



Report title: Delivery & Strategy Directorate Update Report

To: Cambridgeshire and Peterborough Combined Authority Overview and Scrutiny Committee

Meeting Date: 22 February 2021

Public report:

Lead Member: Mayor James Palmer

From: Paul Raynes
Director of Delivery & Strategy

Key decision: No

Forward Plan ref:

Recommendations: The Overview and Scrutiny Committee is recommended to:

a) Note the contents of the update.

NA

1. Purpose

1.1 To brief the Overview and Scrutiny Committee on the Delivery and Strategy Directorate's work programme.

2. Background

2.1 The Delivery and Strategy Directorate of the Combined Authority supports the Authority's strategic aims of doubling the size of the economy over 25 years, levelling-up the performance of Cambridgeshire and Peterborough's left-behind communities, and tackling climate change. Its main functions are:

- delivering the Combined Authority's role as statutory Transport Authority;
- delivering the Combined Authority's role in strategic planning under the Devolution Deal;

- supporting the Combined Authority’s work on Climate Change and other environmental issues;
- providing the Programme Management Office function which supports the Combined Authority’s corporate ability to manage its performance and deliver effectively; and,
- supporting business planning and strategy development and commissioning data and evidence.

2.2 The directorate currently employs 14 staff, including a part-time secondee from the Environment Agency.

2.3 The vast majority of the directorate’s work is delivered in partnership. Delivery partners whom we commission to carry out projects include the Authority’s member councils, the Highways Agency and Network Rail, private bus companies, and other contractors. The directorate also manages the Combined Authority’s relationship with independent Commissions on Public Service Reform and Climate Change.

2.4 From 1 April, the Combined Authority will cease the delegation of its public transport functions to Peterborough City Council and Cambridgeshire County Council. The staff and budgets associated with this work will transfer into the Combined Authority from that date.

2.5 The MTFP budget for Delivery and Strategy is attached at Appendix A and is summarised in table 1 below.

£ ,000	2020-21	2021-22	2022-23	2023-24
Revenue	25,508	14,806	14,320	14,386
Capital	78,474	70,509	58,710	38,780

2.6 The work of the directorate is driven by the Combined Authority’s strategic objectives as set out in the Devolution Deal, evidenced by the Cambridgeshire and Peterborough Independent Economic Review, and restated in the Growth Ambition Statement. The Combined Authority subsequently adopted a Local Transport Plan, Non-statutory Spatial Framework (Phase 1), and Local Industrial Strategy. Combined Authority projects are prioritised in order to deliver the outcomes and policies set by that strategic policy framework. Key objectives which shape the directorate’s work include:

- doubling the size of the economy over 25 years
- improving connectivity so residents in all communities have access to a good home within reasonable travelling time of a good job
- tackling climate change
- reducing congestion
- improving the availability and take-up of public transport
- ensuring new homes are supported with infrastructure investment in advance of development.

2.7 The Combined Authority’s Annual Report and Business Plan, adopted by the Board in January, reports against milestones for key projects and sets milestones for delivery in the coming year. Business Plan commitments on key projects to be delivered by the Delivery and Strategy directorate are set out in the following sections, together with a number of

other significant programme highlights. At the time of preparing this paper, seven transport projects are in a construction phase.

Delivery and Strategy Business Plan: Transport key projects

A10 Milton-Ely

- 2.8 This year: The 20-21 business plan committed us to hold a public engagement exercise on options for the dualling of the A10 between the Milton Interchange and Ely, and to complete the Strategic Outline Business Case. We met both those milestones by July. Public engagement demonstrated very strong support for an intervention along this route. Short-listed options and the Business Case have now been submitted to the Department for Transport (DfT) and discussions with officials and Ministers are ongoing.
- 2.9 Next year: The 2021 MTFP makes provision for a local contribution to developing an Outline Business Case, and the Combined Authority will focus on discussions with DfT about a national contribution to progressing this scheme through to completion of the Outline Business Case. This phase will identify a single preferred upgrade option for progression to planning consents.

