



Cambridge City Council
Strategy and Resources Scrutiny Committee

Date: Monday, 29 January 2024

Time: 5.30 pm

Venue: Council Chamber, The Guildhall, Market Square, Cambridge, CB2 3QJ [access the building via Peashill entrance]

Contact: democratic.services@cambridge.gov.uk, tel:01223 457000

Agenda

- 1 Apologies for Absence
- 2 Declarations of Interest
- 3 Minutes (Pages 5 - 14)
- 4 Public Questions

Decisions for the Leader

- 5 Combined Authority Update (Pages 15 - 56)
- 6 Corporate, Policy & Partnerships Group Design Programme (Pages 57 - 64)

Decisions for the Executive Councillor for Finance and Resources

- 7 Civic Quarter Project (Pages 65 - 82)
The appendices A, B, C, D and F to the report relates to information which following a public interest test the public is likely to be excluded by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 ie. Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Decision for the Leader

- 8 Hartree - Proposed Early Stage Development and Possible Acceleration (Subject to Permissions) (Pages 83 - 102)
The report relates to information which following a public interest test the public is likely to be excluded by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 ie. Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Strategy and Resources Scrutiny Committee Members: Robertson (Chair), Baigent (Vice-Chair), Bick, Gawthrop Wood, Griffin, Holloway, Sheil and Young

Alternates: Bennett, Divkovic, Nethsingha and Payne

Executive Councillors: Davey (Leader), Gilderdale (Executive Councillor for Community Wealth Building and Community Safety and Deputy Leader (Statutory)) and S. Smith (Executive Councillor for Finance and Resources)

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The full text of any public question must be submitted in writing by noon two working days before the date of the meeting or it will not be accepted. All questions submitted by the deadline will be published on the meeting webpage before the meeting is held.

Further information on public speaking will be supplied once registration and the written question / statement has been received.

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STRATEGY AND RESOURCES SCRUTINY COMMITTEE 20 November 2023
5.30 - 7.05 pm

Present: Councillors Robertson (Chair), Baigent (Vice-Chair), Bennett, Bick, Gawthroe Wood, Holloway and Young

FOR THE INFORMATION OF THE COUNCIL

23/106/SR Apologies for Absence

No apologies were received.

23/107/SR Declarations of Interest

Name	Item	Interest
Councillor Baigent	All	Personal: Member of Cambridge Cycling Campaign
Councillor Bennett	All	Ward Councillor for Abbey

23/108/SR Minutes

The minutes of the meeting held on 02 October 2023 were approved as a correct record and signed by the Chair.

23/109/SR Public Questions

There were no public questions.

23/110/SR To Note Record of Urgent Decision Taken by the Executive Councillor for Finance and Resources

5a Building Cleaning Contract

The decision was noted.

23/111/SR Treasury Management Half Yearly Update Report 2023/24

Matter for Decision

The council has adopted The Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management (Revised 2021).

This half-year report has been prepared in accordance with the Code and covers the following:

- An economic update for the first half of the 2023/24 financial year;
- A review of the Treasury Management Strategy Statement and Annual Investment Strategy;
- The Council's capital expenditure, as set out in the Capital Strategy, and prudential indicators;
- A review of the Council's investment portfolio for 2023/24;
- A review of the Council's borrowing strategy for 2023/24; and
- A review of compliance with Treasury and Prudential Limits for 2023/24.

Cash and investment balances as at 29 September were £142 million. The balance is forecast to gradually reduce over the remainder of the year as existing balances are used to fund General Fund (GF) and Housing Revenue Account (HRA) capital expenditure.

Interest receipts for the year are projected at £6,271,000 which is £3,954,000 above the original budget. Interest receipts are forecast higher than last year due mainly to increases in investment rates and higher cash balances being held for longer periods than expected.

Decisions of Executive Councillor for Finance and Resources

The Executive Councillor is asked to:

Recommend to Council the council's estimated Prudential and Treasury Indicators for 2023/24 to 2026/27 (Appendix A).

Note that no changes have been made to the counterparty list (Appendix B).

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee received a report from the Deputy Chief Finance Officer.

The Deputy Chief Finance Officer and the Chief Finance Officer said the following in response to Members' questions:

- i. Increase in borrowing reflected the Housing Revenue Account (HRA) plans to continue to build new homes, the MTFS 30-year business plan and the upcoming draw down of loan financing in respect of the redevelopment of Park Street,
- ii. The 30-year HRA business plan had considered the interest expense in undertaking borrowing.
- iii. If additional funding were available from Government, this would affect the Council's ability to offer different types of housing.
- iv. There was no formal arrangement within the 30-year plan to repay the HRA borrowing.
- v. The previously assumed HRA business plan assumed there would be re-payment and that money was put aside to be put towards the re-payment of the initial self-financing loans. As finances had become tighter it was more difficult to do so. The business plan funds the interest costs. When loans come due, they would not be re-paid but refinanced. The Council retains the housing assets to back up the HRA loans held.
- vi. Regarding lending to other local authorities, the largest loan amount outstanding was £6 million. There were several similar amounts to other local authorities. There were approximately 10 local authorities.
- vii. Regarding de-carbonising investments, would work with investment funds going forward to provide clear information.

The Scrutiny Committee unanimously approved the recommendations.

The Executive Councillor for Finance and Resources approved the recommendations.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted)

No conflicts of interest were declared by the Executive Councillor.

23/112/SR General Fund Medium Term Financial Strategy 2023/24 to 2032/33 and indicative strategic budget proposals for consultation

Matter for Decision

Overview of Medium Term Financial Strategy

- This report presents and recommends the budget strategy for the 2024/25 budget cycle as outlined in the MTFS October 2023 document, which is attached and to be agreed (Appendix 1). Also presented at Appendix 2 is the proposed budget consultation for 2024/25.
- This report also recommends the approval of new and amended revenue and capital items as shown in the MTFS.
- At this stage in the 2024/254 budget process the range of assumptions on which the Budget Setting Report (BSR) published in February 2023 was based need to be reviewed in light of the latest information available to determine whether any aspects of the strategy need to be revised. This then provides the basis for updating the budget for 2024/25 and to provide indicative budgets to 2033/34. All references to the recommendations to Appendices, pages and sections relate to MTFS Version 1.0.
- The recommended budget strategy is based on the outcome of the review undertaken together with financial modelling and projections of the council's expenditure and resources in light of local policies and priorities, national policy and economic context. Service managers have identified financial and budget issues and pressures, and this information has been used to inform the MTFS.

Decisions of Executive Councillor for Finance and Resources

The Executive Councillor is asked to recommend to Council:

General Fund Revenue

- To agree the incorporation of changed assumptions as presented in Section 3 [pages 12 and 13], which provide an indication of the net

savings requirement, by year for the next five years [page 16], and revised projections for General Fund (GF) revenue and funding as shown in Appendix A [page 34] and reserves, Section 6 [page 26].

- 2.2 To agree the 2023/24 revenue budget proposal as set out in Section 4 [page 15], for a £651k increase in pay budgets to reflect the recently agreed pay settlement for 2023/24.

Capital

- To note the changes to the capital plan, as set out in Section 5 [pages 22 to 25]. and Appendix B [pages 35 to 44] of the MTFS document.
- To agree a capital spending proposal, rephasing and scheme deletions/reductions as set out below.

Ref.	Description - £'000s	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
	Proposals							
SC853	East Barnwell redevelopment	49	1,447	1,996	677	-	-	4,169
	Rephasing							
SC732	Park Street car park development	(69,203)	(7,173)	-	-	-	-	(76,376)
		11,295	65,081					76,376
PR055	Operational Hub	(9,308)	-	-	-	-	-	(9,308)
		705	8,063	-	-	-	-	9,308
	Deletion/reduction							
SC771	Data and analytics	(70)	-	-	-	-	-	(70)
SC770	ICT project delivery	(40)	-	-	-	-	-	(40)
SC804	ICT and digital capabilities	(145)	-	-	-	-	-	(145)
SC659	Online customer portal	(19)	-	-	-	-	-	(19)
	Total	(66,736)	67,418	1,996	677	-	-	3,355

Reserves

- To agree changes to GF reserve levels, the prudent minimum balance being set at £5.934 million and the target level at £7.121 million as detailed in Section 6 [page 27].
- To approve the contribution of £700k of general reserves and £274k of funding released from capital schemes to the Our Cambridge Transformation earmarked reserve as set out in Section 4 [pages 19 to 21].

- To approve the council's reserve policy as set out in Appendix E [page 47].

MTFS and budget consultation

- The Executive Councillor is also asked to recommend that The Executive agree the budget consultation, which is based on the presented MTFS and will run from 21 November 2023 to 14 January 2024.

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee received a report from the Chief Finance Officer.

The Chief Finance Officer, Deputy Chief Finance Officer and the Chief Operating Officer said the following in response to Members' questions:

- i. Regarding an enquiry as to why there was not a draft budget at this stage, stated that received feedback that there was a wish to extend the period of the budget consultation. Therefore at this stage there were no firm proposals. Were expecting a considerable amount of feedback as a result of the budget consultation extension that could be worked into the budget in January. That would give residents a longer time for residents to reply to the consultation.
- ii. Regarding scenario modelling on Pg. 55 of the report a report, best- and worst-case scenarios are modelled. In general terms, these cases were dependent on assumptions regarding interest rates.
- iii. What had been modelled on Pg. 55 were considered reasonably possible situations.

- iv. If inflation rates stay high and if local government pay settlement was higher and financing costs increased there would be less resources available.
- v. The MTFS was revised every year concerning the target of savings needed. The current target is £6 million saving in the next 3 years. The MTFS was a rolling forecast and may change going forward.
- vi. There were tables on page 68 of the report which give 3 scenarios for the Our Cambridge programme.
- vii. Expect savings unrelated to the Our Cambridge Programme to come forward. Work was being done now. At this stage this was work in progress.
- viii. The Chief Operating Officer added that they were being cautious with numbers regarding the Our Cambridge programme. Senior Officers were developing a better evidence base. This was already making an impact. The work of the programme was enabling groups to find additional savings.
- ix. Need to understand better the ICT operating model. Need to invest in changing ICT model to produce savings in the future.
- x. Regarding the speed at which change was taking place, the Our Cambridge programme was a purpose led one, not just a cost saving exercise. In order to do that work there would need to be a considered process. Senior Officers were attempting to change the culture at the council. Officers were now looking for change proactively rather than acting reactively.
- xi. Had been in contacted with Officers responsible for grants where funds had been returned were available to be used within Cambridgeshire if the eligibility requirements were met.
- xii. Regarding a question about the table on page 48 of the report which highlights the business rates forecast and the wording of the last paragraph on page 40 which states “It is intended to offset this target by allocating £1.5m pa of Business Rates retention funds to the General Fund as this is the forecast minimum baseline after the reset of the Business Rates retention. The balance will be delivered through service transformation” the Executive Councillor for Finance and Resources stated that the term “service transformation” was meant in a general way regarding all service and was not specific to the Our Cambridge programme.

- xiii. Regarding the requested additional funding for the transformation programme listed in Recommendation 2.6 of the report the funds requested were for an extension of the programme from November 2024-December 2025. Funding was for staffing to provide additional support to the work that needed to be done. Also a staff development programme.
- xiv. Regarding Capital Programme schemes where the funding had been repurposed these schemes were reviewed on an annual basis.
- xv. Regarding the Reserves Policy, and how Council would deal with excesses it was dependant on business rates growth. These funds were not put into reserves until the growth would be achieved. There were indicative amounts listed for prospective spending in the report depending on level of reserves available. Work was in progress to identify use for different levels of reserves when the amount is certain. Not yet at a stage to put proposal together to state what reserves could be used for to benefit residents.
- xvi. On Pages 60-61 regarding capital expenditure and the East Barnwell Community Centre, Assistant Director, Development, Place Group stated that he felt that council was in a reasonable place regarding negotiations with the Cambridgeshire County Council for use of land. Felt the funds involved were in line with land transfer deals. The benefits of accepting the current deal outweigh the negatives of re-negotiating.

The Committee

- 2.1: The Scrutiny Committee approved the recommendations by **5-0-3**.
- 2.2: The Scrutiny Committee **unanimously** approved the recommendations.
- 2.3: The Scrutiny Committee approved the recommendations by **6-0-2**.
- 2.4: The Scrutiny Committee **unanimously** approved the recommendations.
- 2.5: The Scrutiny Committee **unanimously** approved the recommendations.
- 2.6: The Scrutiny Committee approved the recommendations by **5-0-3**.
- 2.7: The Scrutiny Committee approved the recommendations by **6-2-0**.
- 2.8: The Scrutiny Committee approved the recommendations by **5-3-0**.

The Executive Councillor for Finance and Resources approved the recommendations.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted)

No conflicts of interest were declared by the Executive Councillor.

23/113/SR Committee Decisions

The meeting ended at 7.05 pm

CHAIR

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Cambridgeshire and Peterborough Combined Authority - Update

**To:**

Councillor Mike Davey, Leader of the Council
Strategy & Resources Scrutiny Committee [29/01/2024]

Report by:

The Council's representative on the Combined Authority Board

Wards affected:

All

Not a Key Decision

1. Executive Summary

- 1.1 This is a regular report to the Strategy & Resources Scrutiny Committee each cycle providing an update on the activities of the Cambridgeshire and Peterborough Combined Authority (CPCA) Board since the meeting of this Scrutiny Committee on 2 October 2023.

2. Recommendations

- 2.1 The Executive Councillor is recommended:
- i. To invite the Council's representative on the Combined Authority Board, Councillor Anna Smith, to provide an update on the Board and issues considered at the meeting of the Combined Authority Board held on 29 November 2023.
 - ii. To invite Nick Bell, the Director for Resources and Performance at the Cambridgeshire and Peterborough Combined Authority to take questions from committee members on issues relating to the CPCA budget.

