



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

## Cambridgeshire and Peterborough Combined Authority - Overview and Scrutiny Committee

DATE: 26<sup>th</sup> November 2018  
TIME: 10am  
LOCATION: Council Chamber, East Cambs District Council, The Grange,  
Nutholt Lane, Ely, CB7 4EE

### Membership

Council	Member	Substitute
Huntingdonshire District Council	Clr Doug Dew Clr Tom Sanderson	Clr Jon Neish Clr Barry Chapman
East Cambridgeshire District Council	Clr Mike Bradley Clr Alan Sharp	Clr Julia Huffer Clr Chris Morris
South Cambridgeshire District Council	Clr Philip Allen Clr Grenville Chamberlain	Clr Pippa Heylings Clr Peter Topping
Fenland District Council	Clr Chris Boden Clr David Hodgson	Clr Maureen Davis Clr Sam Clark
Cambridge City Council	Clr Mike Sargeant Clr Markus Gehring	Clr Dave Baigent Clr Valerie Holt
Cambridgeshire County Council	Clr Lucy Nethsingha Clr David Connor	Clr Lina Joseph Clr David Jenkins
Peterborough City Council	Clr June Stokes Clr Ed Murphy	Clr Irene Walsh Clr Shaz Nawaz

# AGENDA

Item no:		LEAD	PAGE
1.	<b>Apologies</b> To receive apologies and details of any substitute members attending.	Chair	Verbal
2.	<b>Declaration of Interests</b> At this point Members must declare whether they have a disclosable pecuniary interest, or other interest, in any of the items on the agenda, unless it is already entered in the register of members' interests.	Chair	Verbal
3.	<b>Minutes of the meeting held on the 29<sup>th</sup> October 2018 and any matters arising</b>	Chair	Page 4
4.	<b>Public Questions</b>	Chair	Verbal
5.	<b>Mayor for the Combined Authority in Attendance</b>	Chair	Verbal
6.	<b>Affordable Housing Update</b>  Committee to discuss the Affordable Housing reports discussed at the Housing Committee on the 10th October 2018 which can be found <a href="#">here</a> .	Director for Housing and Development	
7.	<b>Medium Term Financial Plan</b>  Presentation from the Interim Chief Finance Officer	Interim Chief Finance Officer	Verbal
8.	<b>Project Management Processes</b>  Presentation from the Director for Strategy and Planning	Director for Strategy and Planning	Verbal
9.	<b>Review of Combined Authority Board Agenda</b>  Members to review the Combined Authority Board agenda which was published on the 20 <sup>th</sup> November 2018 and can be found <a href="#">here</a> .	Chair	Verbal
10.	<b>Mass Rapid Transport Task and Finish Group – Centre for Public Scrutiny Proposal</b>	Scrutiny Officer	Page 12
11.	<b>Member Update on Activity of Combined Authority</b>  Members allocated to monitor the activities of the Combined Authority to provide a verbal update to the committee on any areas of interest.	Members	Verbal
12.	<b>Combined Authority Forward Plan</b>	Chair	Verbal

	Members to review the items on the Forward Plan and raise any items they may wish to be added to the work programme.  The CA Forward Plan is regularly updated – the most recent version can be found <a href="#">here</a> .		
<b>13.</b>	<b>Overview and Scrutiny Work Programme</b>	Chair	Page 19
<b>14.</b>	<b>Date of next meeting: 17<sup>th</sup> December 2018</b>	Scrutiny Officer	Verbal

The Combined Authority is committed to open government and members of the public are welcome to attend Overview and Scrutiny Committee meetings. It supports the principle of transparency and encourages filming, recording and taking photographs at meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening, as it happens.

For more information about this meeting, please contact Anne Gardiner at [anne.gardiner@cambridgeshirepeterborough-ca.gov.uk](mailto:anne.gardiner@cambridgeshirepeterborough-ca.gov.uk)



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

# **CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY – OVERVIEW AND SCRUTINY COMMITTEE**

## **DRAFT MINUTES**

**Date:** 29<sup>th</sup> October 2018

**Time:** 11am

**Location:** Peterborough City Council

### **Present:**

Cllr Jon Neish  
Cllr Alan Sharp  
Cllr Mike Bradley  
Cllr Grenville Chamberlain  
Cllr Philip Allen  
Cllr Mike Sargeant  
Cllr Markus Gehring  
Cllr Ed Murphy  
Cllr June Stokes  
Cllr Chris Boden  
Cllr David Hodgson  
Cllr Lucy Nethsingha  
Cllr David Connor

