



CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY BOARD	AGENDA ITEM No: 1.9
5 AUGUST 2020	PUBLIC REPORT

ANNUAL REPORT OF THE CHAIR OF THE OVERVIEW AND SCRUTINY COMMITTEE FOR 2019/20

1.0 PURPOSE

1.1 The Overview & Scrutiny Committee has a wide-ranging remit to review or scrutinise decisions made, or other action taken, in connection with:

- (i) the discharge of any functions which are the responsibility of the Combined Authority;
- (ii) the discharge by the Mayor of any general functions;
- (iii) any Combined Authority decision in its role as accountable body for the Business Board.

The Committee also makes reports or recommendations to the Combined Authority Board:

- (i) with respect to the discharge of any functions that are the responsibility of the authority;
- (ii) on matters that affect the authority's area or the inhabitants of the area;

Furthermore, the Committee makes reports or recommendations to the Mayor:

- (i) with respect to the discharge of any general functions;
- (ii) on matters that affect the authority's area or the inhabitants of the area.

1.2 It is important for the Overview & Scrutiny Committee to review annually the work undertaken by the committee to ensure best practice and effectiveness for the Combined Authority is being achieved. This is the first time the Committee has presented an Annual Report to the Combined Authority Board and the report highlights the work carried out by the Committee over the 2019/20 municipal year.

<u>DECISION REQUIRED</u>	
Lead Member:	Cllr Lorna Dupré, Chair of the Overview & Scrutiny Committee
Lead Officer:	Robert Parkin, Chief Legal Officer and Monitoring Officer
Forward Plan Ref: n/a	Key Decision: No
<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none"> a) Note the Annual Report of the Chair of the Overview and Scrutiny Audit and Governance Committee for 2019/20 (Appendix 1) and provide any feedback to the Committee. b) Consider the recommendations of the Bus Review Task & Finish Group approved by the Overview & Scrutiny Committee at its meeting on 24 April 2020 and provide a response within two months of receipt of these recommendations as per the Constitution of the Combined Authority. The response should indicate what (if any) action the Combined Authority or the Mayor proposes to take and publish such response. c) Note the recommendations of the CAM Task & Finish Group to the Overview & Scrutiny Committee 	<p>Voting arrangements</p> <p>Simple majority of all Members</p>

2.0 FOREWORD FROM THE CHAIR, COUNCILLOR LORNA DUPRE

2.1 I am pleased to present the Overview & Scrutiny (O&S) Committee's Annual Report for the year 2019/20. I would like to thank the Members of the Committee for their hard work, knowledge and understanding of the issues that have come before the Committee, as well as the support they have provided me in my role as Chair. I would also like to thank the various officers who have supported the Committee throughout the year, and the expertise of the contributors who have spoken to the Committee as well as the Task and Finish Groups.

- 2.2 It has been a privilege to chair this Committee which scrutinises decisions and issues affecting the everyday lives of the people of the Combined Authority area. This report highlights the key work it has undertaken in the past year and shows some excellent examples of scrutiny.
- 2.3 As Chair I have actively sought on behalf of the Committee to seek a working solution to quoracy issues that have affected the Committee and this is work in progress.
- 2.4 Conducting effective scrutiny will always require us to move beyond simple challenge, working instead as a critical friend to the Mayor and the decision-making Committees. As Members we are ambassadors for our own communities, and as such are able to give genuine local insight. Members of the Committee have worked constructively and positively to add real value to the areas the Committee has considered. As a Committee we have looked at many issues including the Combined Authority's Local Transport Plan, housing standards, and the Combined Authority's budget, and I am particularly proud of how we have been reflective in our understanding of scrutiny. I should recognise that the Members of the Committee have given a significant commitment as many are also Members of parish councils, city or district councils and the County Council. I would like to particularly thank all those who have volunteered for additional Task and Finish Group work, the reports of which are included in this Annual Report. My thanks are also extended to the Lead Members who have shadowed the work of the Combined Authority Committees. I hope, and expect, that the level of commitment shown by Members of the Committee will continue in years to come and that our ambitions as a Committee can develop still further.

