

10 June 2015

To: Members of the Greater Cambridge City Deal Executive Board:

John Bridge	Cambridge Chamber of Commerce
Councillor Steve Count	Cambridgeshire County Council
Councillor Lewis Herbert	Cambridge City Council
Councillor Ray Manning	South Cambridgeshire District Council
Professor Jeremy Sanders	University of Cambridge

Dear Sir / Madam

You are invited to attend the next meeting of the **GREATER CAMBRIDGE CITY DEAL EXECUTIVE BOARD**, which will be held in **THE MEADOWS COMMUNITY CENTRE, 1 ST CATHARINE'S ROAD, CAMBRIDGE, CB4 3XJ** on **THURSDAY, 18 JUNE 2015** at **2.00 p.m.**

AGENDA

PAGES

- 1. Election of Chairman**
To elect a Chairman for the 2015/16 municipal year.
- 2. Election of Vice-Chairman**
To elect a Vice-Chairman for the 2015/16 municipal year.
- 3. Co-option of nominations by the Greater Cambridge Greater Peterborough Enterprise Partnership and the University of Cambridge**

To **APPROVE** the following nominations for co-option onto the Greater Cambridge City Deal Executive Board:

Greater Cambridge Greater Peterborough Enterprise Partnership:

John Bridge (Member)
Mark Reeve (Substitute)

University of Cambridge:

Professor Jeremy Sanders (Member until 31 December 2015)
Professor Nigel Slater (Member from 1 January 2016)
Roger Taylor (Substitute)

To **APPROVE** the following nominations for co-option onto the Greater Cambridge City Deal Joint Assembly:

Greater Cambridge Greater Peterborough Enterprise Partnership:

Claire Ruskin (Cambridge Network)
Sir Michael Marshall (Marshall Group)
Andy Williams (AstraZeneca)

University of Cambridge:

Anne Constantine (Cambridge Regional College)
Jane Ramsey (Cambridge University Hospitals)
Helen Valentine (Anglia Ruskin University)

- 4. Apologies for absence**
To receive any apologies for absence.
- 5. Minutes of the previous meeting** **1 - 12**
To confirm the minutes of the previous meeting held on 27 March 2015 as a correct record.
- 6. Declarations of interest**
To receive any declarations of interest from Members of the Executive Board.
- 7. Public questions** **13 - 14**
To receive any questions from members of the public. The standard protocol to be observed by public speakers is attached.
- 8. Reports and recommendations from the Joint Assembly**
Councillor Tim Bick, Chairman of the Joint Assembly, will be in attendance to present the recommendations from the meeting of the Joint Assembly held on 3 June 2015. Councillor Bick has submitted a separate report for each item of business on this agenda, which can be found behind the covering report and appendices for each item.
- 9. A428/A1303 Madingley Road Corridor Scheme options and approval to consult** **15 - 40**
To consider the attached report by Graham Hughes, Executive Director (Cambridgeshire County Council).
- 10. Proposal for consulting on Cambridge City Centre access measures** **41 - 46**
To consider the attached report by Graham Hughes, Executive Director (Cambridgeshire County Council).

- 11. Business case for the formation of the Greater Cambridge City Deal Housing Development Agency** **47 - 70**
To consider the attached report by Alex Colyer, Executive Director (South Cambridgeshire District Council).
- NOTE – Appendices 2 and 3 of the report contain exempt information as defined in paragraphs 2 and 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (information which is likely to reveal the identity of an individual and information relating to the financial or business affairs of any particular person, including the authority holding that information). These appendices have therefore not been published and the press and public may be excluded from the meeting for all or part of this item.*
- 12. Skills** **71 - 76**
To consider the attached report by Graham Hughes, Executive Director (Cambridgeshire County Council).
- 13. Greater Cambridge City Deal Work Programme and schedule of meetings** **77 - 78**
To consider the Greater Cambridge City Deal Work Programme and schedule of meetings. Future meetings of the City Deal Executive Board are scheduled to be held as follows:
- 4 August 2015 – 2pm (Cambourne)
9 September 2015 – 2pm (Cambourne)
1 October 2015 – 2pm (Cambridge)
3 November 2015 – 2pm (Cambridge)
3 December 2015 – 2pm (Cambourne)

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Agenda Item 5



GREATER CAMBRIDGE CITY DEAL EXECUTIVE BOARD

Minutes of the Greater Cambridge City Deal Executive Board held on
Friday, 27 March 2015 at 2.00 p.m.

PRESENT:

Members of the Greater Cambridge City Deal Executive Board:

Councillor Lewis Herbert	Cambridge City Council (Chairman)
Councillor Ray Manning	South Cambridgeshire District Council (Vice-Chairman)
John Bridge	Cambridge Chamber of Commerce
Councillor Steve Count	Cambridgeshire County Council
Professor Jeremy Sanders	University of Cambridge

Members of the Greater Cambridge City Deal Joint Assembly in attendance:

Councillor Tim Bick	Cambridge City Council
Claire Ruskin	Cambridge Network
Councillor Bridget Smith	South Cambridgeshire District Council

Officers/advisors

Alan Carter	Cambridge City Council
Antoinette Jackson	Cambridge City Council
Andrew Limb	Cambridge City Council
Aaron Blowers	Cambridgeshire County Council
Graham Hughes	Cambridgeshire County Council
Mark Lloyd	Cambridgeshire County Council
Chris Malyon	Cambridgeshire County Council
Alex Colyer	South Cambridgeshire District Council
Jean Hunter	South Cambridgeshire District Council
Graham Watts	South Cambridgeshire District Council
Neil Darwin	Greater Cambridge Greater Peterborough Enterprise Partnership

1. APOLOGIES FOR ABSENCE

No apologies for absence were received.

2. DECLARATIONS OF INTEREST

No declarations were made.

3. MINUTES OF THE PREVIOUS MEETING OF THE EXECUTIVE BOARD

The minutes of the previous meeting of the Greater Cambridge City Deal Executive Board held on 28 January 2015 were confirmed and signed by the Chairman as a correct record.

4. PUBLIC QUESTIONS

Questions were asked and answered as follows:

Question by Susan van de Ven

Susan van de Ven spoke as the County Councillor for Melbourn, Foxton, Shepreth and Meldreth, which made up a large chunk of the Cambridge to Royston corridor and part of an intensely interconnected cluster of employment centres and residential areas.

Councillor van de Ven also chaired the A10 Corridor Cycling Campaign, whose members lived between Royston and Cambridge and worked at places such as Melbourn Science Park, Johnson Matthey and Cambridge colleges and universities. The Board was presented with two letters, as follows:

- a letter signed by more than 100 employers, outlining the high value placed on a prospective A10 cycle network as a means of travelling to work. Councillor van de Ven stated that cycling distances were modest and achievable, car parking spaces were running out and congestion rendered peak car journey times unreliable;
- a letter signed by all eleven partners of the Cambridge Biomedical Campus, asking for completion of the A10 corridor cycle network at the earliest opportunity.

Councillor van de Ven stated that, in 2013, Cambridge with a resident population of 125,000 people saw 190,000 vehicles driving in and out of the city every day. She added that the situation today saw gridlock on the A10 approach to Cambridge being increasingly frequent. She added that more of the Biomedical Campus and new housing developments south of the city were yet to be built and there were no plans to dual the A10 from Royston. Councillor van de Ven highlighted that an A10 cycle route had been identified as a potential City Deal scheme as it would ease traffic congestion for those people currently relying upon using public transport or private vehicles.

Councillor van de Ven said that the City Deal was built around the principle of unlocking further funding and making sure that schemes were delivered in full, not in unfinished segments. She welcomed the news that the Cycling Ambition Grant would address the route between Foxton and Cambridge, but was concerned that the southern half of the corridor was unfunded. In her opinion this was a highly deliverable scheme, with landownership issues resolved, path design completed and local consultation on details carried out.

As the local County Councillor, she asked whether the Executive Board was confident that it was taking into account the views of the business community when making decisions about City Deal funding.

Mr Hughes reported that additional funding had been secured for the A10, totalling £2 million, which was in progress when the Board made its decision on prioritised infrastructure schemes in January 2015 and would be used to complete a significant part of the route. In terms of the remaining elements of the original £7 million City Deal proposed funding for the A10 cycle corridor scheme, this would have covered links to surrounding villages, the completion of the route from Melbourn south to the A505 and a bridge over the A505. Mr Hughes stated that the Executive Board would need to decide how it wanted to take this forward, as the remaining part of the project could be delivered as part of the City Deal infrastructure programme or via alternative sources of funding. He added that completion of the route just along the A10 without the links to surrounding villages and the bridge over the A505 could be completed for approximately £500,000.

Councillor Lewis Herbert, Chairman of the City Deal Executive Board, welcomed the funding that had already been received for the A10 cycling project from the Cycling Ambition Grant and encouraged the use of other additional funding opportunities towards delivering schemes such as this.

Councillor Steve Count, Leader of Cambridgeshire County Council, accepted that schemes such as this could be delivered relatively quickly, but he was concerned about adding this particular scheme to the programme at this stage ahead of other schemes that had gone under scrutiny. In view of the fact that other funding sources could potentially be identified, he did not support this scheme being paid for out of the City Deal budget at this time. With regard to the question about taking into account the views of the business community, Councillor Count reminded Councillor van de Ven that three representatives of the business community sat on the Joint Assembly, with a representative also sitting on this Executive Board.

John Bridge, Chairman of the Cambridge Chamber of Commerce, reported that an extensive consultation with businesses had recently been undertaken, the results of which suggested that increased cycleway provision was not a very high priority and that it was not seen as a major contributor to the area's economic benefit. Mr Bridge supported the perusal of other funding streams for the delivery of this scheme.

Professor Jeremy Sanders, Pro-Vice-Chancellor at the University of Cambridge, was of the opinion that it seemed easier to secure additional funds from other sources for smaller projects, such as this cycleway scheme. He therefore supported the approach that the larger, more expensive schemes should be paid for out of the City Deal budget.