Huntingdonshire District Council  
East Cambs District Council  
East Cambs District Council  
South Cambs District Council  
South Cambs District Council  
Cambridge City Council  
Cambridge City Council  
Peterborough City Council  
Peterborough City Council  
Fenland District Council  
Fenland District Council  
Cambridgeshire County Council  
Cambridgeshire County Council

### **Officers:**

Kim Sawyer  
Karl Fenlon  
Paul Raynes  
Luciano Panna Tronca  
Anne Gardiner

Interim Chief Executive Officer  
Interim Chief Finance Officer  
Director for Strategy and Planning  
Transport Programme Manager  
Scrutiny Officer

## **1. Apologies**

- 1.1 Apologies received from:  
Cllr Doug Dew substituted by Cllr Jon Neish  
Cllr Tom Sanderson.

## **2. Declaration of Interests**

- 2.1 No declarations of interests were made.

## **3. Minutes**

- 3.1 The minutes of the meeting held on the 24<sup>th</sup> September were agreed as a correct record subject to the following amendments:-

Under point 6.2 that 'Reassurance was provided from the Interim Chief Executive that there had been issues around the shortlisting process and documentation available and that shortlisting would be recorded in the future.'

## **4. Public Questions**

- 4.1 There were no public questions received.

## **5. Interim Transport Plan**

- 5.1 The Committee received the report from the Transport Programme Manager which outlined the Local Transport Plan that had been agreed by the Transport Committee on the 10<sup>th</sup> October 2018.

- 5.2 The following points were discussed:

- Members were advised that district council officers and planning officers had been engaged by the project team and had been involved in two workshops that had taken place.
- The officer agreed with members that it was important to tie in the programme of the Local Transport Plan to take into account the local plans for the district councils.
- Members raised a concern that it appeared that only members would be consulted as they felt it was important that highways authority officers should be engaged with as they had a wealth of experience that should be utilised at each stage.
- The Director for Strategic Planning who was in attendance at the meeting advised that all the strategies for the Combined Authority and local councils must tie into one another despite different timeframes and that the non-statutory spatial plan would include the findings from the Local Transport Plan.
- Members raised a concern that the HCV route map had not been taken into account in the Local Transport Plan and it was felt that this should be integrated into the plan. Officers agreed to provide a written response to this query.

- Members were concerned around the assumption made about the north and south of the county rather than the east and west of the county and queried where these assumptions had come from. The officer advised that the assumptions that had been made so far had come from the engagement that had been received from the workshops.
- Members felt it would be helpful to receive a list of organisations and officers involved in the steering group and working group for the Local Transport Plan and also for the remits of the groups to be circulated to the committee to enable them to fully understand the processes being undertaken.
- The bus review was underway and would be brought to the Board in the early part of next year which in turn would lead to a bus strategy. Consultation on this would be before April.
- A question was asked around whether the Combined Authority was resourced enough to deal with the feedback that would be received from the consultation once it had been sent out to the public, the officer advised that there was staff to deal with the feedback received.

5.3 The Committee agreed that the Chair should ask the following questions to the Board on Wednesday 31<sup>st</sup> October:

- 1) The Committee requests that the HCV route map is taken into account and is integrated fully with the Local Transport Plan.
- 2) The Committee raised concerns around the assumptions made over the North - South priorities over the East - West within the report and wondered how this assumption had been reached? There were also concerns raised that there appeared to be no reflection of the issues raised in the CPIER report?
- 3) The Committee wanted to know that the level of consultation with the district councils at the initial stages would be thorough to allow the councils to incorporate the Local Transport Plan into their local plans.
- 4) The Committee wanted reassurance that the Combined Authority would have the resources to manage the interest that would be received once the Local Transport Plan went out for consultation to the public?
- 5) If the consultation responses created a need for phase three to be re-written would the Combined Authority be prepared to adjust the Local Transport Plan?

## **6. Performance Reporting**

6.1 The Committee received the report from the Director for Strategy and Planning.

6.2 The following points were discussed:

- The Committee were advised that the report was a proposal for the shape of future performance reporting; that the Board had requested something very clear, simple and transparent that had a small number of key performance indicators which would reflect the key commitments of the

devolution deal for the Combined Authority.

- The Director advised that there was always a tradeoff between the need for clarity and the need for detailed information. The current form would be assessed and reviewed and if it needed to be amended in future then it would.
- The Director advised that a more detailed version could be created for each individual committee to consider their own areas.
- A member raised a concern that environmental factors were not one of the key indicators and that this should be included, officers agreed that they would consider this point.