3.0 CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY OVERVIEW AND SCRUTINY COMMITTEE 2019/20

- 3.1 The O&S Committee has held nine full Committee meetings since May 2019. It has considered 20 reports covering policy development, pre-scrutiny, progress monitoring, governance, the Combined Authority budget, and performance.
- 3.2 In addition the O&S Committee has standing items on the Combined Authority Board agenda, the Combined Authority Forward Plan, the Committee's own work programme, and Lead Member Questions to the Combined Authority Committees.
- 3.3 By month the work of the Committee is highlighted below:

May 2019

- 3.4 The Committee voted not to co-opt an independent Member. Updates were received on the University of Peterborough and the Combined Authority Budget. The Mayor was in attendance and answered questions put to him by

O&S Members. The Project Register and Board Performance Report was also received and noted by the Committee.

June 2019

- 3.5 The Committee received a Transport briefing covering passenger transport, strategic transport schemes, transport planning, and engagement with national and regional bodies. It also received a report on affordable housing and resolved to receive regular updates on this area of policy.

July 2019

- 3.6 At this meeting the O&S Committee received standing item reports only.

September 2019

- 3.7 The Mayor had been due to attend this meeting but was required to attend a Ministerial meeting. The Committee received three substantive items: a further update on the Project Register, the Combined Authority's Governance Review on which the Committee requested information be published on the Combined Authority website signposting where and how questions from the public at Committee and Board meetings can be raised. Additionally, the Committee noted a Mid-Term Financial and Business Plan.

October 2019

- 3.8 The Mayor was in attendance and responded to questions from the Committee. The Committee received a further update on the Governance Review and appointed Lead Members to shadow the work of the Combined Authority Committees. The Committee accepted the recommendations within the review. The Task and Finish Groups updated the Committee on their work to date.

November 2019

- 3.9 The Committee received the draft Combined Authority Budget and Medium-Term Financial Plan to 2024, which was noted as further reports would be received in the next two months. A further update on the Affordable Housing Programme was also noted.

December 2019

- 3.10 A further update on the draft Combined Authority Budget and Medium-Term Financial Plan to 2024 was received. This time the update was for the draft budget which had been approved by the Combined Authority Board. A period of four weeks consultation had commenced. As well as noting the report the O&S Committee raised concerns with the Combined Authority Board about two identified jumps in the draft Budget costs. It did this in its role as a formal consultee to the budget process. The Committee also noted a report from the Combined Authority Transport and Infrastructure Committee.

January 2020

3.11 The substantive item was a final report on the Combined Authority Budget and Medium-Term Financial Plan to 2024. The Committee noted the budget and financial plan but requested, in future explanations if different versions of financial papers showed significant differences between figures. The Committee also received a report on the role descriptions for the O&S Lead Members. It was agreed that Members questions and answers be published on the Combined Authority website.

February 2020

3.12 The Committee noted a report on the Trading Companies of the Combined Authority and requested access to the minutes of the company meetings. The Committee recognised that exempt papers and items, which may be commercially sensitive, would have to clear the normal processes to be made available. Additionally, the Committee received a presentation on the Affordable Housing Programme and agreed a recommendation to the Combined Authority Housing and Communities Committee thus:

- The Overview & Scrutiny Committee heard evidence that developers routinely complete dwellings which are of lifetime standards even though the additional costs for an accessible dwelling is around £1,500 per unit. Given the CPCA invests significant funds into additional new homes, the Overview & Scrutiny Committee recommend that the Housing and Communities Committee:
 - a) Consider whether the Combined Authority should only fund developments that include homes that meet the criteria of creating a lifetime accessible home and minimise CO² emissions; or whether the Combined Authority adopt an approach whereby a percentage of investment funding for additional new homes is allocated to lifetime accessible and CO² reduction homes.
 - b) Collate data on the number of dwellings which the Combined Authority has invested in and plans to invest in, which: a) are accessible dwellings; and b) contribute to CO² emission reduction including quantifiable analysis of the annual direct (gas) and indirect (electricity) emissions from housing in which the combined authority had invested, with an indication of how this fits into local and national 2050 decarbonisation targets.

