

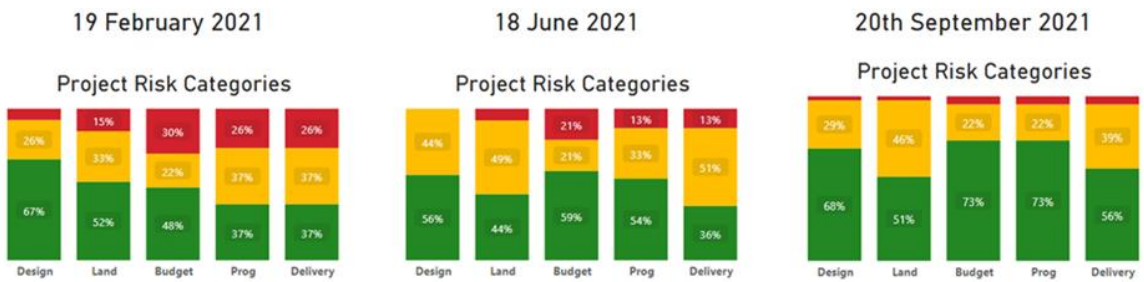
**Appendix B: Finance Monitoring Report - Interim Workers for P&E 2021/22**

Cambridgeshire County Council has continued to be successful in attracting funding for long standing and ambitious projects to support sustainable growth. This has created a significant forward programme of capital projects. The Highways and Transportation service are commissioning works in excess of £50M annually, including the annual highways capital delivery programme plus have 41 projects under management and delivery valued at £174M.

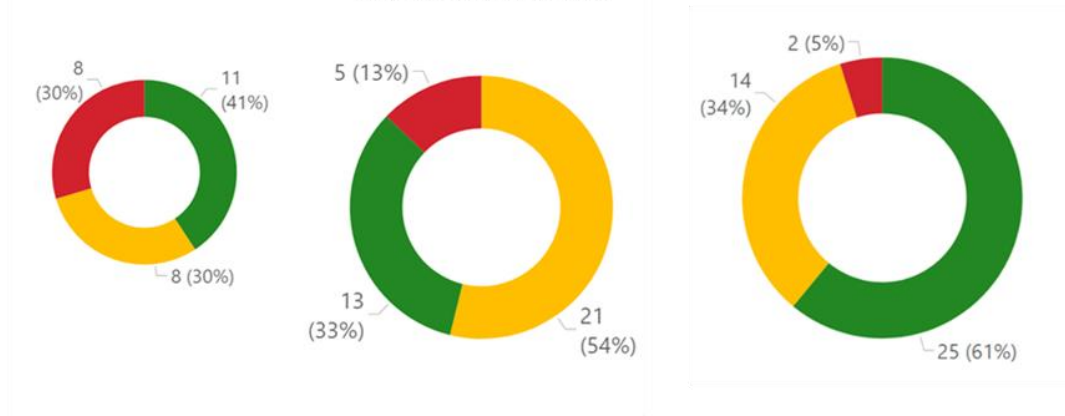
During Summer 2020 an internal review of Highway Capital Delivery was commissioned to understand the effectiveness of capital programme management and the overall control environment. Findings led to consideration as to common themes where project design and delivery could be enhanced. Additional projects were also investigated, to identify any recurring themes for improvement within the service. The reviews highlighted a significant forward programme and multimillion pound projects and that includes new roads, bridges, junctions and ambitious schemes to transform how people travel. The expectations for expeditious delivery, the complexity of multiple stakeholders and varied funding arrangements require talented teams, the broadest support network of specialist consultants and delivery mechanisms, and clear processes from inception to completion.

The review underlined the importance of continuous improvement to the skill base of teams involved in all aspects of Project Delivery, how teams are aligned and grouped, and the best ways to maintain the energy and support to staff to overcome scheme complexities.

Resulting from this, some of the services delivered, particularly relating to the delivery of major capital infrastructure projects, have a high reliance on interim workers, which has in part led to significant improvements in how the Council is currently performing relating to Project Delivery, as demonstrated in the charts below:



Overall Project Risk Status



27 Projects

39 Projects

41 Projects

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Interim workers in general demand higher rates of pay than permanent staff, but without the benefits that permanent employees receive, for example, sick pay, annual leave allowance and pension contributions. The Council can also terminate contracts with interims usually at one week notice period, providing greater flexibility to react to changing project demands and react to any performance matters. During 2021/22 the Council has terminated contracts with eight interim workers in relation to demand and performance issues.