6.3 The Committee agreed that the Chair should raise the following point at the Board meeting on the 31<sup>st</sup> October 2018:

The Committee felt that the performance reports that would be sent to the new Committees should contain greater detail than the overview report that would be sent through to the Board.

## **7. Chief Executives Letter**

7.1 The Committee were invited to ask questions to the Interim Chief Executive regarding the letter that had been published in the media recently regarding concerns about the governance of the Combined Authority.

7.2 The following points were raised and discussed with the Interim Chief Executive:

- Following receipt of the letter there has been engagement with CPSB to gain their views which had been fed into the review on the Combined Authority.
- There was now a senior management team in place at the Combined Authority which had enabled the authority to move forward and as a result there was now active engagement with numerous stakeholders including the CPSB on a regular basis.
- In response to a question raised about concerns on engagement in the investment and the skills and industrial strategies officers advised that the strategies were still in development and would need to go through the Board members before they could be discussed with the constituent councils. In terms of the investment strategy there was a process in place which needed to be set within the context of the Medium Term Financial Plan.
- The legal advice that had been provided to Mayor regarding the resignation of the Chief Executive Officer had been provided by an independent legal source and had not been provided in house.
- The previous Chief Executive Officer had requested that no further details around his personal data be released however, it could be looked into whether there was a non-disclosure agreement.

- Members queried who had made the decision to make the payment and when and were advised that the Mayor would have made the decision and there would have been a Mayoral decision notice which would be confidential, but officers could check and provide a date for the decision notice.
- Members queried if other staff contracts allowed for similar severance payments and were advised that it would depend on the conditions of the termination.
- Members were advised that the Audit and Governance Committee had requested that the external auditor look into the severance payment when the final year accounts were considered. The Chair advised she would discuss this with the Audit Chairman and report back to the committee on this.
- Members asked if it would be possible to view the contract of employment for the Chief Executive Officer post and were advised that this was a confidential document, but that legal advice would be taken to see if it could be disclosed to the committee members.
- The Chair asked whether the company that had been referenced in the letter released to the media had in fact been created and officers advised that no company had been formed.

7.3 The members thanked the Interim Chief Executive Officer for attending and answering the committee's questions.

## **8. Review of the Combined Authority Board Agenda**

8.1 The Committee reviewed the agenda due to come to the Board on Wednesday 29<sup>th</sup> October 2018.

The Committee discussed the following items:

### Item 2.4 - Cambridge Autonomous Metro: Update

Members raised concerns around the quality of the report and queried what the purpose of the report was and asked whether the precise remit that had been provided to the consultants to write the report could be circulated to the committee.

The Committee agreed that the following should be asked at the Board meeting:

1) The Committee requested that more detail be included in future reports and asked if the remit that was provided to the consultants to produce this work could be provided to the Overview and Scrutiny Committee.

2) The Committee also requested that further information around financing be provided?

## **9. Member Update on Activity of Combined Authority**

9.1 The Committee received a brief update from Cllr Sargeant as Acting Chair of the Task and Finish Group.

- 9.2 The Group had met with the Director of Transport and Interim Chief Finance Officer and had interviewed a potential consultant. Following this meeting the members had raised some concerns that the work the consultant would do would replicate the exact work other advisors had already provided the Combined Authority and therefore would not add any value.

The members had requested that the Scrutiny Officer contact Centre for Public Scrutiny to gain some advice and possible support and they would be discussing this at their next meeting which would be held at the close of this meeting.

Cllr Sargeant proposed that the terms of reference for the Task and Finish Group be amended as below:

1)To review the processes, evidence gathering, consultation and decision making in the development of the MRT project including comparing and contrasting with the development of any similar infrastructure initiatives and any lessons therein learnt

2)To ensure that the MRT project fits within an integrated transport network which will deliver against the broader objectives of the Combined Authority, the analysis and recommendations of the CPIER Report and will align with schemes being delivered by GCP, the emerging Local Transport plan and the Bus Strategy?

The Committee agreed to amend the terms of reference.

## **10. Constitution Update**

- 10.1 Member received the report from the Scrutiny Officer which outlined the changes to the constitution agreed by the Combined Authority Board on the 26<sup>th</sup> September.
- 10.2 A member queried whether the new committees would be taking any key decisions for the Overview and Scrutiny Committee to call in and were advised that only key decision which had been delegated by the Board would be made by the committees.
- 10.3 Members requested that all dates for the Transport, Skills and Housing Committees be circulated to the committee.
- 10.4 The Committee noted the report.

## **11. Combined Authority Forward Plan**

- 11.1 The Committee considered the Combined Authority Forward Plan and requested that the Bus Strategy item that was being taken to the November Board meeting be brought to the Overview and Scrutiny Committee November meeting.