3. Background

- 3.1 One meeting of the Cambridgeshire and Peterborough Combined Authority Board have been held since this Scrutiny Committee met on 2 October, and the decision sheet from that 29 November 2023 meeting is attached.
- 3.2 The CPCA Chief Executive's update report to the CPCA Board at the 29 November 2023 Board meeting is also appended for information.
- 3.3 The CPCA Forward Plan, as published on 15 December 2023 is attached at Appendix C. Members of the Committee may wish to highlight any areas of particular interest to the Council's representative.
- 3.4 Nick Bell, Director of Resources and Performance at the CPCA is attending at the request of Cllr Smith to give committee members the opportunity to ask questions relating to the CPCA's budget.

4. Implications

a) Financial Implications

Page: 2

n/a

b) Equality and Poverty Implications

An EqIA has not been produced as there are no direct equality and poverty implications from this update report.

c) Net Zero Carbon, Climate Change and Environmental Implications

None

d) Procurement Implications

None

e) Community Safety Implications

None

5. Consultation and communication considerations

The Combined Authority will continue to issue communications about its activities and consult on its work. It has recently held a consultation on its draft budget.

6. Appendices / Background papers

6.1 The background papers used in the preparation of this report are appended.

Appendix A – Decision Statement of the Cambridgeshire & Peterborough Combined Authority Board meeting, 29 November 2023

Appendix B – Chief Executive’s report to the CPCA Board meeting, 29 November 2023

Appendix C – Combined Authority Forward Plan as at 15 December 2023

7. Inspection of papers

If you have a query on the report, please contact: Andrew Limb, Assistant Chief Executive, tel: 01223 457004, email:

Andrew.Limb@cambridge.gov.uk

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Any key decision/s set below will come into force and may be implemented after 5.00pm on the fifth clear working day after publication of the decision, unless they are called-in [see note on call in below], with the exception of any key decision on a matter dealt with under the special urgency provisions set out in the Constitution which may be implemented immediately.

1 Announcements, Apologies for Absence and Declarations of Interest

Apologies for absence were received from Councillor Edna Murphy and from Darryl Preston (John Peach substituting).

There were no declarations of interest.

2 Combined Authority Membership Update September 2023

It was resolved unanimously to:

- A Note the appointment by Cambridgeshire County Council of Councillor Bradnam as the Member and Councillor Atkins as the substitute on the Overview and Scrutiny Committee for the remainder of the municipal year 2023-24.
- B Note the change in membership and substitutes at the Combined Authority Board and its thematic committees following the change in leadership at Peterborough City Council on 1 November 2023.
- C Note the change in membership and substitutes from the Conservative Group at Peterborough City Council on the Combined Authority's regulatory committees and.
- D Note the temporary change in substitute by Fenland District Council for the Audit and Governance Committee meeting on 17 November 2023.
- E Note the temporary change in substitute representative of the Labour Party on the Human Resources Committee on 16 November 2023.
- F Note the appointment of a Peterborough 1st representative to the Overview and Scrutiny Committee from Peterborough City Council.

3 Minutes

The minutes of the meetings on 20 September 2023 were approved as an accurate record and signed by the Mayor.

The minutes action log was noted.

4 Petitions

No petitions were received.

5 Public Questions

Three public questions were received in advance of the meeting in accordance with the procedure rules in the Constitution. A copy of the questions and responses can be viewed [here](#) when available.

6 Forward Plan

It was resolved to:

- A Approve the Forward Plan for November 2023

7 Breach of Members' Code of Conduct by Mayor Nik Johnson

It was resolved to:

- A Note the findings of the Hearing Panel, subcommittee of the Audit & Governance Committee

14 Draft 2024/25 Corporate Strategy and Budget and Medium-Term Financial Plan 2024/2028

It was resolved to:

- A Note the developing draft Corporate Strategy following refresh
- B Approve the Draft Budget for 2024-25 and the Medium-Term Financial Plan 2024-25 to 2027-28 for consultation.
- C Approve the timetable for consultation and those to be consulted.

18 Recommendations from Transport and Infrastructure Committee

It was resolved to approve all the recommendations as set out below:

Local Transport and Connectivity Plan

- A Approve the Local Transport and Infrastructure Plan

Bus Strategy Update

- A approve the proposals for the 19 tendered bus services which were placed under review.
- B approve the preferred way forward for the allocation of the BSIP+ funding

BP Roundabout Non-Motorised User (NMU) Crossing Study

- A to approve the funding of £550,000 for the next stage of this project, from within the MTFP. The funding will be from £1.8m subject to approval unallocated active travel capital funding for 2024/25 to fund further appraisal work (Stage 2 in para 3.5)..

DEFRA's Air Quality Bid

- A approve the drawdown of Air Quality Grant funding
- B approve the delegation of authority to the Assistant Director - Transport to enter into a contract with sub-contractors named in the bid, subject to procurement, and in consultation with the Chief Financial Officer and Monitoring Officer.

Depot for Electric Buses, Peterborough

- A approve the drawdown of £200,000 from the 'subject to approval' budget to the 'approved budget' to meet expenses yet to be incurred by Peterborough City Council (PCC) to commission further feasibility work, investigate governance and funding models, establish site infrastructure requirements, and formulate a site specification.
- B delegate authority to the Executive Director of Place and Connectivity in consultation with the Chief Finance Officer and Monitoring Officer, to enter into a grant funding agreement with PCC for the feasibility study.

8 Combined Authority Chief Executive Highlights Report

It was resolved to:

- A Note the contents of this report.

9 Improvement Plan Update

It was resolved to:

- A Note the progress on the key areas of concern identified by the External Auditor in June 2022 and in the Best Value Notice received in January 2023
- B Note the observations on progress following the meeting of the Independent Improvement Board meeting on 21 November

10 Single Assurance Framework: Confirmation and Implementation

It was resolved to:

- A To note the clearance of the Single Assurance Framework by Government
- B To approve the amendments made to the Single Assurance Framework as set out in 3.5
- C To approve the terms of reference for the Investment Committee at Appendix B
- D To approve that the Investment Committee replace the Shareholder Board in the governance arrangements of the Combined Authority from the 2024 AGM onwards

- E To note the constitutional amendments set out in 4.11 to 4.19 as a result of SAF
- F To support the implementation of SAF as detailed in 5.14 as follows:
 - Between January - May 2024: Roll out of SAF Phase 1
 - From 2024 AGM: Appointments to Investment Committee & roll out of SAF Phase 2 and Phase 3
- G To note that the implementation of the SAF will have implications in the PMO service and team design including additional resourcing needs.

11 Revisions to the Cambridgeshire and Peterborough Combined Authority Constitution – Scheme of Delegation

It was resolved to:

- A Approve the proposed update to the Scheme of Delegation of the Combined Authority.

12 Corporate Performance Report Q2 2023/24

It was resolved to:

- A Scrutinise performance information relating to the Combined Authority’s Corporate Key Performance Indicators.
- B Scrutinise performance information relating to the Combined Authority’s Most Complex Programmes and Projects.
- C Scrutinise performance information relating to the Combined Authority’s Headline Priority Activities.
- D Note progress to evaluate the impact of the Devolution Deal Investment Fund in a Gateway Review.

13 Budget Update Report November 2023

It was resolved to:

- A Note the financial position of the Combined Authority
- B Approve the proposed use of unbudgeted Treasury Management loan interest to fund the proposals set out in section 6.
- C The Combined Authority Board on the Mayor’s intention to allocate additional in-year highways maintenance funding to the two local highways authorities, and the amended anticipated figures for 2024-25, as set out in section 7.

15 Appointment of a Director to CPCA Subsidiary Company - Peterborough Higher Education Property Company Ltd (PropCo1)

It was resolved to:

- A Appoint Claire Paul, Assistant Director of Skills, CPCA as a director of Peterborough Higher Education Property Company Ltd (PROPCo1)

16 Statutory and Senior Appointments

It was resolved to:

- A Note the contents of this report.
- B To note the recommendation made by the Members of the HR Committee at the meetings on 16 ~~March~~ **November** 2023 that the preferred candidate be appointed to the position of Executive Director (Place and Connectivity).
- C Delegate to the Chief Executive the function of agreeing with the successful candidates the terms and conditions of appointment, including associated start date and any other requirements and actions necessary to finalise arrangements.
- D To note that the recruitment for the position of Director of Legal and Governance led to no appointment being made.

17 Recognising Care Experience as an Equally Protected Characteristic

It was resolved to:

- A Agree that 'care experience' will be treated as if it were a Protected Characteristic by the Combined Authority under the Equalities Act 2010.
- B Agree that oversight of support to Care Leavers falls within the remit of the Employment and Skills Committee.
- C Encourage all organisations on the CA Board to explore what more they can do to support care leavers and to share best practice.

19 Exclusion of the Press and Public

It was resolved that the press and public be excluded from the meeting on the grounds that the next report contains exempt information under Part 1 of Schedule 12A the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed. The public interest in maintaining the exemption must be deemed to outweigh the public interest in its publication.

20 Greater South East Net Zero Hub: Local Net Zero Accelerator Programme MoU

It was resolved unanimously to

- A Agree the acceptance of the Department for Energy Security & Net Zero, Local Net Zero Accelerator Programme MoU 2023 to 2026.
- B Delegate authority to the Director of Resources & Performance in consultation with the Monitoring Officer to finalise the details of the Net Zero Places MoU and to enter into the MoU
- C Delegate authority to the Director of Resources & Performance to approve budgets, undertake procurement or other activities as required to meet the requisites of the MoU, entering into agreements and awarding grants for programme delivery. Such approvals or decisions to be reported to the next meeting of the Combined Authority Board on the exercise of that delegation.
- D Delegate authority to the Director of Resources & Performance to award grants to the three places, Manchester Combined Authority (up to £7million), West Midlands Combined Authority (up to £7 million) and York (up to £2 million) and procure a financial support service as specified in the MOU (up to £3m).

Notes:

- a) Statements in **bold type** indicate additional resolutions made at the meeting.
- b) Five Members of the Overview and Scrutiny Committee may call-in a key decision of the Mayor, the Combined Authority Board or an Officer for scrutiny by notifying the Monitoring Officer, except for any key decision on a matter dealt with under the special urgency provisions set out in the Constitution which may be implemented immediately.

For more information contact: Alison Marston, Head of Democratic Services:
alison.marston@cambridgeshirepeterborough-ca.gov.uk



Combined Authority Board		Agenda Item
29 November 2023		8
Title:	Combined Authority Chief Executive Highlights Report	
Report of:	Rob Bridge, Chief Executive	
Lead Member:	Mayor Dr Nik Johnson	
Public Report:	Yes	
Key Decision:	No	
Voting Arrangements:	No vote required	

Recommendations:

A	Note the content of this report
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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

1. Purpose

1.1	This report provides a general update on the key activities of the Combined Authority and the Mayor since the last Board meeting, which are not covered in other reports to this Meeting. It also provides information on some key developments, risks and opportunities that have emerged.
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2. Funding Activity

2.1	<p>Funds allocated by the CPCA</p> <ul style="list-style-type: none"> £1.49m of treasury income to a variety of high priority including local area plans, a demand responsive travel pilot and initiating a Health and Wellbeing strategy £403k of LEVI capability funding to enable Local Authorities to build capacity ahead of capital funding to deliver electric vehicle charging infrastructure £550k allocated to the next stage of business case development for the BP roundabout non-motorised user crossing on the A10
2.2	<p>Funds awarded to the CPCA</p> <ul style="list-style-type: none"> £2.9m additional highways capital grants

3. Public Affairs

3.1 Network North

During conference season, the Prime Minister announced Network North at Conservative Party Conference. We welcome the inclusion of Ely Area Capacity Enhancements (EACE), A10 and A1139 improvements within the announcements. The Combined Authority have particularly lobbied hard on EACE, using its regional rail summit to springboard a regional campaign, and demonstrating one-voice for the East by including over 50 co-signatories to letters to the Chancellor and Secretary of State for Transport.

The Combined Authority will continue to lobby for clarity over what Network North announcements will mean for the region. We have written to the Secretary of State for Transport and Chancellor to request the further detail required.

£8.3bn of the allocated was also repurposed to tackle what the Prime Minister called the "scourge of potholes". The funding will go to highway authorities across England over the next 11 years for road maintenance and the Combined Authority will receive £4,100,000 to pass through to Cambridgeshire County Council and Peterborough City Council via an agreed formula.

3.2 Climate Summit

At the beginning of November, the Combined Authority (in partnership with the Cambridgeshire & Peterborough Climate Partnership) hosted a Climate Summit in the Maltings, Ely. It brought together over 100 delegates and key speakers from across the region to highlight work underway so far, and what is needed to support that work moving forward.

Attendees complimented the range of topics covered:

- Fens adaptation, water security and biodiversity;
- Retrofitting homes, public spaces and the business and skills demand that could be generated;
- Planning for the mass roll out of electric vehicles, the infrastructure required and how to make that accessible to all;
- Sustainable developments in food production.

Feedback from the event has strongly indicated that attendees found it informative and thought provoking. Those who were unable to attend the event, a copy of our prospectus and illustrated notes from each panel are available on the Cambridgeshire & Peterborough website.

3.3 Fit for the future: Growing and sustaining engineering and technology apprenticeships for young people

Engineering UK have published a 5-point plan to grow and sustain engineering and technology apprenticeships for young people. *Fit for the future: Growing and sustaining engineering and technology apprenticeships for young people*, is an inquiry that had been led by Lord Knight and Lord Willetts.

