



Cambridge City Council  
**Strategy and Resources Scrutiny Committee**

**Date:** Monday, 30 September 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 of the previous meetings held on 1 July and 18 July 2024
- 3a Minutes of the meeting 1 July 2024 (Pages 5 - 14)
- 3b Minutes of the meeting 18 July 2024 (Pages 15 - 18)
- 4 Public Questions
- 5 To Note Record of Urgent Decision Taken by the Executive Councillor for Finance and Resources
- 5a \*\*\*RoD - Approval of funding to Cherry Hinton Community Benefit Society Limited for fitting out and starting up the Cherry Hinton Hub (Pages 19 - 22)

**Decision for the Leader**

- 6 Combined Authority Update Report (Pages 23 - 62)

**Decision for the Executive Councillor for Finance and Resources**

- 7 General Fund Medium Term Financial Strategy 2024/25-2033/34  
Report to follow.

**Decision for the Leader**

- 8 Our Cambridge – Group Design Programme and Alignment with BSR



**Strategy and Resources Scrutiny Committee Members:** Robertson (Chair), Gawthrope Wood (Vice-Chair), Baigent, Bennett, Bick, Sheil, Young and Todd-Jones

**Alternates:** Ashton, Clough, Griffin, Martinelli and Porrer

**Executive Councillors:** Davey (Leader), Gilderdale (Statutory Deputy Leader with Executive Responsibility for Economy and Skills) and S. Smith (Executive Councillor for Finance and Resources)

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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**

1 July 2024  
5.30 - 6.33 pm

**Present:** Councillors Robertson (Chair), Baigent, Bennett, Griffin, Porrer, Young and Todd-Jones

**Officers:**

Assistant Chief Executive: Andrew Limb  
 Customer Services Operations Manager: Clarissa Norman  
 Strategic Digital Lead: Michelle Lord  
 Head of People: Lynsey Fulcher  
 Principal Surveyor: Philip Taylor  
 Committee Manager: Chris Connor  
 Meeting Producer: Boris Herzog

**FOR THE INFORMATION OF THE COUNCIL**

**24/29/SR Apologies for Absence**

Apologies were received from Councillor Bick, Councillor Porrer attended as his Alternate. Apologies were received from Councillor Gawthrop Wood, Councillor Griffin attended as her Alternate. Apologies were also received from the Executive Councillor for Finance and Resources Councillor Simon Smith.

**24/30/SR Declarations of Interest**

Name	Item	Interest
Councillor Baigent	All	Personal: Member of Cambridge Cycling Campaign
Councillor Baigent	22/40/SR	Was a member of Planning Committee. Discretion unfettered.

Councillor Bennett	22/40/SR	Was a member of Planning Committee. Discretion unfettered.
Councillor Porrer	22/40/SR	Was a member of Planning Committee. Discretion unfettered.

### **24/31/SR Minutes**

The minutes of the meeting held on 23 May 2024 were approved as a correct record and signed by the Chair.

### **24/32/SR Public Questions**

There were no public questions.

### **24/33/SR To Note Record of Urgent Decision Taken by the Executive Councillor for Finance and Resources**

#### **5a Funding for Cambridge City Council Governance Review**

The decision was noted.

### **24/34/SR Annual Report on the Council's Key Strategic Partnerships**

#### **Matter for Decision**

This report provides an annual report on the work of the key strategic partnerships that the Council is involved in; and covers the recent decisions on the Cambridge & Peterborough Combined Authority

#### **Decision of the Leader of the Council**

- i. Note the achievements and progress of the key strategic growth and economy-related partnerships that the City Council is engaged with, as detailed in paragraphs 3.3 – 3.41.
- ii. Note the recent decisions of the Cambridgeshire & Peterborough Combined Authority Board at Appendix A & B, and invite the City Council's representative to provide an update.

**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 Assistant Chief Executive.

The Assistant Chief Executive and the Leader of the Council said the following in response to Members' questions:

- i. The Council's representative in the Cambridge and Peterborough Combined Authority (CPCA) Anna Smith was available at every meeting of Strategy & Resources and was able to answer any queries as related to the CPCA.
- ii. The Leader stated that he agreed that the Greater Cambridge Partnership (GCP) should be coming to this Committee for scrutiny as the CPCA does.
- iii. A unitary authority would not affect the Council's current relationships with partnerships, perhaps apart from the GCP.
- iv. The Leader stated that he would look at partnerships and see if there was a possibility for greater scrutiny and bring back to Committee.
- v. Councillor Anna Smith stated she was available to answer any questions in regards to the CPCA and was happy to have conversations regarding CPCA business with Members.

The Scrutiny Committee **unanimously** approved the recommendations.

The Leader 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

**24/35/SR Annual Performance and Customer Feedback Report 2023/24****Matter for Decision**

This report invites the Leader of the Council to approve the text of the Annual Report in advance of its formatting, design and publication on the council's website and the Key Performance Indicators. It also invites the Leader to note the Annual Complaints and Customer Feedback Report

**Decision of the Leader of the Council**

- i. Approve the Annual Report against the Corporate Plan and associated KPI table.
- ii. Note the Annual Complaints and Customer Feedback Report

**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 Customer Services Operation Manager.

The Customer Services Operation Manager said the following in response to Members' questions:

- i. Stable management teams were now in place to focus on complaints, most notably in cultural services. This had been a year of transition for that team.
- ii. Complaints were monitored, highlighted and escalated.
- iii. The percentage of complaints dealt with within target had decreased this year.
- iv. The Leader of the Council stated that he welcomed KPI's (Key Performance Indicators) as it allowed the Committee to scrutinise The Executive's performance. Stated that if Members felt KPI's needed to change, this Committee would be the place to raise any concerns.



- v. There were approximately 20,000 housing repairs with 184 complaints which is approximately 0.92%.
- vi. The Homelink service had 2696 applications with 16 complaints for 0.59% ratio.
- vii. The Housing Advice service had 2297 application with 23 complaints for 1% ratio.
- viii. The Leader of the Council stated that response times from complaints had increased and would be investigated.
- ix. The Leader of the Council stated that there were 230,000 contacts to Customer Services and there were only 24 complaints.

The Scrutiny Committee approved the recommendations by a vote of **6-0-2**.

The Leader 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

## **24/36/SR Digital, Data and Technology (DDaT) Strategy**

### **Matter for Decision**

- i. This report presents the Digital, Data and Technology (DDaT) Strategy 2024-2029 for approval, which sets out the Council's vision and framework for effectively managing digital, data and technology over the next five years. For clarity, this is an internal (not public facing) technical strategy and does not relate to the 3C ICT Service Review.
- ii. Customers are placed at the heart of this Strategy. A key component of the Strategy is the digital customer journey which focusses on improving both user experience and accessibility for our customers, where those who can engage digitally, choose to do so because it is more convenient and preferable to other alternatives.
- iii. The Strategy aims to achieve the following outcomes: more agile response to community needs; improved digital accessibility; increased operational efficiency, better decision-making capabilities, an adaptable and resilient IT estate, and provide staff with improved digital and data skills.

- iv. The Strategy is structured into four strands: digital customer journey, data and information management, technology and innovation, and digital and data skills development. Each strand has specific missions and actions to deliver the desired target state of the Council.

### **Decision of the Leader of the Council**

Approve the 5-year Digital, Data and Technology (DDaT) Strategy.

### **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 Strategic Digital Lead Manager.

The Strategic Digital Lead said the following in response to Members' questions:

- i. 3C ICT, Strategy and Data were not a part of the service offer. That service agreement was currently being reviewed.
- ii. 3C ICT review likely coming to this Committee in September.
- iii. Working on improving digital exclusion had internal support. Could improve signposting what the Council was already doing.
- iv. Part of the strategy was more bespoke training for staff.
- v. The Technical Design Authority (TDA) would be made up of Strategic Digital Lead, counterparts from 3C ICT. Were currently looking for a Solutions Architect to join the team. Depending on the outcome of the service review, may have representatives from South Cambridgeshire and Huntingdonshire Councils as well.
- vi. As part of digital function that was being looked at internally, were looking at how to create a business intelligence function. Would like to look at Councils data assets and make that available to staff and the public.

- vii. In response to a comment by the Chair about concentrating on the summary in the report in order for Members to more easily take in the information, Officer stated that she would take that feedback on board going forward.

The Scrutiny Committee **unanimously** approved the recommendations.

The Leader 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

### **24/37/SR 2023/24 General Fund Revenue and Capital Outturn, Carry Forwards and Significant Variances**

Item deferred.

### **24/38/SR Annual Treasury Management Outturn Report 2023/24**

Item deferred.

### **24/39/SR People and Culture Strategy 2024-27**

#### **Matter for Decision**

- i. The Council's Corporate Plan, Our Cambridge transformation programme and the Target Operating Model outline an ambitious agenda for the Council for the next three years. Our People and Culture strategy sets out how we will align our workforce to achieve these ambitions over the same period.
- ii. The Council's last People Strategy was for the period 2007– 2011. Since the last strategy was developed, our communities, workforce and Council have undergone considerable change. Our communities want services delivered in different ways, and the expectations that employees have of their employers has changed.
- iii. This People and Culture Strategy builds on the work and achievements we have made in all aspects of people management to date and takes

forward learnings gained to outline the people and workforce priorities and considerations for the next three years.

- iv. Once approved and launched, employee workshop sessions will be held to develop the action plan – “the People Plan” that will accompany the people and culture strategy. This will include new actions and projects as well as aligning people implications of existing programmes, initiatives and activities. The people plan will have clear accountability and will be regularly reviewed by a People Strategy Governance Board.

### **Decision of the Leader of the Council**

- i. To recommend, following scrutiny and debate at Strategy and Resources Scrutiny Committee, to agree to the People and Culture strategy being launched across the Council commencing with employee engagement to shape the People Plan.

### **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 Head of People.

The Head of People said the following in response to Members’ questions:

- i. If points in strategy regarding carers was not explicit enough, would certainly improve that.
- ii. Had noted the point of having Senior Champions for each team. Would explore this further.
- iii. Currently exploring and investigating how to set up meaningful staff networks for those who wish to be involved.
- iv. Regarding diversity and applications, that was a big focus for the Council. Working with external organisations and internal networks. Working with vulnerable groups within the community to see what could

be done to get more people into employment, not only with the Council but in general.

- v. There was a large amount of data in report going to Equalities Panel in regarding disabilities. Though report states that 7% of workforce had reported a disability, were aware that it was much higher. Many employees did not wish to declare their disability.
- vi. In September an all staff survey focusing on well-being would be launched to get data to help feed into the action plan going forward.
- vii. Trade Unions had seen the strategy in the report. Would make that more explicit.

The Scrutiny Committee **unanimously** approved the recommendations.

The Leader 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

### **24/40/SR Development Agreement to Surrender and Re-grant New Lease - Plots 9, 10-11 & 12 and Wider Master-planning - Plots 6-16 Mercers Row Industrial Estate, Cambridge**

The Committee **unanimously** voted and agreed to exclude the public after considering that the public interest was outweighed by paragraph 3 of Part 1 of schedule 12A of the Local Government Act 1972 to enable committee debate of the officer report.