## **12. Overview and Scrutiny Work Programme Report**

- 12.1 The Committee received the report which outlined the work programme for the committee for the municipal year 2018/19.
- 12.2 The Committee requested that the Bus Strategy be added to their November agenda.

12.3 The Committee requested that the Investment Strategy/MTF Plan be added to the November meeting.

12.4 The Committee requested that the Scrutiny Officer extend the length of the meeting to accommodate the larger agenda for November's meeting.

**13. Date of Next Meeting**

13.1 The next meeting would be held on the 26<sup>th</sup> November 2018 at East Cambridgeshire District Council.

Meeting Closed: 13:21pm.

Action Sheet – Overview and Scrutiny Committee – 29<sup>th</sup> October 2018

<b>Date</b>	<b>Action</b>	<b>Officer</b>	<b>Completed</b>	<b>Comment</b>
29/10/18	Written response to be provided to the committee regarding the integration of the HCV route into the Local Transport Plan.	Luciano Panna Tronca	6/11/18	Response provided at Board meeting on 31 <sup>st</sup> and written response sent to members.
	The membership and remit for the steering groups and working groups involved in the Local Transport Plan to be provided to the committee members.	Luciano Panna Tronca	6/11/18	
	Committee members to be informed if there were any details around a non-disclosure agreement for the recent CEO.	Kim Sawyer/Karl Fenlon/Patrick Arran		
	Officers to consider whether the contract of employment for the CEO could be disclosed to the O&S Committee	Kim Sawyer/Karl Fenlon/Patrick Arran		
	Officers to confirm if there was a Mayoral Decision Notice in regard to the CEO resignation and to confirm the date this was made.	Kim Sawyer/ Karl Fenlon/Patrick Arran		
	Transport, Skills and Housing Committee dates to be circulated to members	Anne Gardiner	8/11/18	



<b>OVERVIEW AND SCRUTINY COMMITTEE</b>	<b>AGENDA ITEM No: 10</b>
<b>26<sup>th</sup> NOVEMBER 2018</b>	<b>PUBLIC REPORT</b>

## **MASS RAPID TRANSPORT TASK AND FINISH GROUP – CENTRE FOR PUBLIC SCRUTINY PROPOSAL**

### **PURPOSE**

- 1.1. The Task and Finish Group for the Overview and Scrutiny Committee set up to consider the Mass Rapid Transport met with the representative from the Centre for Public Scrutiny.
- 1.2. Following the meeting a proposal was sent through for consideration by the group and they agreed in discussion with the Chair that they would go ahead with the Centre for Public Scrutiny proposal. The proposal was circulated to all members of the committee for any comments.
- 1.3. The report requests that the committee ratify the decision to go ahead with the proposal.

### **RECOMMENDATION**

#### **Lead Officer:**

The Overview and Scrutiny Committee are recommended to:

- (a) Ratify the decision taken by the Task and Finish group to engage the Centre for Public Scrutiny.

## **2.0 BACKGROUND**

- 2.1. The Overview and Scrutiny Committee set up the Task and Finish Group in February to consider the Mass Rapid Transport project.
- 2.2. The terms of reference for the Task and Finish group were amended in October to:

1) To review the processes, evidence gathering, consultation and decision making in the development of the MRT project including comparing and contrasting with the development of any similar infrastructure initiatives and any lessons therein learnt

2) To ensure that the MRT project fits within an integrated transport network which will deliver against the broader objectives of the Combined Authority, the analysis and recommendations of the CPIER Report and will align with schemes being delivered by GCP, the emerging Local Transport plan and the Bus Strategy?

2.3. The Task and Finish group met on the 29<sup>th</sup> October to discuss whether they should employ an consultant or the Centre for Public Scrutiny to help support them with their work.

2.4. The group received a proposal from the Centre for Public Scrutiny for the work and agreed to go ahead via email to allow for the work to start as soon as possible.

### 3.0 FINANCIAL IMPLICATIONS

3.1. The Centre for Public Scrutiny submitted a quote of £13.5k for the work.

3.2. The Combined Authority Board agreed at the September meeting to allocate £20k budget to support the Overview and Scrutiny Committee's work programme.

3.3. The payment for the work from the Centre for Public Scrutiny will be drawn down from the £20k budget ringfenced for the committee.

