



*making our region more prosperous, sustainable and fairer,
helping our people and businesses to create and seize opportunities*

Combined County Authority Investment Committee		Agenda Item 6
Date	2024	
Report Title	Developing an Investment Pipeline Engagement on process for developing an EMCCA Investment Pipeline	
Accountable Chief Officer	Will Morlidge	
Accountable Employee	Tom Goshawk	
Key decision	No	
Public Report	Yes	
Voting Arrangements	The committee will work to progress decisions via consensus, if a vote is required then it will be majority decision in alignment with the terms of reference.	

Recommendation(s) for action or decision:	
The Combined County Authority Investment Committee is recommended to:	
A	Commission further work from the EMCCA team to develop (1) a comprehensive pipeline to support the Local Growth Plan, and (2) a process for keeping the pipeline up-to-date and relevant

1. Purpose

- 1.1 To prepare for future years and potential funding opportunities that may arise there is a need for EMCCA to have a prepared pipeline of identified and prioritised projects which inform how EMCCA will invest its resources and respond to opportunities that may arise in the future. To ensure we are well prepared for a future funding landscape with consolidated funding lines (subject to the roll-out of integrated funding settlements beyond Greater Manchester and the West Midlands), these pipelines will be developed thematically through investment portfolios.
- 1.2 They will be aligned, where possible, to the relevant EMCCA committee, and collectively aim to deliver against the Inclusive Growth Strategy and Local Growth Plan – with oversight of the investment portfolio and system as a whole through the Investment Committee. These plans will also need to contain initiatives that are short term (where delivery and utilisation of funding is time limited) versus medium and long term (where EMCCA will co-develop with partners and stakeholders across the region the key projects and programmes for development).
- 1.3 The EMCCA team is requesting permission from the Investment Committee to begin this work in partnership with our constituent and non-constituent authorities.
- 1.4 This paper does not address the issue of the interim approval of business cases, details on interim arrangements are set out in agenda item 8 of this committee pack.
- 1.5 We also include in the appendix a summary of funding allocated before the General Election to non-EMCCA schemes which we understand may be at risk.

2. Proposal

- 2.1 To develop a new approach to commissioning, refining and prioritising a pipeline of capital works across all aspects of EMCCA's remit, together with a new way of ensuring the pipeline is kept refreshed and current and is therefore ready to be used both reactively and proactively for the commissioning of capital programmes and projects.
- 2.2 We are not starting from a zero base here. There is considerable experience in our LAs and EMCCA at working together to develop capital pipelines. However, these have traditionally been segmented into specific pipeline calls for housing, transport, innovation and other distinct policy areas. While we still need to be able to service different policy requirements we must, in anticipation of a move to more single budget allocations to MCAs, develop a programme that is more flexible. We should not be constrained, for example, to a transport programme that does not also include investment in housing and energy, which single-pot approaches have tended to incentivise.
- 2.3 We are seeking permission from the Investment Committee to work through your new technical Officer Group to bring together a single capital programme across all EMCCA policy areas and to return to the next Investment Committee with a draft approach to commissioning and prioritisation of new projects and programmes.
- 2.4 The initial outputs are likely to be twofold:
 1. A list of projects collated from our existing housing, transport and EMIZ pipelines from which we can build out to a more comprehensive regional pipeline across more policy areas.
 2. A draft paper on how additional projects and programmes will be commissioned, prioritised and kept up to date, which will be for this Board to recommend to the Cabinet, once approved.
- 2.5 We will ensure that the proposals brought to the next board accord with EMCCA procurement rules and the requirements of the proposed Single Assurance Framework.

3. Background

- 3.1 We are mindful of the opportunity afforded by the emergence of EMCCA to give more weight to factors that are important locally rather than simply to national criteria. We will, therefore, want to consider if and how our commissioning process could be tailed to ensure, for example, that the needs of rural places, urban areas and market towns are each given due weight in decisions around prioritisation and allocation. Similarly, we will need to devise processes which ensure that we reach into all communities where previous programmes may have fallen short, for example ensuring we reach ethnic and cultural communities which have previously struggled to attract or even engage with previous funding programmes.
- 3.2 We also propose a shift in emphasis from focusing our performance management on short term activity towards measuring outcomes and impacts over the longer term. For example, while it will still remain important to measure the number of low carbon homes we build, we should also monitor the longer-term impact on housing affordability and reduction of harmful emissions from construction processes and the use of the homes once occupied.

4. Alternative Options Considered

- 4.1 None at this stage, but we will ensure there is a full options appraisal as part of the proposed paper to the next Investment Committee.
- 4.2 This will be based both on experience of what has and hasn't previously worked in the East Midlands and on discussions with other areas who have already been through the process of overhauling their approach to investment pipelines.

5. Implications

Financial Implications

- 5.1 There are no immediate financial implications. However, if we get this right, the future implications ought to be positive in terms of funding being more effectively targeted.

Legal Implications

- 5.2 The Combined County Authority Board has sole responsibility for approving the content of the Investment Pipeline.
- 5.3 The Combined County Authority has an Assurance Framework that sets out how EMCCA will use public money responsibly, openly and transparently, and accountably to achieve best value for money for the East Midlands region.

Other Significant Implications

- 5.4 In any system that requires prioritisation, there will be places, sectors and people who feel there are winners and losers. Part of our approach to performance management of the investment pipeline will be to maintain robust evidence that decisions are made on the basis of evidence and that we properly follow EMCCA rules about prioritisation, procurement and performance management.

Background Papers

- 5.4 None