The Scrutiny Committee **unanimously** approved the recommendations.

The Leader approved the recommendations.

The meeting ended at 6.33 pm

**CHAIR**

**STRATEGY AND RESOURCES SCRUTINY COMMITTEE**

18 July 2024

5.00 - 5.36 pm

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

Executive Councillors: S. Smith (Executive Councillor for Finance and Resources)

**Officers Present:**

Chief Executive: Robert Pollock

Chief Operating Officer: Jane Wilson

Chief Financial Officer: Jody Etherington

Committee Manager: Claire Tunncliffe

**FOR THE INFORMATION OF THE COUNCIL****24/14/SR Apologies for Absence**

Apologies were received from Councillor Sheil.

**24/15/SR Declarations of Interest**

Name	Item	Interest
Councillor Baigent	All	Personal: Member of Cambridge Cycling Campaign

**24/16/SR Public Questions**

No public questions were received.

**24/17/SR 2023/24 General Fund Revenue and Capital Outturn, Carry Forwards and Significant Variances****Matter for Decision**

The report presented for all Portfolios:

- i. A summary of actual income and expenditure compared to the final budget for 2023/24 (outturn position).
- ii. Revenue and capital budget variances with explanations.

- iii. Specific requests to carry forward funding available from budget underspends into 2024/25.

The outturn report presented reflected the Executive Portfolios for which budgets were originally approved (which may have changed since, for example for any changes in Portfolio responsibilities).

### **Decision of Executive Councillor for Finance and Resources**

To recommend to Council to:

- i. Approve carry forward requests totalling £2,959,740 of revenue funding from 2023/24 to 2024/25, as detailed in Appendix C of the Officer's report. These were carry forward requests in excess of £50k. Requests up to and including £50k which total £153,720 are approved via delegated authority to the Chief Financial Officer.
- ii. Approve carry forward requests of £19,855,000 of capital resources from 2023/24 to 2024/25 to fund rephased net capital spending, as detailed in Appendix D of the Officer's report.

### **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.

In response to Members' questions the Chief Finance Officer and Executive Councillor said the following:

- i. There were significant capital programmes currently being undertaken, and some degree of slippage was not unusual.
- ii. Important to note that most capital spend was financed from resources ringfenced specifically for capital purposes. Would not be able redirect the monies to Council services.
- iii. Of the £20million carried forward, £3million of the capital finance was revenue finance and the rest financed from capital resources.
- iv. There was overspend and underspend on completed projects in general. Budgets ought to be built on a project-by-project basis, money should be available as and when required.
- v. There were overspends and underspends throughout the general fund which needed to be looked at when completing next year's budget



- setting review; a more detailed process with the services would be undertaken to understand why there was such underspends.
- vi. Underspends had occurred in the community wealth building programme; a substantial amount of funding had been agreed to this programme as it had been anticipated that this would start at the end of the financial year but didn't. This was not a front-line service issue but an 'over optimism issue', progress was still being made.
  - vii. Another underspend related to planning services due to changes introduced by Central Government, such as increase in planning application charges which meant that the service had received higher than forecast income.
  - viii. The real difference was shown in the finance & resources portfolio due to higher interest rates and higher investment balances. It was not that services were underspending but there had been an 'unexpected windfall' that had contributed to the variance highlighted.
  - ix. The general fund was under substantial pressure and savings were required for the Council to continue to fulfil their statutory duties. If this did not happen, then the money shown in reserves would be exhausted within three financial years.
  - x. Investments had been made in service transformation to make changes so the Council would not be forced to make an emergency budget.
  - xi. Agreed to the request to bring a detailed report on the two services areas shown in appendix B of the Officer's report under the title Major variances (>£50k) from final revenue budgets.
  - xii. Need to review the capital programme to ensure that what was in the programme was really required.

The Committee voted **by 3 votes to 0 with 2 abstentions** to endorse the Officer recommendations.

The Executive Councillor 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

## **24/18/SR Annual Treasury Management Outturn Report 2023/24**

### **Matter for Decision**

The Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury report reviewing treasury management

activities and the actual prudential and treasury indicators for each financial year.

### **Decision of Executive Councillor for Finance and Resources**

To recommend the Annual Treasury Management (Outturn) report to Council, which included the Council's actual Prudential and Treasury Indicators for 2023/24.

### **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 who said the following in response to Members' questions:

- i. The Council's investment in Barclays was not via Link but as their role as the main Council's bankers.
- ii. The Council held an ongoing banking contract with Barclays until 2026.
- iii. Following the Council's agreement at Full Council May 2024 to investigate the implications of stopping banking with Barclays, this was being investigated by Officers. Member consultation had been placed on hold during the pre-election period but now this was over, engagement with Members would begin.

The Committee voted **Unanimously** to endorse the Officer recommendations.

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

No conflicts of interest were declared by the Executive Councillor.

The meeting ended at 5.36 pm

**CHAIR**

## Cambridge City Council

### Record of Executive Decision

#### **Approval of funding to Cherry Hinton Community Benefit Society Limited for fitting out and starting up the Cherry Hinton Hub**

Decision of: Councillor S Smith, Executive Councillor for Finance and Resources

Reference: 24/URGENCY/

Date of decision: 26/06/2024      Date Published on website: 28/06/24

Decision Type: Key

Matter for Decision: Approval of funding towards fitting out of the community kitchen and rooms and starting up the Cherry Hinton Hub (Planning Ref: 19/1713/FUL)

#### FOR PUBLICATION

Why the Decision had to be made (and any alternative options): The Cherry Hinton Hub scheme is nearing practical completion. The specification of works and bill of quantities for fitting out the community kitchen and rooms were not included in the construction contract, and no provision was made to support the start-up costs of the hub operator, the Cherry Hinton Community Benefit Society Limited.

The Council requested the Benefit Society to raise £50k towards the above costs. However, these costs are forecast to exceed £100k.

To date, the Benefit Society has raised £43k. Of this sum, Thalia has approved a £30k grant specifically towards the community kitchen fit out costs of £50k, subject to confirmation of a lease from the Council. The balance of £13k has been raised by the community.

A council grant of £50k is required as follows:

- a) £20k towards the £50k cost of fitting out the community kitchen,
- b) £20k to fund the cost of furnishing and equipping the community rooms, and
- c) £10k towards the community hub start-up costs.

A cash flow forecast provided by the Benefit Society identifies that funding is required to cover start-up costs before any room hire income is generated. This is to purchase café stock and meet building service charges. Local community donations

received to date of £13k will contribute to these initial start-up costs, pending break even.

Thalia require confirmation of match funding by 30<sup>th</sup> June 2024 to approve a grant funding application, and this is why an out of cycle decision is required before any future scrutiny committees or as part of the council's next standard budget setting process.

Practical completion of the building and handover is due to take place on 24<sup>th</sup> June, and so this decision will allow access to the building for commencement of fitting out works, required for the earliest possible opening of the hub. A Council grant decision will enable the Community Benefit Society to demonstrate funds required for Thalia and to let contracts to fit out the kitchen, furnish and equip the community rooms and acquire equipment and stock required for starting up the new community hub.

The Executive Councillor's decision: Approval of £50,000 funding for Cherry Hinton Community Benefit Society.

Reason for the decision: As detailed in the Officers supporting briefing report.

Scrutiny Consideration: As special urgency the Chair of Strategy and Resources Scrutiny Committee has to agree the use of special urgency. This has now been confirmed by the Chair.

Conflict of interest: None

Comments: Part 4C section 6.1 of the Councils Constitution, permits decisions to be taken which are outside of the budget framework if the decision is:

1. a matter of urgency (this is correct)
2. it is not practical to convene a quorate meeting of the Council, (this is correct);  
and
3. the Chair of the Strategy and Resources Scrutiny Committee agrees the matter is of urgency (**the Chair to agree**).

The decision will be reported back to S&R Committee on 30<sup>th</sup> September 2024 and Full Council on 10<sup>th</sup> October 2024.

**Recommendation:**

- To approve £50,000 additional capital funding towards the costs of fitting out and equipping the community kitchen and rooms and supporting the start-up phases of the Cherry Hinton Community Hub.

**Background:**

- The councils [Community Centre Strategy](#) identified a gap in access to community facilities for high need residents in Cherry Hinton. New community facilities planned for nearby growth sites at Marleigh, GB1/2 and Land North of Cherry

Hinton will not provide access for the existing community to facilities within a 15 minute walk time

- A new community facility for Cherry Hinton therefore remains a strategic priority for the council and a priority for residents who do not have currently have access to facilities
- Residents have been working with the council since 2006 to bring forward a scheme to extend the existing library building to create a Community Hub
- Following extensive consultation with residents, planning approval was granted for the Cherry Hinton Hub scheme in September 2020
- Following design work and competitive supplier and contractor quotations, a contract was let for the required demolition and structural works, mechanical heating and ventilation, access control and interior finishes at a capital cost of £1,643,089
- Having been set a requirement to raise £50k, the Cherry Hinton Community Benefit Society has identified a requirement for £90k + to fit out the community kitchen (£50k), furnish and equip the community rooms (£20k) and operating start-up costs (£20k +). Of this sum, the Benefit Society has secured a £43k, of which £30k is subject to a lease. To address the funding gap, the Benefit Society has requested a £50k grant from the Council to be paid in two tranches of £25k. The special conditions to be attached to the deed require prior to the Community Hub opening: submission of quotes received for the works; adoption of the policies for Health and Safety, Safeguarding (child and vulnerable adults), Equality and Diversity, Confidentiality / Data Protection (GDPR), Complaints and Environmental; submission of necessary insurance documents, a budget for the first year of operation, and proof of expenditure of the first payment prior to the release of the second grant payment.

**Why an out of cycle decision is required:**

- An out of cycle decision is now required because:
  1. The next opportunity for scrutiny at Strategy and Resources Committee (S&R) of the additional capital requirement would be S&R Committee on 30<sup>th</sup> September 2024, but this would be too late to allow the hub to fitted out ready for opening in a timely manner.
  2. The next opportunity to include a capital request as part of the council's financial cycle would be the Medium-Term Financial Strategy (MTFS) in October 2024.

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## **REPORT TITLE: Combined Authority Update**

### **To:**

Councillor Mike Davey, Leader of the Council

Strategy & Resources Committee – 30 September 2024

### **Report from:**

Andrew Limb, Assistant Chief Executive.

Update to be provided in the meeting by Cambridge City Council representative on the Combined Authority Board

### **Wards affected:**

(All)

## **1. Recommendations**

1.1 It is recommended that the Leader:

1. 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 AGM and Board meeting held on 24 July and 4 September 2024.

## **2. Purpose and reason for the report**

2.1 This is a regular report to the Strategy & Resources Scrutiny Committee providing an update on the activities of the Cambridgeshire and Peterborough Combined Authority (CPCA) Board.