### 4.0 LEGAL IMPLICATIONS

4.1. None

<b>Source Documents</b>	<b>Location</b>
O&S October Minutes	<a href="http://cambridgeshirepeterborough-ca.gov.uk/assets/Uploads/OS-Draft-Minutes-291018.pdf">http://cambridgeshirepeterborough-ca.gov.uk/assets/Uploads/OS-Draft-Minutes-291018.pdf</a>
CA Board Sept Minutes	<a href="http://cambridgeshirepeterborough-ca.gov.uk/meetings/cambridgeshire-and-peterborough-combined-authority-board-4/?date=2018-09-26">http://cambridgeshirepeterborough-ca.gov.uk/meetings/cambridgeshire-and-peterborough-combined-authority-board-4/?date=2018-09-26</a>

## Centre for Public Scrutiny

### CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY

### PROPOSAL FOR SUPPORT TO SCRUTINY TASK GROUP ON MASS RAPID TRANSIT

---

Thank you for the opportunity to make this proposal for support on the Committee's forthcoming work on mass rapid transit.

The proposal sets out our understanding of the outcomes and objectives that the Task Group and the Committee wish to achieve (and our suggested refinement of these objectives in light of the forthcoming publication of the outline business case), our suggestions for how those objectives will be met, and detail of the people we propose to carry out the work.

The amount to be charged for this support will be **£13,500**. This figure does not include VAT and expenses and accounts for 18 days' of officer time charged at CfPS's lower consultancy rate of £750 per day. More detail of consultants is provided in the section below.

#### **The Task Group's objectives**

Proposals for a mass rapid transit system for the Cambridge area are under discussion, and an outline business case will be presented to the CA Board in the New Year. The proposal has been developed by the Greater Cambridge Partnership and the CA and is the product of an options appraisal exercise carried out earlier this year.

The option being progressed is the Cambridge Autonomous Metro (CAM) option. This option would see autonomous-capable tyred vehicles being introduced working on segregated routes and guideways which would in time include a central tunnelled section in Cambridge itself. Delivery of the proposal would be between 2021 and 2027.

The overall objectives of the Task and Finish Group are:

1. To review the processes, evidence gathering, consultation and decision making in the development of the MRT project, including comparing and contrasting with the development of any similar infrastructure initiatives and any lessons therein learnt;
2. To ensure that the MRT project fits within an integrated transport network which will deliver against the broader objectives of the Combined Authority, the analysis and recommendations of the CPIER Report and will align with schemes being delivered by GCP, the emerging Local Transport plan and the Bus Strategy.

At this stage, CfPS proposes that the Task Group begins to meet these terms of reference by reflecting on some of the underlying principles which support the development of the CAM project, so that it can feed in to the scrutiny of the Outline Business Case and guide ongoing scrutiny work on the rest of the project. In particular, this initial piece of work will engage closely with objective 1.

The design, development and delivery of the CAM will take place over many years, and the work being undertaken between now and the New Year will be the beginning of an ongoing

process of scrutiny and oversight. Members need the assurance, at this stage, that the issues on which they propose to focus are the right ones.

We propose that members take this opportunity to reflect on two main issues. This will help both to feed constructively into the outline business case review exercise, and to formulate future scrutiny activity. We assume that this future activity will involve scrutiny engaging with the technical detail of the CAM scheme.

The two areas of focus should be:

1. Drawing lessons from the development of other mass transit schemes in the UK.
2. Focusing on the corporate risks attached to the proposed scheme and the way that those risks will be mitigated.

### Drawing lessons from the development of other mass transit schemes

Technically the CAM proposal is distinct from others, and what is proposed is not a technical comparison between different schemes. Such a comparison was carried out as part of the original options appraisal.

Instead a review of other schemes will look at the way that they were developed and their plans evaluated to identify common pressures, pitfalls and opportunities. It will help in particular to direct those areas to which the Mayor and CA will need to direct particular effort; similarly, it will help to direct similar scrutiny work.

We suggest that a review of some of the below schemes focus on issues to include:

- Governance: how oversight and management of the development and delivery of proposals was planned and operated;
- Funding: how capital investment was secured and how ongoing revenue managed in order to assure the ongoing sustainability of a network without subsidy;
- Modelling: understanding how ridership will impact on the wider local transport situation and on economic development in the region more generally;
- The development process: including the working up of more detailed plans, and particularly focusing on the way that the public are consulted and engaged (particularly plans for engagement before and during construction works);
- Iteration of the original network: how expansion of an initial network was planned for in the design stages.

There are common themes here shared by many schemes, irrespective of the detailed technical specifications of those schemes. We do not propose expanding the scope to review international examples because of the very different legal, regulatory and policy landscape applying to transport and infrastructure spending (and devolution) outside the UK.