3.13 There was a meeting planned for March 2020 but due to the Coronavirus pandemic it was not possible to hold this meeting as, at the time, the necessary regulations to enable public meetings to be held virtually had not been published.

4.0 TASK AND FINISH GROUP OF THE OVERVIEW AND SCRUTINY COMMITTEE REPORTS

4.1 BUS REVIEW TASK AND FINISH GROUP

4.1.1 BACKGROUND

4.1.2 In November 2017 the Cambridgeshire and Peterborough Combined Authority (CPCA) commissioned a Strategic Bus Review to undertake a high-level study of the bus network and to make recommendations for the way forward for bus provision across the region. In January 2019 the Strategic Bus Review Options Report was published and is available at:

<https://www.cambridgeshirepeterborough-ca.gov.uk/assets/Uploads/Strategic-Bus-Review.pdf>

4.1.3 The report recommendations included:

i) Procurement and completion of a business case to assess different delivery model options, including engagement with operators around likely Enhanced Partnership and Franchising options

ii) Basic establishment of Transport for Cambridgeshire and Peterborough (TfCP), including preparation to deliver outcomes of the business case – scope of responsibilities, what will be delivered in-house, what will be contracted out, governance arrangements, etc.

iii) Consultation on business case, completion of an independent audit

iv) Decision on the delivery model by the mayor, and implementation of switch to new delivery model

v) Expanded role for TfCP across the delivery of projects that follow

vi) Engage with operators to improve city bus services – define gaps, identify how to fill those gaps

vii) Exercise targeting immediate improvements to busway services

viii) Identify opportunities for modern, urban demand responsive services

ix) Improvements to Inter Urban bus services – start to create the network of hubs into which the modernised rural transport will link, and the services which will link those hubs (some exist already)

x) Restructuring of Rural Transport Delivery – begin to identify holistic future model, combining best aspects of existing provision and targeting consistency of rural service across the area

xi) Expanded and targeted bus priority network, particularly in Cambridge but also as required in Peterborough (and elsewhere)

xii) Delivering Cambridgeshire Autonomous Metro (CAM) – preliminary work to deliver proposals

xiii) Expansion of Urban demand responsive transport, in conjunction with local operators

xiv) Progressive roll-out of holistic and consistent rural transport services
xv) Rural Hubs – completion of a series of rural hubs, providing comprehensive facilities for their local areas, and linked into the upgraded inter-urban bus network

xvi) Delivery of CAM and revision of bus services to complement CAM operations

xvii) Restructure internally to engage with emerging Mobility as a Service (MaaS) opportunities – process continues into medium term

xviii) Branding & Information Provision – establish unique and identifiable branding and promotion for all public transport in CPCA area

xix) Develop integrated networks with other modes, particularly rail

xx) Begin switch to a modern, Mobility as a Service (MaaS)-based public transport service, with harmonised payment systems, information provision, etc

xxi) Completion of switch to modern, MaaS-based public transport service

4.1.4 A Bus Reform Officer Task Group with officers from Cambridgeshire County Council, Peterborough City Council, the Greater Cambridge Partnership and the Combined Authority has been established by the CPCA which meets on a monthly basis and is tasked with delivering a Business Case to assess the benefits of operational models open to the Combined Authority including enhanced partnerships and franchising opportunities in line with Department for Transport (DfT) guidelines and legislation. The Business Case is to be completed in Quarter 1 of 2021.

4.1.5 Additionally, a Bus Reform Member Task Group has been established, Chaired by the Mayor, which held its first meeting in December 2019. This group is made up of elected members from across the Combined Authority area together with external experts on bus services. This Group provides external expertise and stakeholder input to the bus review.

4.1.6 The Task Group workstreams are identified as:

- Review of Subsidies
- Tactical Improvements
- Strategic Delivery Options Business Case

4.1.7 At its meeting on 7 November 2019 the CPCA Transport & Infrastructure Committee received an update on the work on the Task Group.

4.1.8 Given the above the CPCA Overview & Scrutiny Committee agreed the establishment of a Task & Finish Group (T&FG) for the municipal year 2019/20 on the Combined Authority's Bus Review.