## **3. Background and key issues**

3.1 The decision sheets from the Combined Authority Board meetings on the 24 July and 4 September are appended.

- 3.2 The CPCA Chief Executive's update report to the CPCA Board at the 24 July and 4 September Board meetings are appended for information.
- 3.3 The CPCA Forward Plan, for September 2024 is attached at Appendix . Members of the Committee may wish to highlight any areas of particular interest coming to forthcoming meetings to the Council's representative on the Board.
- 3.4 Of particular note in the period since the July meeting of this committee are the decision of the Combined Authority Board (at its July meeting) to proceed with public consultation on the Bus Franchising Scheme and to approve the revised Bus Service Improvement Plan; and the Government's decision to lift the previous Best Value Notice, confirmed in a letter from Minister of State at MHCLG, Jim McMahon MP.
- 3.5 The Combined Authority has also been working on a set of strategic documents in recent months which will come to the Board for approval in the coming period, including the State of the Region report (analogous to Cambridge City Council's State of the City report); the Shared Ambition statement; and the Infrastructure Development Framework. City Council officers have been contributing to the development of these reports, and also to the emerging strategic priorities for Cambridgeshire and Peterborough's Local Growth Plan. These will be further developed in the coming months, with a current expectation that the Local Growth Plan will be completed in Summer 2025.

#### **4. Implications**

##### **4.1 Relevant risks**

There are none arising from the recommended decision

##### **Financial Implications**

4.2 There are none arising from the recommended decision



## **Legal Implications**

4.3 There are none arising from the recommended decision

## **Equalities and socio-economic Implications**

4.4 There are none arising from the recommended decision.

## **Net Zero Carbon, Climate Change and Environmental implications**

4.5 There are none arising from the recommended decision.

## **Procurement Implications**

4.6 There are none arising from the recommended decision

## **Community Safety Implications**

4.7 There are none arising from the recommended decision

## **5. Background documents**

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

5.1 Background papers used to prepare this report can be found in the appendices.

## **6. Appendices**

6.1 Appendices are attached to the agenda and as links below apart from Appendix F which is link only.

Appendix A – [Decision Statement](#) of the Cambridgeshire & Peterborough Combined Authority Board meeting 24 July 2024

Appendix B – [Decision Statement](#) of the Cambridgeshire & Peterborough Combined Authority Board meeting 4 September 2024

Appendix C – [Chief Executive's Report](#) to the Combined Authority Board 24 July 2024  
Appendix D – [Chief Executive's Report](#) to the Combined Authority Board 4 September 2024.

Appendix E – [Combined Authority Forward Plan](#) September 2024

Appendix F – Combined Authority [press notice regarding lifting of the Best Value Notice](#),  
September 2024

To inspect the background papers or if you have a query on the report please contact  
Dan Kalley, Democratic Services Manager, tel: 01223 457011, email:  
[dan.kalley@cambridge.gov.uk](mailto:dan.kalley@cambridge.gov.uk)



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 Apologies for Absence**

No apologies for absence were received.

**2 Announcements**

The Mayor congratulated newly elected Members of Parliament and expressed keenness for future collaboration to advance shared goals. He reiterated how Mayoral Combined Authorities play a crucial role in regional regeneration and economic growth.

**3 Declaration of Interests**

No declarations of interest were made.

**4 Combined Authority Membership Update**

It was resolved to:

- A Note the temporary change in substitute member from Cambridge City Council on the Combined Authority's Audit and Governance Committee on 20 June 2024.
- B Note the change in substitute Member from South Cambridgeshire District Council on the Combined Authority's Audit and Governance Committee.
- C Note the appointment by Cambridgeshire and Peterborough Fire Authority of Councillor Edna Murphy as their representative on the Combined Authority Board, with Councillor Mohammed Jamil as the substitute.
- D Note the temporary change in substitute member from East Cambridgeshire District Council on the Combined Authority's Audit and Governance Committee on 18 July 2024.
- E Note the change in membership from Peterborough City Council on the Combined Authority's Skills and Employment Committee.
- F Note the temporary change in substitute member from Peterborough City Council on the Combined Authority's Overview and Scrutiny Committee on 11 July 2024.
- G Note the change in Membership from East Cambridgeshire District Council on the Combined Authority's Overview and Scrutiny Committee.**
- H Note the change in Membership from Cambridge City Council on the Combined Authority's Skills and Employment, and Overview and Scrutiny Committees.**

**5 Minutes of the previous meeting**

The minutes of the meetings held on 5 June 2024 were approved as an accurate record and signed by the Mayor. The action log was noted.

**6 Petitions**

No petitions were received.

**7 Public Questions**

No public questions were received. **Page 27**

## **8 Forward Plan**

It was resolved to:

- A Approve the Forward Plan for July 2024.

## **9 Audit and Governance Annual Report 2023-24**

It was resolved to:

- A Note the Annual Report of the Chair of the Audit and Governance Committee for 2023-24

## **10 Combined Authority Chief Executive Highlight Report**

It was resolved to:

- A Note the contents of the report.

## **11 UKREiiF Update**

It was resolved to:

- A Note the contents of the report.

## **12 Bus Reform Outline Business Case [KD2024/032]**

It was resolved to:

- A Approve the Bus Reform Assessment (also known as the Outline Business Case or OBC Assessment) dated 1st July 2024, as provided to the independent auditor, in line with approvals received at the September 13th 2023 CPCA board and agree that the Bus Reform Assessment dated 1st July 2024 supersedes the Bus Reform Assessment dated September 2023.
- B Note the final Draft Audit Report, as provided to CPCA by the independent Auditor
- C Proceed with the proposed Bus Franchising Scheme following receipt by CPCA of the issued Audit Report from the Auditor in a form which is substantially the same as that of the final Draft Audit Report, by taking the following next steps in the statutory process by:
  - giving notice of the proposed Bus Franchising Scheme, and to make copies of the proposed Bus Franchising Scheme, Consultation Document, final Bus Reform Assessment and Audit Report available for inspection.
  - consulting with all statutory consultees as listed under section 123E(4) of the Transport Act 2000 (the Act), as well as the general public of the region.
- D Delegate authority to the Executive Director Place and Connectivity to agree and publish the final Bus Reform Assessment and to publish the issued Audit Report as received from the Auditor.

## **13 Corporate Performance Report Q4 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.

#### **14 Risk Report Q4 2023/24**

It was resolved to:

- A note the risk register, dashboard and heat map in Appendix A-C.
- B note the update on progress of the Risk Software implementation
- C note the plan for risk deep dives

#### **15 Budget Monitor Update**

It was resolved to:

- A Note the restated 2024/25 revenue budget and capital programme updated for approved carry-forwards.
- B Approve the minor changes to the improvement plan budget as set out in section 3.4
- C Note variances forecast overachievement of Treasury Management Income

#### **16 Improvement Plan Update**

It was resolved to:

- A Note the progress in May against the identified areas of ongoing concern set out in the Best Value Notice received in January 2024.
- B Note the update from the Chair, Independent Improvement Board following the meeting held on 1 July 2024
- C Note the proposed ongoing arrangements for embedding continuous improvement

#### **17 Overview and Scrutiny Committee Annual Report 2023/24**

It was resolved to:

- A **Defer this item until the next meeting of the Combined Authority Board.**

#### **18a Delegations to Officers**

It was resolved to:

- A Approve delegations to the Chief Executive (to be added to the constitution) to:
  - Engage with all mayoral candidates leading up to the election of a Mayor for the CPCA
  - Attend meetings with all mayoral candidates leading up to the election of a Mayor for the CPCA
  - Provide guidance and support to all mayoral candidates where required.
- B Approve delegations to the Assistant Director Human Resources (to be added to the constitution) to:
  - Update relevant parts of the constitution and policies relating to Human resources and employment issues due to changes in statute and case law
  - Amend errors relating to Human resources and employment issues in relevant parts of the constitution.
  - Make nonmaterial amendments to processes and policies relating to Human resources and employment issues

#### **18b Appointment to Outside Bodies Protocol**

It was resolved to:

- A Approve the Appointment to Outside Bodies Protocol for adoption by the Combined Authority and inclusion in the constitution **with additions as agreed at the meeting.**

## **19 Appointments to Outside Bodies**

It was resolved:

- A To approve the appointment of **the Mayor** as the Cambridgeshire and Peterborough Combined Authority representative on the Cambridge Growth Company Advisory Council.
- B That members appointed to external bodies provide updates to the CPCA Board at intervals agreed by the CPCA Board.

## **20 Allowance of Independent Persons**

It was resolved to:

- A Approve changes to the allowances to ensure that both Independent Persons receive the same.

## **21 Business Growth and Social Impact Investment Fund Update**

It was resolved to:

- A Note the progress updates contained within the report.

## **22 Appointment of a Director to CPCA Subsidiary Company**

It was resolved to:

- A Appoint David Moore, Assistant Director Business Trade and Investment, CPCA as a director of Peterborough Higher Education Property Company Ltd (PROPCo1)

## **23 Recommendations from the Skills and Employment Committee**

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

AEB and FCFJ Commissioning and Funding Flexibilities (2024-25 Academic Year) [KD2024/035]

- A Approve CPCA's funding flexibilities for 2024-25 (permitted under the CPCA's devolved AEB powers)

## **24 Recommendations from the Environment and Sustainable Communities Committee**

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

Local Nature Recovery Strategy [KD2024/028]

- A Delegate authority to the Environment and Sustainable Communities Committee to approve a draft Local Nature Recovery Strategy for public consultation

## **25 Recommendations from the Transport and Infrastructure Committee**

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

Bus Service Improvement Plan [KD2024/033]

- A approve the revised Bus Service Improvement Plan (BSIP), as prepared by the Combined Authority at the instruction of the Department for Transport
- B (subject to approval of the Bus Service Improvement Plan) approve publication on the Combined Authority website and submission to the Department for Transport

Active Travel Plan [KD2024/023]

- A Note the five active travel strategic aims for 2024/25.
- B approve the request for redistribution of Medium-Term Financial Plan (MTFP) Transport revenue funding and the moving of £143,907 from subject to approval to approved. Details of proposed spending can be found in Appendix E.

- C Subject to approving recommendation B, approve the use of funds for a community Active Travel Grant.
- D Note the contents of the Active Travel Fund 4 (ATF4) Extension bid.
- E approve the drawdown of £1.1m from Active Travel Fund 4 Extension funding.
- F approve the delegation of authority to the Assistant Director, Transport to enter into a Grant Funding Agreement with Cambridgeshire County Council following consultation with the Chief Financial Officer and Monitoring Officer.

March Area Transport Study [KD2024/007]

- A approve the MATS Full Business Case 2 (FBC 2)
- B approve the drawdown of £7,000,000 of the Medium-Term Financial Plan (MFTP) from subject to approval to approved for the MATS project to be spent in Financial Years 2024/2025 and 2025/2026.
- C delegate authority to the Assistant Director of Transport in consultation with the Chief Finance Officer and Monitoring Officer to enter into Grant Funding Agreements with Cambridgeshire County Council.

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.

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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**

The Mayor welcomed everyone to the first meeting back after the summer break.

**2 Apologies for Absence**

Apologies were received from Councillor Bridget Smith (Councillor John Williams substituting) and Councillor Sarah Conboy (Councillor Sam Wakeford substituting).