It is worth emphasising that this review will not provide definitive answers on these issues for the CAM, but they will help the scrutiny committee and the CA more generally to engage with the right issues once the outline business case comes to the Board.

Some recent schemes – successful and otherwise – include:

- **Light rail / metro schemes.**
  - Nottingham. The original LRT scheme was developed by the council with the delivery of a single line in 2004, before having been expanded through

- contract with a consortium, Tramlink Nottingham, who now operate the network. Nottingham's tramway is generally seen as an extremely successful deployment of LRT deployment (particularly in terms of value for money);
- Croydon. Croydon's scheme was developed by London Regional Transport when under direct Government control; it was procured and delivered under PFI. Transport for London bought out its owners and operators in 2008 to bring it in-house. The tramway makes use of disused heavy rail infrastructure, including tunnel infrastructure.
  - Docklands Light Railway (London). The DLR was a scheme developed in the early 1980s by the Government and the London Docklands Development Corporation; its first section opened in 1987. Its last major extension in 1999 incorporates significant tunnelled sections; it is a semi-autonomous, entirely segregated, rail system;
  - Blackpool. Blackpool's tramway is essentially a new scheme having been completely reconstructed in the 2000s as part of a joint funding arrangement from the local council, Blackpool Transport Services and the county council;
  - Edinburgh. This scheme cost twice as much as originally planned and was plagued with contractual and funding difficulties. A statutory public inquiry was instigated to look into the reasons for the failures – the inquiry has gathered evidence but has not yet reported;
  - Other successful schemes (such as Manchester and Sheffield, which also incorporates a new tram-train section);
  - Schemes which have failed to progress or which have been cancelled. These might include Leeds, Preston (which is now progressing after lengthy delay) and London schemes like the Cross River Tram.
- **Bus rapid transit schemes**
    - FTR-schemes operated by FirstGroup, partially-segregated and using specially-designed vehicles although now largely operated using conventional buses;
    - Manchester's guided BRT system;
    - East London Transit.

### Focusing on corporate risk

The development of an outline business case will mean that an understanding of the broad risk factors associated with the proposals will also be under development. Scrutiny can seek to understand:

- The exposure of the combined authority to risk (for example, around funding);
- The exposure of the CA's partners to risk – in particular, the CA's constituent authorities and other public sector bodies, including Government;
- Steps being put in place to mitigate these risks, and the oversight mechanisms being put in place to understand how risk will be managed as the project develops.

The review of other examples of mass transit schemes will help members develop a more nuanced sense of where the areas of greater risk lies, but risk registers and plans associated with the development of the project so far (in particular, the options appraisal) will prove helpful.

### **How scrutiny's objectives will be met**

CfPS will carry out research to address these issues. We will:

- Work with scrutiny's appointed technical adviser (should an adviser be appointed) to refine these plans (particularly the review of circumstances around other schemes);
- Carry out a desktop review of publicly available paperwork to understanding common themes and features in how other transit schemes were developed, particularly relating to the risk appetite and governance systems of the commissioning authority/ies and their partners;
- Carry out telephone interviews with individuals working on those projects to obtain a fuller and more nuanced picture (possibly involving councillors);
- Identify and speak to national experts who have carried out their own research on these topics; this will include looking at documentation prepared by the Infrastructure and Projects Authority.

## **How we will deliver**

CfPS has provided support to overview and scrutiny in local government for 15 years. We have a well-developed understanding of what members need and expect from the support they receive, and of the political dynamics around the transaction of scrutiny research – especially in relation to a high profile topic.

As such we do not propose that we will carry out our research in isolation from members or that we will feed back infrequently to the Chair only. Instead, as we gather evidence we will share it with councillors via a channel that we will establish on the team communication app Slack. This will provide an opportunity for councillors to feed into our research in real time and for us to ensure that what we produce will meet members' needs; it will also streamline the drafting process for the eventual research product.

The product of what we deliver will reflect a standard scrutiny review report, designed to feed into the Outline Business Case process, and presented in a way to be agreed with councillors closer to the date of publication. CfPS can prepare a detailed research document with an executive summary, a set of further questions to put to the Board on the business case evaluation process, a rubric and guide for the public and other scrutineers to assist in the ongoing consultation once the business case is made public, a plan of ongoing scrutiny work to take the committee towards 2021, or any combination of the above. The general product should be agreed at commissioning stage as it will have some influence over the amount charged.

### Consultants carrying out work

We propose to use one of a number of CfPS staff and consultants to carry out this work, to include (this list is not exhaustive):

*Ed Hammond, Director of Research.* Ed leads on research on devolution and combined authorities, LEP scrutiny and other aspects of accountability and governance on a sub-regional basis. He is currently engaged in developing and drafting the forthcoming Government guidance on overview and scrutiny, which will include sections on scrutiny in combined authorities. He has a background in research on a range of topics, including transport and strategic planning.