A141 Huntingdon

- 2.10 This year: The previous key project studying a Third River Crossing at Huntingdon was merged with the wider Huntingdon capacity study in order to take a strategic view of the area and compare the merits of options. The merged study recommended that work be taken forward on the A141 north of Huntingdon and at St Ives. Two SOBC-stage projects were agreed as the next step. The A141 SOBC commenced in late 2020.
- 2.11 Next year: The next phase of improving the A141, the Strategic Outline Business Case, will identify options for tackling current and future congestion whilst stimulating housing and economic growth in the Huntingdon area. During 2021/22, the Combined Authority, with support from Cambridgeshire County Council and the appointed technical supplier, will complete a public engagement exercise to help identify route options, complete the Strategic Outline Business Case and submit this to central government in support of progression to the next phase, the Outline Business Case.

A47 Peterborough-Wisbech

- 2.12 This year: The Combined Authority aimed to take the business case for dualling the A47 between Peterborough and Wisbech to a stage where it could be considered for construction within the Highways England Roads Investment Strategy Period 3 (RIS3) programme. The Combined Authority successfully completed the options stage and Project Control Framework 0 in collaboration with Highways England. The Mayor and officers have continued to engage with the DfT and Highways England, to progress the scheme into future stages of development. Following engagement between the Mayor and Ministers, Highways England agreed in January 2021 to take forward a review of the business case, for inclusion in their future development programme.
- 2.13 Next year: Highways England will undertake renewed work on A47 dualling between Peterborough and Wisbech, with the Combined Authority – in an unusual partnership

arrangement - as co-sponsor. The review of existing Project Control Framework Stage 0 documentation produced by the Combined Authority with Highways England will focus on aligning approaches to the flood mitigation and cost estimating. This work will enable Highways England to include the project in their portfolio of development schemes.

Bus reform

- 2.14 This year: The Bus Reform Task Force aimed to develop business cases for a range of options for procuring bus services which would have been subject to public consultation and independent audit during the summer and autumn of 2020, allowing the Mayor to take a decision on the future model early this year. The Bus Reform Outline Business Case was developed as planned, but due to the impact of COVID-19 on bus patronage, the independent audit and consultation work has been held back, pending the publication of a new National Bus Strategy by central government. New trial schemes have commenced to improve bus services: this has included new routes to provide the largest expansion of the network in recent years and a new Demand Responsive Transport Service from spring 2021.
- 2.15 Next year: Combined Authority officers will pursue strategic options for a better bus network including enhanced/quality partnerships or franchising, to support integrated public transport across the Combined Authority area.
- 2.16 We will deliver a trial of Demand Responsive Transport for six months in West Huntingdonshire to establish a potential new way of delivering a dynamic public transport provision in addition to traditional bus services. We will also deliver a new orbital bus service trial in Peterborough and trial a new bus service delivering enhanced connectivity for Fenland. We will also improve the gathering of data associated with public transport services to enable efficient, effective and targeted provision.
- 2.17 During 2021/22 the Combined Authority will begin directly contracting for supported bus services and will develop strategies to support better public transport integration with new housing developments. The Combined Authority will pursue the agenda for reform of the way buses are commissioned alongside supporting the bus industry's recovery from the COVID-19 crisis.

Cambridge South Station

- 2.18 This year: The Combined Authority committed to continue collaboration with funding partners to influence Network Rail and the Department for Transport to develop a station solution serving the Cambridge Biomedical Campus on accelerated timescales, against the originally planned date. The government announced in last year's Budget Statement that the project would be fully funded and delivered by 2025, subject to planning consents.
- 2.19 Next year: During 2021/22, the Combined Authority will continue to engage with Network Rail and the DfT in the development of a new railway station adjacent to the Cambridge Biomedical Campus.
- 2.20 The Combined Authority will continue to influence the integrated delivery of this station as a travel hub serving the Biomedical Campus and connecting it to the northern parts of the area. In early 2021, there will be further public consultation by Network Rail, where

Combined Authority officers will play a role in influencing connectivity to bus provision, the CAM and active travel measures including walking, cycling and micro-mobility modes like e-scooters and e-bikes.