**3 Declaration of Interests**

There were no declaration of interests made.

**4 Combined Authority Membership Update**

It was resolved to:

- A Note the changes in membership from Peterborough City Council on the following:
- Combined Authority Board
  - Overview and Scrutiny Committee.
  - Audit and Governance Committee.
  - Skills and Employment Committee.
  - Transport and Infrastructure Committee.
  - Investment Committee

**5 Minutes of the previous meeting**

The minutes of the meeting on 24 July 2024 were approved as an accurate record and signed by the Mayor. The minutes action log was noted.

**6 Petitions**

No petitions were received.

**7 Public Questions**

No public questions were received.

**8 Forward Plan**

It was resolved to:

- A Approve the Forward Plan for September 2024.

**9 Combined Authority Chief Executive Highlights Report**

It was resolved to:

- A Note the content of the report

## **10 Improvement Plan Update**

It was resolved to:

- A Note the Best Value Notice issued in January 2024 for six months has lapsed
- B Note the progress made across the Improvement Plan throughout June and July 2024
- C Note the outcome of the Internal Audit review on the 'Embedding Continuous Change'

## **11 Overview and Scrutiny Committee Annual Report 2023-24**

It was resolved to:

- A Note the Annual Report of the Overview and Scrutiny Committee.

## **12 Budget Monitoring Update**

It was resolved to:

- A Note the financial performance of the Combined Authority with actuals as at the 30th June 2024.
- B Note the decisions taken by the Chief Executive under powers delegated by the Board in section 7.

## **13 25/26 Medium Term Financial Plan and Corporate Plan Process - KD2024/015**

It was resolved to:

- A Approve the proposed arrangements and timeline for the setting of the refreshed Corporate Strategy and the budget and noting that this may be subject to change in accordance with Government announcements or other factors.
- B Note the revised scrutiny arrangements including the feedback from Overview and Scrutiny Committee on the proposed process for the 2025/26 budget and Medium Term Financial Plan as set out in this report.

## **14 Appointment of a Combined Authority Returning Officer - KD2024/047**

It was resolved to:

- A re-appoint John Hill, East Cambridgeshire District Council Chief Executive, as the Combined Area Returning Officer for the purposes of Article 6 of the Combined Authorities (Mayoral Elections) Order 2017 for the Mayoral election to be held on 1 May 2025.

## **15 Review of Investment Concept Papers**

It was resolved to:

- A approve the concept paper for Cambridgeshire and Peterborough Impact to be developed as a formal business case.
- B approve the concept paper for Delivery of Digital Connectivity Strategy 2025-2029 to be developed as a formal business case.

## **16 Recommendations from the Skills and Employment Committee**

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

Further Education Cold Spots: Feasibility Report [KD2024/039]

- Accept the proposal to create an Investment and Implementation Plan including a call for skills capital projects, with investment into skills capital in existing FE providers

around Cambridgeshire and Peterborough funded from the remaining FE cold-spots budget

- Delegate authority to the Assistant Director of Skills and Employment to develop the criteria within the proposed Investment and Implementation Plan

## 17 Recommendations from the Environment and Sustainable Communities Committee

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

£100k Homes, Fordham [KD2024/053]

- In accordance with point 2 of the Options Appraisal, to release resale price restrictions affecting eight £100k Homes in Fordham. Each restriction is to be released at the next point of sale of each dwelling and purchasers shall immediately enter into replacement resale price agreements with the Local Housing Authority: East Cambridgeshire District Council (ECDC).

Climate Programme [KD2024/026]

- To approve the allocation of funding for the Net Zero Villages programme to our constituent councils to enable local delivery
- To approve the remaining capital funding from the Care Homes Retrofit Programme to be redeployed as part of the Climate Programme.

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.

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# Combined Authority Board

**24 July 2024**

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	<p>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.</p> <p>The Combined Authority's 2023-24 Annual Report is an appendix to this report. While the Annual Report was also an appendix to the previous iteration of the Chief Executive's highlight report it was not discussed by Board so is being bought back for further consideration and discussion.</p>
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## 2. Funding Activity

2.1	<p><b>Funds allocated by the CPCA</b></p> <ul style="list-style-type: none"> <li>£1.5m underspend on the Growth Works Capital programme re-allocated to the Strategic Growth Fund, increasing it to £21.5m over 4 years</li> </ul>
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### 3. Public Affairs

#### 3.1 **UK Mayor's meeting with Prime Minister and Deputy Prime Minister**

On Tuesday 9<sup>th</sup> July, Mayor Dr Nik Johnson was one of twelve regional mayors from across the country to meet with the Prime Minister and Deputy Prime Minister, who underscored a 'reset' by Government in how local leaders will be empowered to deliver the change needed by their communities, and to discuss a new partnership approach to the urgent development of regional growth plans.

The Combined Authority is ready to develop, in collaboration with partners, a Local Growth Plan for Cambridgeshire and Peterborough which will unlock the good growth needed to keep one of the only net-contributing local economies to the Exchequer sustainable.

Key areas of focus include supporting the region's growing cities, its market towns and rural areas, sustaining agriculture, improving public transport, upskilling the workforce, advancing renewable energy, decarbonising homes, building homes, tackling inequalities, and improving public health.

Following the meeting at Downing Street, Mayors travelled to the Transport for London office where they were joined by Minister of State Jim McMahon OBE MP from the Ministry of Housing, Communities & Local Government (MHCLG), as well as their respective Chief Executives. The discussion focussed on the development of the Local Growth Plans and contribute to the work on the National Industrial Strategy. Over the coming weeks the UK Mayors will continue this engagement and work collaboratively to develop the Local Growth Plans and across our region we have already commenced this important work. The team have conducted desk-based research, using previous agreed documents and strategies, along with the investment prospectus which has been developed for UKREiiF, to prioritise key strategic projects.

### 4. Economy and Growth

#### 4.1 **UKREiiF - Team Cambridgeshire and Peterborough**

The Combined Authority's 'Team Cambridgeshire and Peterborough' pitch at the UK's biggest trade and investment conference, UKREiiF, saw hundreds of delegates from over 200 organisations visit its pavilion.

The Team Cambridgeshire and Peterborough pavilion hosted six core events on key topics for the area, as well as two fringe events, which drew attendances of more than 440 including repeat visitors who attended more than one event. The sponsorship of a pavilion ensured the Combined Authority gave a louder voice to the interests of the region to a national and global audience.

The Combined Authority, members of the Business Board and representatives from local councils all worked in support of presence at the event. Key to the pitch was not just the strengths of the region, in areas like agri-tech, life sciences, advanced manufacturing and engineering, but the need for further infrastructure like transport, water and energy, to ensure Cambridgeshire and Peterborough's economic success continues.

The pavilion was buzzing with events including how to balance the growth of Cambridge with the needs of the community, Levelling Up in action in Peterborough, agri-tech's role in future food security and how to breathe new life into market towns. The Combined Authority has also gained insights from regions around the country tackling similar challenges and will be used to inform its strategic vision and developing Shared Ambition for the region which is being worked up in collaboration with the public, communities, local councils, businesses and other organisations.

#### 4.2 **ARU Peterborough Phase Three**

The third phase of ARU Peterborough, called The Lab, is on course for practical completion on July 26, on time and on budget, to hand over to ARU for fitting out. It is set to be ready for the start of the new academic year in September, with an official opening to follow. Many people will have already seen the

	<p>striking design of the building, including its gold cladding, serving as another attractive addition to an already award winning University.</p> <p>The Lab will offer additional teaching space, mainly in STEM subjects, expanding the campus and the courses on offer to local people, further supporting the goal to tackle a higher education cold spot in our region, and providing local employers with a pipeline of talent they need to thrive into the future.</p> <p>Incorporated within The Lab is an impressive, flexible exhibition space, which will welcome the public in for a range of events linked to science, technology and some of the research happening at the university. This will further build connections between the community and campus and inspire future generations.</p> <p>The progress of The Lab once again serves as a fantastic example of partnership working between the Combined Authority, Peterborough City Council and Anglia Ruskin University and the potential of that partnership to develop the campus further.</p> <p>On July 11 ARU Peterborough held its first graduation ceremony at the city's Cathedral in a proud day for students and staff. As ARU Peterborough Principal Ross Renton said, the campus has come a long way in just two years.</p>
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## 6. Place and Connectivity

<p>6.1</p>	<p><b>Campaign Update – Tiger £1 Bus Pass</b></p> <p>The Tiger campaign continues to demonstrate strong community engagement and impact. We have received an impressive 13,295 applications for the Tiger bus pass. Between May 26th and June 22nd, 11,418 journeys were made using the Tiger bus pass, reflecting the significant uptake and utilisation of the scheme. Our outreach efforts have been extensive; we have contacted all primary and secondary schools in the region and collaborated closely with colleges and universities. Institutions such as Cambridge Regional College, ARU Peterborough, ARU Cambridge, and Long Road College are actively promoting the scheme through their websites, newsletters and social media, in addition to utilising on-site materials we have provided, including flyers and posters.</p> <p>Our social media statistics reveal a robust online presence. The campaign has generated a total reach of 11.3k across all networks, with Facebook leading at 8.9k reach, followed by LinkedIn at 1.9k, and Instagram at 561. We have accumulated 18k impressions and achieved an engagement rate of 1.78%. The campaign's posts have garnered 169 total clicks, indicating a good level of interest and interaction from the audience. Additionally, the content has received 13 comments, 119 likes, and 60 shares/reposts, further amplifying the campaign's visibility and engagement.</p> <p>Looking ahead, our demographic analysis indicates that the 21-25 age group has the lowest application rate. To address this, we plan to collaborate with local influencers within this age group to leverage their social media followings. We also aim to engage with facilities frequented by this demographic, such as gyms, to further promote the Tiger bus pass. Additionally, we are planning interactive activities on the Tiger network over the summer to sustain and enhance engagement with the scheme. These efforts will help us reach a wider audience and ensure the continued success of the Tiger campaign.</p>
<p>6.2</p>	<p><b>Campaign Update - Precept Bus Routes</b></p> <p>The web page detailing the proposed 30 new and improved bus routes is live and the launch has been met with significant engagement. The accompanying survey is receiving strong participation from the public and this positive response underscores the community's interest in and support for enhanced public transportation options.</p> <p>In collaboration with the team at Jarrett Walker, we are developing comprehensive maps that illustrate both the current bus routes and the new and enhanced routes. These visual tools will be instrumental in helping the public and stakeholders understand the full impact of the proposed changes. They will also aid us in identifying key improvements to prioritise in our communications efforts.</p> <p>Our recent survey results have provided valuable insights into public sentiment regarding the new routes. When asked how likely they are to use any of these new or enhanced routes, 63% of respondents answered, "Somewhat Likely" or "Very Likely." Furthermore, 65% of respondents indicated that they are</p>