Question by Jim Chisholm

Mr Chisholm made the following points in presenting his question:

- on 2 March 2015 an Office of the Duty Prime Minister press release cited research showing that if this country had levels of cycling similar to Denmark it could save the NHS £17 billion within 20 years, reduce road deaths by 30%, increase mobility of the nation's poorest families by 25% and increase retail sales by a quarter;
- travel for Cambridgeshire surveys showed that the average length of cycle commutes was nearly six kilometres;
- the 2011 census stated that 10% of commuting trips in South Cambridgeshire were by cycle, with 2,400 over 5 kilometres and 650 more than 10 kilometres;
- cycle trips across the boundary from South Cambridgeshire to the city had increased by 89% in the last nine years, whereas numbers of car trips were relatively stable;
- over half the benefits of new cycle schemes under Cycle Ambitions Grants were from improved health, which had big economic benefits;
- 36% of households in the lowest quintile income group in East Anglia had no access to a van or car.

Mr Chisholm asked how the Board could be made more aware of this and similar evidence.

Graham Hughes, Executive Director of Economy, Transport and Environment at Cambridgeshire County Council, informed Mr Chisholm that he and other City Deal partner organisations regularly received the statistics that he had quoted. This and similar information was already used by officers to justify recommendations made to the Executive Board.

Councillor Lewis Herbert stated that this analysis would be used when considering infrastructure schemes later in the year, including the provision of cycling. He added that employers and their destinations attracted a lot of congestion and said that discussions with major employers should be held to establish what provision they planned to make for cyclists.

Question by Paul Hollinghurst

Mr Hollinghurst referred to the prioritised infrastructure schemes for the City Deal and the fact that they included a number of bus priority measures. As a city resident commuting regularly by bus, he had a particular interest in this and had experienced first-hand how unreliable the existing services were. Mr Hollinghurst also stated that the bus priority schemes promised to ensure that bus journeys were direct and unaffected by congestion caused by general traffic on the corridor, which he felt was a strong statement.

He referred to an economic prioritisation study recently carried out in respect of the impact of bus schemes on housing and employment and cited a further study undertaken by Liverpool of its 26 bus lanes, which found that 22 of them were of little or no use as they made traffic flow at junctions worse and cancelled out any benefits. Mr Hollinghurst was of the view that great care therefore needed to be given when adding more bus lanes to Cambridge's network. In contrast, he put forward Zurich as an example of a city that had successfully freed up its city centre by regulating the rate cars flowed into the central area to ensure that the roads remained free running, meaning that buses could share roads with other traffic but without delays.

Mr Hollinghurst highlighted that Park and Ride facilities featured strongly in the City Deal infrastructure schemes, but was concerned that these would increase traffic in the region of the Park and Ride sites and could undermine the conventional bus network. He suggested a better approach of providing parking and cycling access along existing bus and rail routes. He also made reference to the rail network and felt that enhancing ease of access to the rail network and integrated multi-mode ticketing should be a strong City Deal objective.

In closing, Mr Hollinghurst asked how the Board could be sure that the priority infrastructure schemes were going to work, whether they could guarantee congestion free journeys and whether they were the best way of freeing buses from congestion. He also sought views on the examples of Liverpool and Zurich, and asked whether more Park and Ride facilities were appropriate or if enhancement of the conventional bus and rail networks were a better approach.

Mr Hughes responded by acknowledging the examples of Liverpool and Zurich, stating that it was always very helpful to look at other areas and learn from their good practice. However, he reminded Mr Hollinghurst and the Board that Cambridge was very unique which made comparisons to cities such as Liverpool and Zurich that were so different in character very difficult. Mr Hughes said that City Deal partners as part of the commitment to the City Deal were equally looking at a solution for Cambridge, adding that the Deal currently aimed to create free flowing public transport as much as possible. He pointed out, however, that the City Deal could not guarantee a fully free flowing network and that it would be initially focussing on radial routes into the city centre. Mr Hughes was of the view that Mr Hollinghurst's points were all very valid, but that they had to be applied to the situation in Cambridge.

In terms of Park and Ride provision, Mr Hughes acknowledged that a significant issue to consider was whether to move sites further out of the city, as had already occurred with Milton. When originally designed the current Park and Ride sites were located out of the

city centre, but development on the edge of the city had now changed that. The very dispersed nature of Cambridge's surrounding villages meant that a traditional bus service of collecting people on the way into the city was very difficult to achieve from a service delivery and commercial point of view. It was Mr Hughes' view that the Park and Ride provision worked well for Cambridge and its surrounding villages.

Councillor Herbert highlighted that public consultation on each project would take place and encouraged Mr Hollinghurst to contribute, including on the need to change people's behaviour in order to address congestion. He also informed Mr Hollinghurst that City Deal partners would be in dialogue with bus service providers as part of proposals going forward.

5. REPORTS AND RECOMMENDATIONS FROM THE JOINT ASSEMBLY

Councillor Tim Bick, Chairman of the City Deal Joint Assembly, submitted his report and the Joint Assembly's recommendations following its meeting held on 6 March 2015.

Board Members **NOTED** the report and the Chairman of the Executive Board invited Councillor Bick to present the Joint Assembly's views and recommendations as part of each respective item at this meeting.

6. PROPOSAL TO ESTABLISH A GREATER CAMBRIDGE CITY DEAL HOUSING DEVELOPMENT VEHICLE

The Executive Board considered a report which set out a proposal to establish a Greater Cambridge City Deal Housing Development Vehicle.

Alex Colyer, South Cambridgeshire District Council's Executive Director (Corporate Services), presented the report which outlined how the proposed Housing Development Vehicle would deliver the City Deal's commitment to deliver an additional 1,000 dwellings on exception sites by 2031. He explained that the establishment of a Housing Development Vehicle would enable the effective and efficient delivery of various new build programmes associated with the City Deal, including:

- the development of County Council land holdings;
- Housing Revenue Account developments for South Cambridgeshire and Cambridge City, including the recent proposal for the City Council to invest General Fund capital in housing;
- Ermine Street housing;
- other City Deal Joint Ventures or Special Purpose Ventures.

Included as part of the proposal was the cost of funding a team for the first two years, with the Housing Development Vehicle subsequently operating on a self-funded basis. Without investing in this Vehicle it would take much longer for each respective Council to deliver the City Deal's housing development objectives. The proposal sought to bring together expertise but it was emphasised that it would not take anything away from each Council in respect of their own governance arrangements and development programmes. It was also noted that the Housing Development Vehicle was about the facilitation of development and would therefore not be an asset holding.

Councillor Tim Bick, Chairman of the City Deal Joint Assembly, presented the outcomes of the Assembly's consideration of this proposal following its meeting held on 6 March 2015. He reported that the Joint Assembly recommended that the Board approved the initial investment, but to do so only in principle at this stage to allow appropriate Member

involvement within the three partner Councils and scrutiny by the Assembly of the detailed business case and proposed staffing structure.

Councillor Lewis Herbert, Chairman of the Executive Board, confirmed that there would be a further opportunity for the three partner Councils and the Joint Assembly to consider the details relating to this proposal.

In discussing the Housing Development Vehicle proposal, the Board welcomed the opportunity to enter into this joint arrangement and:

- (a) **APPROVED** funding of £200,000 in 2015/16 and £200,000 in 2016/17 to support the establishment of a City Deal Housing Development Vehicle.
- (b) **REQUESTED** a report to the June cycle of meetings of the Joint Assembly and Executive Board, setting out the detailed business case for the proposed City Deal Housing Development Vehicle prior to consideration by the three partner Councils for decision.

7. GREATER CAMBRIDGE CITY DEAL PARTNERSHIP BUDGET

NOTE – this item was considered after the item on the Greater Cambridge City Deal skills proposals.

Consideration was given to a report which sought approval of a budget for non-project costs for the 2015/16 financial year.

Chris Malyon, Cambridgeshire County Council's Chief Finance Officer, presented the report and clarified that non-project costs were those costs associated with delivering the broad range of City Deal outcomes beyond the capital costs of delivering the infrastructure investments. These included the delivery of additional affordable housing in the Greater Cambridge area, the creation of over 400 new apprenticeships, exploration of smart or digital solutions to the area's economic barriers, assessment of the economic impact of the City Deal programme and the co-ordination, leadership and communication of the initiative overall.

Councillor Tim Bick, Chairman of the City Deal Joint Assembly, presented the outcomes of the Assembly's consideration of this proposal following its meeting held on 6 March 2015. In terms of the proposal to appoint a Programme Director for the City Deal, the Assembly urged the Board to give careful consideration around the person specification for this post to ensure that the right person was appointed to lead this significant piece of work. Members of the Assembly were also keen to clarify that the new posts of Programme Director and Project Manager, together with the new post associated with strategic communications, would be available to support the work of the Joint Assembly as well as the Executive Board.

Councillor Bick referred to the section on inward investment, highlighting that the advantage of the proposed scheme was that it was supported with effort and funding from the private sector and had the opportunity to become a self-sustaining model. In view of this, and in respect of the other budget proposals, the Joint Assembly supported the recommendations set out within the report.

In considering each section of the report, the following points were noted by Members of the Executive Board:

Central leadership and co-ordinating functions

In reference to the provision of £150,000 to allow for the recruitment of a Programme Director, a Project Manager and associated on costs, a question was raised as to the likelihood of attracting suitable candidates for posts that were fixed for two years, as suggested within the report. Mr Malyon was of the view that both posts would be extremely attractive due to the unique nature of the City Deal and clarified that they would not be advertised as two year posts. The two year reference related to the allocation of funding to support the two posts, which was initially set out in the budget for a two year period at this stage.

Strategic Communications

It was noted that specific projects would have communications activity attached to them, the cost of which had already been factored into the cost of delivering schemes. The additional resources proposed in the report would be used to support overarching communication around the City Deal as a programme.