Fenland station improvements

- 2.21 This year: A programme of improvement works at March, Manea and Whittlesea train stations was planned, including new car parks at all locations. The lighting, cycle parking and shelter improvements have been delivered at March station. The new car parks at Manea and Whittlesea are due to appoint contractors in February 2021 with works to start shortly thereafter.
- 2.22 Next year: During 2021/22, the Combined Authority, working in partnership with Fenland Council, will complete the construction of the March station building renovation and car park improvements; Manea station improvements will be completed with a new car park, and Whittlesea station car park detailed design will be completed for progressing into construction.

King's Dyke

- 2.23 This year: The King's Dyke Level Crossing project aims to create a new road crossing over the existing King's Dyke railway line. The Authority aimed to ensure that a new supplier was appointed by June 2020 so that work could commence shortly after. A supplier was appointed by Cambridgeshire County Council, following a tender process. Construction began in June 2020 and has continued to progress in line with the project plan.
- 2.24 Next year: Combined Authority officers will continue to engage positively with the County Council King's Dyke project delivery team and its contractor. Construction will continue at pace throughout 2021/22, with emphasis on accelerating project completion.

Soham station

- 2.25 This year: Following the Combined Authority assuming direct responsibility for the new Soham railway station, we committed to continue to develop GRIP 4 stage with Network Rail and start development of traffic management options on the local road network, with the intention of starting advance works in September 2020. This target was met and the programme now anticipates an accelerated construction programme which should deliver six months earlier than originally planned.
- 2.26 Next year: The new Soham station will open to the public in December 2021, six months ahead of the original expected opening date of May 2022. The Combined Authority will continue to work with partners to ensure this completion date is achieved. The long-awaited reconnection of Soham to the mainline railway will benefit the community and support sustainable growth locally.

Wisbech Rail

- 2.27 This year: The Wisbech Rail project aimed during 2020-21 to complete the GRIP 3 hybrid study and seek funding support to develop a GRIP 4-8 development and delivery solution.

The Wisbech Rail GRIP 3b and Business Case were completed in July 2020. The outcomes of the study were presented to Network Rail, Office of Rail and Road and the Restoring Your Railway Funding team at the DfT. The Combined Authority continues to engage with DfT and Network Rail at Ministerial and officer level on next steps.

- 2.28 Next year: During 2021/22, the Combined Authority will continue to engage with central government and Network Rail to develop the business case. Within this stage, officers will consult with businesses about the freight potential of the line, review the level crossing strategy and look to identify cost savings to maximise the significant opportunity for economic growth and the delivery of new housing.

Delivery and Strategy Business Plan: Non-key transport projects

- 2.29 This year: The Delivery and Strategy directorate has also funded and worked during 2020-21 on transport projects including the **March Area Transport Study**, the **Wisbech Access** junction improvements, the introduction of pilot schemes for **e-bikes and e-scooters**, highway improvements on the **A1260 junction 15, A1260 junction 32-3, A605 Stanground, A16 Norwood, A505, A141, Fengate Access, Lancaster Way, Peterborough University Access**, and **Coldhams Lane roundabout**, and, in rail, on the strategically important **Ely Area Capacity Improvements** project.

- 2.30 Next year: In 2021-22, the directorate will continue to develop the **March Area Transport Study**, the **Wisbech Access** junction improvements, highway improvements on the **A1260 junction 15, A1260 junction 32-3, A605 Stanground, A16 Norwood, A505, A141, Fengate Access, Lancaster Way, and Peterborough University Access**, and, in rail, on the strategically important **Ely Area Capacity Improvements** project. Provision has been made in the MTFP, subject to Board approval, for new projects as follows:

- **A142 Chatteris to Snailwell - study (into and out of the Fens):**

Fits in with the CPIER, Local Transport Plan and Housing, LIS, and Climate Change Agendas. The project also incorporates active travel measures.

- **Harston Capacity Study - Study (connectivity in the Harston area):**

Fits in with the CPIER, Local Transport Plan and Housing, LIS, and Climate Change Agendas.

- **Segregated Cycling Holme to Sawtry - Study (segregated cycle and pedestrian route between Holme and Sawtry):**

Active travel measures with segregated routes for cycling and walking are an LTP priority to encourage modal shift and healthier travel to school and work.

- **Snailwell Loop - Study (rail connectivity between Ely and Newmarket):**

Promotes modal shift into sustainable transport supports both local, regional, and national agendas.