*Ian Parry, Business Manager.* Ian is a sitting councillor on Staffordshire County Council and was until 2017 its Deputy Leader and Cabinet Member for Finance. He oversees CfPS's consultancy programme and delivers training and development work for councillors around the country.

*Fiona Corcoran, Delivery Manager.* Fiona provides support and advice to councils on scrutiny as well as leading on events, communications and marketing. She is a former scrutiny officer.



<b>OVERVIEW AND SCRUTINY COMMITTEE</b>	<b>AGENDA ITEM No: 13</b>
<b>26 NOVEMBER 2018</b>	<b>PUBLIC REPORT</b>

## **OVERVIEW AND SCRUTINY WORK PROGRAMME**

### **1.0 PURPOSE**

- 1.1 To provide the Committee with the draft work programme for the Overview & Scrutiny Committee for the remainder of the 2018/19 municipal year and to ask the committee to comment and make suggestions.

<b><u>RECOMMENDATION</u></b>	
<b>Lead Officer:</b>	<b>Patrick Arran, Interim Legal Counsel and Monitoring Officer</b>
That the Committee discuss items that they would like to be added to the work programme for the Overview & Scrutiny Committee for the 2018/19 municipal year attached at Appendix 1.	

### **2.0 BACKGROUND**

- 2.1 In accordance with the Constitution, the Overview & Scrutiny Committee is responsible for setting its own work programme.
- 2.2 A draft work programme which shows the items to be considered over the forthcoming year is attached at Appendix 1.

### **3.0 APPENDICES**

- 3.1 Appendix 1 – Work Programme.

**OVERVIEW AND SCRUTINY  
WORK PROGRAMME 2018/19**

Meeting Date	Item	COMMENTS
<b>26<sup>th</sup> November 2018 Fenland DC</b>	<b>Minutes</b> Committee to approve the minutes for accuracy from the last meeting and discuss any matters arising.	
	<b>Public Questions</b> Committee to receive any questions received from members of the public in line with the public question scheme set out in the Combined Authority constitution.	
	<b>Mayor of the Combined Authority</b> Mayor James Palmer to attend to respond to questions submitted from the committee.	
	<b>Affordable Housing Update</b> Committee to receive a report from the Director of Housing which will provide an update on the progress in regard to the Affordable Housing programme.	
	<b>Presentation from Strategy &amp; Planning Director for the Combined Authority</b> Project Management processes of the Combined Authority	
	<b>Medium Term Financial Plan</b> Presentation from the Interim Chief Finance Officer	

Meeting Date	Item	COMMENTS
	<p><b>Review of Combined Authority Upcoming Agenda</b> Standing item for the Committee to review the upcoming agenda for the Combined Authority Board meeting.</p>	
	<p><b>Member Update on Combined Authority Activity</b> Members allocated to each theme covering the work of the Combined Authority to provide an update to the committee.</p>	
	<p><b>Combined Authority Forward Plan</b> Standing item where the Committee can review the Combined Authority's Forward Plan and identify any relevant items for inclusion within their work programme.</p>	
	<p><b>Task and Finish Group</b> Proposal from the Centre for Public Scrutiny for ratification by the members.</p>	
	<p><b>Overview and Scrutiny Work Programme</b> To consider the work programme for the year 2018/19.</p>	
<b>17<sup>th</sup> Dec 2018 Cambridge City Council</b>	<p><b>Minutes</b> Committee to approve the minutes for accuracy from the last meeting and discuss any matters arising.</p>	
	<p><b>Public Questions</b> Committee to receive any questions received from members of the public in line with the public question scheme set out in the Combined Authority</p>	

Meeting Date	Item	COMMENTS
	constitution.	
	<p><b>Task and Finish Group Recommendations</b> The Committee to receive the recommendations from the work being undertaken by the O&amp;S Task and Finish group looking at the Mass Rapid Transport project.</p>	
	<p><b>Review of Combined Authority Upcoming Agenda</b> Standing item for the Committee to review the upcoming agenda for the Combined Authority Board meeting.</p>	
	<p><b>Combined Authority Forward Plan</b> Standing item where the Committee can review the Combined Authority's Forward Plan and identify any relevant items for inclusion within their work programme.</p>	
	<p><b>Member Update on Combined Authority Activity</b> Members allocated to each theme covering the work of the Combined Authority to provide an update to the committee.</p>	
	<p><b>Overview and Scrutiny Work Programme</b> To consider the work programme for the year 2018/19.</p>	
<p><b>28<sup>th</sup> January 2019 Huntingdonshire DC</b></p>	<p><b>Minutes</b> Committee to approve the minutes for accuracy from the last meeting and discuss any matters arising.</p>	