	<p>more likely to use the bus as a result of these changes, with 52% rating themselves as "Very Likely." This suggests that our proposals are aligning well with public needs and expectations and are likely to result in increased bus usage.</p> <p>In terms of branding, we are addressing the intricacies of implementing full Tiger branding on routes that we fully fund. For partially subsidised services, a hybrid branding approach will be used. Additionally, we are exploring the option to extend Tiger branding to timetables and bus stops for the fully funded routes, further enhancing brand visibility and recognition.</p> <p>Looking ahead we are now developing an OASIS framework aimed at delivering effective promotion of the routes and engaging the correct stakeholders. Recognising the importance of involving community groups, especially those representing hard-to-reach populations and areas.</p>
6.3	<p><b>National Infrastructure Commission Visit: 1st August</b></p> <p>The National Infrastructure Commission (NIC), renowned for its strategic guidance on long-term infrastructure needs, is scheduled to investigate electricity distribution with the Combined Authority on its visit on 1<sup>st</sup> August. This visit signifies the NIC's commitment to ensuring the nation's energy infrastructure is robust, efficient, and future proof. Their expertise and the feedback by the Combined Authority and partner will be invaluable in assessing the current state of our electricity distribution network, identifying potential challenges, and recommending improvements. The NIC's focus on sustainability and resilience will help us align our electricity distribution strategies with broader national goals, including decarbonisation and energy security. Through comprehensive analysis and stakeholder engagement, the NIC aims to foster innovation and investment in our electricity infrastructure, ultimately enhancing reliability and performance. This collaboration underscores the importance of expert advisory in shaping a resilient and sustainable energy future for the UK.</p>
6.4	<p><b>Infrastructure Delivery Framework</b></p> <p>Stantec has been commissioned by the Combined Authority to develop an Infrastructure Delivery Framework (IDF) that addresses existing and emerging infrastructure barriers hindering housing and employment growth. The IDF aims to provide strategic insights into these barriers, articulate the necessary financial investments, and recommend actions supported by stakeholders.</p> <p>Key Outcomes:</p> <ul style="list-style-type: none"> <li>• Identification of strategic infrastructure barriers affecting sustainable growth</li> <li>• Clear communication of investment needs to various stakeholders</li> <li>• Recommendations for technical and non-technical interventions</li> </ul> <p>The IDF covers four key areas: Energy, Water, Blue/Green Infrastructure, and Transport Connectivity. It aligns with the Combined Authority ambitious goal to double the area's Gross Value Added (GVA) by 2040, ensuring the provision of housing and workspace for burgeoning industries.</p> <p><b>Transport Connectivity</b></p> <p>The IDF highlights transport connectivity challenges, focusing on sustainable growth through the "Avoid, Shift, Improve" strategy. Key issues include highway capacity and safety in rural areas, limited public transport options, and congestion in urban areas. Recommendations will emphasise improving public transport, addressing highway network constraints, and ensuring timely delivery of transport infrastructure to support both existing and potential growth.</p> <p>The Combined Authority aims to use the IDF to secure necessary interventions, thereby overcoming current and future infrastructure barriers, supporting sustainable growth, and achieving regional development goals.</p>
6.5	<p><b>Greater Cambridge Transport Strategy</b></p> <p>The Greater Cambridge Transport Strategy will be a sub-strategy of the Combined Authority's Local Transport and Connectivity Plan. It aims to define locally specific approaches to support the growth outlined in the emerging Local Plan. The strategy will reflect the overarching principles of the Combined Authority's plan, ensuring that it aligns with the broader regional objectives while addressing the unique</p>



	<p>needs of Greater Cambridge. The work on the strategy is scheduled from summer 2024 to winter 2025, in alignment with the Local Plan timetable.</p> <p><u>Progress to Date:</u></p> <ul style="list-style-type: none"> <li>• Initial scoping work has commenced, including drafting an engagement strategy.</li> <li>• The team seeks input on vision, objectives, and engagement today.</li> <li>• A comprehensive scoping document will be developed based on the feedback received.</li> <li>• This strategy will guide the development and implementation of transport initiatives to support sustainable growth and connectivity in Greater Cambridge.</li> </ul>
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## 7. Appendices

7.1	Appendix A. CPCA Annual Report 2023-24
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## 8. Implications

Financial Implications	
8.1	None other than those contained in the body of the report
Legal Implications	
8.2	None
Public Health Implications	
8.3	None
Environmental & Climate Change Implications	
8.4	None
Other Significant Implications	
8.5	None
Background Papers	
8.6	None

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## Combined Authority Board

**4 September 2024**

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	<b>Funds allocated by the CPCA</b> <ul style="list-style-type: none"><li>£1.2m approved for Active Travel projects to improve active travel facilities between Duxford &amp; Whittlesford, Brampton &amp; Hinchingsbrooke, and Alconbury &amp; Huntingdon Station.</li><li>£7m approved to progress works in March on Twenty Foot Road and St Peter's Road.</li></ul>
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### 3. Responding to the new Government

#### 3.1 Local Growth Plan

The Combined Authority has set up a cross-constituent council working group to develop the Local Growth Plan for the region, one of the asks from the new Government to the Mayors and Combined Authorities. This has included producing a summary of the strengths of the region along with the challenges and opportunities that will inform the regional priorities for the Ministry of Housing, Communities and Local Government, being discussed in a workshop in early September.

The plan is being developed with stakeholders as well as constituent councils, using evidence, data and documents already produced and published for the region. Over the coming weeks and months, the 10-year plan will be developed and, in turn feed into the National Industrial Strategy.

### 4. Economy and Growth

#### 4.1 ARU Peterborough

Construction of ARU Peterborough's new £32 million Lab building, which incorporates a Living Lab to be used by the community as well as students, has been completed.

The Lab, which is situated adjacent to the existing University House building on Bishop's Road in the city, will support students and apprentices studying primarily STEM (science, technology, engineering and maths) fields. This will help to further increase higher skills in the city and region, supporting local growth and investment.

The on-time delivery has been thanks to partnership working between project partners and funders Anglia Ruskin University (ARU), the Combined Authority and Peterborough City Council and represents another milestone in the development of the campus.

On Saturday 17<sup>th</sup> August ARU Peterborough hosted its annual Community Day, when the city's University opened its doors and put on a range of fun activities for all ages. Visitors were given the opportunity to explore the night skies and planetary system in the Wonderdome planetarium plus attend events in XRP eXtended Reality Peterborough. Free activities also included archery, mini golf, circus skills, a racing simulator, face painting, and a climbing wall, while a giant dinosaur could be found roaming the campus, accompanied by a trusty ranger!

#### 4.2 Adult Education Budget

The Combined Authority's Learning & Skills Fund, managed by Cambridgeshire Community Foundation, has awarded over £280,000 in grants to support the lifelong learning and skills offer for adults in Cambridgeshire, including Peterborough. The fund hopes to reduce inequalities in access to adult education. The Learning & Skills Fund has awarded 14 grants to local community and charitable organisations and will re-open for applications later in the year, following the completion of the funded pilot projects, which will inform how the fund supports projects in the second round of funding.

#### 4.3 Skills Bootcamps

The Combined Authority has worked with Anglian Water's @one Alliance and ARU Peterborough, the city's new university, to set up an innovative Skills Bootcamp for new employees to quickly gain the skills they need for their roles.

When Anglian Water's @one Alliance recently recruited 17 employees, it wanted to provide them with an initial 12-week programme of tailored training which would allow them to hit the ground running in their new roles.

Working with the Combined Authority and ARU Peterborough, a Skills Bootcamp focused on project delivery was established, offering the opportunity to learn about project planning, project management,

	<p>CAD, commercial awareness, and the different roles available within project delivery. As well as the 17 new hires, one existing staff member was also enrolled on the Skills Bootcamp.</p> <p>ARU Peterborough delivered theory-based skills, while the Anglian Water @one Alliance learning and development team and staff delivered practical elements to put into practice the theory. The @one Alliance is a partnership of eight companies, including in construction and engineering, set up to deliver major capital projects for Anglian Water.</p> <p>The group had the opportunity to shadow existing staff during the 12 weeks, and on completion, Anglian Water's @one Alliance will offer a permanent contract within two project-based roles in the business, project coordinator and trainee planner.</p>
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## 5. Place & Connectivity

5.1	<p><b>National Infrastructure Commission Roundtable</b></p> <p>Infrastructure in and around Cambridge was on the agenda for a roundtable with a key body advising the Government on the country's infrastructure challenges.</p> <p>Mayor Dr Nik Johnson was among attendees at a meeting in Cambridge on the 1<sup>st</sup> August with the National Infrastructure Commission, the body which carries out in-depth studies into the UK's major infrastructure needs and makes recommendations to the Government.</p> <p>The roundtable covered a range of topics linked to infrastructure challenges for Cambridge and the surrounding area to 2050. Key issues covered included the key challenges facing Cambridge and its surrounding region as it continues to grow rapidly, with electricity distribution infrastructure a particular focus of the roundtable. It discussed how to enable the local electricity network can keep pace to meet growing demand and what could be learned from past infrastructure developments.</p> <p>Attendees included representatives from local councils, Anglian Water and UK Power Networks, business and academic member organisation Cambridge Ahead, business networking group Cambridge Network, sub-national transport body England's Economic Heartland, and Innovation Corridor which focuses on growth between London and Cambridge.</p>
5.2	<p><b>Community Transport Service Support</b></p> <p>The Combined Authority and Cambridge City Council have stepped in with funding to help a Cambridge community transport service keep running and develop a plan for future sustainability.</p> <p>The not-for-profit Cambridge Dial-a-Ride provides accessible minibus services in Cambridge and some surrounding villages via a membership scheme for people and community groups who have difficulty in accessing regular public transport.</p> <p>But an increase in costs and a dip in passenger numbers meant the service found itself with a funding gap for the 2024/25 financial year. The Combined Authority and City Council have each contributed £22,000, totalling £44,000, to ensure Cambridge Dial-a-Ride continues operating while working with the service on a long-term viability plan.</p> <p>Cambridge Dial-a-Ride already receives grant funding to support its services from the Combined Authority, City Council and South Cambridgeshire District Council, East Cambridgeshire District Council and Cambridgeshire County Council.</p>
5.3	<p><b>Bus Franchising Consultation</b></p> <p>The Combined Authority is asking for views on the future of the region's buses. On Wednesday 14<sup>th</sup> August a 14-week consultation on bus franchising was launched and we are encouraging everyone to take part, either online, via a series of face-to-face events, or by post.</p> <p>The consultation will inform a decision by the Mayor of Cambridgeshire and Peterborough on how to reform buses across the area.</p> <p>The consultation web page hosts all the relevant consultation documents, together with a questionnaire. There are two versions of the questionnaire – a short version comprising 10 questions and a long version</p>

	<p>comprising 31 questions- and people can choose which one they want to complete, in line with practice elsewhere in the country on this consultation.</p> <p>Details of drop-in events at locations around the region will be listed on the web page during the consultation. The site can be found by visiting <a href="https://cpca-yourvoice.co.uk/bus-franchising-consultation/">https://cpca-yourvoice.co.uk/bus-franchising-consultation/</a>.</p>
5.4	<p><b>Tiger Card</b></p> <p>The Tiger £1 Bus Pass campaign has made significant strides since its launch on 28<sup>th</sup> May 2024. We have exceeded our application target with 20,195 applications received as of Thursday 22<sup>nd</sup> August , achieving over 200% of our goal. Awareness efforts have reached over 40,000 social media impressions and click-throughs to the application page have more than doubled our target, demonstrating strong public interest. While we are still in the process of gathering user feedback and journey statistics, the campaign's impact is already evident, particularly through the high engagement levels seen in our content tied to the Euros and Olympics.</p> <p>In response to the lower application rates among the 21-25 age demographic, we collaborated with a local fitness influencer on the "20,000 challenge," successfully boosting our reach within this audience. Additionally, we produced a light-hearted FAQ video that has been well received and is helping to clarify key details about the scheme. Looking ahead, we are gearing up for a "Back to School" campaign, partnering with local schools and colleges to promote the pass to new students, ensuring continued growth and engagement with the Tiger Pass.</p>

6. Appendices	
6.1	None

7. Implications	
Financial Implications	
7.1	None other than those contained in the body of the report
Legal Implications	
7.2	None
Public Health Implications	
7.3	None
Environmental & Climate Change Implications	
7.4	None
Other Significant Implications	
7.5	None
Background Papers	
7.6	None



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

# Cambridgeshire and Peterborough Combined Authority Forward Plan

FOR THE PERIOD 1 SEPTEMBER 2024 TO 31 MAY 2025

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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 Plans' 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, Thematic Committees and the Business Board.