The interim market is in high demand particularly relating to transport and major infrastructure delivery where we are competing both locally and nationally, where most agencies and framework suppliers are reporting high demand but lack of suitably skilled and resourced interims to meet current and forecast demand. Due to fast changing projects demands, to cater for peaks and troughs in workload, access to specialist skills and resources, the majority of the interim resources to support with Project Delivery were secured at short notice, on direct awards with a variety of specialist agencies, frameworks and suppliers. It should be noted that the Joint Professional Services Frameworks was not available when the majority of our interim workers were taken on.

When this was last reported to committee on the 7 September 2021, it was agreed that the 20 interim workers in post at that time would be extended up to the end of the financial year being the 31 March 2022, to allow the Council to progress a recruitment campaign while maintaining service delivery. This reliance has reduced to 16 interims, with the spend on interims to the end November 2021 at £1.357M with a forecast additional spend of £0.515M from 1<sup>st</sup> December to the end March 2022, should more interims not be replaced sooner. A significant proportion of this expenditure would be required to fund the interim filled substantive posts, should they have been permanently filled over the same period.

Following the conclusion of the Place and Economy restructure in June 2021, the subsequent recruitment campaign for the Director of Highways and Transport and three Assistant Director roles that were concluded in August 2021, structures and job descriptions are being finalised for the three key service areas of Highways and Transport being: Transport Strategy and Network Management, Highway Maintenance and Project Delivery.

The majority of vacancies and interim workers are designated within the Project Delivery service, so this has been prioritised for recruitment.

The service has modernised job descriptions working with Human Resources and is running an external recruitment campaign during November to January 2022, which depending on notice periods will enable new recruits to be in post in early 2022, before the end of the financial year. This was shared with the incoming Highways and Transport Service Director in early October 2021, who was supportive of the recruitment campaign now underway.

It should be noted that there are significant challenges to secure staff on a permanent basis who are suitably qualified and skilled across the sector, with some neighbouring authorities and the Greater Cambridge partnership also running similar recruitment exercises, which will impact on the ability to recruit into the many vacant posts, and retain existing staff.

That said, the Highways & Transportation service recognises the need to reduce reliance on interim workers when possible, where the core of Project Delivery and projects teams will ideally comprise of permanent Council staff, topped up with expert and specialist skills ideally through frameworks, such as the Joint Professional Services Framework to deal with peaks and troughs and access to specialists.

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**Consents Team**

Following the 7 September 2021 committee, when this matter was first reported the Council has established a small core Consents Team consisting of:

1. An interim Consents Team Leader Gareth Blackett (4-5 days per week)
2. A consultant Consents Scheduler consultant Jacky Ward (deliverables commission)
3. An interim Technical Highways & Transport Expert John Border (3 days per week)

Wider resources are drawn from within the Council, and specialist expertise and resources are available via the Joint Professional Services Framework with Atkins and WSP

The core priorities of the consents team are:

1. To standardise and centralise a managed programme of DCO/TWAOs ; and negotiate key resource inputs from stakeholders
2. To ensure all programme/project deliverables are achieved within time and budgetary constraints ; and comply with regulatory, legislative and policy directives
3. To deliver a cost recovered service through negotiated Planning Performance Agreements and other sustainable sources of funding with scheme promoters and other stakeholders
4. To ensure all programme /project risks are identified with necessary mitigations in place
5. Support the Council through live A428 enquiry

The following statutory consents are heading to Cambridgeshire to address infrastructure deficits and support growth in the region. These are presented in the table below expected order of submission, but it is recognised these may shift in accordance with promoter/delivery body programmes that are being established.

| <b>NSIP</b>   | <b>TWAO</b>   |
|---|---|
| <b>A428</b> - Highways England – Black Cat to Caxton Gibbett: (LIVE)  | <b>Cambridge South East Transport</b> – GCP - High Quality Public Transport scheme (ASAP)         |
| <b>Solar Farm</b> – Sunnica - Burwell: (imminent)   | <b>Cambridge to Cambourne</b> – GCP - High Quality Public Transport scheme (ASAP)                 |
| <b>MVV Energy from Waste</b> – (December 2021 DCO submission)   | <b>Cambridge to Waterbeach</b> – GCP - High Quality Public Transport scheme (2023)                |
| <b>Relocation of Waste Water Treatment Works</b> - Anglian Water (currently out for consultation on 2 out of 3 timetable) | <b>Eastern Access</b> – GCP - High Quality Public Transport scheme (TBC)                          |
| <b>Access to Wisbech</b> (Road and Rail potential moving forward)   | <b>Ely Area / Ely North</b> – Network Rail 2021 consultation / 2022 preferred options / 2023 TWAO |
| <b>East West Rail</b> - East West Rail Company (preferred route 2021/22   securing development consent 2022-2024)         |   |
| <b>OxCam Arc – MHCLG initiatives</b> (consultation 2021/22)   |   |
| <b>A10 Dualling</b> (timeline uncertain)  |   |
| <b>Fens Reservoir</b> (timeline uncertain)  |   |