Board Members highlighted the need for communication and key messages around the City Deal to be co-ordinated.

Smart Greater Cambridge

It was noted that a recent workshop had been held on this issue and the proposed £20,000 per year for two years would be used to lever other funding opportunities to support smart and digital initiatives for Greater Cambridge.

Members of the Board felt that more than £20,000 per year for two years should be made available in the future should it be required to attract further external funding to support the smart and digital agenda.

Inward investment and account management

Councillor Lewis Herbert supported the proposal set out in the report with regard to inward investment, subject to the following conditions:

- that a Service Level Agreement was in place;
- that there was clarity over the role, including a job description, and details of the outputs from the investment;
- a commitment that Cambridge Ahead and Cambridge Network would work together effectively on the project.

During discussion it was emphasised that the Greater Cambridge City Deal should benefit the Greater Cambridge area and not solely Cambridge City.

The Executive Board:

- (a) **AGREED** that the following options in relation to the functions set out in the report be adopted and that budgetary provision be made within the 2015/16 Greater Cambridge City Deal non-project costs budget for:

- central coordinating functions in the sum of £150,000 per year for two years;
- strategic communications in the sum of £60,000 for two years;
- economic assessments in the sum of £10,000 per year for two years;

- Smart City in the sum of £20,000 per year for two years;
 - inward investment team to a maximum sum of £150,000, subject to the conditions set out in that section of the report and subject to:
 - entering into a Service Level Agreement;
 - clarity of the role, including a job description, and details of the outputs from the investment;
 - a commitment that Cambridge Ahead and Cambridge Network would work together effectively.
 - support for the delivery of additional housing in the sum of £200,000 per year for two years;
 - support for the delivery of the Skills Service, subject to satisfactory agreement of the model at the June cycle of meetings of the Joint Assembly and Executive Board, in the sum of £150,000 per year.
- (b) **APPROVED** the City Deal budget for non-project costs as set out in section 6 of the report for the financial year commencing 1 April 2015.
- (c) **RETAINED** the unutilised funding, as set out in section 8 of the report, for other needs that are expected to arise to progress the City Deal objectives, including potential investment in infrastructure schemes, and **AGREED** that this be carried forward at the year-end subject to any further demands that may be agreed by the Board within the financial year.
- (d) **AGREED** that these allocations be reviewed at the mid-year point and any amendments to these sums or additional elements be made at that point.

8. PROPOSALS FOR DEVELOPING THE NEXT STAGES OF THE GREATER CAMBRIDGE CITY DEAL TRANSPORT PROGRAMME AND CITY CENTRE CONGESTION

The Executive Board gave consideration to a report which outlined the proposed process for developing the transport programme for the next steps of the City Deal. It also sought to identify how the Cambridge congestion issues would be dealt with in the context of the wider transport strategy for the Greater Cambridge area.

Developing the next stages of the City Deal Transport programme

Graham Hughes, Cambridgeshire County Council's Executive Director of Economy, Transport and Environment, presented the report which reminded Board Members of the process that had been followed for tranche one of the City Deal programme as agreed at the meeting of the Board on 28 January 2015. Within that prioritised programme was an allocation for programme development in years six to ten, recognising the importance of working up detail around the schemes to be delivered from 2020 onwards as well.

The proposal for tranche two consisted of reconsidering those schemes not included as part of tranche one, using the same prioritisation tool that had been used previously as developed by Cambridge Econometrics and SQW. This assessment would take account of the schemes that had already been prioritised and the planned developments emerging through Cambridge City and South Cambridgeshire District Councils' Local Plans. This work could be undertaken over the summer and be reported back to the Joint Assembly for consideration in the Autumn before proceeding to the Executive Board.

Councillor Tim Bick, Chairman of the City Deal Joint Assembly, presented the outcomes of the Assembly's consideration of this aspect of the report following its meeting held on 6 March 2015. He asked the Board to note the following points:

- the Assembly accepted the proposed early process to reconsider schemes not included as part of the tranche one prioritised list, however, it was given assurance that these schemes would not in principle have precedence over new schemes which could emerge from subsequent deliberations and may add greater value to the City Deal objectives;
- the Assembly requested that the report on tranche two schemes scheduled for the Autumn should include all known and forecast funding streams available to transport investment relevant to the City Deal objectives.

Councillor Bick also reported that a number of representations had been received expressing concern about the future of the three rural cycling schemes which had not been included in the tranche one prioritisation process. The Assembly therefore approved the following proposal:

"The Joint Assembly welcomes the success of the County Council's bid to the Cycling City Ambition Fund and notes that it should enable parts of the rural cycling projects, considered at the last meeting, to proceed independent of the City Deal. It also recommends to the Executive Board that the originally tabled cycling infrastructure schemes (or parts of them) that are not funded from the Cycling City Ambition Fund or any other external source should be treated as reserve projects within tranche one of the City Deal programme, due to the acknowledged high risk of many of the bigger prioritised schemes, the cycling projects' attractive value for money in terms of enabling economic growth, their deliverability and 'spade ready' status and the role they can play in connecting people with jobs within the specific demographic of the Cambridge technology cluster."

The following points by Board Members were noted:

- the schemes in the tranche two priority list should not be listed in such a way that one scheme was seen as having more priority than another scheme;
- the tranche two programme had to be agile;
- the important aspects of the tranche one and tranche two programmes was the inclusion of pipeline schemes and congestion reduction schemes;
- the schemes for tranche two coming before the Assembly and Board in June would have to be high level and would only be concepts, similar to those that were presented as part of the tranche one prioritisation process;
- soft measures and behavioural change were also important factors.

Considering the proposal approved by the Joint Assembly in respect of cycling schemes, the Executive Board did not support their re-introduction as reserve projects in view of the fact that other funding sources may be available to deliver them and that the issue could also be considered again as part of the programme review for the first five years. It was also acknowledged that they would be reconsidered as part of the tranche two prioritisation exercise should additional external resources not have been identified.

City centre congestion

Graham Hughes outlined that a significant package of £22.6 million had been allocated towards city centre capacity improvements as part of the tranche one prioritisation process. The partner Councils had commissioned consultants to undertake works to look

at a wide range of measures to free up movement within Cambridge and connect with other schemes being delivered through the City Deal. Officers had suggested themes for further exploration that could be categorised as follows:

- more restrictions on movement, such as current access controls through the Core Traffic Scheme;
- demand management, which could be fiscal (such as workplace parking levies) or physical (such as additional parking restrictions);
- capacity enhancement, such as further bus priorities which were likely to be at the expense of capacity for cars in the most central areas;
- behavioural measures, to encourage other modes of transport.

Mr Hughes reported that a high level analysis of this work on these four themes could be available for reporting to the June cycle of Joint Assembly and Executive Board meetings.

Councillor Tim Bick reported that the Joint Assembly agreed that this was one of the most challenging aspects of the City Deal transport vision and would require innovative and radical thinking. To ensure the highest level of contribution and most balanced responses, the Assembly suggested that the Board ensured that any stage in public engagement was not confined to the summer period when a lot of the population, including much of the large academic community, was not resident.

Members of the Board supported the Assembly's comments in respect of public consultation and public engagement in respect of city centre schemes.

The Executive Board:

- (a) **APPROVED** the process for developing the transport programme for the next stage of the City Deal and to address congestion in Cambridge.
- (b) **APPROVED** the process to commence the development of proposals to address congestion in Cambridge.

9. GREATER CAMBRIDGE CITY DEAL SKILLS PROPOSALS

NOTE – this item was considered prior to the item on the Greater Cambridge City Deal partnership budget.

The Executive Board considered a report which outlined the potential means by which the skills element of the City Deal could be achieved and how it could contribute towards the objective of creating an additional 420 apprenticeships over five years and increasing the skill levels of the local workforce.

Graham Hughes, Executive Director of Economy, Transport and Environment at Cambridgeshire County Council, presented the report which set out examples of existing training provision with regard to funding received through the Adult Learning and Skills Grant, training offered by further education institutions and private training providers, as well as the training opportunities provided by some of the county's larger employers. The report also included an overview of the role of the National Careers Service, the Skills Service provided by the Local Enterprise Partnership, the Cambridge Area Partnership and the Huntingdonshire 'skills hub'.

Mr Hughes reported that the skills element of the City Deal had been agreed through negotiations with the Department for Business, Innovation and Skills, which included a Skills Service model to bridge the gap between employer needs and aspirations of learners. He indicated that young people in Cambridgeshire were making choices about their development, further education and future careers that could not necessarily be supported by the local economy in terms of potential employment opportunities.

The report outlined a proposed way forward for delivering these requirements, mirroring what was currently being delivered by the Local Enterprise Partnership through its Skills Service model. This would involve the formation of a team of people who would:

- visit schools and colleges and work with their internal careers services and young people to explain what opportunities there were in the area in terms of training and employment;
- work with businesses to understand their needs and relay this back to young people and training providers, both in terms of needs currently and needs in the future;
- connect with training providers to assist in developing and providing appropriate courses to meet the needs of local businesses;
- undertake research into current and future needs;
- market the opportunities available in terms of apprenticeships.

Councillor Tim Bick, Chairman of the Joint Assembly, presented the outcomes of the Assembly's consideration of the proposals set out in the report at its meeting held on 6 March 2015. He reported that the Assembly noted the strengths of current provision but also recognised that there were systemic weaknesses. Members acknowledged the positive contributions made to aspects of this work by a variety of bodies, although there was general concern that the scale of the proposals seemed quite modest. The Assembly noted that this was a complex field with numerous active players, as well as more passive players, whose interests and perspectives all needed to be considered to achieve the right method of implementation and level of resourcing. Councillor Bick also made the point that there needed to be much more alignment between what young people wanted to do, the provision in place by training institutions and the needs of the local economy. The Joint Assembly therefore recommended that the Executive Board:

- (a) approved the principle of the Skills Service model as the basis for the achievement of the City Deal objective on skills and requested a further report containing the detailed proposals for the Skills Service for submission to the June meetings of the Joint Assembly and Executive Board;
- (b) established an informal group of Assembly Members to meet and work with officers, key partners and stakeholders, that would feed into the report for submission to the June meetings of the Joint Assembly and Executive Board;
- (c) allocated a minimum of £250,000 per annum, in principle, as the estimated gross cost of funding the model and the availability of contributions towards this from the County Council (£50,000) and the Local Enterprise Partnership (£75,000), therefore approving a minimum net budgetary provision of £125,000 per annum.