## 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 [Matt Lumberbatch, Director 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
4. CPCA Director's Update

### Skills and Employment Committee

1. Budget Report
2. Employment and Skills Board Update
3. CPCA Director's Update

### Transport and Infrastructure Committee

1. Budget Report
2. CPCA Director's Update

### Business Board

1. Combined Authority Forward Planning
2. Business Board Chair's update
3. CPCA Director's Update
4. Feedback from Thematic Committees
5. Budget and Performance report



<b>Title of Report</b>	<b>Decision Required</b>	<b>Decision Maker</b>	<b>Decision Date</b>	<b>Consultation</b>	<b>Lead Officer</b>	<b>Lead Member</b>	<b>Background documents</b>	<b>Likely Exemption</b>
Combined Authority Chief Executive Highlights Report	Providing a general update on the key activities of the Combined Authority since the last meeting.	Combined Authority Board	4 Sep 2024	Relevant internal and external stakeholders	Rob Bridge, Chief Executive	Mayor	None	Open
Budget Monitoring Update	To provide an update on the revenue and capital budgets for the year to date.	Combined Authority Board	4 Sep 2024	Relevant internal and external stakeholders	Rob Emery, Assistant Director Finance	Mayor	None	Open
25/26 Medium Term Financial Plan and Corporate Plan process	To approve 25/26 Medium Term Financial Plan/Corporate Plan process	Combined Authority Board	4 Sep 2024	Relevant internal and external stakeholders	Janice Gotts, Executive Director - Resources and Performance, Kate McFarlane, Director Policy and Engagement	Mayor	None	Open
Review of Investment Concept Papers	To approve concept papers recommended from the Investment Panel	Combined Authority Board	4 Sep 2024	Relevant internal and external stakeholders	Janice Gotts, Executive Director - Resources and Performance	Mayor	None	Open
Improvement Plan Update	To note progress	Combined Authority Board	4 Sep 2024	Relevant internal and external stakeholders	Angela Probert, Interim Programme Director - Transformation	Mayor	None	Open
Overview and Scrutiny	To note	Combined Authority Board	4 Sep 2024	Relevant internal and	Matt Cumberbatch,	Mayor	None	

Committee Annual Report 2023-24				external stakeholders	Head of Legal and Governance and Monitoring Officer			
Appointment of a Combined Authority Returning Officer	To appoint a Combined Authority Returning Officer (CARO) for the purposes of Article 6 of the Combined Authorities (Mayoral Elections) Order 2017, for the Mayoral election to be held in May 2025	Combined Authority Board	4 Sep 2024	Relevant internal and external stakeholders	Rob Bridge, Chief Executive	Mayor	None	Open
£100k Homes, Fordham	To consider that resale price obligations affecting eight £100k Homes in Fordham should be conditionally released.	Combined Authority Board	4 Sep 2024	Relevant internal and external stakeholders	Nick Sweeney, Asset Strategy Manager	Lead Member for Communities and Environment	None	Open
New Digital Connectivity Strategy 2025-2029	To provide the Connecting Cambridgeshire Digital Connectivity annual progress update and to seek approval of the strategy for the future phases of the programme	Combined Authority Board	16 Oct 2024	Relevant internal and external stakeholders	Ceren Clulow, Programme Director, Connecting Cambridgeshire	Lead Member for Transport and Infrastructure	None	Open
Vision Zero – Road Safety Programme	Report on progress and next steps for the Vision Zero – Road Safety programme, seek approval from the Board.	Combined Authority Board	16 Oct 2024	Relevant internal and external stakeholders	Chris Mills, Transport Programme Manager	Lead Member for Transport and Infrastructure	None	Open
East West Rail	To approve the CA's formal response to the EWR consultation (if EWR Ltd proceed in line	Transport and Infrastructure Committee	18 Sep 2024	Relevant internal and external stakeholders	Tim Bellamy, Acting Assistant Director Transport	Lead Member for Transport and Infrastructure	None	Open

	with their current timescales							
Electric Vehicles	To receive an update and recommend approval of the Electric Vehicle Infrastructure Strategy.	Combined Authority Board	16 Oct 2024	Relevant internal and external stakeholders	Emma White, Acting Transport Strategy and Policy Manager	Lead Member for Transport and Infrastructure	None	Open
Local Transport and Connectivity Plan Sub Strategies	To receive an update on LTCP sub strategy work and to delegate authority to enter into contracts	Combined Authority Board	16 Oct 2024	Relevant internal and external stakeholders	Emma White, Acting Transport Strategy and Policy Manager	Lead Member for Transport and Infrastructure	None	Open
Bus Network Update	An update on the bus network and progress on the £1 Tiger bus pass and the precept funded bus network improvements.	Transport and Infrastructure Committee	18 Sep 2024	Relevant internal and external stakeholders	Andrew Highfield, Assistant Director , Public Transport Services	Lead Member for Transport and Infrastructure	None	Open
English National Concessionary Travel Scheme -Local Concession Proposal for pre 09.30 Bus Travel	A proposal to enable concessionary pass holders to use the pass to access free transport pre 0930 within the region	Combined Authority Board	16 Oct 2024	Relevant internal and external stakeholders	Andrew Highfield, Assistant Director , Public Transport Services	Lead Member for Transport and Infrastructure	None	Open
Constituent Authority Update	To provide Business Board members with an update from Cambridge City Council.	Business Board	30 Sep 2024	Relevant internal and external stakeholders	TBC	Chair of Business Board	None	Open
Mid-Year Review (Skills)	To receive a progress report on mid-term performance: funding and strategic focus	Business Board	30 Sep 2024	Relevant internal and external stakeholders	Andrea Wood, Assistant Director, Skills	Lead Member for Skills, Lead Member for	None	Open

						Transport and Infrastructure		
Shared Prosperity Fund	To provide an update to Business Board members on progress to date pertaining to the Share Prosperity Fund.	Combined Authority Board	16 Oct 2024	Relevant internal and external stakeholders	Steve Clarke, Senior Responsible Officer, Local Growth Fund, Market Insight and Evaluation,	Chair of Business Board	None	Open
Connecting Cambridgeshire Digital Strategy	To endorse the latest iteration of the Cambridgeshire Digital Strategy, produced in partnership with Connecting Cambridgeshire	Business Board	30 Sep 2024	Relevant internal and external stakeholders	Domenico Cirillo, Business Programmes & Business Board Manager	Chair of Business Board	None	Open
HR Policy Update	Updating key HR Policies	Human Resources Committee	14 Oct 2024	Relevant internal and external stakeholders	Nicky McLoughlin, Assistant Director Human Resources	Mayor	None	Open
Updates to the Constitution	To present to the Board the sections of the Constitution that have been reviewed/proposed amendments.	Combined Authority Board	16 Oct 2024	Relevant internal and external stakeholders	Matthew Cumberbatch, Monitoring Officer	Lead Member for Governance	None	Open
Combined Authority Chief Executive Highlights Report	Providing a general update on the key activities of the Combined Authority since the last meeting.	Combined Authority Board	16 Oct 2024	Relevant internal and external stakeholders	Rob Bridge, Chief Executive	Mayor	None	Open
Budget Monitoring Update	To provide an update on the revenue and capital budgets for the year to	Combined Authority Board	16 Oct 2024	Relevant internal and external	Rob Emery, Assistant Director Finance	Mayor	None	Open

	date.			stakeholders				
Review of Investment Concept Papers	To approve concept papers recommended from the Investment Panel	Combined Authority Board	16 Oct 2024	Relevant internal and external stakeholders	Janice Gotts, Executive Director - Resources and Performance	Mayor	None	Open
Shared Ambition for Cambridgeshire & Peterborough	To approve the draft Shared Ambition for Cambridgeshire & Peterborough	Combined Authority Board	16 Oct 2024	Relevant internal and external stakeholders	Kate McFarlane, Director Policy and Engagement	Lead Member for Devolution and Place	None	Open
Gateway Review Mid-Term Report	To note progress of the Gateway Review Mid-term Report.	Combined Authority Board	16 Oct 2024	Relevant internal and external stakeholders	Jules Ient, Head of Policy Insight and Performance	Mayor	None	Open
State of the Region	To approve the State of the Region Report	Combined Authority Board	16 Oct 2024	Relevant internal and external stakeholders	Jules Ient, Head of Policy Insight and Performance	Mayor	None	Open
Further Education Cold Spots	Update on the work plan and next steps	Skills and Employment Committee	21 Oct 2024	Relevant internal and external stakeholders	Laura Guymer, Strategic Careers Hub Lead	Lead Member for Skills	None	Open
Mid Year Performance Review	To receive a progress report on mid-term performance: funding and strategic focus	Skills and Employment Committee	21 Oct 2024	Relevant internal and external stakeholders	Andrea Wood, Assistant Director, Skills	Lead Member for Skills	None	Open

Wider Outcomes Framework and Next Steps	To receive an update on the wider outcomes framework model.	Skills and Employment Committee	21 Oct 2024	Relevant internal and external stakeholders	Jaki Bradley, Head of Adult Education Budget	Lead Member for Skills	None	Open
Wave 6 Bootcamp Intention	To update members about the opportunity and intent of the Wave 6 proposal, and to recommend that CA Board accepts the grant funding.	Combined Authority Board	13 Nov 2024	Relevant internal and external stakeholders	Laura Guymer, Strategic Careers Hub Lead	Lead Member for Skills	None	Open
Universal Support	To provide an update on Universal Support	Skills and Employment Committee	21 Oct 2024	Relevant internal and external stakeholders	Laura Guymer, Strategic Careers Hub Lead	Lead Member for Skills	None	Open
Bootcamps Update	To update members on the outcome of the recent procurement activity and share delivery plans for 2024/25	Skills and Employment Committee	21 Oct 2024	Relevant internal and external stakeholders	Laura Guymer, Strategic Careers Hub Lead	Lead Member for Skills	None	Open
Adult Skills Fund	To update members on plans for future commissioning of Adult Skills including strategic priorities	Skills and Employment Committee	21 Oct 2024	Relevant internal and external stakeholders	Andrea Wood, Assistant Director, Skills	Lead Member for Skills	None	Open
Skills Brokerage and Future Skills Support for Business	To brief Members on plans for continuity of service beyond UKSPF funding	Skills and Employment Committee	21 Oct 2024	Relevant internal and external stakeholders	Alexis McLeod, Senior Programme Manager	Lead Member for Skills	None	Open