4.1.9 Membership of the Task and Finish Group was established as:

- Councillor Anne Hay, Fenland District Council (Chair)
- Councillor Grenville Chamberlain, South Cambridgeshire District Council
- Councillor David Connor, Cambridgeshire County Council
- Councillor Doug Dew, Huntingdonshire District Council
- Councillor Ed Murphy, Peterborough City Council (substitute)

4.1.10 The Task & Finish Group began by scoping its initial priorities in order to ensure it addressed the following issues raised by the Strategic Bus Review:

- How consultation with service users will be handled
- Sequencing of the Task Group's work.
 - The T&FG/O&S need to understand this to ensure that they are able to contribute in a timely manner to any decision making
- Roles of Transport & Infrastructure Committee, Cambridgeshire County Council, Peterborough City Council and the Task Groups.
- How the Bus Review is to be coordinated with the CAM project
- How will the review work and ensure good bus services in both the urban and rural areas; and whether there is a case to look at two different models, with urban areas being commercially viable but rural not?

4.1.11 It was agreed that particular emphasis and depth be given to the final issue. The other issues, if time constraints allowed would be looked at with a lighter touch.

5.0 T&FG FINDINGS

5.1 The T&FG found from evidence sessions that there were concerns about infrequent bus services in rural areas that fail to necessarily serve the working population. Questions about what is the best model to pick up and choose?

5.2 The CPCA and Bus Services

The T&FG was informed about the following with regard to the CPCA and bus services throughout the Combined Authority area:

- As part of the Devolution Agreement, the Cambridgeshire and Peterborough Combined Authority received statutory responsibility for public transport
- Operational responsibility for current arrangements for subsidising bus services and routes delegated by the CPCA to Peterborough City Council and Cambridgeshire County Council
- Nov 2017 - CPCA commissioned a Strategic Bus Review to undertake a high-level study of the bus network and make recommendations for the way forward for bus provision across the Combined Authority area
- Jan 2019 - CPCA Board approved the establishment of a cross-organisational group to respond to the Strategic Bus Review by developing an implementation strategy

- Mar 2019 - Board approved £400,000 within the 2019/20 budget to commence work and delegated authority to the Transport and Infrastructure Committee
- Sept 2019 – Board approved further £400,000

5.3 Progress to date of the Strategic Bus Review

The T&FG has been kept up-to-date on the progress to date on the Strategic Bus Review and was informed of the following:

- April 2019 - Bus Reform Officer Task Group established with officers from Cambridgeshire County Council, Peterborough City Council and Greater Cambridge Partnership. A programme board meets monthly and comprises senior officers from Cambridgeshire County Council, Peterborough City Council, the Greater Cambridge Partnership (GCP) and the CPCA
 - July 2019 - Programme Initiation Document (PID) for a Bus Reform Programme (update from 7 November 2019)
 - ‘A better deal for bus users’ – government’s £220m funding announced in Sept 2019 to boost buses. Close liaison is being maintained with DfT to ensure that CPCA secures its fair share of the available funding
- a) Review of subsidies
- Five-stage Bus Service Assessment Framework designed to evaluate the impact of changes in the level of subsidy on communities
 - this framework applied to subsidised bus routes in both Cambridgeshire and Peterborough to identify the potential for optimising the allocation of bus subsidy across the region
- b) Tactical improvements (Tangible improvements that can be implemented in the short term; will require close cooperation with bus operators and will explore operators’ appetite for partnership approaches such as Enhanced Partnerships, providing experience to inform the Delivery Options Review)
- Longer minimum contracts for contracted services, thereby giving more certainty to bus operators to invest in better buses and offer more attractive prices
 - Optimisation of the contracted services network, to optimise the return gained from public sector investment in bus services
 - Provide better information to bus users and non-users, eg on bus timetables and bus facilities, to encourage bus usage and increase ridership
 - Improved bus stop signage and infrastructure, particularly in rural areas, to make it easier to use buses, thereby increasing ridership