The current high level Consents Programme is attached at page 6

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The projects in the current Consents Programme are of strategic importance to the national infrastructure and as such attract a high public profile, accentuated by Project Speed for those local schemes featured in the government's programme. Subsequently there is significant reputational risk if the programme of consents is not well managed. Government's target of a 50% reduction in delivery time for Project Speed projects is unrealistic without a consistent and efficient process in place for dealing with the programme.

Since its inception from September 2021 the Consents Team has achieved the following:

1. Scheduled an integrated programme of 20 projects – live and pending – listing deliverables, inter-dependencies, stakeholders and timelines; and scoped resource requirements going forward;
2. Developed a short term funding pipeline, both for contributions to A428 professional services costs from District Councils, as well as for projects with benefit to the Combined Authority;
3. From Deadline 3, led the response to the A428 examination, including provision of expert DCO technical resource;
4. Enabled the submission of a GCP report to Council in December 2021, to approve the Council promoting the CSET TWAO by collaboration and review;
5. Promoted Performance Planning Agreements to charge external scheme sponsors for Council resource expended

A designated Consents Team, in time, is proposed to be fully funded by the scheme promoters, is considered the most efficient way for the county to co-ordinate and respond to the consents programme.

It should be noted that local challenges with the DCO process are mirrored at a national level, resulting in The Planning Inspectorate initiating a reform programme in Autumn 2021 to specifically address resourcing and governance issues. The Council is pro-actively represented at these events, with a view to negotiate longer term government funding to fully recover costs.

**Consents Team Costs and Deliverables in 2021/22**

£175,000 was authorised at the 7 September 2021 H&T committee to fund the Consents Team from September to December 2021, of which £134,000 is forecast spend within this period. Further funding of £110,000 has been forecast and required to retain the core Consents Team until the end of the financial year being 31 March 2022, when the following outcomes are expected:

1. Compliance with the Programme Plan for all projects within the schedule including resources, timelines, cost and quality;
2. Progressing towards satisfactory conclusion of the A428 Examination in February 2022;
3. Funding via PPA's and other sources, secured to recover the Consents Team and wider service costs;
4. Develop a mechanism to fund resourcing of priority projects, including project managers and document controllers by April 2022;
5. Promotion of the CSET TWAO;
6. Maintain all other programme deliverables by deadlines.

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Regarding recovery of costs to fund the Consents Team to the end March 2022. A contribution from the Greater Cambridge Partnership has been secured and another contribution is being sought from the Combined Authority. This leaves the Consents Team with an in year budget pressure for 2021/22 of approximately £50,000, dependent on a positive outcome of the bid to the Combined Authority.

The period to 31 March 2022 will enable the Council to better understand risks and the impact on resources across the Council.

And the ability to secure agreements and funding opportunities with the various sponsors including the Greater Cambridge Partnership and Cambridgeshire and Peterborough Combined Authority to cost recover the Council's costs in future years, and secure a sustainable Consents Team suitably resourced and skilled to meet the medium term requirements of consents, protecting the interests of Cambridgeshire County Council.

#### **Summary:**

This report sets out progress and key issues relating to Project Delivery interim workers, the recruitment campaign underway and the emerging Consents Team to the end March 2022. It is proposed that a further report will be presented to this committee in March 2022, providing the outcome of the recruitment campaign, an update on interim workers and the development of a sustainable self-funding County Consents Team for future years.

#### **Conclusion:**

The Executive Director of Place & Economy reports considerable progress delivered and underway since the September committee relating to interims, recruitment and the Consents Programme, and is of the view that retaining the Consents Team in its current form for this financial year to the 31 March 2022, is the expedient option to ensure that service delivery is maintained, and the interests of the Council are protected, until issues, risks and resource demands are better understood, and brought back to this committee in March 2022.