The Combined Authority provided evidence to the inquiry and attended the 5-point plan launch. It is welcome to see much of the Combined Authority's recommendations within the report. The report identifies barriers such as funding disparities, lack of awareness, and application process challenges for young people and businesses, all of which must be addressed to make apprenticeships more accessible. It aligns with the Combined Authority's strategic approach, emphasising the importance of engaging more employers, diversifying job boards, and promoting diversity champions.

3.4 Why hasn't UK regional policy worked?

The Combined Authority has welcomed Harvard University's recent report: *Why hasn't UK regional policy worked?* authored by Dan Turner, Harvard Kennedy School, Nyasha Weinberg, Harvard Kennedy School, Esme Elsdon, University College London and Ed Balls, King's College London & Harvard Kennedy School. The authors interviewed ninety-three top level political and official policymakers across the UK (spanning six decades of experience).

We support the report's findings that the Mayoral Combined Authority model, coupled with sustainable local government funding (for all local authorities), can be the vehicle to form the basis for a cross-party consensus on regional growth. The report also makes a strong case of deeper skills devolution and an acknowledgement that skills policy must align with local business needs and industry strategy.

	The Combined Authority are echoing these recommendations in conversations with the Government, regarding Cambridge 2040, deeper devolution at the Autumn Statement.
3.5	<p>The Combined Authority have booked a pavilion at the UK's Real Estate Investment & Infrastructure Forum (UKREiIF) 21-23rd May 2024. UKREiIF is the largest cross sector property conference in the UK, forecasting 10,000 delegates in 2024. It is an opportunity to showcase Cambridgeshire and Peterborough investment propositions to a national and international audience of developers, investors and occupiers. It will also heighten awareness of Cambridgeshire & Peterborough Combined Authority.</p> <p>A small multi-disciplinary team are working to produce a programme of events and marketing materials for the pavilion, and will be looking to work in partnership with our constituent authorities, partners and stakeholders to develop these in the near future.</p>
3.6	<p>East of England All Party Parliamentary Group</p> <p>The Combined Authority continues to work closely with the East of England All Party Parliamentary Group. We are part of a key group of partners who are drafting key skills asks and offers to the Government for the East of England. Once drafted, these asks and offers will be championed by the influential members and supporters of the East of England All Party Parliamentary Group.</p>

4. Economy and Growth

4.1	<p>ARU Peterborough</p> <p>Work has started on XRP eXtended Reality Peterborough, a new Centre of Excellence on the ground floor of the Peterborough Innovation and Research Centre at the ARU Peterborough campus. It will deliver cutting-edge teaching and training facilities for both ARU Peterborough students and local employers, to support them to train Peterborough and the surrounding regions future workforce.</p> <p>Last December it was announced that Anglia Ruskin University had been awarded £5.7 million from the Office for Students, England's independent higher education regulator, to develop three Centres of Excellence, including XRP eXtended Reality Peterborough at ARU Peterborough. The funding was secured through a competitive bidding process.</p> <p>The fit-out of XRP eXtended Reality Peterborough and the other specialist facilities is being delivered by Overbury, a dedicated fit-out company within the Morgan Sindall Group.</p> <p>Social Mobility Award</p> <p>In October, Anglia Ruskin University won University of the Year at the The UK Social Mobility Awards, in recognition of the role ARU Peterborough is playing in advancing social mobility across the city and the wider region.</p> <p>The UK Social Mobility Awards, known as the SOMOs, are organised by the charity Making the Leap, and were created to raise awareness of and celebrate organisations that are committed to bringing about change and advancing the cause of social mobility in this country.</p> <p>The judges selected Anglia Ruskin University as the winner of the University of the Year title from a shortlist that also included the University of Exeter, the University of Warwick, Lancaster University, the University of the West of England (UWE), and the University of Southampton.</p>
4.2	<p>£7.5m Agri-food Business Launchpad</p> <p>A partnership of organisations in the East of England, including the Cambridgeshire & Peterborough Combined Authority, have been successful in securing up to £7.5m of new investment to drive local innovation and business growth, building on the region's existing strengths in Agri-Tech, Agri-biotech and food-tech innovation.</p> <p>The funding will be used to establish the Eastern England Agri-Food and Food Tech Launchpad, whereby businesses and researchers can apply for competitive grants, with other support, for innovation projects that focus on driving agricultural productivity, quality food production and novel food production systems. The competition opens on Monday 23rd October, and potential applicants will be able to attend a competition briefing event to find out more. Grant funding available starts from £25,000, with up to £300,000 for projects that provide exceptional impact to the Agri-Tech, Agri-biotech and food-tech innovation cluster.</p>

	<p>The Eastern England Agri-Food and Food Tech Launchpad has been developed jointly by Cambridgeshire & Peterborough Combined Authority, the Greater Lincolnshire and New Anglia LEPs and Innovate UK, and tailored to the region's needs and circumstances.</p>
4.3	<p>Care Leavers Bursary</p> <p>One hundred young people leaving the care system have now benefitted from a bursary set up by the Combined Authority to fund education and training to support their future work ambitions.</p> <p>The Combined Authority has also reaffirmed its support for care leavers during Care Leavers Week. It is a signatory to the Care Leavers Covenant – a pledge to help those who have been through the care system so they can live independently.</p> <p>Care Leavers Week (25th October – 1st November) raises awareness of people who have left the care system, the challenges they face, and ways to improve support. People typically leave care aged 18, although some leave aged 16 or 17 based on their ability to live independently, and they face many challenges, which can impact their ability to access to education and training.</p> <p>Through its devolved control of the adult education budget, the Combined Authority is offering funded opportunities at colleges and training centres for care leavers aged 19 to 22, including a Care Leavers Bursary of up to £1,200 per year, rising to £1,500 in 2023/24. This helps care leavers overcome some of those challenges to accessing education training.</p>
4.4	<p>Local Skills Improvement Plan (LSIP)</p> <p>The Cambridgeshire and Peterborough Local Skills Improvement Plan (LSIP), led by the Chamber of Commerce and supported by the Combined Authority Skills Team, has been awarded a regional allocation of £2.1m capital and £422k revenue to support the delivery of our Local Skills Improvement Plan. This money will focus on building the capacity of green and digital skills in the region and will go direct to providers (our lead provider is Cambridge Regional College).</p>
4.5	<p>Skills Bootcamps</p> <p>An innovative new partnership with Baker Perkins and Howden has allowed the Combined Authority to bring on stream a new “<i>Introduction to Engineering Skills Bootcamp</i>” to be delivered by College of West Anglia, which will form a key part of our employers’ apprentice talent pipeline for 2024 recruitment. The bootcamp will start 8th January 2024 and is now taking applications.</p> <p>Cambridgeshire and Peterborough are also now ranked 5th (up from 17th) out of the 21 Combined Authority and Local Enterprise Partnership areas. This ranking is based on learners securing job outcomes after completing one of our Skills Bootcamps.</p>
4.5	<p>Careers Hub</p> <p>The Careers Hub sponsored the East Cambridgeshire Careers Fair at Ely Cathedral on the 7th November which saw over 500 pupils in the area speak with local employers and training providers to support them in their next steps.</p>
4.6	<p>OxCam Pan Regional Partnership (PRP) – Investment Atlas Prospectus</p> <p>Discussions continue with the team at OxCam Pan Regional Partnership who are leading the coordination of the work on the Investment Atlas / Prospectus. This is following a call for capital investment projects OxCam PRP ran through October. A total of 4 expressions of interest have been submitted to the OxCam Atlas for the Cambridgeshire and Peterborough region, and currently only 1 has been proposed to go forward into the atlas.</p>
4.7	<p>Department for Business and Trade (DBT) – Global Investment Summit call for capital projects.</p> <p>During August and September, Department for Business and Trade (DBT) put out calls for capital projects in preparation which can be profiled at the UK Global Investment Summit end of November. The Combined Authority supported promotion of the call around to local partners, stakeholders and development project leads. DBT received 8 capital project expressions of interest to consider through their two-step Gateway process. At the time of writing this update 2 projects have been selected for the second stage of the Gateway process and will be assigned resources within DBT for possibility of promotional pitch materials to be worked up for the Global Investment Summit.</p>

4.8	<p>Business Support – Closing of Growth Works and developing Team Cambridgeshire approach.</p> <p>A Growth Works Exit Plan has been agreed to ensure a smooth project closure and transition of certain service elements into the Combined Authority. During their quarterly report to the Business Board (13th November), Growth Works provided an update on the Exit Plan.</p> <p>The Growth Hub operations which were embedded into the Growth Works programme have now transitioned back to the Combined Authority as of 1st November.</p> <p>Officers continue to develop plans for a ‘Team Cambridgeshire’ approach to Business Support arrangements with the Local Authorities and wider partners. It will be based upon an expanded Growth Hub provision from April 2024 onwards.</p> <p>Officers are also planning an updated Growth Hub website, purchase of a new CRM to use across both business and skills engagement, new business diagnostic and plan of outreach marketing activities.</p>
4.9	<p>Social Enterprise</p> <p>Delivery of the Market Towns Programme (Phase 2 - Gainshare) is progressing well and generating plenty of momentum:</p> <ul style="list-style-type: none"> • Stream 1 Community Owned Businesses Formally launched on 22nd September with the delivery partner (Plunkett). A £800k grant pot is now available to rural communities - to date, Plunkett have awarded 2 local community groups (in Wilburton and Haddenham) time with advisors and are currently working with another 2 groups in Pampisford and Horningsea. • Stream 2 Social Enterprise Hubs Following the launch of £130k pilot support programme for Social Enterprises, collaborative engagement around strategy development is underway. A total of £1,175,800 grant funding has been awarded in support of 3 Social Enterprise Hubs. A further £24,200 is committed to evaluate the Social Enterprise Hub programme upon completion by March 2025. • Stream 3 STEM roadshow The first two STEM events in Ramsey and Chatteris have been completed with over 7,000 visits and participants engaged. The next roadshow launched in Wisbech and was attended by the Mayor and ARU. Preparations continue for the next roadshow in March which launches in early January 2024.
4.10	<p>Business Board New Members</p> <p>The Business Board has been strengthened with the appointment of five private sector members with a wide range of experience and expertise.</p> <p>After the appointment in the summer of Al Kingsley as the new Chair of the Board, a recruitment process began to fill the member vacancies. Private sector members of the Business Board sit in an independent capacity.</p> <p>The five appointees are: Katy Davies, Sam Bakri, Charlotte Horobin, Barnaby Perks and Andy Williams. A short biography for each member can be found on the Combined Authority website via this link Combined Authority Business Board appoints five members - Cambridgeshire & Peterborough Combined Authority (cambridgeshirepeterborough-ca.gov.uk)</p>

5. Place and Connectivity

5.1	<p>Housing site completions</p> <p>The Girton site was completed in late September 2023 providing 15 new units for those aged 55+.</p> <p>Alconbury Weald Site completion, by developers MAN GPN, celebration will be held on 1st December 2023. The site will provide 94 units, with a mixture of affordable rented and shared ownership homes in Alconbury Weald.</p> <p>Completion of the Perkins site, Peterborough, with Cross Keys Homes is expected in the New Year. It will provide 96 units on the old Frank Perkins site. Completion of Heylo units on the Keepmoat site is also anticipated. All 30 units will be sold through shared ownership, in Paston, Peterborough.</p>
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6. Transport

6.1	Railway ticket office closures Following around 750,000 responses to the national consultation on plans to close rail ticket offices nationwide, the Secretary of State for Transport, Mark Harper, has asked train operators to drop their proposals. Cambridgeshire & Peterborough Combined Authority, along with many other groups and Combined Authority's, opposed the proposals to close rail ticket offices. The Combined Authority had voiced 'deep concerns' about the proposals in a consultation response it provided which focused on the impact to station users, especially vulnerable travellers.
6.2	Cycle September Cycle September 2023 saw over 1000 people riding with a total of 165,000 miles travelled including nearly 33,000 commuter miles in Cambridgeshire and Peterborough. Cycle September is a global workplace challenge encouraging people to ride their bikes more often and for transport purposes. Cycle September 2023 was a great success in gaining over 500 new users to the platform, Love to Ride. Cambridgeshire and Peterborough had one of the highest participation rates in the UK. Love to Ride, funded by the Combined Authority, have built relationships with District Councils before and during the campaign. The next campaign, Winter Wheelers, will highlight the importance of being seen and safe cycling during the winter months.
6.3	Electric Vehicle Infrastructure In October, the Combined Authority, alongside Cambridgeshire County Council and Peterborough City Council, met more than 20 electric vehicle (EV) infrastructure suppliers to seek their thoughts and views on the region's EV infrastructure requirements. The meeting was hosted by Mayor Dr Nik Johnson and Deputy Mayor Cllr Anna Smith, and discussed four key areas: <ul style="list-style-type: none">• Technological solutions;• Adaptability and futureproofing;• Business and commercial models;• Capacity for swift delivery at scale and;• Ability to offer value for the community. Following the event, further feedback is being sought from attendees to ensure their insights inform the procurement process.

7. Appendices

8.1	None
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8. Implications

Financial Implications

9.1	None other than those contained in the body of the report
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Legal Implications

9.2	None
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Public Health Implications

9.3	None
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Environmental & Climate Change Implications

9.4	None
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Other Significant Implications	
9.5	None
Background Papers	
9.6	None

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**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Cambridgeshire and Peterborough Combined Authority Forward Plan of Executive Decisions

Published 15 December 2023

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The Forward Plan is an indication of future decisions. It is subject to continual review and may be changed in line with any revisions to the priorities and plans of the CPCA.