- Marketing the bus as a mode of transport, in particular to drive mode shift from cars – co-ordinating with the marketing campaigns of bus operators, in particular Stagecoach
- c) Strategic delivery options business case
 - will develop the business cases for a number of possible delivery options for bus services in the CPCA region, including Enhanced Partnership(s) between CPCA and the regional bus operators, and Franchising; business cases will be developed to Outline Business Case (OBC) level using the Treasury’s five-case model approach
 - Integrated Transport Planning Ltd (ITP) were appointed in early October 2019 to develop the business cases and have started work by conducting a number of stakeholder workshops to start to develop the vision for improved bus services across the region

<u>Milestone</u>	<u>Timescale</u>
Vision; stakeholder insights; benchmarking report	End December 2019
Future bus delivery environment report	Mid-February 2020
Specification of appraisal options	End March 2020
Draft Economic Case and preferred option identified	End April 2020
Final Outline Business Case	End June 2020
Independent audit of OBC complete	September 2020
Public consultation on recommended option complete	End December 2020
Mayoral decision on option to adopt	Early 2021

5.4 The T&FG heard that a reform programme is a follow-up from the options coming out of a survey in 2017 which was undertaken with 5,000 bus users and non-bus users throughout the Combined Authority area. In total 1,200 people were interviewed in the streets, over 3,000 online, and a focus group drawn together from each of the individual local authority areas. The survey was statistically valid. The data is being gathered for benchmarking, forecasting and optioneering to provide the possible future options for how the bus network will operate, which are:

- Business as usual
- Advanced Quality Partnerships – the Combined Authority commits to take steps to support local bus services and in exchange the bus operators are required to meet specific local standards. Commitments are legally binding and enforceable. They usually apply to a specific route or corridor, but it is possible to cover a wide geographical area, such as an entire local authority or city region
- Enhanced Partnerships – which brings with it the ability for local authorities to set fares

- Franchising – contracting in bus companies to operate services designed, scheduled and funded by the Combined Authority

Outline Business Cases will be developed for all four options. The work will continue with a view to a Mayoral briefing in January 2021.

- 5.5 The 2017 survey found priorities for bus users were reliability, frequency, service start and end times, (first bus time, last bus time), directness of services in rural areas and reliability in urban areas. There was less importance attributed to the passenger environment.
- 5.6 Amongst non-bus users 23% would not consider using a bus service at all. Respondents indicated buses were infrequent, take too long, and do not go to the destinations they would want. Cars are more convenient, faster and cheaper were amongst the reactions.
- 5.7 Service improvement suggestions were prioritised thus:
- Service reliability
 - Service frequency
 - Value for money/cost
 - Earlier start and later end times of buses
- 5.8 Over 80% of users and non-users alike were supportive of the following potential improvements:
- Access to employment destinations within 30 minutes
 - Expansion of the network
 - More frequent services
- The survey indicated there was little support for autonomous vehicles.
- 5.9 Better integration with railway stations is being looked at alongside combining excellence in delivery with visionary thinking to produce a best-in-class service.
- 5.10 Some 93% of bus mileage in the Combined Authority area is commercially provided. The number of new homes in the area means that employment areas will need an improved bus service (as well as public transport generally). The bus services will need to be provided whilst the new homes are being built not after they have become established. There are considerations for providing better services in rural routes to become more demand responsive.
- 5.11 National policy changes have recently been announced with an additional £170m of additional funds for bus services in 2020/21. A National Bus Strategy will be part of the Comprehensive Spending Review. Announcements have indicated this will include an additional £5bn of funding for bus and cycle routes, over five years. Additionally, as a result of the Coronavirus pandemic there has been an announcement of more

Government funding with around £3million of intervention monies coming into the Combined Authority area.

- 5.12 Last year it was agreed that the Combined Authority will delegate to Cambridgeshire County and Peterborough City Councils Transport Levy funds amounting to £3.8m for Peterborough City Council and £8.5m for Cambridgeshire County Council.
- 5.13 Decisions about which of the four future operating models is to be adopted will be made by the Mayor in the new year 2021 and there is a lot of will to get things done. There is not expected to be any significant slippage to the Mayoral decision as a result of the Coronavirus pandemic.
- 5.14 There were 'quick wins' indicated in an Options Report published in January 2019 of which the following have already been implemented:
- Improvement of side of the road bus stop signage
 - Both the Stagecoach and Whippet operators have improved bus stops with a budget available for further improvement

Current one-year contracts for bus operators are being rolled forward by a year.

