



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

PAUL BRISTOW
MAYOR OF
CAMBRIDGESHIRE
& PETERBOROUGH

OPERATING PRINCIPLES



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These principles have been informed by the Mayor's manifesto to operate with our five values of collaboration, integrity, vision, innovation and leadership, or the 'CIVIL' values, as we know them.

WORKING TOGETHER

1. We should facilitate collaboration across the public, private and community sectors. Convening and joint working gets results.
2. Promoting our region secures more funding, attracts investment and increases our influence. We should always try to speak with a united regional voice.

THE COMBINED AUTHORITY

3. The Mayor is elected to get stuff done. Everything the Combined Authority does should be about outcomes.
4. The authority spends taxpayers' money. It should only fund what the Mayor and Board can justify to local people.
5. Beyond its legal requirements, the Combined Authority should only do things that it can do well and do better than others.
6. Doing things well often means doing fewer things better. There are big advantages to concentrating effort and resources.
7. One size needn't fit all. A single approach or policy for the region is often best, but should depend on local circumstances.
8. A policy initiative should focus on a primary purpose, not attempt to do everything through an ideal composite of aims.
9. The Combined Authority should promote excellence and public service. It represents everyone and must avoid contentious social campaigns.
10. None of these principles removes the need for judgement and common sense.

DOCUMENTATION

11. Information should be relevant, accurate, concrete and succinct.
12. Research shouldn't become an end-in-itself. It should help the authority make policy choices or decisions.
13. Choices must be clear, with unwelcome facts stated plainly, without bias.
14. Recommendations must be backed by evidence or arguments, not an appeal to consensus views or what other parts of government are doing.

ORGANISATION

15. Innovation and speed are necessary to get results. The authority should be prepared to both start and cancel internal projects quickly.
16. Those in charge of a priority should be given what they need (responsibility, authorisation, work time, resources) to get stuff to happen.
17. Procurement and the use of artificial intelligence and data can make good staff even more effective.
18. Controls are necessary, but need to avoid box-ticking bureaucracy.
19. Staff recruitment, appraisal and progression must be based entirely on merit.
20. Consultants should supplement expertise within the authority and add genuine insight, while providing value for money.



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Cambridgeshire and Peterborough
Combined Authority

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