The Board supported the establishment of an informal group, as recommended, subject to the inclusion of representatives from the Local Enterprise Partnership, the Cambridge Area Partnership and this Executive Board.

Members of the Board also supported recommendation (a), subject to the deletion of the word 'model' in the first sentence to reflect the fact that it would be a Skills Service taking this work forward.

The Executive Board therefore:

- (a) **APPROVED** the principle of the Skills Service as the basis for the achievement of the City Deal objective on skills and **REQUESTED** a further report containing the detailed proposals for the Skills Service for submission to the June meetings of the Joint Assembly and Executive Board.
- (b) **AGREED** to establish an informal group of Joint Assembly Members together with representatives of the Local Enterprise Partnership, the Cambridge Area Partnership and the City Deal Executive Board, to meet and work with officers, key partners and stakeholders, that will feed into the report for submission to the June meetings of the Joint Assembly and the Executive Board.
- (c) **ALLOCATED** net budgetary provision of £125,000 per annum for delivery of the Skills Service, subject to satisfactory agreement of the model at the June cycle of meetings of the Joint Assembly and Executive Board.

10. **WORK PROGRAMME**

The Executive Board **AGREED** its work programme for 2015.

The Meeting ended at 4.05 p.m.

Agenda Item 7

Questions by the public and public speaking

At the discretion of the Chairman, members of the public may ask questions at meetings of the Executive Board. This standard protocol is to be observed by public speakers:

- (a) notice of the question should be given to the Democratic Services team at South Cambridgeshire District Council (as administering authority) by 10am the day before the meeting;
- (b) questioners will not be permitted to raise the competence or performance of a member, officer or representative of any partner on the Executive Board, nor any matter involving exempt information (normally considered as 'confidential');
- (c) questioners cannot make any abusive or defamatory comments;
- (d) if any clarification of what the questioner has said is required, the Chairman will have the discretion to allow other Executive Board members to ask questions;
- (e) the questioner will not be permitted to participate in any subsequent discussion and will not be entitled to vote;
- (f) the Chairman will decide when and what time will be set aside for questions depending on the amount of business on the agenda for the meeting. Normally questions will be received as the first substantive item of the meeting;
- (g) individual questioners will be permitted to speak for a maximum of three minutes;
- (h) in the event of questions considered by the Chairman as duplicating one another, it may be necessary for a spokesperson to be nominated to put forward the question on behalf of other questioners. If a spokesperson cannot be nominated or agreed, the questioner of the first such question received will be entitled to put forward their question.

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Agenda Item 9



Report To: Greater Cambridge City Deal Executive Board

18 June 2015

Lead Officer: Graham Hughes, Executive Director of Economy, Transport and Environment, Cambridgeshire County Council

A428/A1303 Madingley Road Corridor Scheme Options and Approval to Consult

1. Purpose

- 1.1 This report sets out the high level options which have emerged from the initial of the A428/ A1303 (Madingley Rise and Madingley Road) corridor technical study. The report explains the background to the option development and seeks authority to carry out a public consultation on these options.
- 1.2 The City Deal Executive Board determined that the corridor scheme will be delivered in two tranches. Tranche 1 (to 2020) will include the part of the corridor which runs from the A428/A1303 junction at Madingley Mulch roundabout, east to Cambridge city centre. Tranche 2 or 3 (up to 2030) would include the part of the corridor which runs from Caxton Gibbet roundabout east to Madingley Mulch roundabout.
- 1.3 This corridor scheme supports the City Deal priority of investing to achieve efficient and convenient movement between new developments and employment sites.
- 1.4 A consultation strategy is appended to this paper. It is proposed to consult on the entire corridor scheme from Caxton Gibbet to the city centre. This ensures that the planning for the corridor is taken forward in a consistent manner demonstrating a clear vision for the whole corridor. Following the consultation the preferred option (or options) will be worked up in more detail and a full business case presented for approval and for further consultation.

2. Recommendations

- 2.1 The Board is asked to:-
 - a. Note the findings from the initial engineering assessment and technical study;
 - b. Approve the public consultation on the options as set out in this report;
 - c. Agree to receive a report on consultation later this year on a preferred option, or options, for full business case development.

3. Reasons for Recommendations

- 3.1 The A428/ A1303 corridor scheme is a high priority scheme for the City Deal programme and a key proposal within the Local Transport Plan 2011-2026.
- 3.2 Wide ranging technical work has identified six shortlisted options (three options to the east of Maddingley Mulch roundabout and three options to the west) that are proposed for public consultation. All options propose a new Park & Ride around Maddingley Mulch. The existing Park & Ride at Maddingley Road is assumed to be retained. The consultation will help with the selection of a preferred option or options for detailed development and approval for further consultation

4. Background

- 4.1 The following map shows the key areas on the corridor:

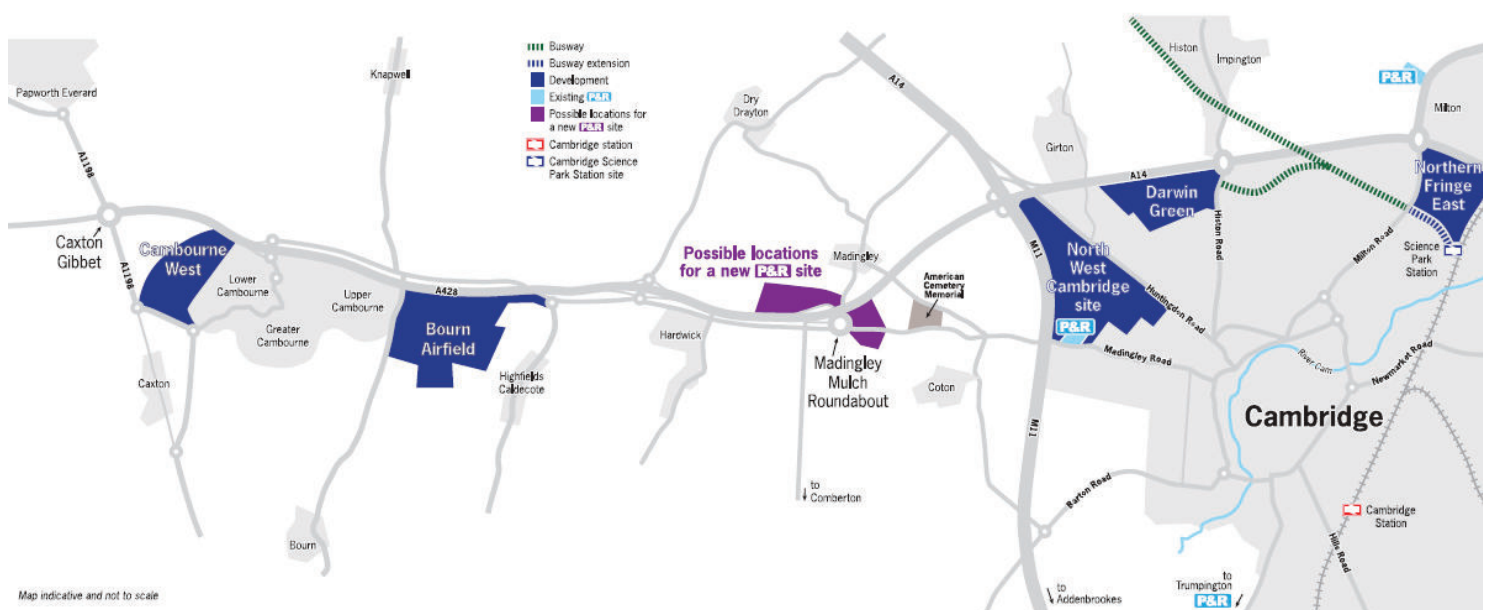


Figure 1: Key locations on A428/Maddingley Road Corridor

- 4.2 The A428 east of Caxton Gibbet dual carriageway replaced the previous single carriageway road in 2007 (now named St Neots Road). The A428 connects to Maddingley Rise (A1303) which in turn becomes Maddingley Road.
- 4.3 The Transport Strategy for Cambridge and South Cambridgeshire was prepared in parallel with the Cambridge and South Cambridgeshire Local Plans that were submitted for examination in March 2014. There are a number of developments underway, agreed or proposed along the corridor within these Local Plans. These include Cambourne West and Bourn Airfield new village, (identified in the submitted South Cambridgeshire Local Plan) Cambridge West and Cambridge North West. The Transport Strategy identifies a number of transport schemes to address existing and future issues, including measures to mitigate the impacts of the strategic development proposals on this corridor.
- 4.4 Congestion has been identified in the Local Transport Plan as a barrier to growth along the corridor. In particular the Maddingley Mulch roundabout is a congestion hotspot at peak times. The A1303 toward the City centre is also

busy. At peak times up to 80% of the length of A1303 has queuing traffic. 7.5% of all car trips into Cambridge currently use the A1303. The American Cemetery is a key site requiring sensitive treatment.