- 5.15 Future developments will include:
- Better information being available on apps
 - Smaller operators will be provided with electronic ticket machines to:
 - Help with the audit of lost mileage
 - Help the auditing of concessionary fares
 - Give accurate GPS information for apps
 - Enable contactless ticketing throughout the Combined Authority area

- 5.16 The T&FG heard about the Bus Services Operators Grant (BSOG) which measures mileages and fuel consumption rates throughout the country. This enables the CPCA to have a good understanding of network mileage and whether this goes up or down – this is a consistent measurement as it is DfT audited.

- 5.17 The DfT requires public consultation to take place and this will be held between September and December 2020. The consultation will ascertain the thoughts of the general public on the available options outlined in 2.4 above.

6.0 BUS REVIEW TASK AND FINISH GROUP RECOMMENDATIONS

- 6.1 The T&FG commends the follow recommendations to the CPCA Overview & Scrutiny Committee for approval:
1. The T&FG requests the O&S Committee approves the extension of the work of the Group until the Mayoral decision in January 2021; and, if approved, would wish to see the business cases for each of the four options being considered;

2. The T&FG recommends bus services are in place in advance of the launch of the CAM to ensure services run to destinations served by the CAM;
3. The T&FG recommends better marketing of services, particularly in rural areas. This would include marketing of timetables and unified branding;
4. The T&FG recommends the use of bus informatics throughout the Combined Authority area – this is lacking in rural areas currently;
5. The T&FG recommends subsidised fares particularly in rural areas. This would go some way to addressing the issue of 23% of survey respondents stating they would never use a bus service. The increased use of public transport over private vehicles would also address the climate change agenda;
6. The T&FG recommends a separate review of the bus routes currently used and consultation with employers, employer groups and large clusters of businesses relevant to bus routes;
7. The T&FG recommends future bus contracts be for greater than one-year to enable greater medium and long-term investment into those services;
8. The T&FG recommends the eventual elimination of cash-handling on bus services; whilst recognising the difficulties this might cause some members of society. This could be achieved through contactless or pre-paid fares. The Combined Authority should look into the introduction of a pre-paid card that could integrate with train services, along similar lines to the *Transport for London Oyster Card*;
9. The T&FG recommends there is uniformity throughout the Combined Authority area regarding the age of use for bus passes; it also recommends scrapping the 09:30 commencement for use of bus passes, as this is an issue for rural bus services;
10. The T&FG recommends the Strategic Bus Review ensures its work is complete to enable a Mayoral decision by January 2021, or sooner if this is possible.

7.0 CAM METRO TASK AND FINISH GROUP

7.1 BACKGROUND

7.1.1 At its meeting on 24 June 2019 the Combined Authority Overview & Scrutiny Committee agreed the establishment of a Task & Finish (T&F) Group to scrutinise the Cambridgeshire Autonomous Metro (CAM) with a view to report back to the Committee with recommendations by the end of the municipal year.

7.1.2 In March 2019 at the Combined Authority Board (CAB) the Outline Business Case (OBC) was issued and made public. There was also a change in the Engineering Consultant Company, with the previous consultants retained to provide technical assurance.

7.1.3 The aim is to have the final OBC ready by the summer 2020 with all OBC deliverables from the Engineering Consultants going to the CAM Programme Board and then the CAB.

7.1.4 Membership of the Task and Finish Group was established as:

- Councillor Kevin Price, Cambridge City Council (Chair)
- Councillor Markus Gehring, Cambridge City Council
- Councillor Pippa Heylings, South Cambridgeshire District Council
- Councillor Alan Sharp, East Cambridgeshire District Council
- Councillor Jocelyne Scutt, Cambridgeshire County Council

7.1.5 The T&F Group considered the scope of its initial priorities in order to ensure it addressed key issues and to consider how it could make a good contribution to the whole process and what fell within the scope of the review. Amongst the issues the T&F Group considered were within its scope were, *inter alia*:

- How the unique circumstances of a mass transit system which extends into rural areas rather than operating within a metropolitan area will be dealt with in the OBC process
- How the CAM project links with and be co-ordinated with the ongoing Bus Review
- Findings related to utilisation of the CAM rather than continued use of private vehicles
- The findings and issues related to the three sub-committees established for the overall CAM project

8.0 TASK AND FINISH GROUP FINDINGS

- 8.1 The T&F Group has held four evidence sessions along with two sessions to establish progress and advance the review.
- 8.2 The T&F Group learned the OBC should be ready by summer 2020. The OBC consultants were asked during the tender stage if they could identify any efficiencies. There is hierarchical decision-making involved in the process with all OBC deliverables from the consultants going to the CAM Programme Board and then onto the Combined Authority Board.
- 8.3 There are three advisory sub-committees are in place, each with terms of reference:
- Finance
 - Delivery
 - Technology
- 8.4 There is ongoing integrated working with the Greater Cambridge Partnership (GCP) with communication lines with other relevant parties, such as Cambridge Ahead, HSBC, Department for Transport, central government and academia.
- 8.5 The T&F Group would wish to understand more about setting of fares. The Group heard this will be worked out through discussion with the assumption being that attractive, useable, and convenient systems should see significant demand for the CAM as an attractive alternative to private vehicles. The T&F

Group has stated £7 would get a passenger a county day ticket. If the CAM were to be any more expensive, passenger numbers might not live up to such expectations. The T&F Group heard the CAM will need to cover its costs, but not make profit.

8.5 Consultation

- 8.5.1 In March 2019 the CPCA invited the Transport and Infrastructure Committee to authorise an initial non-statutory public consultation in early 2020 to inform the Cambridgeshire Autonomous Metro (CAM) programme Outline Business Case (OBC), in line with the requirements of the government's transport appraisal requirements guidance. This is an approach that is required under the Combined Authority Assurance Framework.
- 8.5.2 The findings of the consultation will influence the development of the scheme and support the preparation of the application for a Transport and Works Act Order for the project. Further public consultation will be conducted at the later stages of the project.
- 8.5.3 The scope of the consultation focussed on identifying the level of public support for:
- (a) the overall CAM network; and
 - (b) elements of the route alignment, especially the tunnelled section
- 8.5.4 The consultation responses are currently confidential and its use is in line with all applicable laws concerning the protection of personal data, including the General Data Protection Regulation (GDPR) as it contains personal data from the various consultees. The outputs from the first public consultation will be made available in a Consultation Report (or similar document) prior to the release of the OBC. This report will then be shared with the T&F Group.
- 8.5.5 The questions contained in the public consultation feedback form were either 'very important to 'not important at all'/'strongly agree' to 'strongly oppose' or free text statements. The data will be evaluated statistically, geographically and qualitatively. The free form statements will be reviewed and reported generally on a frequency of occurrence basis. The various comments and requests and suggestions will then be reviewed against the current OBC requirements, assumption and engineering and as appropriate incorporated into the forward thinking of the project.
- 8.5.6 A website has been established, which has been 'live' since the commencement of the consultation period.
- 8.5.7 By key deliverable (finance, delivery and technology) the T&F Group has found the following during evidence sessions, and in follow-up communication.

8.6 Finance

- 8.6.1 It is vital that the financial viability of the project is established and would wish to know how this will be addressed in the final OBC. The T&F Group is aware that significant money is being spent on this and already and is concerned that this has been done without carrying out an initial assessment of whether tunnelling can be carried out under the city of Cambridge.
- 8.6.2 The T&F Group heard that all appropriate funding mechanisms will be explored during the OBC stage, which could include revenue from advertising and on-selling rights to broadband etc.
- 8.6.3 The T&F Group understands that financing the project will be fully explained within the OBC with appropriate funding mechanisms being explored. This financial modelling report should be ready by the end of June 2020. All funding aspects for CAM are currently being developed as part of the OBC process.
- 8.6.4 The T&F Group is aware that benefit:cost ratios have been developed on the core CAM tunnels as well as those being developed by the GCP. Passenger numbers are being based upon the inner core of the Metro.
- 8.6.5 The T&F Group was content to hear that the CAM is not being designed on the basis of making a profit and that benefits for the economy will be generated
- 8.6.6 With regard to financing the T&F Group is aware the national infrastructure plan did not include the CAM Metro. As a result the T&F Group has concerns about project feasibility. However, the T&F Group heard funding of the CAM does not rely on one specific funding source. The capital costs for the delivery of the CAM will be paid for through a series of different funding mechanisms. This may include local contributions and innovative approaches to funding. A mixture of funding mechanisms will be required to cover the overall capital and financing requirements for the implementation of CAM and to ensure public and business confidence.