It is re-published on a monthly basis to reflect such changes.

Purpose

The Forward Plan sets out all of the decisions to be taken by the Combined Authority Board, Thematic Committees or by way of a Mayoral Decision Notice in the coming months. This makes sure that local residents and organisations know what decisions are due to be taken and when.

The Forward Plan is a live document which is updated regularly and published on the [Combined Authority website](#) (click the 'Forward Plan' button to view). At least 28 clear days' notice will be given of any key decisions to be taken.

What is a key decision?

A key decision is one which, in the view of the Overview and Scrutiny Committee, is likely to:

- i. result in the Combined Authority spending or saving a significant amount, compared with the budget for the service or function the decision relates to (usually £500,000 or more); or
- ii. have a significant effect on communities living or working in an area made up of two or more wards or electoral divisions in the area.

Non-key decisions and update reports

For transparency, the Forward Plan also includes all non-key decisions and update reports to be considered by the Combined Authority Board and Thematic Committees.

Access to reports

A report will be available to view online one week before a decision is taken. You are entitled to view any documents listed on the Forward Plan after publication, or obtain extracts from any documents listed, subject to any restrictions on disclosure. There is no charge for viewing the documents, although charges may be made for photocopying or postage. Documents listed on this notice can be requested from [Democratic Services](#).

The Forward Plan will state if any reports or appendices are likely to be exempt from publication or confidential and may be discussed in private. If you want to make representations that a decision which it is proposed will be taken in private should instead be taken in public please contact [Edwina Adefehinti, Interim Chief Officer Legal and Governance, Monitoring Officer](#) at least five working days before the decision is due to be made.

Substantive changes to the previous month's Forward Plan are indicated in **bold text** for ease of reference.

Notice of decisions

Notice of the Combined Authority Board's decisions and Thematic Committee decisions will be published online within three days of a public meeting taking place.

Standing items at Thematic Committee meetings

The following reports are standing items and will be considered by at each meeting of the relevant committee. The most recently published Forward Plan will also be included on the agenda for each Thematic Committee meeting:

Environment and Sustainable Communities Committee

1. Budget Report
2. Affordable Housing Programme – Update on Implementation
3. Climate Partnership Update

Skills and Employment Committee

1. Budget Report
2. Employment and Skills Board Update

Transport and Infrastructure Committee

1. Budget Report

Skills and Employment Committee – 15 January 2024

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
1	AEB External Evaluation	Skills and Employment Committee	15 Jan 2023	To note	To note external evaluation of AEB + note changes to AEB funding rules in 24/25 and the potential impact on delivery	Relevant internal and external stakeholders, including the Business Board	Jaki Bradley – Interim Head of Adult Education Budget	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.
2	ESOL Local Planning Partnerships	Skills and Employment Committee	15 Jan 2023	To note	To receive the Annual Report from the ESOL Local Planning Partnerships and note the progress made in 2022/23	Relevant internal and external stakeholders, including the Business Board	Parminder Singh Garcha SRO – Adult Education	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.
	Skills Bootcamps F/Y 2024/25	Skills and Employment Committee	15 Jan 2023	Key Decision KD2023/044	To recommend for CA Board to approve the acceptance of the grant for the 2024/25 financial year	Relevant internal and external stakeholders, including the Business Board	Melissa Gresswell Project Manager – Skills Bootcamps	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.
4	FE Cold Spots Feasibility Study	Skills and Employment Committee	15 Jan 2023	To note	To note the approach being taken by external consultants engaged to carry out the study	Relevant internal and external stakeholders, including the Business Board	Claire Paul Assistant Director Skills	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.
5	Growing Sector-based talent pipelines	Skills and Employment Committee	15 Jan 2023	To note	To note the approach and give guidance – in advance of a formal strategy coming to Skills Committee in March 24	Relevant internal and external stakeholders, including the Business Board	Claire Paul Assistant Director Skills	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.

Transport and Infrastructure Committee – 17 January 2024

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
6	Director's Highlight Report	Transport and Infrastructure Committee	17 Jan 2024	To note	To note the key activities of the Place and Connectivity Directorate in relation to transport and infrastructure	Relevant internal and external stakeholders	Steve Cox Executive Director Place and Connectivity	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.
7	Active Travel Funding	Transport and Infrastructure Committee	17 Jan 2024	To note	To provide an update on Active Travel funding	Relevant internal and external stakeholders	Anna Graham Transport Programme Manager Tim Bellamy Acting Assistant Director Transport Steve Cox Executive Director Place and Connectivity	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.
8	Kings Dyke Update	Transport and Infrastructure Committee	17 Jan 2024	To note	To update members on the Kings Dyke Project	Relevant internal and external stakeholders	Anna Graham Transport Programme Manager Tim Bellamy Acting Assistant Director Transport Steve Cox Executive Director Place and Connectivity	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
9	Peterborough Station Quarter Update	Transport and Infrastructure Committee	17 Jan 2024	Key Decision KD2023/056	To provide an update on the progress of Peterborough Station Quarter and the outcome of the Outline Business Case, seeking approval for the next phase.	Relevant internal and external stakeholders	Anna Graham Transport Programme Manager Tim Bellamy Acting Assistant Director Transport Steve Cox Executive Director Place and Connectivity	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.
10	Bus Reform	Transport and Infrastructure Committee	17 Jan 2024	Key Decision KD2023/058	To recommend that CPCA consults the public on the reform of buses.	Relevant internal and external stakeholders	Neal Byers Transport Consultant Tim Bellamy Acting Assistant Director Transport Steve Cox Executive Director Place and Connectivity	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.
11	Bus Strategy Update	Transport and Infrastructure Committee	17 Jan 2024	Key Decision KD2023/059	To provide an update on Bus Strategy work and recommend to the CPCA the outcome of the remaining bus service contracts	Relevant internal and external stakeholders	Neal Byers Transport Consultant Tim Bellamy Acting Assistant Director Transport Steve Cox Executive Director Place and Connectivity	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
12	A10 Project Update [New item]	Transport and Infrastructure Committee	17 Jan 2024	To note	To provide an update on the A10 project and options to be taken to public consultation	Relevant internal and external stakeholders	Matthew Lutz Transport Manager Tim Bellamy Acting Assistant Director Transport Steve Cox Executive Director Place and Connectivity	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.
13	A505 Royston to Granta Park Study [New item]	Transport and Infrastructure Committee	17 Jan 2024	Decision	To note progress and to recommend to CA Board to approve drawdown of funding from the Transforming City Funds to aid completion	Relevant internal and external stakeholders	Matthew Lutz Transport Manager Tim Bellamy Acting Assistant Director Transport Steve Cox Executive Director Place and Connectivity	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.
14	Regional Transport Model [new item]	Transport and Infrastructure Committee	17 Jan 2024	Key Decision KD2023/063	Request drawdown of extra funds for the Regional Transport Model - Peterborough	Relevant internal and external stakeholders	Emma White Acting Transport and Policy Manager Tim Bellamy Acting Assistant Director Transport Steve Cox Executive Director Place and Connectivity	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
15	Climate KIC's Cargo Bike Scheme Bid [new item]	Transport and Infrastructure Committee	17 Jan 2024	Decision	Subject to the bid being approved, recommend to Board to approve drawdown of funds and delegate authority for the procurement.	Relevant internal and external stakeholders	Yo Higton, Active Travel Lead Tim Bellamy Acting Assistant Director Transport Steve Cox Executive Director Place and Connectivity	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.

Environment and Sustainable Communities Committee – 22 January 2024

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	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
16	Director's Highlight Report	Environment and Sustainable Communities Committee	22 Jan 2024	To note	To note the key activities of the Place and Connectivity Directorate in relation to environment and sustainable communities	Relevant internal and external stakeholders	Steve Cox Executive Director Place and Connectivity	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated other than the report and relevant appendices.
17	Climate Summit Outcomes	Environment and Sustainable Communities Committee	22 Jan 2024	Decision	To agree any additional response to the Climate Summit outcomes	Relevant internal and external stakeholders	Steve Cox Executive Director, Place and Connectivity	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
18	Infrastructure Delivery Framework	Environment and Sustainable Communities Committee	22 Jan 2024	To note	To receive progress report on preparation of Infrastructure Delivery Framework	Relevant internal and external stakeholders	Steve Cox Executive Director, Place and Connectivity	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated other than the report and relevant appendices.
19	Cultural Services	Environment and Sustainable Communities Committee	22 Jan 2024	Decision	To approve the business case and associated funding to deliver the Cultural Services Project.	Relevant internal and external stakeholders	Steve Cox Executive Director Place and Connectivity	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated other than the report and relevant appendices.
20	£100k Homes – Fordham	Environment and Sustainable Communities Committee	22 Jan 2024	Key Decision KD2023/053	To recommend for CA Board to authorise the conditional release of resale price obligations affecting 8 leasehold homes in Fordham. Contractual obligations are to be replaced by agreements between leaseholders and the Local Housing Authority.	Relevant internal and external stakeholders	Nick Sweeney Development Manager Steve Cox Executive Director Place and Connectivity	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated other than the report and relevant appendices.

Combined Authority Board – 31 January 2024

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
21	Minutes of the Meeting on 29 November 2023 and Action Log	Cambridgeshire and Peterborough Combined Authority Board	31 Jan 2024	Decision	To approve the minutes of the previous meeting and review the action log.	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	None anticipated other than the report and relevant appendices.
22	Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	31 Jan 2024	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	None anticipated other than the report and relevant appendices.
23	Budget Monitor Update	Cambridgeshire and Peterborough Combined Authority Board	31 Jan 2024	Decision	To provide an update on the revenue and capital budgets for the year to date.	Relevant internal and external stakeholders	Nick Bell Chief Finance Officer	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.
24	Review of the Constitution	Cambridgeshire and Peterborough Combined Authority Board	31 Jan 2024	Decision	To present to the Board the sections of the Constitution that have been reviewed/proposed amendments.	Relevant internal and external stakeholders including Audit and Governance Committee	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	None anticipated other than the report and relevant appendices.
25	Committee Calendar 2024/25 [new item]	Cambridgeshire and Peterborough Combined Authority Board	31 Jan 2024	Decision	To agree the calendar of meetings for 2024/25	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	None anticipated other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
26	Corporate Strategy and Business Plan 2023/25 Refresh [new item]	Cambridgeshire and Peterborough Combined Authority Board	31 Jan 2024	Key Decision KD2023/064	To approve the refreshed CPCA Corporate Strategy and Business Plan	Relevant internal and external stakeholders	Rob Bridge Chief Executive	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.
27	2024-25 CA Budget and Medium-Term Financial Plan to 2027-28 [new item]	Cambridgeshire and Peterborough Combined Authority Board	31 Jan 2024	Key Decision KD2023/065	To set a balanced budget for the forthcoming financial year as required by law, and a medium term financial plan for the next four years.	Relevant internal and external stakeholders	Nick Bell Chief Finance Officer	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.
28	Mayor's Budget 2024/25 [new item]	Cambridgeshire and Peterborough Combined Authority Board	31 Jan 2024	Key Decision KD2023/066	To agree the Mayor's draft budget for 2024/25	Relevant internal and external stakeholders	Nick Bell Chief Finance Officer	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.
29	Improvement Plan Update	Cambridgeshire and Peterborough Combined Authority Board	31 Jan 2024	To note	To note progress on the Improvement Plan	Relevant internal and external stakeholders	Angela Probert Interim Programme Director - Transformation	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.

Recommendations from the Skills and Employment Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
30	Skills Bootcamps F/Y 2024/25	Cambridgeshire and Peterborough Combined Authority Board	31 Jan 2024	Key Decision KD2023/044	To approve the acceptance of the grant for the 2024/25 financial year	Relevant internal and external stakeholders, including the Business Board	Melissa Gresswell Project Manager – Skills Bootcamps	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.

Recommendations from the Environment and Sustainable Communities Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
31	£100k Homes – Fordham	Cambridgeshire and Peterborough Combined Authority Board	31 Jan 2024	Key Decision KD2023/053	To authorise the conditional release of resale price obligations affecting 8 leasehold homes in Fordham. Contractual obligations are to be replaced by agreements between leaseholders and the Local Housing Authority.	Relevant internal and external stakeholders	Nick Sweeney Development Manager Steve Cox Executive Director Place and Connectivity	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated other than the report and relevant appendices.

Recommendations from the Transport and Infrastructure Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
32	Bus Reform	Cambridgeshire and Peterborough Combined Authority Board	31 Jan 2024	Key Decision KD2023/058	To seek a decision to consult the public on the reform of buses.	Relevant internal and external stakeholders	Neal Byers Transport Consultant Tim Bellamy Acting Assistant Director Transport Steve Cox Executive Director Place and Connectivity	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.
33	Bus Strategy Update	Cambridgeshire and Peterborough Combined Authority Board	31 Jan 2024	Key Decision KD2023/059	To provide an update on Bus Strategy work and recommend the outcome of the remaining bus service contracts.	Relevant internal and external stakeholders	Neal Byers Transport Consultant Tim Bellamy Acting Assistant Director Transport Steve Cox Executive Director Place and Connectivity	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.
34	A505 Royston to Granta Park Study [New item]	Cambridgeshire and Peterborough Combined Authority Board	31 Jan 2024	Decision	To approve drawdown of funding from the Transforming City Funds to aid completion	Relevant internal and external stakeholders	Matthew Lutz Transport Manager	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
							Tim Bellamy Acting Assistant Director Transport Steve Cox Executive Director Place and Connectivity		
35	Climate KIC's Cargo Bike Scheme Bid [new item]	Cambridgeshire and Peterborough Combined Authority Board	31 Jan 2024	Decision	Subject to the bid being approved, approve drawdown of funds and delegate authority for the procurement.	Relevant internal and external stakeholders	Yo Higton, Active Travel Lead Tim Bellamy Acting Assistant Director Transport Steve Cox Executive Director Place and Connectivity	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.