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### CCC Consents Schedule

| ID  | % Com | Task Name   | Deliverer | Lead       | Dur      | Start    | Finish   | 2021                                  |     |     |     |     |     |     |     |     |     |     |     | 2022 |     |     |     |     |     |     |     |     |     |     |     | 2023 |     |     |     |     |     |     |     |     |     |     |     | 2024 |     |     |     |     |     |     |     |     |     |     |     |
|-----|-------|---|-----------|------------|----------|----------|----------|---------------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
|     |       |   |           |            |          |          |          | Jan                                   | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan  | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan  | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan  | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
| 1   | 5%    | CCC Consents Programme  |           |            | 941 days | 01/02/21 | 19/11/24 | [Gantt bar from Jan 2021 to Dec 2024] |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |
| 2   | 0%    | Committee dates   |           |            | 158 days | 13/09/21 | 10/05/22 | [Gantt bar from Sep 2021 to May 2022] |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |
| 3   | 0%    | Highways and Transport Committee  |           |            | 149 days | 13/09/21 | 26/04/22 | [Gantt bar from Sep 2021 to Apr 2022] |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |
| 11  | 0%    | County Council Committee date   |           |            | 137 days | 12/10/21 | 10/05/22 | [Gantt bar from Oct 2021 to May 2022] |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |
| 17  | 5%    | Consents  |           |            | 941 days | 01/02/21 | 19/11/24 | [Gantt bar from Jan 2021 to Dec 2024] |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |
| 18  | 42%   | A428 Black Cat to Caxton Gibbet DCO   | NH        | GB         | 439 days | 01/02/21 | 03/11/22 | [Gantt bar from Jan 2021 to Nov 2022] |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |
| 85  | 0%    | East West Rail DCO  | NR        | GB         | 647 days | 04/10/21 | 27/05/24 | [Gantt bar from Oct 2021 to May 2024] |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |
| 120 | 0%    | Cambridge South Station (Cambridge South Infrastructure Enhancement CSIE) TWA | NR        | GB         | 261 days | 12/08/21 | 02/09/22 | [Gantt bar from Aug 2021 to Sep 2022] |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |
| 137 | 5%    | Ely Capacity Enhancement TWA  | NR        | GB         | 807 days | 12/08/21 | 19/11/24 | [Gantt bar from Aug 2021 to Nov 2024] |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |
| 159 | 0%    | C3R Cambridge Re-signalling, Relock & Recontrol TWA                           | NR        | GB         | 291 days | 06/09/21 | 07/11/22 | [Gantt bar from Sep 2021 to Nov 2022] |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |
| 176 | 8%    | Cambridge South East (CSET) TWA   | GCP       | Jane O     | 287 days | 20/09/21 | 15/11/22 | [Gantt bar from Sep 2021 to Nov 2022] |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |
| 205 | 0%    | Cambridge to Cambourne TWA  | GCP       |            | 577 days | 06/09/21 | 17/01/24 | [Gantt bar from Sep 2021 to Jan 2024] |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |
| 251 | 0%    | Cambridge to Waterbeach TWA   | GCP       |            | 577 days | 06/09/21 | 17/01/24 | [Gantt bar from Sep 2021 to Jan 2024] |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |
| 297 | 0%    | Eastern Access TWA  | GCP       |            | 577 days | 06/09/21 | 17/01/24 | [Gantt bar from Sep 2021 to Jan 2024] |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |
| 343 | 0%    | MVV Energy from Waste DCO   | MVV       | Rachel Jon | 460 days | 13/08/21 | 30/06/23 | [Gantt bar from Aug 2021 to Jun 2023] |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |
| 407 | 0%    | Anglian RWWTW DCO   | AW        | David C    | 701 days | 06/09/21 | 15/07/24 | [Gantt bar from Sep 2021 to Jul 2024] |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |
| 482 | 0%    | Sunnica Solar Farm DCO  | Sunnica   | David C    | 384 days | 06/09/21 | 30/03/23 | [Gantt bar from Sep 2021 to Mar 2023] |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |
| 535 | 21%   | A47 North Tuddenham to Eastern DCO  | NH        | Jeremy     | 271 days | 12/08/21 | 16/09/22 | [Gantt bar from Aug 2021 to Sep 2022] |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |
| 568 | 16%   | A47 Wansford to Sutton DCO  | NH        | Jeremy/Ch. | 399 days | 05/07/21 | 17/02/23 | [Gantt bar from Jul 2021 to Feb 2023] |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |
| 587 | 0%    | A10 Dualling DCO?   |           | Jeremy     | 15 days  | 06/09/21 | 24/09/21 | [Small blue square in Sep 2021]       |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |
| 588 | 0%    | OxCam Arc ?   |           | Emma Fitc  | 300 days | 12/10/21 | 09/01/23 | [Gantt bar from Oct 2021 to Jan 2023] |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |      |     |     |     |     |     |     |     |     |     |     |     |