8.7 Delivery

- 8.7.1 The T&F Group is still to understand one of its key areas of scope, namely how the unique circumstances of a mass transit system which extends into rural areas rather than operating within a metropolitan area will be dealt with in the OBC process. It is aware the CAM project is based on tried and tested approaches and technology and there will be an engineering solution to any safety issues and concerns that are raised. The details will be included in the OBC it is assured.
- 8.7.2 The T&F Group has expressed concern on the consequences if the GCP cannot build one of its four inner core stops. This will be included on the CAM Risk Register along with other interdependencies to ensure contingencies are in place.

- 8.7.3 A joined-up narrative covering the joint working with the GCP, East-West Rail and the Bus Review is being developed to align all the projects in the Combined Authority area. The OBC will view CAM as a countywide network in terms of benefits and demand modelling.
- 8.7.4 The T&F Group received evidence that there are a number of non-engineering-based experts currently involved in the CAM via the CAM Programme Board, and the CAM sub-committees. Moving forward the CAM delivery organisation might develop further expertise in line with the emerging requirements of the project.
- 8.7.5 The T&F Group has heard the overall strategy for the ongoing development and delivery of the CAM is under constant review. For large projects such as CAM (i.e., HS2, 2012 London Olympics, Crossrail) normal practice is to have an overarching entity who is responsible for the overall delivery of the project, external engagement at a strategic/national level, key stakeholder engagement etc. The Delivery sub-group will develop an action plan to deliver the promoter body which it will bring back to a future meeting of the CAM Partnership Board. This activity is currently underway and details will be provided to the T&F Group in due course.
- 8.7.6 The T&F Group has heard that the proposals for the preferred portal locations sites are being developed as part of the current OBC activities. Further details will be provided when the draft OBC is release later in the summer or during the second non-statutory consultation which is planned for the end of 2020.

8.8 Technology

- 8.8.1 There are ongoing talks with the Police and Fire Service related to any concerns over tunnelling.
- 8.8.2 The T&G Group heard there may be a potential case for limited intensive surveys to be made on the proposed CAM city centre route. This will be advised by the OBC Engineering Consultants if required. This would include heritage and conduct surveys as well as geological issues.
- 8.8.3 The CAM project will be based on tried and tested technology and approaches and will include an engineering solution to any safety issues and concerns raised the T&F Group learned.
- 8.8.4 T&F Group heard that technological solutions in terms of bus driving through a tunnel exist and best-practice from elsewhere is being brought together to make it work for the CAM. Electric buses running through tunnels happens in many cities.
- 8.8.5 For security reasons there will be two tunnels with one route the T&F Group heard.
- 8.8.6 The T&F Group heard that technology for autonomous driving is not available currently. Electric buses are an option being considered but options need to be identified for charging points.

9.0 T&F GROUP RECOMMENDATIONS

9.1 The T&F Group would wish to thank the officers who have provided updates to the Group. It is, however, unanimous in its view that work is incomplete. Therefore, the T&F Group commends the follow recommendations to the CPCA Overview & Scrutiny Committee:

1. The T&FG requests approval from the Overview & Scrutiny Committee to continue its work into this municipal year. The T&F Groups work cannot be concluded as the full initial public consultation results remain confidential and there are still outstanding key questions on delivery, financing and the technology to deliver the project that will likely remain unanswered until the final OBC is published.
2. If recommendation 1, above be approved that the T&F Group updates the Overview & Scrutiny Committee on a quarterly basis on progress on the review.

10.0 APPENDICES

No appendices.

<u>Background Papers</u>	<u>Location</u>
Overview and Scrutiny Committee agendas, reports and minutes	Overview and Scrutiny Committee