- 4.5 The corridor is served by the X5 coach from Oxford and local buses from St Neots and Cambourne to Cambridge. In addition there are Park & Ride services to/from Madingley Road. The only bus priority infrastructure on the route is a stretch of eastbound bus lane on Madingley Rise up to the M11 over bridge.
- 4.6 The corridor beyond Caxton Gibbet from St Neots is outside the scope of this scheme. Currently this section of the A428 is a single carriageway road which experiences delays at Caxton Gibbet of up to 10 minutes in the morning peak. In late 2014 the government announced its intention to upgrade this stretch of the A428 to a dual carriageway and Highways England are currently investigating possible alignments.
- 4.7 There is limited cycling infrastructure along the corridor. There are significant crossing movements of cyclists across Madingley Road reflecting the range of educational and business facilities that span this part of the route. A key parallel cycling route is available along the Coton Path which runs to the south of the corridor and includes a bridge over the M11.
- 4.8 Early business case work has identified that improvements to the Madingley Road corridor (depending on the scale of these improvements) could result in a cost benefit ratio (BCR) of 2.5 to 1 based on a reference case scheme cost of £44m. This BCR exceeds the threshold of 2:1 which is considered by the Department for Transport as 'high' value for money.
- 4.9 As part of the City Deal priority setting an economic impact analysis identified the corridor as critical for housing and employment site development.
- 4.10 Improvements to the A428 corridor to help link existing and proposed residential areas to key employment locations in the City Centre and on the north and south sides of Cambridge are an important part of both the Transport Strategy and the development strategy contained in the submitted Local Plans. Public transport links are already planned or exist to the north via the University's North West Cambridge site, Darwin Green and Orchard Park to the Science Park, Northern Fringe East regeneration area and the new Chesterton Station.
- 4.11 The Western Orbital proposal linking the A1303 to Addenbrookes campus is a separate City Deal scheme however Members should note that there is a relationship with the A428/ 1303 corridor scheme including:
 - Possible positive impacts on business case if Western Orbital demand is partly serviced by the A428/1303 corridor scheme;
 - Potential impacts on alignment of the A428/1303 corridor scheme in order to integrate with Orbital scheme.

5. Considerations

- 5.1 A total budget of £59m was allocated by the City Deal Board from the existing first tranche funding of £100m for the section of the corridor from Madingley Mulch to Cambridge city centre. Additionally, £9m is available - subject to a full business case - for public transport measures on Madingley Road, funded

from the Growth Deal. This creates a potential total available budget for the Tranche 1 sections of the scheme of £68m.

- 5.2 The option development work to date is in line with the Department for Transport technical scheme appraisal methodology (known as WebTAG). This approach:
- Allows for clearly unfeasible options to be sifted out at an early stage;
 - Allows for early public consultation;
 - Avoids abortive work on detailed design for proposals which are clearly unacceptable;
 - Provides robust basis for identification of preferred option;
 - Ensures that the shortlisted schemes are all potentially deliverable from a technical perspective.

Shortlist development

- 5.3 The short listing excluded options beyond Caxton Gibbet which will be addressed by the Highways England plans and the city centre itself which is being addressed through the City Centre Capacity Study within the City Deal.
- 5.4 In terms of phased delivery in line with the earlier Board decision, the scheme consists of 2 tranches –the corridor between Madingley Mulch and the city centre which is planned to be delivered by 2020 (in Tranche 1 of the City Deal) and the corridor west of Madingley Mulch to Caxton Gibbet that could be delivered at later stages of the City Deal programme (Tranches 2 or 3 up to 2030) dependent on development proposals.
- 5.5 **APPENDIX 1** provides a **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats, analysis for each option.
- 5.6 Cycling and walking enhancements are integral scheme objectives. Therefore these high level options for consultation are framed in the context of the intention to provide high quality cycling and walking routes. The detail of the cycling and pedestrian enhancements will emerge through the later detailed design stage of the preferred option. All the shortlisted options do offer the opportunity to achieve better integration of cycling and walking facilities for example through linking up with proposals from new developments or through ensuring good access to existing facilities such as the Coton Path which will remain a key route in the corridor.

Scheme Options for Consultation

Tranche 1 Options East of Maddingley Mulch

Option 1A

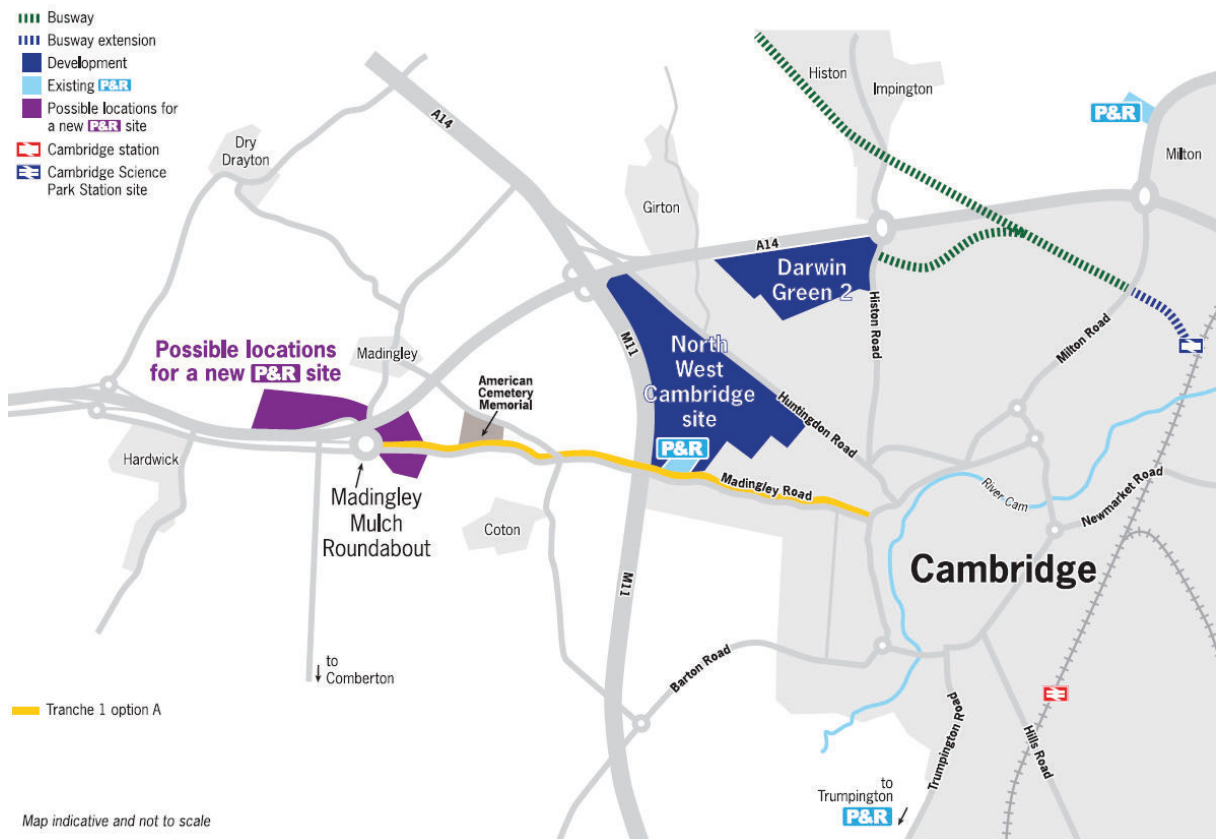


Figure 2: Option 1A

- 5.7 Option 1A has a Park & Ride at Maddingley Mulch and new traffic lights on the Maddingley Mulch roundabout to control the operation of this roundabout. Beyond the roundabout a dedicated inbound on road bus lane runs through Maddingley Rise and Maddingley Road to the existing P&R site and into town.
- 5.8 This is the lowest cost option that offers some benefits by introducing bus priority in the form of a bus lane in Maddingley Rise and Maddingley Road, which are the sections in the corridor where queues currently form. An inbound only bus lane is proposed as there are width constraints on Maddingley Road, and this is the direction in which the worst congestion occurs. Estimated Cost: £18m