Recommendations from the Business Board

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
36	Market Towns Programme Update	Combined Authority Board	31 Jan 2024	To note	To update members on progress performance and progress of Market Towns programme.	Relevant internal and external stakeholders	Domenico Cirillo Business Programmes and Business Board Manager	Al Kingsley Chair of the Business Board	None anticipated other than the report and relevant appendices.

Human Resources Committee – 5 February 2024

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
37	HR Policies	HR Committee	5 Feb 2024	Decision	To approve the attached Policies	Trade Unions	Nicky McLoughlin	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices

Skills and Employment Committee – 4 March 2024

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
38	AEB Funding Policy Changes for 2024/25	Skills and Employment Committee	4 Mar 2024	Decision	To approve the implementation of AEB funding policy changes for the 2024/25 academic year	Relevant internal and external stakeholders, including the Business Board	Jaki Bradley Interim Head of Adult Education Budget	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.
39	Mid-Year Skills Performance Review	Skills and Employment Committee	4 Mar 2024	To note	To note mid-year performance on all Skills programmes for the 2023/24 academic year	Relevant internal and external stakeholders, including the Business Board	Claire Paul Interim Assistant Director Skills	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.
40	Growth Works Evaluation	Skills and Employment Committee	4 Mar 2024	To note	To receive and note the evaluation findings	Relevant internal and external stakeholders, including the Business Board	Steve Clarke Acting Assistant Director Business, Trade and Investment	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.
41	Local Innovation Fund	Skills and Employment Committee	4 Mar 2024	To note	To receive an update on in-year performance and proposals for 2024/25	Relevant internal and external stakeholders, including the Business Board	Jaki Bradley Interim Head of Adult Education Budget	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.
42	FE Cold Spots Feasibility Study	Skills and Employment Committee	4 Mar 2024	Decision	To recommend the CA Board approve the recommendations of the feasibility studies for St Neots and East Cambridgeshire	Relevant internal and external stakeholders, including the Business Board	Parminder Singh Garcha SRO – Adult Education	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
43	LSIP and LSIF Update	Skills and Employment Committee	4 Mar 2024	To note	To receive a progress report against the LSIP and LISF programme of work	Relevant internal and external stakeholders, including the Business Board	Laura Guymer Strategic Careers Hub Lead	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.

Environment and Sustainable Communities Committee – 11 March 2024

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
44	Director's Highlight Report	Environment and Sustainable Communities Committee	11 Mar 2024	To note	To note the key activities of the Place and Connectivity Directorate in relation to environment and sustainable communities	Relevant internal and external stakeholders	Steve Cox Executive Director Place and Connectivity	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated other than the report and relevant appendices.
45	Environment and Sustainable Communities Thematic Performance Report Q3	Environment and Sustainable Communities Committee	11 Mar 2024	To note	To receive the quarterly performance report	Relevant internal and external stakeholders	Kate McFarlane Director, Policy & Engagement	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated other than the report and relevant appendices.
46	Infrastructure Delivery Framework	Environment and Sustainable Communities Committee	11 Mar 2024	Key Decision KD2023/049	To agree Infrastructure Delivery Framework	Relevant internal and external stakeholders	Steve Cox Executive Director, Place and Connectivity	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated other than the report and relevant appendices.
47	Climate Action Plan Review	Environment and Sustainable Communities Committee	11 Mar ¹ 2024	Key Decision KD2023/048	To agree revisions to the Climate Action Plan 2022-2025	Relevant internal and external stakeholders	Steve Cox Executive Director, Place and Connectivity	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated other than the report and relevant appendices.

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¹ Moved from January Committee

Transport and Infrastructure Committee – 13 March 2024

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
48	Director's Highlight Report	Transport and Infrastructure Committee	13 Mar 2024	To note	To note the key activities of the Place and Connectivity Directorate in relation to transport and infrastructure	Relevant internal and external stakeholders	Steve Cox Executive Director Place and Connectivity	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.
49	A141 [new item]	Transport and Infrastructure Committee	13 Mar 2024	To note	Update on the development of the A141 project to gauge feedback from the members and allow the scheme to proceed to the next appropriate milestones	Relevant internal and external stakeholders	Matthew Lutz Transport Manager Tim Bellamy Acting Assistant Director Transport Steve Cox Executive Director Place and Connectivity	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.
50	E-Scooter Trial Extension	Transport and Infrastructure Committee	13 Mar 2024 ²	Key Decision KD2023/057	To update members on the progress of the e-scooter trial and to recommend that CA Board approve an extension of the trial	Relevant internal and external stakeholders	Anna Graham Transport Programme Manager Tim Bellamy Acting Assistant Director Transport Steve Cox Executive Director Place and Connectivity	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.

² Moved from January Committee

Combined Authority Board – 20 March 2024

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
51	Minutes of the Meeting on 31 January 2024 and Action Log	Cambridgeshire and Peterborough Combined Authority Board	20 Mar 2024	Decision	To approve the minutes of the previous meeting and review the action log.	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	None anticipated other than the report and relevant appendices.
52	Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	20 Mar 2024	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	None anticipated other than the report and relevant appendices.
53	Budget Monitor Update	Cambridgeshire and Peterborough Combined Authority Board	20 Mar 2024	Decision	To provide an update on the revenue and capital budgets for the year to date.	Relevant internal and external stakeholders	Nick Bell Chief Finance Officer	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.
54	Review of the Constitution	Cambridgeshire and Peterborough Combined Authority Board	20 Mar 2024	Decision	To present to the Board the sections of the Constitution that have been reviewed/proposed amendments.	Relevant internal and external stakeholders including Audit and Governance Committee	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	None anticipated other than the report and relevant appendices.
55	Delegations to Officers	Cambridgeshire and Peterborough Combined Authority Board	20 Mar 2024	Key Decision KD2023/041	Seeking delegated authority in order to enable expedient decisions regarding time sensitive matters	Relevant internal and external stakeholders including Audit and Governance Committee	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	None anticipated other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
56	Corporate Performance Report Q3 2023/24	Cambridgeshire and Peterborough Combined Authority Board	20 Mar 2024	Decision	To present the Corporate Performance Report Q3 2023/24 for Members' scrutiny	Relevant internal and external stakeholders	Jules Ient Interim Policy Manager	Councillor Edna Murphy Lead Member for Governance	None anticipated other than the report and relevant appendices.
57	Culture Strategy	Cambridgeshire and Peterborough Combined Authority Board	20 Mar 2024	To note	To note progress on the development of a Culture Strategy	Relevant internal and external stakeholders	Jules Ient Interim Policy Manager	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.
58	State of the Region Report	Cambridgeshire and Peterborough Combined Authority Board	20 Mar 2024	To note	To note the findings of the State of the Region review	Relevant internal and external stakeholders	Jules Ient Interim Policy Manager	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.

Recommendations from the Skills and Employment Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
59	FE Cold Spots Feasibility Study	Skills and Employment Committee	20 Mar 2024	Decision	To approve the recommendations of the feasibility studies for St Neots and East Cambridgeshire	Relevant internal and external stakeholders, including the Business Board	Parminder Singh Garcha SRO – Adult Education	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.

Recommendations from the Environment and Sustainable Communities Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker

Recommendations from the Transport and Infrastructure Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
60	E-Scooter Trial Extension	Cambridgeshire and Peterborough Combined Authority Board	20 Mar 2024 ³	Key Decision KD2023/057	To update members on the progress of the e-scooter trial and to recommend that CA Board approve an extension of the trial	Relevant internal and external stakeholders	Anna Graham Transport Programme Manager Tim Bellamy Acting Assistant Director Transport Steve Cox Executive Director Place and Connectivity	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.

³ Moved from January

Recommendations from the Business Board

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
61	Business and Social Investment Fund Update	Combined Authority Board	20 Mar 2024	To note		Relevant internal and external stakeholders	Steve Clarke Acting Assistant Director Business, Trade and Investment	Al Kingsley Chair of the Business Board	None anticipated other than the report and relevant appendices.
62	Business Board Operating Model and Revised Constitution	Combined Authority Board	20 Mar 2024 ⁴	Decision	To approve the updated Business Board Constitution	Relevant internal and external stakeholders	Domenico Cirillo Business Programmes and Business Board Manager	Al Kingsley Chair of the Business Board	None anticipated other than the report and relevant appendices.

⁴ Moved from January

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

Please send any comments or queries about the Forward Plan to Edwina Adefehinti,
Interim Chief Officer Legal and Governance, Monitoring Officer:

We need to know:

1. Your comment or query.
2. How we can contact you with a response (please include your name, a telephone number and your email address).
3. Who you would like to respond to your query. If you aren't sure just leave this blank and we will find the person best able to reply.

DRAFT

Our Cambridge Corporate Design Programme



To:

Councillor Mike Davey, Leader and Executive Councillor for Transformation Strategy & Resources Scrutiny Committee 29 January 2024

Report by:

Jane Wilson, Chief Operating Officer

Tel: 01223 457860 email: jane.wilson@cambridge.gov.uk

Wards affected:

All

Not a Key Decision

1. Executive Summary

This report summarizes the outputs of the research and development phase of the Our Cambridge corporate design programme. It focuses on the proposed Corporate Hub which brings together functions from across the Corporate Group and the Chief Executive's Office. It sets out the purpose of the proposed Corporate Hub, what it will do, and what functions it will have. It also sets out how it will co-ordinate those functions across the organisation. This is an integral part of the wider Our Cambridge programme.

2. Recommendations

The Executive Councillor is recommended to:

- Agree the purpose, value statements, high-level functions and operating model as set out in this paper;
- Agree to delegate decisions in relation to the detailed operational design to the Chief Operating Officer, and for consultation and implementation of changes to staffing structures, in line both with the direction recommended in this paper and our Organisational Change Policy.

3. Background

The following proposals have been prepared as the result of discovery, research and development activity undertaken as part of the Our Cambridge transformation programme.,

As the Corporate Group and the Chief Executive's Office are new Groups created as part of the Senior Management Review in May 2023, the work so far has focused on **why** these groups exist (their purpose) and **what** they do (the difference they make and the high-level functions that make that difference). If agreed, the next stage will focus in on the operational detail.

The rest of this paper refers to 'corporate functions' as a short-hand for activities delivered by the Corporate Group and the Chief Executive's Office which support all teams across the Council, in one way or another, to do their jobs.

Process

To develop the 'why' and the 'what', all staff within both Corporate Group and the Chief Executive's Office have had opportunities to engage and comment at different stages in the process to date (it should be noted that Democratic Services were only engaged in at the outset and have not been involved in any of the detailed work, as their future operating model will be dependent on the outcome of the Governance Review).

The rest of the Council, who will use corporate functions (as well as Corporate and the Chief Executive's Office themselves), will be engaged with as part of the next phase which will, subject to approval, focus on the detail of how the Corporate Hub will work to support them.

Purpose (why corporate functions will exist)

The proposed purpose of our corporate functions is to:

Enable the Council, as a whole, to be an effective, efficient and high performing organisation.

Value Statements (what the corporate functions will do)

These statements set out the difference our corporate functions need to deliver in order to meet their purpose.

All the corporate functions will:

- Enable the Council to know whether it is achieving its planned outcomes, within budget and to time,
- Enable the Council to plan, change and prepare for the future,
- Enable the Council to understand and manage risk,
- Enable good governance, both democratically and internally
- Enable the Council to engage and work constructively with stakeholders, internal and external,
- Enable effective day to day operations through the consistent use of coherent processes, systems, and facilities

Functions

This section sets out the high-level functions proposed to sit in the Corporate Group and the Chief Executive's Office. It is important that the following list should not be read as a list of staff teams. This paper is not intended to cover the staff structure. If this proposal is accepted there will be further work to develop a proposed staff structure, which will be taken through the formal organisational change policy process.

Corporate Group

- People
- Finance
- Strategic asset management
- Organisational Performance
- Innovation
- Internal Audit and risk management
- Legal
- Digital
- Communications
- Customer services
- Business Support

Chief Executive's Office

- Strategic partnerships and relationship management
- Policy development
- Democratic Services

Operating Model – hub and spoke

In this context, the hub is made up of the corporate functions, and the spokes are the groups and teams that need to use the corporate functions.

The intention of the hub and spoke approach is to create the most effective and efficient balance between the co-ordination of functions within a corporate hub and the need for the Council to be flexible and agile in its delivery.

We already operate a version of a hub and spoke model for our individual corporate functions, however this has not been explicit, and because they have not been together in a joined up corporate hub, opportunities to make their currently separate delivery simpler or more streamlined have not been taken. In other words, we do not have a single front door for teams needing to access corporate support.

The aim of the planned change to the operating model therefore is to ensure that we are confident we can deliver on the corporate purpose by

- realizing the benefits of the corporate functions working together,
- being clear on the respective roles of the hub and spoke for each of the functions,

The detail of what this looks like for each function will be different, taking into account the practical differences between the functions themselves, as well as the need to find the best balance of cost and effectiveness for the Council as a whole. However a set of principles is proposed, as follows:

Hub and Spoke Roles

For each of the functions it is proposed that:

The hub is accountable for:

- Holding the necessary skills, experience and knowledge to facilitate that function,
- Ensuring that the necessary systems and processes are in place, **joined up across the corporate functions**, and easy to use,
- Providing the necessary training and information to use those systems and processes,
- Ensuring that expert support and information from the corporate hub is available for managers across the council as needed to enable them to fulfil their responsibilities,

- Ensuring that effective monitoring and reporting systems are in place to enable managers and leaders to check their performance and to spot insights

The spokes, teams across the council, are accountable for:

- Using the systems and processes that the hub has put in place to support them,
- Actively engaging in training to ensure they know how to use the systems,
- Calling on expert support when needed,
- Using all available data to monitor and continuously improve performance.