Meeting Date	Item	COMMENTS
	<p><b>Public Questions</b> Committee to receive any questions received from members of the public in line with the public question scheme set out in the Combined Authority constitution.</p>	
	<p><b>Mayor of the Combined Authority</b> Mayor James Palmer to attend to respond to questions submitted from the committee.</p>	
	<p><b>Transport Plan</b></p>	
	<p><b>Bus Strategy</b></p>	
	<p><b>Review of Combined Authority Upcoming Agenda</b> Standing item for the Committee to review the upcoming agenda for the Combined Authority Board meeting.</p>	
	<p><b>Combined Authority Forward Plan</b> Standing item where the Committee can review the Combined Authority's Forward Plan and identify any relevant items for inclusion within their work programme.</p>	
	<p><b>Member Update on Combined Authority Activity</b> Members allocated to each theme covering the work of the Combined Authority to provide an update to the committee.</p>	
	<p><b>Overview and Scrutiny Work Programme</b></p>	

Meeting Date	Item	COMMENTS
	To consider the work programme for the year 2018/19.	
25 <sup>th</sup> February 2019 South Cambs DC	<b>Minutes</b> Committee to approve the minutes for accuracy from the last meeting and discuss any matters arising.	
	<b>Public Questions</b> Committee to receive any questions received from members of the public in line with the public question scheme set out in the Combined Authority constitution.	
	<b>Land Value Capture – Presentation</b> Committee to receive a presentation from the Mayor and Legal Counsel on Land Value Capture at the Combined Authority.	
	<b>Review of Combined Authority Upcoming Agenda</b> Standing item for the Committee to review the upcoming agenda for the Combined Authority Board meeting.	
	<b>Combined Authority Forward Plan</b> Standing item where the Committee can review the Combined Authority’s Forward Plan and identify any relevant items for inclusion within their work programme.	
	<b>Member Update on Combined Authority Activity</b> Members allocated to each theme covering the work of the Combined Authority to provide an update to the committee.	

Meeting Date	Item	COMMENTS
	<p><b>Overview and Scrutiny Work Programme</b> To consider the work programme for the year 2018/19.</p>	
<p><b>25<sup>th</sup> March 2019 Cambridgeshire County Council</b></p>	<p><b>Minutes</b> Committee to approve the minutes for accuracy from the last meeting and discuss any matters arising.</p>	
	<p><b>Public Questions</b> Committee to receive any questions received from members of the public in line with the public question scheme set out in the Combined Authority constitution.</p>	
	<p><b>Skills Strategy</b></p>	
	<p><b>Review of Combined Authority Upcoming Agenda</b> Standing item for the Committee to review the upcoming agenda for the Combined Authority Board meeting.</p>	
	<p><b>Combined Authority Forward Plan</b> Standing item where the Committee can review the Combined Authority's Forward Plan and identify any relevant items for inclusion within their work programme.</p>	
	<p><b>Member Update on Combined Authority Activity</b> Members allocated to each theme covering the work of the Combined Authority to provide an update to the committee.</p>	

Meeting Date	Item	COMMENTS
	<p><b>Overview and Scrutiny Work Programme</b> To consider the work programme for the year 2018/19.</p>	
<p><b>18<sup>th</sup> April 2019</b> <b>TBC</b></p>	<p><b>Minutes</b> Committee to approve the minutes for accuracy from the last meeting and discuss any matters arising.</p>	
	<p><b>Public Questions</b> Committee to receive any questions received from members of the public in line with the public question scheme set out in the Combined Authority constitution.</p>	
	<p><b>Mayor of the Combined Authority</b> Mayor James Palmer to attend to respond to questions submitted from the committee.</p>	
	<p><b>Review of Combined Authority Upcoming Agenda</b> Standing item for the Committee to review the upcoming agenda for the Combined Authority Board meeting.</p>	
	<p><b>Combined Authority Forward Plan</b> Standing item where the Committee can review the Combined Authority's Forward Plan and identify any relevant items for inclusion within their work programme.</p>	
	<p><b>Member Update on Combined Authority Activity</b></p>	

Meeting Date	Item	COMMENTS
	Members allocated to each theme covering the work of the Combined Authority to provide an update to the committee.	
	<p><b>Overview and Scrutiny Work Programme</b> To consider the work programme for the year 2018/19.</p>	