Option 1B

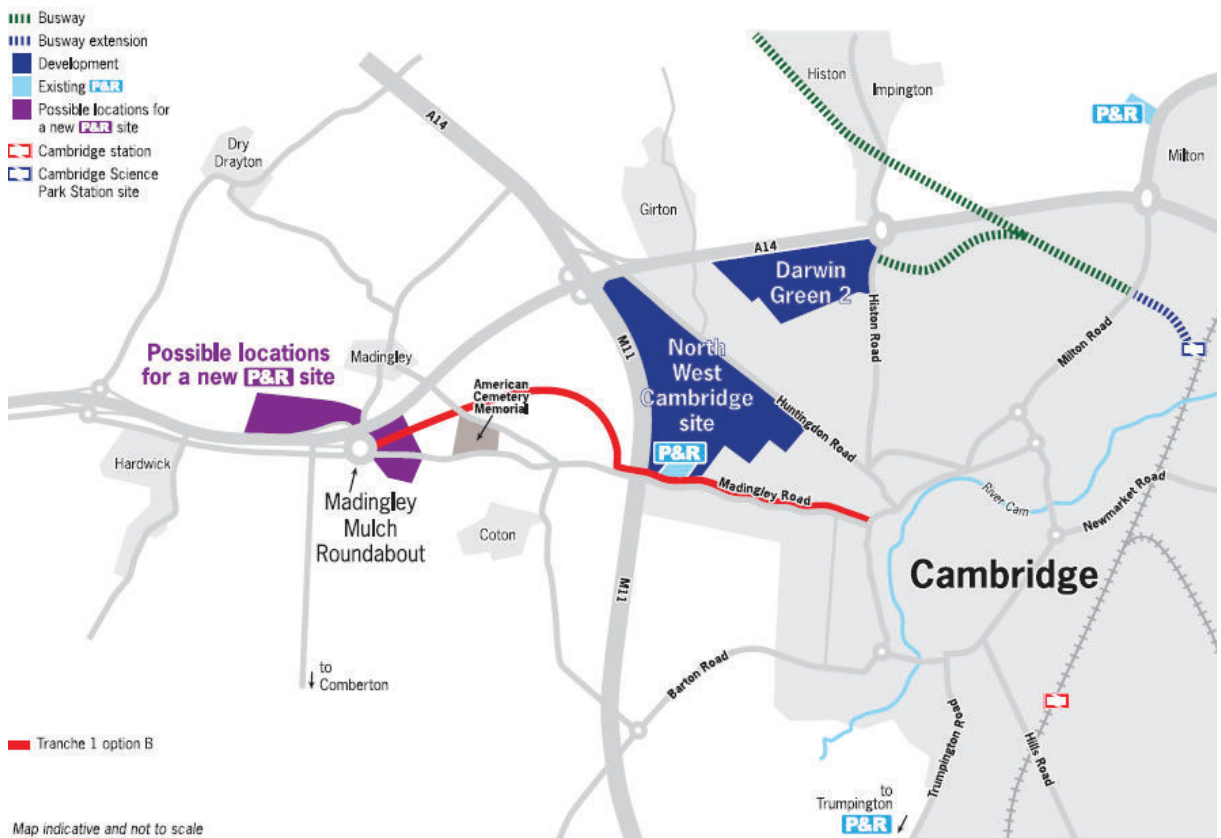


Figure 3: Option 1B

- 5.9 Option 1B also has a P&R at Madingley Mulch. In this option the route loops north (above the American Cemetery) re-joining Madingley Rise just west of the M11. Then as with Option 1A a segregated bus lane would run from the existing P&R site into town. Current proposals for the new off line link are indicative and detailed route options would need to be developed if this option is preferred.
- 5.10 This option offers the benefit of a segregated high quality public transport link from the new P&R at Madingley Mulch to the M11, which is able to bypass queues at Madingley Mulch both in the AM and PM peaks. Given the high cost of providing a new crossing over the M11, the example uses the existing bridge at J13 and then joins the new eastbound bus lane on Madingley Road. Estimated Cost: £20m

Option 1C

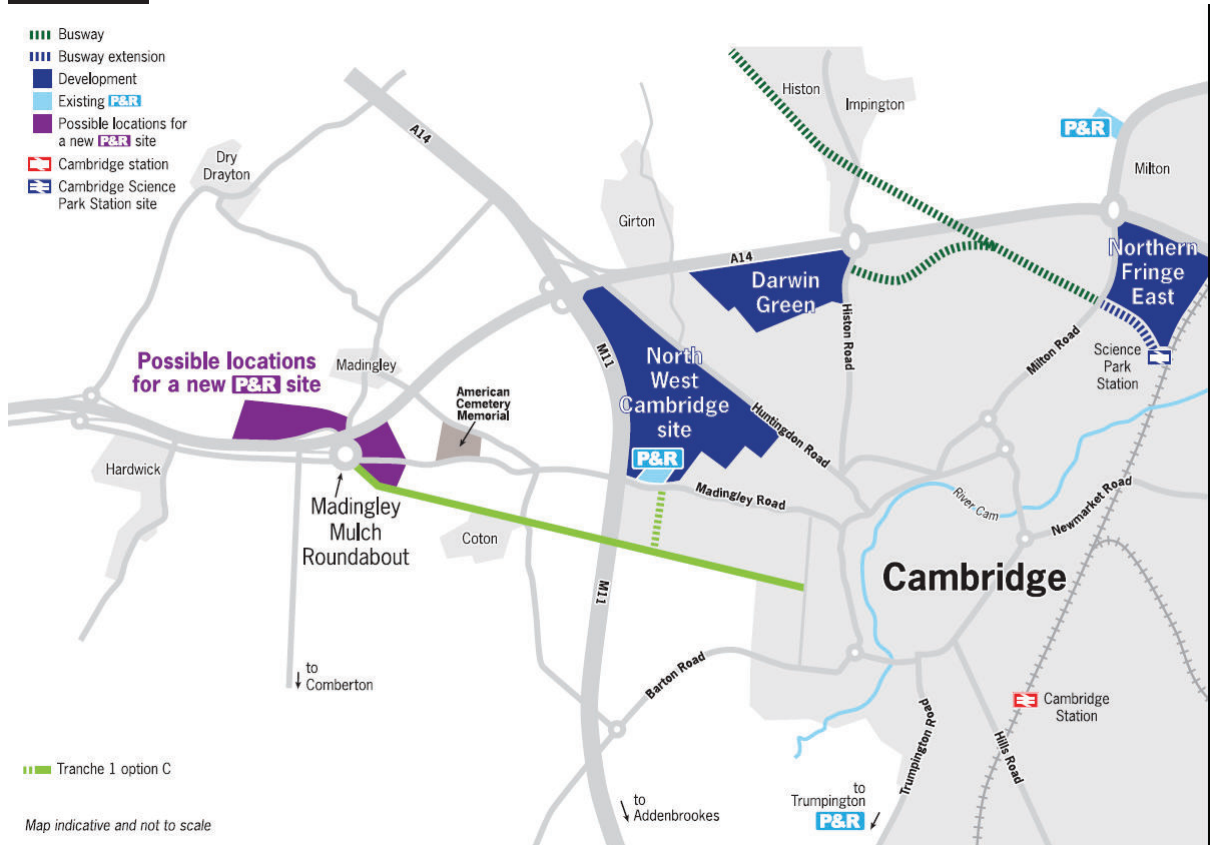


Figure 4: Option 1C

- 5.11 As with the other options Option 1C starts at the Maddingley roundabout P&R but in this case continues off-road to the south with a new crossing over the M11 and a Busway running on land to the south of Maddingley Road and the West Cambridge development to Grange Road, therefore by-passing Maddingley Road altogether, with buses reaching the City Centre via West Road and Silver Street, with appropriate traffic management measures. Current proposals are indicative and detailed route options would need to be developed if this option is preferred and to recognise the sensitive arising from this option.
- 5.12 The clear benefit of this option is a fully segregated route as far as the city centre, thus bypassing the two sections of the route with the longest queues and offering both AM and PM benefits in these sections. However to do this effectively a new bridge over the M11 (proposed south of J13) is required, which makes this example considerably more expensive than other options. This option would provide the quickest and most reliable bus journeys in both directions and retain Maddingley Road for cyclists and other traffic, offering more general network benefits. Estimated Cost: £67m

Journey Time Impacts of each option 1A to 1C

- 5.13 Table 1 shows the impact of each option on public transport and general traffic journey times. Journey times are based on averages only and do not reflect variability which may extensively increase journey times on occasions.

Option (Tranche 1)	Public Transport (minutes)	Highway (minutes)
Do Nothing	17	12
Option A	Between 9 and 10	Between 12 and 13
Option B	8	11
Option C	5	11

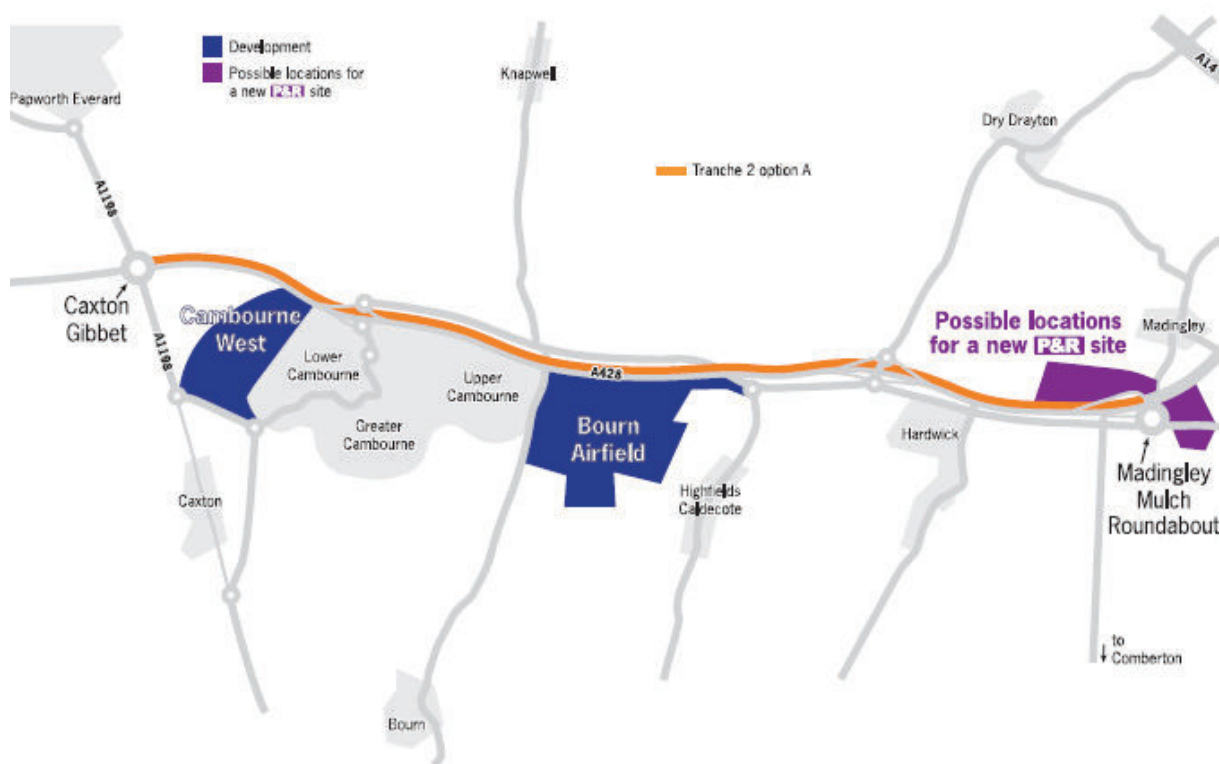
Table 1: AM Peak Hour Eastbound Average Journey Time Comparison - Maddingley Mulch to edge of City Centre

- 5.14 Table 1 suggests that Option C delivers the greatest reduction in public transport journey times. Although all the options offer bus priority along all or part of the route, the highest journey time benefits are achieved through full segregation of buses by avoiding potential delays of buses mixing with general traffic. In addition segregation provides reliability and predictability in journey times.

All options have minimal or positive impacts on journey times for general traffic.