An example of the hub and spoke model in practice would be recruitment and onboarding of a new member of staff:

- the spoke takes a decision to recruit,
- the hub provides the support to enable that recruitment to happen,
- the spoke (in this case a recruiting manager) carries out that recruitment,
- the hub ensures that **all** the internal processes that a successful recruitment triggers across the different functions of corporate hub, from getting an email account and a laptop (if needed), through to payroll and passes, take place.

Next Steps and Implementation

The delivery of the complete model is going to take time. Many, if not all, of our corporate functions are essential to ongoing delivery and therefore, we need, as far as possible, to deliver seamless change, without interruption or significant disruption to delivery.

Therefore, following the decision to extend the Our Cambridge programme, it is proposed that there will be two phases of change activity, corporate design 1.0, and corporate design 2.0, followed by a road map for remaining process changes.

This paper forms part of Corporate Design 1.0. As such, from now until December 2024, we will:

- Work across the whole council to determine the needs of front-line teams from the Corporate hub,
- Design, consult and implement an initial structure for the Corporate Group and the Policy and Partnerships Unit, in line with both with the direction recommended in this paper and our Organisational Change Policy,
- Design and test a refreshed performance management framework within the Corporate Group, ready to roll out across the organisation,
- Review and improve the onboarding and recruitment process, including using technology and automation to make it more efficient, and use the learning from that work to plan the ongoing programme of process updates.

4. Implications

a) Financial Implications

The approval of the model will not have any immediate financial implications. As the next stage of the programme takes place, the financial implications of the work on the staffing structure will come forward as part of the organisational change process.

b) Staffing Implications

If approved, an Organisational Change process to bring staffing structures in line with the new model will take place. This will have implications for all staff involved, as is acknowledged in our Organisation Change Policy. In addition to their involvement in the process leading up to the issuing of an Organisational Change Consultation document, all staff will then be able to take part in the formal consultation process as outlined in the policy.

c) Equality and Poverty Implications

An EQIA has been completed. At this stage there are no specific implications, however if approval is given to move onto the staffing restructure, as that progresses there will be implications for the affected staff, and these have been identified and will be taken into consideration in the planning and delivery of that process, in line with our Organisational Change Policy.

d) Net Zero Carbon, Climate Change and Environmental Implications

Again, at this stage, there are no implications, positive or negative. As the project progresses this will continue to be monitored.

e) Procurement Implications

There are no procurement implications in the adoption of the model

f) Community Safety Implications

There are no community safety implementation with the adoption of the model

5. Consultation and communication considerations

This is an internal facing change, with no implications for the public at this point. Internal consultation and communication has been taking place and will continue to take place as set out in the main paper

6. Background papers

No background papers were used in the preparation of this report.

7. Appendices

No appendices.

(Name)

8. Inspection of papers

If you have a query on the report please contact Jane Wilson, Chief Operating Officer, tel: 01223 457860, email: jane.wilson@cambridge.gov.uk.

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Civic Quarter Project

To: Executive Councillor for Finance, Resources and Transformation

Strategy & Resources Scrutiny Committee, Monday 29th January 2024

Report by:

Benedict Binns, Assistant Director, Development

Tel: 01223457000 Email: ben.binns@cambridge.gov.uk

Wards affected:

All

This report contains Confidential Appendices which the public are likely to be excluded from the meeting by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) Order 2006.

Key Decision

1 Executive Summary

- 1.1 The Council's General Fund Asset Management Plan updated in March 2023 and in the Future Office Accommodation Strategy approved at Strategy and Resources Committee in October 2022 are an important part of the Council's transformation programme 'Our Cambridge' to achieve significant annual savings for the General Fund which can protect frontline services.
- 1.2 There have been some initial quick wins. In the Guildhall, the Council has piloted space for small businesses working with Allia to establish a *Future Business Centre*, generating income. The development of an operational hub at Cowley Road has merged two existing sites and 171 Arbury Road Office has been vacated and those premises are being rented out to two charities reducing operational costs as well as generating income. The next steps are to consider: the remodeling of the Council's office accommodation to ensure that it meets modern requirements and expectations of council staff, tenants and the public; reducing operational costs across the whole building lifecycle; how to reduce costs to attain Net Zero; and generating more income for the council.
- 1.3 This report outlines the findings from the feasibility report undertaken for the Guildhall in November 2023. The findings demonstrate that the consolidation of Council offices with £16m generated from the disposal of Mandela House and refurbishing the Guildhall for £35m (Option 1) produces a positive Net Present Value of £22m for the Council in 30 years with a payback in 9 years when compared to the Do Nothing option.
- 1.4 Option 1 generates:

- 1.4.1 significant operational savings of £918k per annum for Mandela House and £1.342m for the Guildhall.
- 1.4.2 an opportunity for an enhanced commercial revenue stream, through both commercial office letting and more flexible and accessible events spaces generating over £700k in net revenue per annum.
- 1.4.3 a reduction in the Council's exposure to an estimated c. £500k annual cost if refurbishment is to Net Zero
- 1.5 The recommended next steps are to further develop design work to RIBA 2 for the Guildhall and to develop a more detailed appraisal analysis for both the Guildhall and Mandela House.
- 1.6 In March 2022 a report to the Environment and Community Scrutiny Committee approved the updated vision for the Market Square:
 - 1.6.1 "An inspiring, strategic public realm heart to the city centre, the market square will be welcoming to all to work, visit and spend time here. A 21st century international and local multi-generational and multi-cultural space, celebrating Cambridge's history and heritage, it integrates a thriving, sustainable, accessible, safe and open environment, connecting the surrounding streets with spaces to shop, wander, stop and socialise. A bustling 7-day market, space for seating and eating, additional business and social opportunities and engaging and inclusive cultural events will add to the richness of the area, making this an active day and evening hub in the city centre for local businesses, residents, and the wider community."
- 1.7 Having reported in March 2022 on the initial design work and consultation already undertaken on the Market Square, the recommended next steps are to: progress the current designs on the agreed vision; support the market, its shoppers and its traders by continuing with the essential business as usual maintenance works; and for the Executive Councillor to consider a report at the Environment and Community Scrutiny Committee in March 2024 on the current market legal status.
- 1.8 Should procurement be approved, the winning design and consultant team will be asked to provide decanting options that maintain current levels of trade which, if there is future approval, will be part of the planning submission for refurbishment.
- 1.9 The Corn Exchange is one of the largest venues for concerts outside London and within East Anglia, but has significant operating costs per annum (excluding staff costs) and the 10 year projection of capital costs required for the listed building based on a 2021 condition report is in the region of £5.5m This includes some carbon reduction measures.
- 1.10 With recommendations to take forward designs to RIBA 2 for the Market Square and Guildhall in place, this report makes the case for a feasibility report including RIBA 2 designs for refurbishment to be undertaken for the Corn Exchange to consider how operating costs can be reduced and how the spend per head can

be improved by offering a more attractive destination generating more income for the Council.

- 1.11 By creating a Civic Quarter project including the Guildhall, Market Square and Corn Exchange, the Council will consider how it can create a more attractive destination and increase visitor numbers for the Market, Corn Exchange and businesses in the area, whilst providing modern flexible office facilities for its own staff to improve staff retention. With a more attractive Civic Quarter destination, with increased visitor numbers the Council will be looking to enhance the economic multiplier effect in the quarter as well as reducing annual operating costs of its civic spaces through the Net Zero refurbishment designs and enhanced placemaking.
- 1.12 This work will also contribute towards the Business Case for matched funding of £1.5m announced by the Cambridgeshire & Peterborough Combined Authority on November 30th 2023.
- 1.13 Creating a single project team with a single design and consultant brief for the Civic Quarter offers an enhanced placemaking opportunity, better value for money in procurement and a more robust business case for the Council in maximizing revenue income, reducing operational costs and an enhanced destination.
- 1.14 £1,450,000 is recommended, based on advice from independent cost consultants, for the overall budget to procure design and consultancy services to RIBA 2 for the Civic Quarter managed through a single project and professional team.
- 1.15 It is proposed that the work undertaken by the appointed design and consultant team will provide design proposals and detailed appraisal analysis on a range of refurbishment options allowing the Council to make an informed choice on the next steps for its Civic Quarter at the November 2024 S&R Committee.
- 1.16 Should approval be granted to proceed with full design team procurement, stakeholder engagement will be channelled through two Civic Quarter Steering groups. An Internal Civic Quarter Steering group will focus on the design requirements for the Civic, Office, Customer Services and Cultural Events spaces required by the council.
- 1.17 An External Civic Quarter Steering Group will consider the views of market traders, the public and the Civic Quarter Liaison Group. The Civic Quarter Liaison Group will replace the Market Square Liaison Group. A communications company with a track record in Cambridge will be appointed to assist the Council with this external stakeholder engagement and the Council's online consultation portal (Citizen Lab) will be used to ensure all views are captured. This engagement will start in January 2024 with meetings held with Market Traders and the Civic Quarter Liaison Groups.
- 1.18 A members steering group will provide feedback to the appointed design team on civic requirements.

2 Recommendations

- 2.1 The Executive Councillor for Strategy and Resources is recommended to:
- 2.2 Note the report and the development of the Proof of Concept on the Guildhall and associated cost and revenue estimates for the Options 1 and 2.
- 2.3 Approve the delegated authority to Chief Operating Officer in consultation with the Executive Councillor for Strategy & Resources to appoint a design team through a compliant procurement exercise for the Civic Quarter project.
- 2.4 Agree that:
 - 2.4.1 A budget proposal of £1m for progression to the end of RIBA stage 2 for the Guildhall, is put forward to be considered as part of the Council's budget setting process, funded from the Civic Quarter Development Reserve, and
 - 2.4.2 In principle, £0.450m should be allocated for progression to the end of RIBA stage 2 for the Market Square and for a feasibility and refurbishment RIBA 2 design for the Corn Exchange with final approval delegated to the Executive Councillor for Strategy and Resources. £0.300m to be allocated from the Civic Quarter Development Reserve and £0.150m from the existing Market Square capital scheme.
- 2.5 Note the review by Cambridge Investment Partnership (CIP) of the options of Mandela House to provide a capital receipt and profit return for the Council.
- 2.6 Request that a further report and recommendations be brought back to Committee in November 2024 to enable review and approval of:
 - 2.6.1 the business case options for Mandela House, including redevelopment, disposal and refurbishment, and for the refurbishment of the Civic Quarter
 - 2.6.2 progression to planning applications
 - 2.6.3 a procurement strategy of a construction or development partner

3 Introduction: creating a Civic Quarter

- 3.1 As stated in the 2023 General Fund Medium Term Financial Strategy, the Council will need to review its approach to service delivery to achieve savings of £11.1m.

- 3.2 Part of this review to achieve savings is in the Council's General Fund Asset Management Plan updated in March 2023 and in the Future Office Accommodation Strategy approved at Strategy and Resources Committee in October 2022.
- 3.3 There have been some initial quick wins. In the Guildhall, the Council has piloted space for small businesses working with Allia to establish a *Future Business Centre* generating income. The development of an operational hub at Cowley Road has merged two existing sites and 171 Arbury Road Office has been vacated and those premises are being rented out to two charities reducing operational costs and generating income.
- 3.4 The next steps are to consider:
- 3.4.1 the refurbishment and remodeling of office accommodation to ensure that it is made to be and remains attractive and meets modern requirements and expectations of tenants, the public and staff.
- 3.4.2 reducing operational costs across the whole building lifecycle for the council's civic buildings, understanding costs to attain Net Zero and generating more income for the council.
- 3.5 In reducing operational costs for the council's civic buildings, there is an opportunity to realise significant annual savings for the General Fund which can protect frontline services.
- 3.6 In March 2022 a report to the Environment and Community Scrutiny Committee approved the updated vision for the Market Square:
- An inspiring, strategic public realm heart to the city centre, the market square will be welcoming to all to work, visit and spend time here. A 21st century international and local multi-generational and multi-cultural space, celebrating Cambridge's history and heritage, it integrates a thriving, sustainable, accessible, safe and open environment, connecting the surrounding streets with spaces to shop, wander, stop and socialise. A bustling 7-day market, space for seating and eating, additional business and social opportunities and engaging and inclusive cultural events will add to the richness of the area, making this an active day and evening hub in the city centre for local businesses, residents, and the wider community.*
- 3.7 Having reported in March 2022 on the initial design work and consultation already undertaken on the Market Square, this report outlines the findings from the feasibility report undertaken for the Guildhall in November 2023. This report seeks approval for a feasibility report including designs for refurbishment to be undertaken on the Corn Exchange.
- 3.8 By creating a Civic Quarter, there is now an opportunity to enhance placemaking through developing the relationship of the Guildhall with the Market Square and the Corn Exchange. By widening the aspiration to a Civic Quarter, the Council will consider how it can create a more attractive destination and increase visitor numbers for the Market, Corn Exchange and businesses in the area, whilst providing modern flexible office facilities for its own staff to improve staff

retention. By creating a more attractive Civic Quarter destination, with increased visitor numbers the Council will be looking to enhance the economic multiplier effect in the quarter as well as reducing annual operating costs of its civic spaces through the Net Zero refurbishment designs and enhanced placemaking.