Regional Transport Model	Update on Regional Transport Model and drawdown of funds for the next phases	Investment Committee	21 Oct 2024	Relevant internal and external stakeholders	Tim Bellamy, Acting Assistant Director Transport	Lead Member for Transport and Infrastructure	None	Open
Draft Local Nature Recovery Strategy	To agree a Draft Local Nature Recovery Strategy for public consultation.	Environment and Sustainable Communities Committee	25 Oct 2024	Relevant internal and external stakeholders	Adrian Cannard, Strategic Planning Manager	Lead Member for Communities and Environment	None	Open
A10 Update	Update on the development of the A10 project to gauge feedback and allow the scheme to proceed to the next appropriate milestones	Transport and Infrastructure Committee	4 Nov 2024	Relevant internal and external stakeholders	Matthew Lutz, Transport Programme Manager	Lead Member for Transport and Infrastructure	None	Open
Peterborough Station Quarter	Update on progress to develop the Full Business Case.	Transport and Infrastructure Committee	4 Nov 2024	Relevant internal and external stakeholders	Gidon Wieder, Programme Manager Peterborough Station Quarter	Lead Member for Transport and Infrastructure	None	Open
Wisbech to March Rail	Update on the development of Network Rail's options appraisal report and decision to be made on which option to proceed with to allow the scheme to proceed.	Transport and Infrastructure Committee	4 Nov 2024	Relevant internal and external stakeholders	Matthew Lutz, Transport Programme Manager	Lead Member for Transport and Infrastructure	None	Open
Constituent Authority Update	To provide Business Board members with an update from Fenland District Council.	Business Board	11 Nov 2024	Relevant internal and external stakeholders	TBC	Chair of Business Board	None	Open

Skills Brokerage and Future Skills Support for Business	To brief Members on plans for continuity of service beyond UKSPF funding	Business Board	11 Nov 2024	Relevant internal and external stakeholders	Alexis McLeod, Senior Programme Manager	Lead Member for Skills	None	Open
Updates to the Constitution	To present to the Board the sections of the Constitution that have been reviewed/proposed amendments.	Combined Authority Board	13 Nov 2024	Relevant internal and external stakeholders	Matthew Cumberbatch, Monitoring Officer	Lead Member for Governance	None	Open
Combined Authority Chief Executive Highlights Report	Providing a general update on the key activities of the Combined Authority since the last meeting.	Combined Authority Board	13 Nov 2024	Relevant internal and external stakeholders	Rob Bridge, Chief Executive	Mayor	None	Open
Budget Monitoring Update	To provide an update on the revenue and capital budgets for the year to date.	Combined Authority Board	13 Nov 2024	Relevant internal and external stakeholders	Rob Emery, Assistant Director Finance	Mayor	None	Open
Corporate Performance Report	To present the Corporate Performance Report Q1 2024/25 for Members' scrutiny	Combined Authority Board	13 Nov 2024	Relevant internal and external stakeholders	Jules Ient, Head of Policy Insight and Performance	Lead Member for Governance	None	Open
Corporate Risk Report	To present the Corporate Risk Report Q1 2024/25 for Members' scrutiny	Combined Authority Board	13 Nov 2024	Relevant internal and external stakeholders	Chris Bolton, Head of PMO	Mayor	None	Open
2025/26 Corporate Strategy and Budget and Medium-Term Financial Plan	To approve the draft Medium-Term Financial Plan for public consultation and to note the developing Corporate Plan.	Combined Authority Board	13 Nov 2024	Relevant internal and external stakeholders	Janice Gotts, Executive Director - Resources and Performance, Kate McFarlane,	Mayor	None	Open



					Director Policy and Engagement			
Review of Investment Concept Papers	To approve concept papers recommended from the Investment Panel	Combined Authority Board	13 Nov 2024	Relevant internal and external stakeholders	Janice Gotts, Executive Director - Resources and Performance	Mayor	None	Open
A16 Norwood Improvement	To provide an update on the A16 Norwood Improvement and to seek approval to move to the next stage	Transport and Infrastructure Committee	18 Dec 2024	Relevant internal and external stakeholders	Anna Graham, Transport Programme Manager	Lead Member for Transport and Infrastructure	None	Open
Mobility Hub Planning	Report on progress and next steps for the mobility hub programme, seek approval from the Committee.	Transport and Infrastructure Committee	18 Dec 2024	Relevant internal and external stakeholders	Chris Mills, Transport Programme Manager	Lead Member for Transport and Infrastructure	None	Open
University Access Improvements in Peterborough	To provide an update on the project and to seek approval to move to the next stage	Transport and Infrastructure Committee	18 Dec 2024	Relevant internal and external stakeholders	Anna Graham, Transport Programme Manager	Lead Member for Transport and Infrastructure	None	Open
River Nene Pedestrian Bridge (Cygnet Bridge)	To provide an update on the river Nene pedestrian bridge (Cygnet Bridge) Improvement and to seek approval to move to the next stage	Transport and Infrastructure Committee	18 Dec 2024	Relevant internal and external stakeholders	Anna Graham, Transport Programme Manager	Lead Member for Transport and Infrastructure	None	Open
Peterborough Station Quarter	Update on progress to develop the full business case	Combined Authority Board	22 Jan 2025	Relevant internal and external stakeholders	Gidon Wieder, Programme Manager Peterborough	Lead Member for Transport and Infrastructure	None	Open

					Station Quarter			
Depot for Electric Buses - Interim Feasibility Report	To note progress of a feasibility study that the Board agreed to fund on 29 November 2023	Transport and Infrastructure Committee	18 Dec 2024	Relevant internal and external stakeholders	Nick Sweeney, Asset Strategy Manager	Lead Member for Transport and Infrastructure	None	Open
Constituent Authority Update	To provide Business Board members with an update from one of the Constituent Authorities.	Business Board	20 Jan 2025	Relevant internal and external stakeholders	TBC	Chair of Business Board	None	Open
Updates to the Constitution	To present to the Board the sections of the Constitution that have been reviewed/proposed amendments.	Combined Authority Board	22 Jan 2025	Relevant internal and external stakeholders	Matthew Cumberbatch, Monitoring Officer	Lead Member for Governance	None	Open
Combined Authority Chief Executive Highlights Report	Providing a general update on the key activities of the Combined Authority since the last meeting.	Combined Authority Board	22 Jan 2025	Relevant internal and external stakeholders	Rob Bridge, Chief Executive	Mayor	None	Open
Budget Monitoring Update	To provide an update on the revenue and capital budgets for the year to date.	Combined Authority Board	22 Jan 2025	Relevant internal and external stakeholders	Rob Emery, Assistant Director Finance	Mayor	None	Open
Corporate Performance Report	To present the Corporate Performance Report Q2 2024/25 for Members' scrutiny	Combined Authority Board	22 Jan 2025	Relevant internal and external stakeholders	Jules Ient, Head of Policy Insight and Performance	Lead Member for Governance	None	Open
Corporate Risk Report	To present the Corporate Risk Report Q2 2024/25 for Members' scrutiny	Combined Authority Board	22 Jan 2025	Relevant internal and external	Chris Bolton, Head of PMO	Mayor	None	Open

				stakeholders				
Mayor's Budget	To agree the Mayor's draft budget for 2025/26	Combined Authority Board	22 Jan 2025	Relevant internal and external stakeholders	Rob Emery, Assistant Director Finance	Mayor	None	Open
2025/26 Corporate Strategy and Budget and Medium-Term Financial Plan	To note the consultation feedback, approve the Corporate Strategy and Budget and MTFP	Combined Authority Board	22 Jan 2025	Relevant internal and external stakeholders	Janice Gotts, Executive Director - Resources and Performance, Kate McFarlane, Director Policy and Engagement	Mayor	None	Open
Business Rate Supplement Powers and Process	To provide a summary of the Combined Authority's powers to levy a Business Rates Supplement, potential timelines, and high-level modelling of the amounts which could be raised.	Combined Authority Board	22 Jan 2025	Relevant internal and external stakeholders	Janice Gotts, Executive Director - Resources and Performance	Mayor	None	Open
Review of Investment Concept Papers	To approve concept papers recommended from the Investment Panel	Combined Authority Board	22 Jan 2025	Relevant internal and external stakeholders	Janice Gotts, Executive Director - Resources and Performance	Mayor	None	Open
Local Nature Recovery Strategy	To recommend the Local Nature Recovery Strategy for adoption.	Combined Authority Board	19 Mar 2025	Relevant internal and external stakeholders	Adrian Cannard, Strategic Planning Manager	Lead Member for Communities and Environment	None	Open
Updates to the	To present to the Board the sections of the	Combined	19 Mar	Relevant internal and	Matthew	Lead Member for		Open

Constitution	Constitution that have been reviewed/proposed amendments.	Authority Board	2025	external stakeholders	Cumberbatch, Monitoring Officer	Governance	None	
Combined Authority Chief Executive Highlights Report	Providing a general update on the key activities of the Combined Authority since the last meeting.	Combined Authority Board	19 Mar 2025	Relevant internal and external stakeholders	Rob Bridge, Chief Executive	Mayor	None	Open
Budget Monitoring Update	To provide an update on the revenue and capital budgets for the year to date and approving draft carry-forwards.	Combined Authority Board	19 Mar 2025	Relevant internal and external stakeholders	Rob Emery, Assistant Director Finance	Mayor	None	Open
Review of Investment Concept Papers	To approve concept papers recommended from the Investment Panel	Combined Authority Board	19 Mar 2025	Relevant internal and external stakeholders	Janice Gotts, Executive Director - Resources and Performance	Mayor	None	Open
Constituent Authority Update	To provide Business Board members with an update from one of the Constituent Authorities.	Business Board	31 Mar 2025	Relevant internal and external stakeholders	TBC	Chair of Business Board	None	Open
Updates to the Constitution	To present to the Board the sections of the Constitution that have been reviewed/proposed amendments.	Combined Authority Board	2 Apr 2025	Relevant internal and external stakeholders	Matthew Cumberbatch, Monitoring Officer	Lead Member for Governance	None	Open
Combined Authority Chief Executive Highlights Report	Providing a general update on the key activities of the Combined Authority since the last meeting.	Combined Authority Board	2 Apr 2025	Relevant internal and external stakeholders	Rob Bridge, Chief Executive	Mayor	None	Open
Corporate	To present the Corporate Performance Report Q3	Combined	2 Apr 2025	Relevant internal and	Jules Ient, Head	Lead Member for		Open

Performance Report	2024/25 for Members' scrutiny	Authority Board		external stakeholders	of Policy Insight and Performance	Governance	None	
Corporate Risk Report	To present the Corporate Risk Report Q3 2024/25 for Members' scrutiny	Combined Authority Board	2 Apr 2025	Relevant internal and external stakeholders	Chris Bolton, Head of PMO	Mayor	None	Open
Review of Investment Concept Papers	To approve concept papers recommended from the Investment Panel	Combined Authority Board	2 Apr 2025	Relevant internal and external stakeholders	Janice Gotts, Executive Director - Resources and Performance	Mayor	None	Open

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## REPORT TITLE: 3C ICT Shared Service Review

**To:**

Cllr Simon Smith Executive Councillor for Finance and Resources  
Strategy and Resources Scrutiny Committee, September 30th 2024

**Report by:**

Jane Wilson, Chief Operating Officer  
Tel: Email: jane.wilson@cambridge.gov.uk

**Wards affected:**

All

## 1. Recommendations

1.1 It is recommended that Strategies and resources committee:

- a. note the final report submitted by Triple Value Impact (TVI) (Appendix 1 – confidential item);
- b. agree to the recommended option 1 (redesigned 3C ICT and Digital, Lead Authority remains HDC) and to delegate the responsibility for finalising the scope and detailed nature of the new agreement and associated activities to the Chief Executives and respective Portfolio Holders for each partnership council reporting on progress through the revised member board.