Tranche 2: Options West of Maddingley Mulch

Option 2A



Map indicative and not to scale

Figure 5: Option 2A

- 5.15 Option 2A is an on road option using the existing dualled A428 road to the new P&R at Maddingley Mulch. In effect it is a do minimum option reflecting that currently congestion is not significant on the A428 itself. However a priority access route off the A428 for vehicles/and local buses to the new P&R site would be required to ensure priority for P&R users. It would not provide an easily accessible service to the existing and proposed settlements on the

route but would rely on local buses and the new interchange at the new P&R.
Estimated Cost: £ nominal

Option 2B

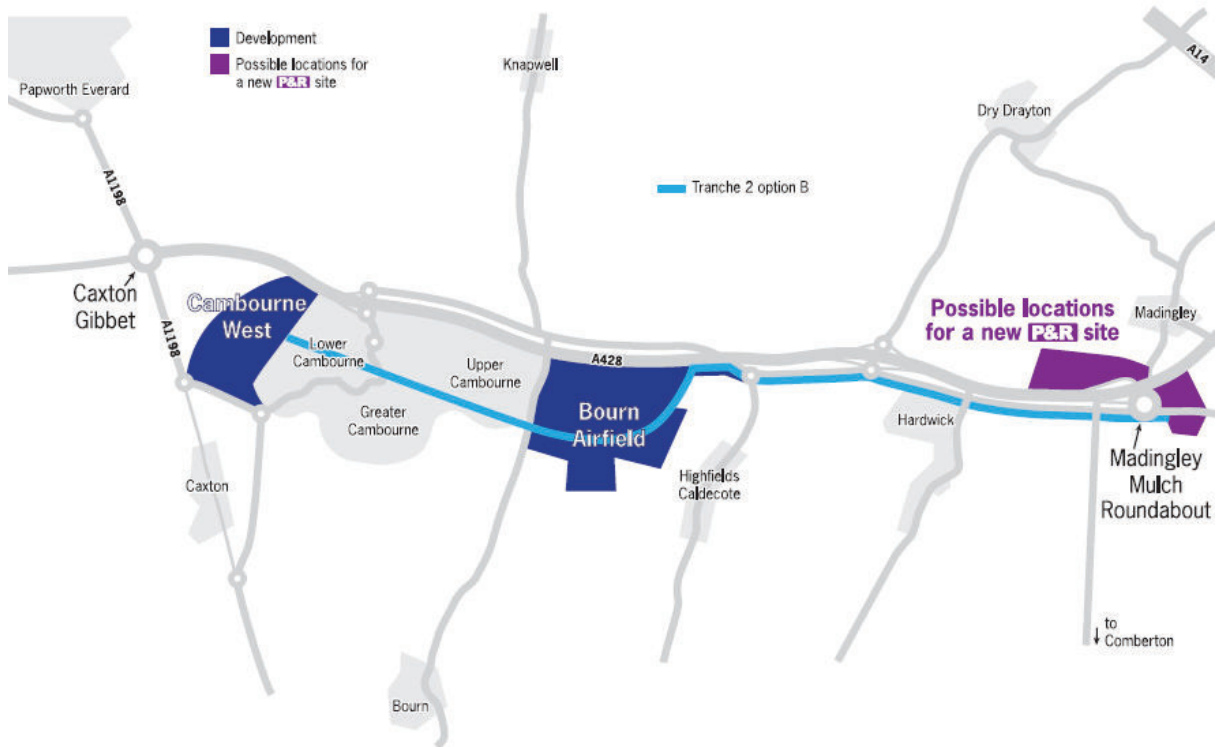


Figure 6: Option 2B

- 5.16 Option 2B involves a bus road connecting Cambourne and the new development at Bourn Airfield, with services then running via St Neots Road to the P&R at Madingley Mulch. Priority measures on St Neots Road would be conventional bus priority measures including ensuring priority at roundabouts. It would also be possible to create high quality cycle facilities along St Neots Road. It should be noted that the submitted South Cambridgeshire Local Plan envisages a dedicated bus/cycle link between Cambourne West and Bourn Airfield. Current proposals for the link are indicative and detailed route options through the settlements would need to be developed if this option is preferred. Estimated Cost: £11m

Option 2C

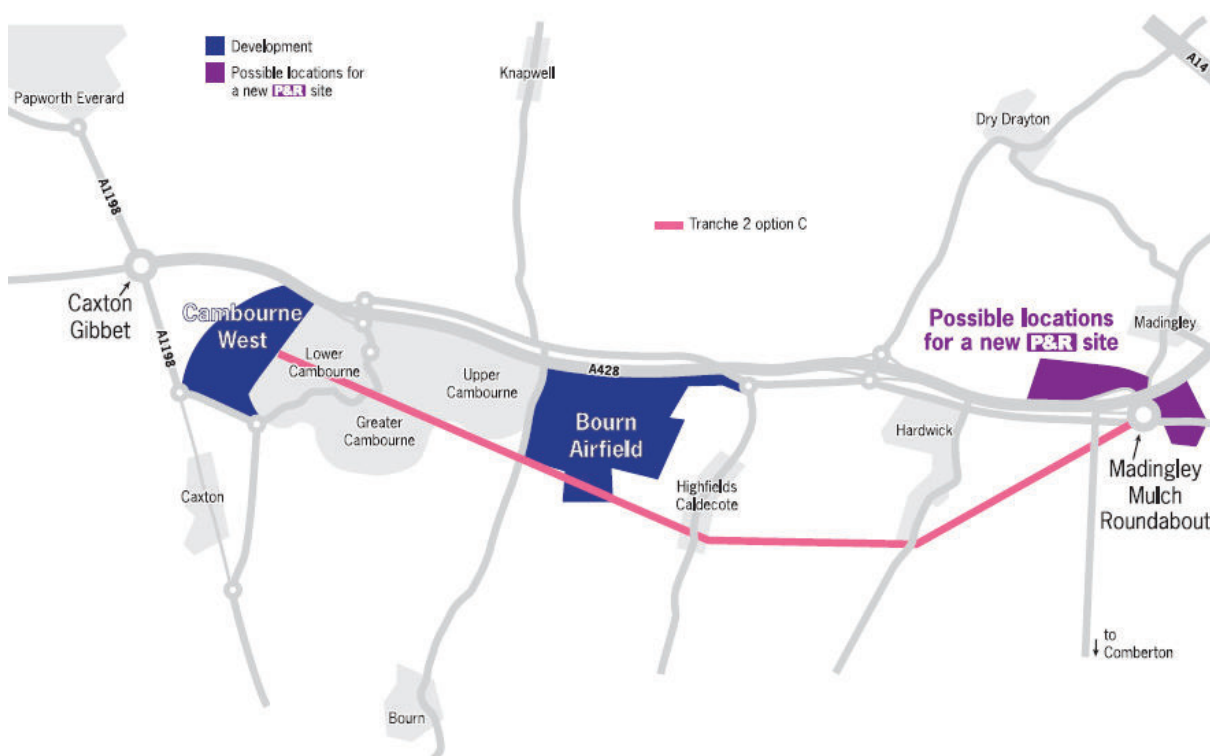


Figure 7: Option 2C

- 5.17 Option 2C is a dedicated bus route through Cambourne and Bourn Airfield, which after leaving the airfield continues off-road to the south of Hardwick providing a dedicated busway link via the Park & Ride and Madingley Mulch. Current proposals for the link are indicative and detailed route options would need to be developed if this option is preferred. Estimated Cost: £26m
- 5.18 Table 2 shows the impact of each option for public transport journey and for general traffic.

Option (Tranche 2)	Public Transport (minutes)	Highway (minutes)
Do minimum	25	7
Option A/	Between 8 and 25 depending on service pattern	7
Option B	Between 10 and 11	7
Option C	8	7

Table 2: AM Peak Hour Eastbound Average Journey Time Comparison – Caxton Gibbet to Madingley Mulch

- 5.19 As in Tranche 1 options, the fully segregated off line route offers greatest public transport journey time reductions with all options having minimal impact for general traffic. Again unreliability and unpredictability are also key issues which are not necessarily reflected in average journey times.

6 Next Steps

- 6.1 The recommended next step is for a public consultation to be carried out on the options as set out in this report with the aim of identifying a preferred option for more detailed development and further public consultation. Identifying a preferred option at this stage reduces the risk of abortive work. Although significant detail on the scheme proposals remains to be developed, the consultation will be clearly directed at principles and concepts.
- 6.2 An alternative approach is for further development work to be done on the scheme options prior to any consultation. In addition to the time required to develop each option, it is also the case that some detailed issues may be contingent on other City Deal schemes such as the City Centre Access and Capacity Study, potentially adding further delay. This approach would not be in line with standard practice for major scheme development because it inevitably results in significant additional cost investigating proposals which do not move beyond the concept stage.