- **St Ives - SOBC in St Ives:**

Following the Cambridgeshire County Council led feasibility study in St Ives, the Combined Authority approved funding for the development of a strategic outline business case.

2.31 These new projects will be formally incepted over the coming weeks.

Delivery and Strategy Business Plan: Strategic Planning, Climate Change and Environment

2.32 In 2020-21, the directorate has led Combined Authority engagement with the **Oxford to Cambridge Arc**, as part of its workstream on strategic planning. Other planning and environment activity has included establishing and supporting the **Independent Commission on Climate Change**, which is due to report shortly; supporting the **Land Commission** and the **One Public Estate** programme; and working with the Environment Agency and other partners on water infrastructure issues.

2.33 The directorate commissions the **Digital Infrastructure** programme through Connecting Cambridgeshire, providing support to businesses and communities to improve broadband and mobile access, free market town wi-fi, and an innovative scheme to help businesses affected by Covid develop an alternative digital offering.

2.34 Work in all these areas will continue in 2021-22. In particular, work within the OxCam Arc is expected to intensify as the government presses ahead with its plans for an nationally-led Arc spatial strategy and public consultation takes place on route selection for the Bedford to Cambridge section of East West Rail.

Delivery and Strategy Business Plan: PMO and project governance

2.35 The Programme Management Office ensures day-to-day compliance with the Authority's approach to project management and performance monitoring, and supports project managers across the Combined Authority in delivering up-to-date reporting and compliant project governance. The team has refreshed the Authority's guide to project management during the year, has prepared the annual business plans and half-year updates, and has provided performance reporting to senior management, Committees and the Board.

Issues and challenges

Covid-19

2.36 The Covid crisis has presented the transport system with a number of challenges. In particular, it has driven down ridership on public transport to levels where large amounts of public subsidy are necessary to maintain a network; and it has increased the likelihood that travellers will make single passenger car journeys. Both these trends seriously challenge LTP policy aims; and both are likely to last beyond the end of the main pandemic episode. As noted above, it has been necessary to pause the publication of the business case for reforming bus funding. Working with the County Council and Peterborough City Council, the Combined Authority has also driven short-term measures to encourage active travel and provide micromobility solutions, with an aim of mitigating an anticipated increase in congestion as lockdown ends and normal patterns of travel return with a higher car modal share. With the pandemic and the measures to manage it still a developing situation, it is too early to evaluate the impact of work done to date.

2.37 The Combined Authority convened a Transport Recovery Group at senior officer level, which tracks near real-time data on travel behaviour, monitors decisions made by public transport providers, and oversees the delivery of a programme of active travel measures.

The group has met weekly since June 2020 and reports into the Local Resilience Forum's structures.

CPICC report

- 2.38 The Cambridgeshire and Peterborough Independent Commission on Climate Change was established at the Mayor's initiative in 2020 and will report very soon. Its remit is to provide recommendations which reflect a locally-tailored understanding of the challenges and opportunities presented by climate change and the national policy objective, which the Combined Authority has endorsed, of reducing net CO₂ emissions to zero by 2050. It is not unlikely that the Commission's recommendations will have implications for strategic planning, infrastructure, and transport. The Delivery and Strategy directorate will support the members of the Combined Authority in developing a response to the recommendations and implementing it.

OxCam Arc

- 2.39 The government is making progress with its plan, announced in the 2020 Spring Budget, to develop a spatial strategy for the Oxford to Cambridge Arc. The strategy will be developed by central government. Officials say they want to do that in collaboration with subregional and local partners. The East West Rail company, which is an arms' length body of the DfT, is also due to launch a consultation on route options for the Bedford to Cambridge section later this year. The Combined Authority is the designated "growth board" for the purposes of the government's OxCam Arc work. Combined Authority officers will work over the coming months, in partnership with senior officers from member councils, to engage with the government's developing approach to the Arc.

3. Financial Implications

- 3.1 None: this is a briefing paper.

4. Legal Implications

- 4.1 None: this is a briefing paper.

5. Other Significant Implications

- 5.1 None not set out above.

6. Appendices

- 6.1 Appendix 1 – extract from the MTFS

7. Background Papers

7.1 None.