## 2. Purpose and reason for the report

- 2.1
- a. This paper makes recommendations on the future of the shared ICT service that serves Huntingdonshire District Council, Cambridge City Council and South Cambridgeshire District Council.
  - b. Having been in place since 2015, and in advance of renewing the agreement to share services, the time is right to make sure the delivery of ICT services to each Council is meeting strategic and operational needs. With the support of a jointly procured independent consultancy this assessment has concluded that:

2.1.1 Overall core operational service delivery and SLA performance is good, but with some areas of improvement identified;

2.1.2 The governance model for managing 3C ICT is not effective and needs a “reset”;

2.1.3 The delivery of “Digital” leadership and project capabilities is generating frustration with varying expectations on what this service should deliver and a general view it is not working as effectively as it should.

2.1.4 This report presents a set of options to tackle these matters, assesses the options and makes a recommendation on the future shape and nature of a shared 3C Digital service.

c. The purpose of this report is to:

2.1.6 Provide an overview of the review of the 3CT ICT Service that was commissioned by all three partner councils (Huntingdonshire District Council, South Cambridgeshire District Council, Cambridge City Council). Following a tender process, an independent third-party consultancy, Triple Value Impact (TVI) were selected in April 2024 to undertake the review;

2.1.7 Provide the key options to address the concerns and meet the ICT and digital requirements of the three partner councils;

2.1.8 Provide sufficient data and analysis to enable the three partner councils to jointly agree a preferred option, which will be further developed in the next phase of work and will support the delivery of the digital transformation ambitions of each partner council.

2.2 There is an exempt annex attached to this report that is NOT FOR PUBLICATION by reason of paragraph 4 of Schedule 12A of Part 1 of the Local Government Act 1972 because it contains Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority. The public interest test has been applied to the information contained within this exempt annex and it is considered that the need to retain the information as exempt outweighs the public interest in disclosing it.



### **3. Alternative options considered**

- 3.1 a. A number of Target Operating Model options were presented back to the partner councils (options 1 – 7). All options are set out in the TVI report, attached as Appendix 1. These ranged from building on the existing model but with increased digital capability and capacity through to dissolving the shared service partnership for the 3 councils. A high-level overview of the impacts against risk, operational cost, digital costs, implementation costs, complexity and timescales were set against each option
- b. Discussions across the officer and Member key stakeholders of the partner councils concluded that option 1 was the preferred option and should be developed further, specifically detailing the cost impacts for implementation and running of the service.
- c. This option would create a common 3C Digital Service, refocusing the service towards supporting the councils' transformation programmes and retaining HDC as the lead authority – aligned to an improved governance approach that resolves the issues felt across all councils.
- d. The recommendation across all partner councils is that option 1 is identified as the most optimum, to mitigate the risk of disruption to current services, to deliver the changes in a timely manner and to deliver the greatest return on investment for supporting the digital ambitions of each partner council.

### **4. Background and key issues**

- 4.1 a. In April 2024 Cambridge City Council (CCC), Huntingdonshire District Council (HDC) and South Cambridgeshire District Council (SCDC) initiated a review of 3C ICT Shared Service in response to the following key factors:

4.1.1 Current 3C ICT Service Agreement forthcoming renewal deadline by **30<sup>th</sup> September 2024<sup>1</sup>**;

4.1.2 Recent reports carried out independently by the three councils (not through 3C ICT) to determine the respective councils' own digital target operating model and digital, data and technology related strategies.

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<sup>1</sup> The Partnership Agreement expires in September 2025, but partners need to confirm one year in advance if they wish to make any significant changes to the delivery model.

4.1.3 Findings from these reports that highlighted capacity and capability gaps within ICT and digital and within council teams.

4.1.4 A cost apportionment exercise and analysis of 3C ICT activity data undertaken during 2023/24.

4.1.5 An acknowledgement of areas where the 3C ICT service provision is working well, but also a consensus by the three councils that the current 3C ICT service is unable to meet all business and strategic requirements across the 3 partner councils.

b. The three partner councils undertook a competitive procurement process to source an experienced consultancy organisation to undertake this review, and Triple Value Impact (TVI) was appointed. TVI had undertaken significant projects reviewing other ICT shared services across the country and were well placed to undertake this review. The TVI review approach has sourced information and views from a broad and comprehensive range of sources, including the following:

4.1.6 ICT user satisfaction survey run in all three partner Councils

4.1.7 ICT staff satisfaction survey

4.1.8 ICT member satisfaction survey

4.1.9 Interviews/workshops with the 3C ICT service

4.1.10 Interviews/workshops with stakeholders from all three councils

4.1.11 Review of documentation from councils and 3C ICT service

c. A review across the range of sources listed above facilitated some early conclusions about the existing structure and delivery of the 3C ICT Shared Service, namely:

4.1.12 The operational ICT service is delivering a reasonably good service, with 62% of users satisfied with the service.

4.1.13 The ICT architecture estate is generally well maintained and managed, with relatively few major legacy systems that would add cost, risk, and complexity.

4.1.14 The service has generally made good progress in sharing architecture and applications – more than many other shared ICT services.

4.1.15 Overall core operational service delivery and Service Level Agreement (SLA) performance is reasonably good, but with some areas of improvement identified.

4.1.16 The general view is that the governance model for managing 3C ICT is not effective and needs a “reset”, with concern from the two non-host councils that the ICT

service has become more of a contract delivery arrangement rather than a truly shared service, an issue which is evident through the governance model that all parties were using;

4.1.17 The delivery of “Digital” leadership and project capabilities is generating frustration with many varying expectations on what this service should deliver and a general view that it is not working; all councils have transformation programmes that rely heavily on digital transformation and therefore ICT digital service is critical to the successful completion of these transformation programmes.

d. It was noted that no council wished there to be a ‘Do Nothing’ option and a recognition and agreement that changes were required to meet the demand and expectations from all partner councils.

e. On the basis that the operational delivery of ICT services was accepted as ‘good’ and delivering value for money across the 3 councils, the latter 2 conclusions (2.3.5 governance model and 2.3.6 digital leadership and delivery) formed the basis of the options developed.

## **5. Corporate plan**

5.1 This decision supports priority four: Modernising the council to lead a greener city that is fair for all. It supports service improvement and efficiency and will ensure that we are able to use new technologies effectively to support high quality services.

## **6. Consultation, engagement and communication**

6.1 a. A number of internal consultation activities were undertaken to assess the deliverability of the 3C ICT service and the levels of satisfaction from users.

b. The consultations took the form of short online surveys for each partner council, allowing for themes to be identified at an individual council level. Results were also consolidated by TVI to identify specific strengths and weaknesses across all partner councils.

c. The consultations were made available to the following groups:

TYPE OF SURVEY	LIVE DATES	HDC RESPONDENTS	TOTAL RESPONDENTS OVER 3 COUNCILS
ICT user satisfaction survey	23 <sup>rd</sup> May - 13 <sup>th</sup> June	211 respondents	552 respondents
ICT member satisfaction survey	11 <sup>th</sup> June – 12 <sup>th</sup> July	26 respondents	38 respondents

d. A further ICT staff satisfaction survey for 3C ICT staff was issued on 28th June and received 65 ICT staff respondents. The results of these surveys are referenced within the detail of the TVI report.

## 7. Anticipated outcomes, benefits or impact

7.1 a. Ultimately, this investment in digital capabilities will improve the councils' ability to provide modern, digital services to residents, maximise productivity and ensure organisational priorities are achieved – a key requirement for all Councils in the partnership.

## 8. Implications

### 8.1 Relevant risks

Please see Appendix 1 - 3C ICT review Final report for full details of risks and impacts for the preferred option.

### Financial Implications

8.2 a) Moving to a new arrangement will require investment, this is the cost of change. The transition costs estimated by TVI and discussed with Officers are c£240k. This will be split across the partnership by thirds – so an indicative figure of £80k per council.

b) The assessment of ongoing costs is contained in the TVI report. The precise detail of this will need to be determined during implementation. Some key elements are:

8.2.1 There are some new capabilities proposed in the service, which will see some new roles created.

8.2.2 There are some current capabilities that can be amended or simplified. The nature of this will be delivered during a formal transition process that will be overseen by an improved governance arrangement.

8.2.3 At present the model is forecasting the ongoing service delivery costs will broadly be the same. However, each council is committing £100k in year to progress and enhance our digital capacity (subject to the budget approvals process for each council).

8.2.4 All of these potential changes will fully involve staff and HR and relevant support (e.g. ERG and/or Unison).

c) All the financial elements within the TVI report have been shared with partners and each has ensured their s151 Officer has reviewed, commented and clarified the estimates. All have provided assurance the estimates are reasonable and can be legitimately used to make a decision on future direction by the partnership.

### **Legal Implications**

8.3 The council's Monitoring Officer has been consulted on the recommendations and notes the continuation of the agreement and that this raises no legal concerns.

### **Equalities and socio-economic Implications**

8.4 There will be no immediate equalities implications as this decision will enable an existing internally facing service to continue operating. Over time, as the new digital capabilities bed in, there will be potential for positive impacts, in relation to the range of ways residents can engage with our services via digital routes.

### **Net Zero Carbon, Climate Change and Environmental implications**

8.5 There are no known environmental or climate impacts associated with this work.

## **Procurement Implications**

8.6 *None*

## **Community Safety Implications**

8.7 *None*

## **9. Background documents**

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

9.1 *None*

## **10. Appendices**

10.1 Appendix 1 - 3C ICT review Final report - Confidential

To inspect the background papers or if you have a query on the report please contact Jane Wilson, Chief Operating Officer, [jane.wilson@cambridge.gov.uk](mailto:jane.wilson@cambridge.gov.uk)

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