and proportionate mechanisms have been established (as above) for independent assurance including the introduction of a dedicated senior officer team.
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²⁵ <https://data.cambridgeshireinsight.org.uk/dataset/cambridgeshire-county-council-expenditure-over-%C2%A3500>

²⁶ <https://www.cambridgeshire.gov.uk/business/business-with-the-council/providing-goods-and-services-to-the-council>

FINANCIAL ASSURANCE

4.6	The GCP is the local delivery body for the Greater Cambridge City Deal, which includes a Government Investment Fund worth up to £500m. The Investment Fund is currently the largest single funding stream made available to the GCP. The economic impact of local investments made using the Investment Fund will be appraised through Gateway Reviews undertaken in April 2020 and April 2025. The accounting of the Investment Fund, and all other GCP funding streams, is managed by Cambridgeshire County Council as the GCP's Accountable Body, as set out in 1.45.
4.7	The approval regime that is adopted by the Executive Board will ensure that the financial interests of the GCP and its Accountable Body are safeguarded and assured and will enable it to fulfil its responsibility to deliver value for money. There will be formal agreements in place between the GCP's Accountable Body and the relevant contractors or suppliers when funding is approved for a scheme, including funding agreements setting out respective responsibilities, milestones and deliverables, including reporting and audit requirements.
4.8	<p>No funding will be allocated to a scheme until the Executive Board has been through the approval process. There will be a formal agreement in place between the GCP's Accountable Body including provisions regarding eligibility of expenditure, cash flow and cost escalation. The funding agreement will contain:</p> <ul style="list-style-type: none"> • The overall agreed level of funding for the scheme. • The agreed funding profile of the scheme. • General approved conditions (such as the money only being able to be used on capital expenditure). • Any scheme-specific approval conditions (for example in relation to third party contributions).
4.9	<p>SRO's will provide timely updates on progress in order for the programme to be managed effectively. The Accountable Body will regularly monitor and audit the expenditure by requesting evidence that it is being spent against the deliverables of the agreed scheme. The Accountable Body will also advise the Executive Board of any concerns that it has. The Executive Board reserves the right to withhold future funding, or request the return of previous funding, if it believes the money is not being spent on the agreed purpose.</p>

MANAGEMENT OF THIRD PARTIES

4.10	Before any funding is released, the relevant contractor or supplier will need to confirm acceptance of the funding (and the conditions for its use) and that the money will be spent on the agreed purpose. If costs differ from the agreed funding profile, the SRO will need to explain any changes to the Executive Board. Any such changes should be reasonable and initially informally agreed through consultation between the SRO and the contractor or supplier.
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MONITORING AND EVALUATING THE IMPACT OF SCHEMES

4.11	<p>A mechanism for the monitoring and evaluation of schemes, which will reflect appropriate guidance, for example the DfT Monitoring and Evaluation (M&E) framework for Local Authority Major Schemes, will be developed by the relevant SRO for agreement by the Executive Board. In addition SRO's will, as part of the FBC, be required to clearly set out their proposed approach to monitoring and evaluation which should be developed to ensure benefit realisation and delivery of outputs and outcomes as defined in the FBC. The monitoring and evaluation will be funded through the scheme budget. At all times, a proportionate approach will be taken to the monitoring and evaluation of each scheme.</p>
4.12	<p>As above, investment and decision making will be underpinned by the Green Book Business Case process. The approach to monitoring and evaluation will be developed for each scheme on a proportionate and bespoke basis. To ensure the process is as meaningful as possible it will be developed in order to respond to the objectives as defined in the Strategic Case (for each scheme) and the approach to Benefit Realisation and monitoring and evaluation defined in the Management Case. The M&E plan in the Management Case will outline the broad scope and timing of monitoring and evaluation activity. This may include:</p> <ul style="list-style-type: none"> • Logic model: an overview of the key elements of the project logic model to guide the development of the M&E plan and inform project evaluation; • Evaluation objectives and questions: linked to the project logic model, a concise summary of the overall objectives for the evaluation and the specific research questions that it will explore; • Process evaluation methods: an overview of the likely evaluation methods to assess whether an intervention is being implemented as intended within its budget and timescale, potentially including the collection of qualitative and quantitative data from stakeholders; • Impact evaluation methods: an overview of the likely evaluation methods to be used for impact assessment and attribution of impacts to project activities. This should include an exploration of the feasibility of counterfactual impact evaluation; • Economic evaluation methods: an overview of the likely evaluation methods to determine whether the project's benefits justified the costs, potentially including cost-effectiveness analysis or cost-benefit analysis, which places a monetary value on the changes in outcomes; • Timing of M&E activity: an outline timetable for the phases of evaluation research; • Monitoring data requirements: a summary of the output, outcome and impact indicators that the project will report against and a clear specification for the additional monitoring information that the project should collect to enable proportionate M&E.
4.13	<p>It is acknowledged that the GCP's programme is currently time limited at 15 years (to 2030) but intelligence that can be obtained will be openly be available to inform future infrastructure and growth programmes.</p>
4.14	<p>The expectation is that the SRO will be required to publish an initial report based on data collected at least one year post scheme opening, and a final report based on both one-year-after data and further data collected approximately five years after scheme opening published. At the appropriate time, the results of the evaluation will be independently reviewed and will be made available including publication on the</p>

	relevant website. To ensure independence the GCP will draw on a joint Professional Services Framework to procure an independent supplier. As the Framework has multiple suppliers, independence can be assured. This process is likely to benefit from being closely tied in to the formal five yearly Gateway Review process, as set out in the City Deal.
4.15	At the appropriate time, the Executive Board will prepare and publish a periodic programme evaluation update that will summarise the evaluation of individual schemes. As part of this the Executive Board will consider the performance of schemes, identify key scheme issues and review the success of the evaluation process. Through this the Executive Board will identify and share best practice to ensure ongoing monitoring and evaluation is efficient and effective, and that key lessons are used to inform scheme development and assessment.