- 3.9 This work will also contribute towards the Business Case for matched funding of £1.5m announced by the Cambridgeshire and Peterborough Combined Authority on November 30th 2023.
- 3.10 Creating a single project team with a single design and consultant brief for the Civic Quarter offers an enhanced placemaking opportunity, better value for money in procurement and a more robust business case for the Council in maximizing revenue income, reducing operational costs and creating an enhanced destination.

4 The Guildhall

- 4.1 The Future Office Accommodation Strategy presented at Strategy and Resources Committee in October 2022 considered the council's office needs in light of the changes in ways of working following the Covid 19 pandemic. The report recommended that a more detailed investigation be undertaken to assess how a refurbished Guildhall, partially funded through the sale of Mandela House (Option 1 in this report), could deliver the primary office and civic space for the City Council. It also recommended that a comparator option (Option 2) be explored to understand the cost for renting an alternative office and civic space which meets the Council's needs in or around a central location.
- 4.2 A Proof of Concept design for the Guildhall was completed in November 2023 to demonstrate the potential financial, sustainability and corporate benefits that a major refurbishment of the Guildhall and sale of Mandela House (Option 1) could bring to the Council and for Cambridge compared the sale of both the Guildhall and Mandela House with the Council moving into rented premises (Option 2).
- 4.3 Through a compliant tender exercise, Cartwright Pickard and Calford Seaden were appointed as architect and cost consultant respectively for the feasibility study. Bidwells were also appointed to advise on expected levels of commercial revenue the project could generate for Option 1 and to provide details for the comparator (Option 2).
- 4.4 The brief for the feasibility study for Option 1 was fourfold, reflecting the key themes established in the Future Office Accommodation Strategy paper:

- 4.4.1 Sustainability – the Guildhall must be an exemplar project with a Net Zero Carbon aspiration.
- 4.4.2 Office – the proposals must demonstrate that the Guildhall can provide sufficient desk space to accommodate current and future needs of the Council.
- 4.4.3 Civic – the proposals must show how the core civic functions of the Guildhall will continue to be met, ensuring that it is accessible to all. In addition, the building should accommodate a public serving Customer Service function.
- 4.4.4 Commercial use – the Guildhall currently provides a range of commercial income-generating uses. Proposals must demonstrate opportunities to maximise commercial use in addition to the required office and Civic functions.
- 4.5 For clarity, due to existing lease lengths, the current restaurants were not included within the scope of the study, and it is assumed these will remain in situ.
- 4.6 The provision of space for 150 staff was considered an appropriate position to capture the current utilisation of office space at Mandela House and current usage in the Guildhall, as well as reflecting the expectation that provision of top class accommodation will result in staff opting to work more from the office than currently.
- 4.7 The full Cartwright Pickard concept report is included at Appendix A . One of the study's key achievements was to show how additional usable floor space can be gained without major structural changes or significant alterations to the footprint or massing of the building.
- 4.8 A stepped approach to reduce energy consumption and bring down operational carbon emissions to zero is achievable. This begins with ensuring the fabric of the building reduces the need for overall energy consumption, and then ensuring the residual energy requirements are met through renewable sources. A small amount of offsetting carbon is still required to reach Net Zero. This can be achieved through additional photovoltaics on the Market Square and/or the Corn Exchange or, if developed, linking to the proposed district heat network.
- 4.9 The graph below at figure 1 demonstrates this staged approach.

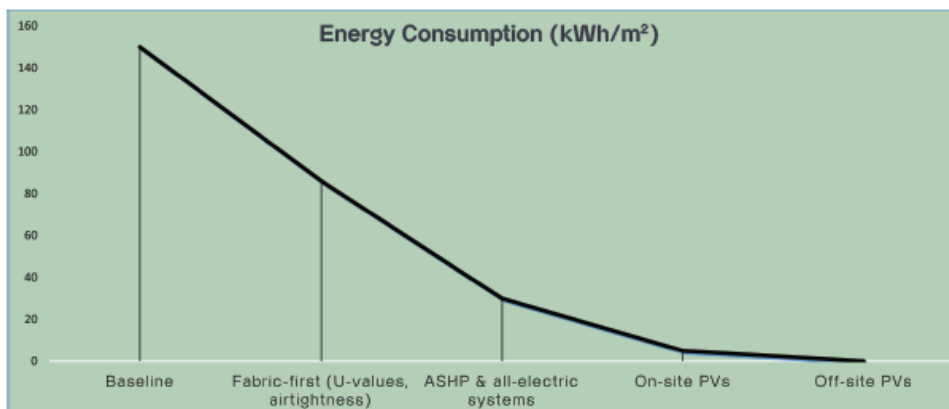


Fig.1 – From baseline (existing Building performance) to net zero carbon in operation

- 4.10 The Council chambers, halls, court and cells are some of the most significant areas within the Guildhall from a conservation perspective. While no major alterations are proposed to these spaces reflecting their heritage importance, there is scope to uplift the spaces while respecting their character, while also improving accessibility and security arrangements. This in turn will enable a more flexible approach to their usage and enhance the opportunity for a dual use of these spaces for both civic and commercial use.
- 4.11 The business case for the refurbishment of the Guildhall relies in part on the disposal and redevelopment of Mandela House. An initial feasibility study considering redevelopment options had been undertaken by Cambridge Investment Partnership (CIP) (Appendix B) which concluded that a wholly commercial redevelopment could generate a £16m return to the Council.
- 4.12 Consolidation of the Council's primary office space into the Guildhall will bring significant operational savings:
- 4.12.1 The Future Office Accommodation strategy identified average annual costs, including business rates, energy costs, planned maintenance and responsive repairs, of £918k per annum for Mandela House and £1.342m for the Guildhall.
- 4.12.2 Investing in refurbishment to Net Zero for the Guildhall and selling Mandela House will significantly reduce planned maintenance expenditure over the 30 years. Reduction in energy usage due to the enhanced Net Zero sustainability measures will also limit energy costs.
- 4.12.3 The approach to maximise rental income through commercial lettings in the newly refurbished Guildhall will mean annual costs including energy costs will be shared between tenants and the Council in an almost 50%-50% split reducing the Council's exposure to an estimated c. £500k annual cost.
- 4.13 The transformative works to the Guildhall will provide a unique environment in Cambridge, resulting in an opportunity for an enhanced commercial revenue stream, through both commercial office letting and more flexible and accessible events spaces.
- 4.14 Bidwells valued the potential commercial office space offer, which has the potential to secure c. £880k of revenue per annum. Based upon a traditional lettings approach to a small number of core tenants, it is expected that a cost of c.30% for agency fees, incentives, void periods and management costs is included. Therefore a net rental income of £616k is assumed.
- 4.15 The Council's Cultural Services have estimated increased income as through enhanced design the refurbishment will enable a diversification of events to include weddings and major celebrations, in addition to the existing conference income stream. This increased income is projected to increase net additional income by £104k.
- 4.16 The table below compares the refurbishment of the Guildhall and selling Mandela (Option 1) with the comparator of the Council selling both the Guildhall and

Mandela and moving into new rented premises (Option 2). Please note that the following assumptions:

- 4.16.1 The capital cost of £35m for refurbishment is based on a cost report prepared by Calford Seaden which is a high-level estimate – Appendix C.
- 4.16.2 The disposal value for Mandela is based on a CIP appraisal and the value for the Guildhall is the current book value. Both are assumptions and the actual sales value may be higher or lower. Appendix D highlights scenarios where sales values for the Guildhall is higher.
- 4.17 When comparing the against the Do Nothing option, the relative Net Present Value (NPV) is positive at c. £22m for Option 1. In other words, the income generated from the disposal of Mandela House for £16m and refurbishing the Guildhall for £35m provides a time-adjusted improvement of £22m over 30 years, when compared with doing nothing. The scheme would payback in 9 years.
- 4.18 For Option 2 the relative NPV is a positive £21m, driven largely by the capital receipt of £24.7m from selling Mandela House and the Guildhall and moving into new offices. However, the ongoing net annual revenue cost of this option is higher than the do nothing option.
- 4.19 When considering various scenarios as detailed in Appendix D, including a high sales value for the Guildhall, higher refurbishment costs and higher costs of capital, Option 1 still showed a positive NPV.
- 4.20 This initial financial review supports the recommendation to proceed with further design work and more detailed appraisal analysis for the Guildhall and Mandela House.
- 4.21 Financial summary
 - 4.21.1 The table below overleaf sets out funding required from the General Fund and the estimated annual costs, savings and additional revenue that may be secured.

CASH FLOWS (local authority sign convention)	Option 0 – Do nothing	Option 1 - GH refurb	Option 2 - alt. office
Capital flows			
Guildhall Refurbishment (CS report)	0	c. 35,000,000	0
Mandela House disposal (CIP Appraisal)	0	c. -16,000,000	-16,000,000
GH disposal (Current Book Value)	0	0	-8,750,000
Cost to Council	0	19,000,000	-24,750,000
Income			
Commercial lettings, net of 30% management costs	-114,000	-616,000	0
Cultural Services net income	-64,000	-168,000	0
Total Annual Income	-178,000	-784,000	0
Costs			
Annual cost of operation:			
Guildhall	1,496,000	500,000	0
Mandela	1,072,000	0	0
Alternative	0	0	2,500,000
Total Annual Cost	2,568,000	500,000	2,500,000
Net cost to Council per annum	2,390,000	-284,000	2,500,000

Fig.2 – cashflows for Do Nothing, Option 1 and Option 2

5 Market Square

- 5.1 Concept designs have already been developed through the Market Square project team which also illustrate how a revitalised market square can support the economy and add to the cultural life of the city. Initial consultation with the market traders and market square liaison group has also taken place, and an updated vision was approved by the Environment and Community Scrutiny Committee in March 2022 for the Proposed Improvement to the Market Square.
- 5.2 This initial work will continue to consider the placemaking of the Civic Quarter to ensure that quality of design brings more people to the market by improving the Market Square and re-instating the historic importance of the Guildhall in the public life of the city. The Market Square team have led the development of concept designs for an improved market square. These designs were developed in response to stakeholder workshops that were held in 2020 that identified a number of areas that limit the potential of the current market square. These areas included a lack of seating and space to gather or eat outside, limited accessibility due to uneven surface and the surrounding highway uses, and lack of an evening offer.
- 5.3 The concept designs were developed by LDA Design – see Appendix E, with key features including provision of more easily demountable, canopy-based market stalls and provision for street furniture and performance areas.

- 5.4 These concept designs, together with a proposed vision statement, formed the basis of a 2021 public consultation, which attracted over 1000 responses reflecting the importance of the market square at the heart of the city.
- 5.5 The March 2022 report to the Environment and Community Scrutiny Committee set out the findings from the consultation, noting the ‘groundswell of support for changes to the market square, making it a more accessible, attractive, welcoming, exciting and safe place to visit, shop and gather both during the day and into the evening.’
- 5.6 The Committee also approved the updated vision for the Market Square. This vision is set out below:

An inspiring, strategic public realm heart to the city centre, the market square will be welcoming to all to work, visit and spend time here. A 21st century international and local multi-generational and multi-cultural space, celebrating Cambridge’s history and heritage, it integrates a thriving, sustainable, accessible, safe and open environment, connecting the surrounding streets with spaces to shop, wander, stop and socialise. A bustling 7-day market, space for seating and eating, additional business and social opportunities and engaging and inclusive cultural events will add to the richness of the area, making this an active day and evening hub in the city centre for local businesses, residents, and the wider community.

- 5.7 The recommended next steps for the Market Square project are to: –
- 5.7.1 progress RIBA stage 2 designs as part of a wider Civic Quarter. It is proposed that the agreed vision for the Market Square will form a core part of the procurement brief for bidders. Through their tender response, bidders will be required to respond to this vision. Should procurement be approved, the winning design and consultant team will be asked to provide decanting options that maintain current levels of trade which, if there is further approval, be part of the planning submission for refurbishment.
- 5.7.2 Support the market, its shoppers and its traders by continuing with the essential business as usual maintenance works, whilst the project design is developed therefore ensuring the market is fully operational and functional.
- 5.7.3 As part of the business as usual work, for the Executive Councillor to consider a report at the Environment and Community Scrutiny Committee in March 2024 on the current market legal status and any proposals to consult Market Traders on changes to their current Terms and Conditions that will support a continued strong and vibrant market offer up to and after the proposed redevelopment.

6 Corn Exchange

- 6.1 The Corn Exchange is one of the largest venues for concerts outside London in East Anglia.

- 6.2 It is a much loved concert, events and conference venue with 133,000 visitors per annum. Average bar spend per head is over £8 per head for stand up concerts and £5 for sit down concerts.
- 6.3 There are some operating restrictions within the design of the venue. We have the potential with investment to improve the quality of the acoustics, increase income through greater hospitality areas, improve the commercial return, and improve quality of service with cloakroom and welfare space.
- 6.4 Operating costs (excluding staff costs) are high with with £5.5m put aside for the 30 year asset management plan (Appendix F). The turnover for the Corn Exchange exceeds £2m and significantly contributes to the City's economy. In addition to this there is the turnover of the interdependant businesses alongside the venue including the Arts Theatre, pubs, restaurants and traders. The Guildhall also has an interdependency with the Corn Exchange particularly in the commercial conferencing market.
- 6.5 By including the Corn Exchange into the Civic Quarter project, there is an opportunity to review:
 - 6.5.1 Improving the acoustics of the Hall
 - 6.5.2 Improving the spend per head by offering a more attractive destination generating more income for the council.
 - 6.5.3 Reducing annual operational costs and improving energy efficiencies.
 - 6.5.4 the synergies with an improved market square and Guildhall as part of a Civic Quarter destination and contribute to the outdoor events programme in the overall area.
- 6.6 With recommendations to take forward designs to RIBA 2 for the Market Square and Guildhall in place, the recommended next steps for the Corn Exchange are:
 - 6.6.1 To undertake a feasibility report including RIBA 2 designs for refurbishment as part of a wider Civic Quarter.
 - 6.6.2 to consider how operating costs can be reduced and how the spend per head in the area can be improved by offering a more attractive destination generating more income for the Council.

7 Programme and Finances

- 7.1 £1,450,000 is recommended, based on advice from Calford Seaden, for the overall budget to procure design and consultancy services to RIBA 2 for the Civic Quarter managed through a single project and professional team.
- 7.2 For November S&R 2024, it is proposed that a more detailed appraisal analysis is provided allowing the Council to make an informed choice on the next steps for its Civic Quarter.
- 7.3 An indicative programme for delivery of the refurbished Guildhall and Civic Quarter is set out below.

Milestone Targets	Programme date
Approval for budget to proceed to RIBA Stage 2	January 2024
Procurement of Design and Consultant Team	February 2024
Completion of Design Team procurement	April 2024
Stakeholder Engagement	May-June 2024
Completion of RIBA Stage 2 outputs for Civic Quarter	October 2024
S&R Report seeking approval for: 1. Business case for the Civic Quarter 2. budget to complete design and refurbishment of Guildhall subject to delegated approvals in March 25 and October 25 3. next steps on Civic Quarter	November 2024
Delegated Approval to submit planning application for the Guildhall	March 2025
Delegated Approval to enter into a works contract for the Guildhall	October 2025
Handover of Guildhall	October 2027

8 Governance and Engagement

- 8.1 Should approval be granted to proceed with full design team procurement the Fig 3 and Fig 4 below outlines the stakeholder engagement and governance approach that will be taken.
- 8.2 Stakeholder Engagement
- 8.2.1 Stakeholder engagement will need to include, but not be limited to: Customer Services, Cultural Services and Events, Transformation team, Leadership Team, Members, officers, unions, Market Traders, existing tenants, businesses in the area and other local stakeholder groups.

- 8.2.2 Stakeholder engagement will be channeled through two Civic Quarter Steering groups. An Internal Civic Quarter Steering group will focus on the design requirements for the Civic, Office, Customer Services and Cultural Events spaces required by the council. This engagement with the appointed design team will take place in May and June 2024.
- 8.2.3 An External Civic Quarter Steering Group will consider the views of market traders, the public and the Civic Quarter Liaison Group. The Civic Quarter Liaison Group will replace the Market Square Liaison Group. A communications company with a track record in Cambridge will be appointed to assist the Council with this external stakeholder engagement and the Council's online consultation portal (Citizen Lab) will be used to ensure all views are captured. This engagement will start in January 2024 with meetings held with Market Traders and the Civic Quarter Liaison Groups. Further engagement in May and June 2024 will take place once the design team are appointed.
- 8.2.4 A members steering group will provide feedback to the appointed design team on civic requirements.

Civic Quarter Engagement Plan

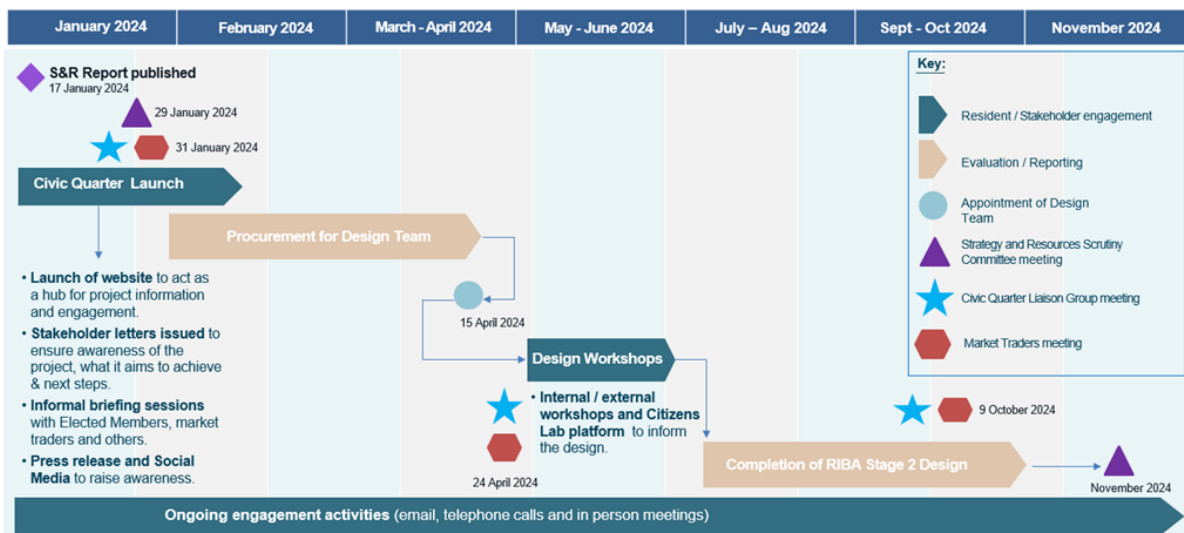


Fig.3 – Stakeholder Engagement Plan

8.3 Governance

- 8.3.1 Designs, costs and risks will be reviewed by the Council's Project Team, the appointed Employers Agent (providing Project Management of the design process and cost consultancy services) and the Design Team. The Council's Project Team will include the Project Sponsor, a Senior Project Manager to lead a team that will include a Capital Project Manager, a Market Square Project Manager, a Project Manager Assistant and other council officers as required.

- 8.3.2 On a monthly basis, the council’s Project Team, the Employers Agent and the Design Team will provide updates which will be reviewed by the Civic Quarter Project Board which is made up of senior officers from across the council.
- 8.3.3 Recommendations and decisions by the Civic Quarter Project Board will be reviewed monthly by the Development Board which consists of the Council’s Leadership team.
- 8.3.4 Ahead of monthly updates to the Project Board, briefings on the project will be given to the Leadership Team, Exec Councilors’ and to the Opposition.

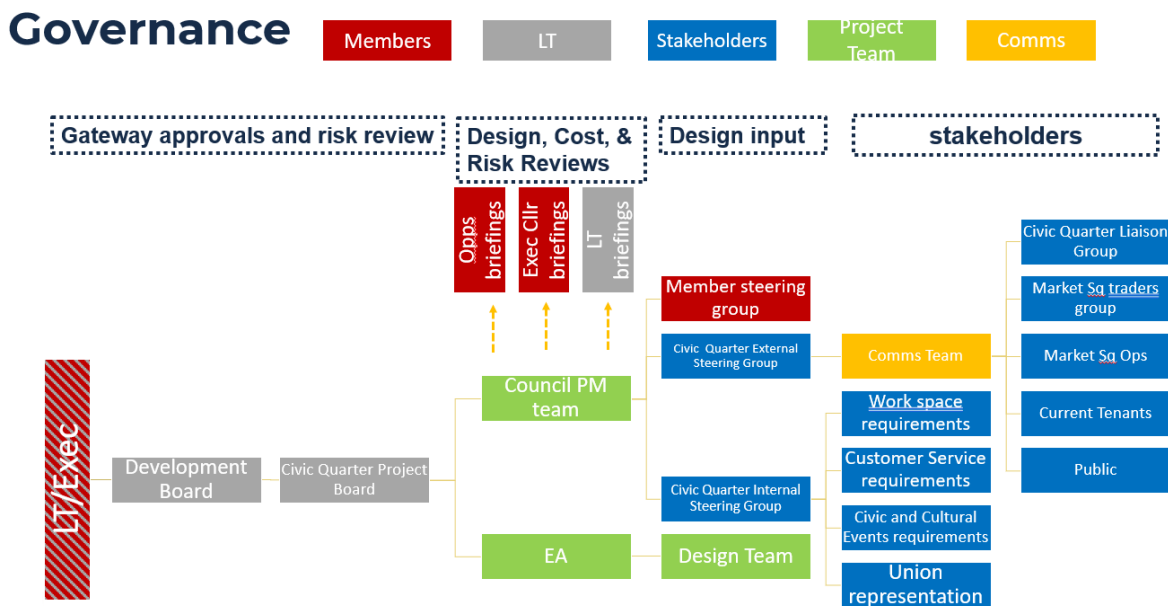


Fig.4 – Governance of the Civic Quarter

9 Interdependencies

- 9.1 There are a number of interdependencies that are related to the Civic Quarter Project
- 9.2 Cultural Strategy and Cultural Infrastructure Strategy
 - 9.2.1 The Council’s Cultural Strategy is expected to be submitted for approval at the March 2024 Environment and Communities Committee. Approval of this report will inform the principles for the Council’s Support and commitment to Cultural Development in the City and outline our role within this. The Cultural Infrastructure Strategy will outline the City Council and South Cambridgeshire Council’s role in the development of Cultural Infrastructure in the region and undertake a full audit of current provision and future need and is expected to report to Committee later in the year.

9.3 Making Space for People

9.3.1 The Making Space for People, Vision and Principles document was endorsed by the Cambridge City Council Planning & Transport Scrutiny Committee on the 12th January 2021 with the expectation that the document will be referred to for all Central Cambridge projects and schemes which relate to streets and open spaces to inform scheme planning, prioritisation and decision making. Also, this document is a material consideration in determining future planning applications that may impact streets and open spaces in the Central Cambridge Study Area.

9.3.2 The Civic Quarter project will reference the Making Space in the procurement brief for the design team.

9.4 District Heating Feasibility Study

9.4.1 At the Environment and Communities Scrutiny Committee, 29 June 2023, approval was given to use up to £180,000 of the Council's Climate Change Fund for match-funding of the next phase of a District Heating Detailed Project Development, subject to a satisfactory outcome from the feasibility study; a successful second government Heat Network Delivery Unit grant application; confirmation of a match-funding contribution from the University of Cambridge.

9.4.2 That funding is now secure for the Detailed Project Development. The Civic Quarter project procurement brief will reference the potential opportunity to use Air Source District Heating as a way of meeting Net Zero design.

10 Implications

10.1 Staffing Implications

10.1.1 The project will be led by the council's Development team, working closely with the Transformation team to ensure alignment with the Council's wider strategic objectives. Refining the brief following appointment of the design team will be a critical stage of the project, and detailed consultation with the Leadership Team, Cultural Services, Customer Services, Members, staff and unions will be required during this phase.

10.1.2 The Civic Quarter Project Board will review project updates and the Development Board will provide strategic oversight of the project.

10.2 Professional team

10.2.1 The Council's project team will be supported by Calford Seaden during procurement of the design team. After procurement with the appointment of the design and consultant team. An Employers Agent will be appointed to manage the design team and cost review on behalf of the council.

10.3 Equality and Poverty Implications To follow

10.4 Procurement Implications

10.4.1 The procurement will be led by Employers Agent Calford Seaden who will advise the Council on a compliant procurement process.

10.5 Community Safety Implications To follow

10.6 Risks

Risks	Probability	Impact		Mitigation
Risk Management	3	5	15	Risk Management will include Risk Register held by Calford Seadens with input from all consultants and Councils PM team. Reviewed monthly at Design Team meetings, Development Board and LT/Exec.
Cost of Design and Consultant fees exceeds budget	3	5	15	Cost consultant with requisite experience being procured to ensure that realistic costs are provided from the outset. Collaborative process between client, architect and cost consultant to ensure all parties aware of cost position at every stage.
Commercial opportunities (including Mandela) more limited than expected due to site constraints resulting in reduction in assumed revenue	3	4	12	Commercial opportunities being tested with current assumptions, but this will remain under review and significant due diligence will be undertaken regarding values and cost, and design aspirations.
Delays in design work	3	4	12	Council PM team to work with Calford Seaden to ensure realistic and robust programme
Reputational Risk with Stakeholders	2	5	10	Appointment of communications team. Ensure the design team and project team have a focus on stakeholder engagement with meetings included in the procurement brief
Planning risks due to heritage and placemaking concerns	2	5	10	Ensure design team include heritage and planning consultants as well as budget for PPA with Council's planning team to ensure regular engagement.
Scope Creep	2	4	8	Project management from both Council and Calford Seaden to ensure the procurement brief is robust and that Design Team Meetings are chaired appropriately. Project scope to be signed off by Development Board.
Inadequate Governance	2	4	8	Council PM team and project Sponsor to report to Development

Risks	Probability	Impact		Mitigation
Risk Management	3	5	15	Risk Management will include Risk Register held by Calford Seadens with input from all consultants and Councils PM team. Reviewed monthly at Design Team meetings, Development Board and LT/Exec.
				Board and LT/Exec. Regular member and stakeholder briefings. Governance arrangements agreed with the Councils Corporate Programme Office.

11 Background papers

11.1 The following background papers used in the preparation of this report.

11.1.1 S&R October 2022 Future Office Accommodation Strategy

11.1.2 Environment and Community Scrutiny Committee March 2022 Proposed Improvement to the Market Square

12 Appendices

12.1 Cartwright Pickard – Proof of Concept Study – Appendix A (Confidential)

12.2 CIP – Mandela House redevelopment feasibility study – Appendix B (Confidential)

12.3 Calford Seaden – Cost Plan and Procurement note – Appendix C (Confidential)

12.4 Appraisal and NPV calculations – Appendix D (Confidential)

12.5 LDA Design – Market Square Improvements - Appendix E

12.6 PRP Building Condition Survey, Corn Exchange - Appendix F (Confidential)

13 Inspection of papers

To inspect the background papers or if you have a query on the report please contact Ben Binns, Assistant Director, tel: email: ben.binns@cambridge.gov.uk

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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