7 Consultation responses and Communication

- 7.1 The development of technical work to date has not been subject to any formal consultation process. However as part of the feasibility assessment a number of informal engagements have taken place. These include:
- A technical workshop involving officers of the County, District and City councils
 - Individual engagements with interested local Members;
 - Stakeholder meetings with affected parties such as the Highways England;
 - Regular update presentations though the Transport Technical Group involving the various council partners.
- 7.2 The purpose of these informal engagements has been to identify any fundamental 'red lines' or unknown risks which could impact the high level feasibility assessment.
- 7.3 It is proposed that a consultation process is undertaken as set out in **APPENDIX 2**. A summary of the consultation approach proposed is as follows:
- Consulting on the entire corridor scheme from Cambourne to Cambridge to ensure that the scheme is taken forward in a consistent planned manner but emphasising that the section of the scheme to the west of Madingley Mulch is dependent on further funding and adoption of relevant Local Plans;
 - A multi staged approach focusing initially on key stakeholders before wider consultation is undertaken;
 - While the entire Greater Cambridge area will be included within the consultation, specific focus will be on the areas directly impacted on the proposals as set out in **figure 8**:

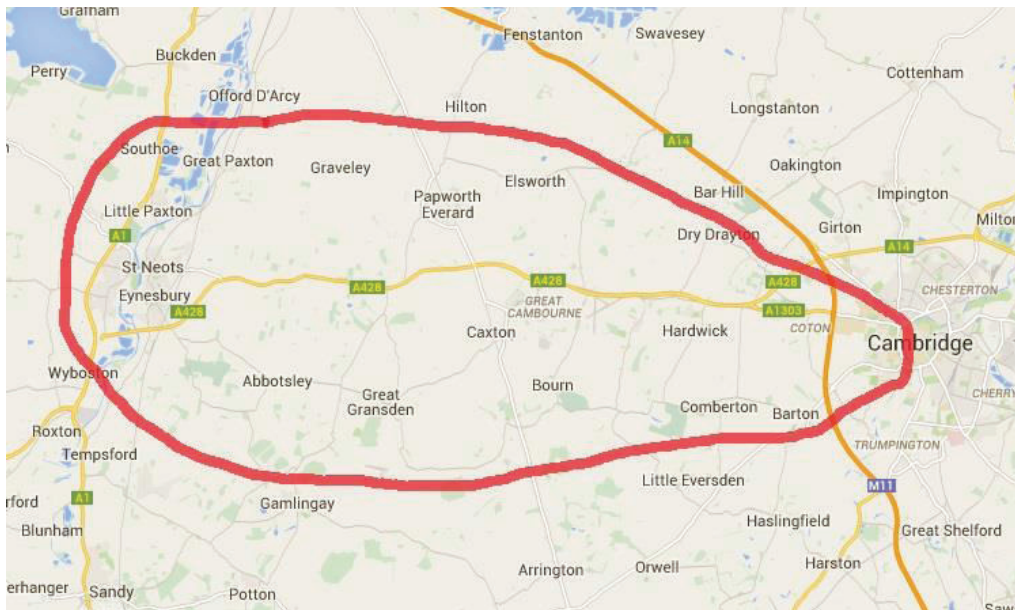


Figure 8: Boundary of areas of specific focus during consultation

Further aspects of the consultation strategy include:

- Community based events including visits to schools;
- Multiple channels of consultation including social media, public meetings, leaflets, briefings and high quality graphical material;
- A comprehensive survey (available both in print and on line);
- Ongoing communication to keep people aware of the wider consultation outcomes and next steps;
- Visibility of the project team in the local community to respond to emerging issues and concerns.

Programme

- 8.1 A detailed programme will be developed based on the specific technical work streams and authorities required to achieve the project outcomes.
- 8.2 At this stage, an outline set of target dates is proposed to provide Members with an overview of the project timeline for delivery of Tranche 1 of the corridor scheme. Given that the option development stage is still underway and that final option will determine some of the programme timelines, a degree of tolerance has been inserted in each phase target completion date to reflect this uncertainty.
- 8.3 Progression of the western section beyond the end of the Preferred Option Statutory Approval phase will be dependent on future prioritisation decisions for Tranche 2.

Table 3 sets out the target dates for completion of the Tranche 1 scheme:

Target completion date for each phase of scheme												
	Mar 2015	Jun 2015	Oct 2015	Mar 2016	May 2016	Oct 2016	Dec 2016	Mar 2017	Mar 2018	Jul 2018	Dec 2019	May 2020
Phase												
Outline Option Development	☑											
Approval City Deal Board outline options		☑										
Public Consultation on outline options			☑									
Preferred option business case development				☑								
Approval City Deal Board for preferred option					☑							
Public consultation on preferred option						☑						
Approval City Deal Board final scheme							☑					
Preferred Option detail design								☑				
Preferred option statutory approvals									☑			
Mobilisation of contractor										☑		
Construction											☑	
Snagging and hand over												☑
Planning Phase		Tolerances +/- 2 months										
Pre-Construction Phase		Tolerances +/- 3 months										
Construction Phase		Tolerance +/- 6 months										

Table 3: Target dates for project planning and delivery

8 Implications

9.1 In the writing of this report, taking into account financial, legal, staffing, risk management, equality and diversity, climate change, community safety and any other key issues, the following implications have been considered: -

Financial:	The scheme development and implementation is funded for the City Deal funding stream.
Legal:	There are no legal implications in this report.
Staffing:	Project management is undertaken by Cambridgeshire County Councils Major Infrastructure Delivery Scheme.
Risk;	A full project risk register forms part of the Project Plan.
Equality & Diversity	There are no equality or diversity implications in this report.
Climate Change:	There are no climate change implications in this report.
Community Safety:	There are no community safety implications in this report.

Background Papers

APPENDIX 1 – SUMMARY SWOT ANALYSIS OF A428/1303 OPTIONS

APPENDIX 2 – CONSULTATION STRATEGY

The following document was used in the preparation of this report:

Madingley Road / A428 Corridor Study Interim Report:

<http://www.gccitydeal.co.uk/citydeal/info/2/transport/1/transport/5>

Report Author: Ashley Heller - Team Leader, Public Transport Projects, CCC
Telephone: 01223 728137

SWOT Analysis

Option 1A	
Strengths <ul style="list-style-type: none"> • P&R capacity in the corridor is increased • P&R located at onset of greatest delay on the road network • No new structures are required • Makes good use of existing infrastructure • Relatively low cost of implementation • Efficient at intercepting majority demand • Efficient at providing PT priority on links of most acute congestion in AM peak 	Weaknesses <ul style="list-style-type: none"> • Inbound bus lanes will only benefit morning peak bus journeys and will not address issues with PM westbound peak congestion • The route along Madingley Rise and Madingley Road is potentially restricted by the width of the corridor available for construction •
Opportunities <ul style="list-style-type: none"> • Any works could be accommodated in the existing road network which could make links to wider strategic network of bus priority measures easier to achieve 	Threats <ul style="list-style-type: none"> • Less flexible route as it uses existing highway • Possible loss of cycle amenity on Madingley Road • Environmental impacts on road facing properties

Option 1B	
Strengths <ul style="list-style-type: none"> • P&R capacity in corridor increased • P&R located at onset of greatest delay on the road network • No new structures are required • Fully segregated bi-directional route from P&R to the M11 offers benefits in both AM and PM peaks 	Weaknesses <ul style="list-style-type: none"> • Some green field construction • Stopping the project during construction would leave some infrastructure that may not serve any purpose to the local area or communities • High cost to provide new infrastructure • Inbound bus lane on Madingley Road will only benefit morning peak bus journeys and will not address issues with PM peak congestion • The route along Madingley Road is potentially restricted by the extent of the corridor available for construction
Opportunities <ul style="list-style-type: none"> • The route beyond the A428 has the potential to deliver a route into Cambridge linking with the existing park and ride site. 	Threats <ul style="list-style-type: none"> • Lack of fixed route alignment and scale of forecast traffic change prevents certainty on a number of impacts • Due to the various constraints, such as listed buildings and SSSI's, there is limited capability to change the route without impacting on areas that may restrict the route.

Option 1C	
Strengths <ul style="list-style-type: none"> • P&R capacity in corridor increased • P&R located at onset of greatest delay on the road network • Segregated bi-directional busway offers AM and PM peak congestion avoidance on direct approach to the City • Efficient at providing PT priority on links of most acute congestion 	Weaknesses <ul style="list-style-type: none"> • New M11 overbridge required • High level of green field construction needed • Options for crossing M11 are limited to localised areas due to known constraints • Improvements to JTs from existing Madingley Road P&R site, would only be delivered through additional link to proposed alignment via West Cambridge University site
Opportunities <ul style="list-style-type: none"> • The route runs mainly through non-built up land and there is flexibility to alter the route in this area. • Potential ease of connectivity to Western Orbital routes • Potential to upgrade cycle facilities along line of the Coton Footpath through to Grange Road. 	Threats <ul style="list-style-type: none"> • Unknown conditions for M11 bridge gives rise to a large range in cost • Unknown available land through/adjacent to the West Cambridge University site • Lack of fixed route alignment and scale of forecast traffic change prevents certainty on a number of impacts • Stopping the project during construction would leave some infrastructure that may not serve any purpose to the local area or communities • The constraint of the M11 and nearby Coton and the University limit any revisions that may be required to the route • Possible environmental impact could be high

Option 2A	
Strengths <ul style="list-style-type: none"> • Makes good use of existing infrastructure • Low capital costs, no new infrastructure 	Weaknesses <ul style="list-style-type: none"> • Does not provide PT priority directly to/from Cambourne, Bourn Airfield or St Neots
Opportunities <ul style="list-style-type: none"> • Lack of fixed infrastructure west of Madingley Mulch allows for a range of service patterns to be adopted 	Threats <ul style="list-style-type: none"> • Lack of scale of traffic change prevents certainty on environmental impact • Change in traffic conditions on A428 could slow bus journey times without dedicated public transport priority

Option 2B	
Strengths <ul style="list-style-type: none"> • No new structures are required • Minimises need for green field route construction • Makes good use of existing infrastructure • Efficient at intercepting demand directly from Cambourne and Bourn Airfield 	Weaknesses <ul style="list-style-type: none"> • Use of the old A428 will make journey times slower than using the dual carriageway
Opportunities <ul style="list-style-type: none"> • A number of the individual elements within the option could be scaled up or down whilst utilising the existing network • Stopping the project during construction would have a lesser impact than some of the routes and any works could be accommodated in the existing road network. If the route was stopped then the improved road network will be utilised in the existing network • Submission South Cambridgeshire Local Plan Policies require segregated public transport provision through the developments, and a bus link across the Broadway 	Threats <ul style="list-style-type: none"> • Unknown how the route will link to/though the developers sites and how they will be connected • Lack of fixed route alignment through these sites and scale of forecast traffic change prevents certainty on a number of impacts • Environmental impacts along St Neots Road

Option 2C	
Strengths <ul style="list-style-type: none"> • No new structures are required • Efficient at intercepting demand directly from Cambourne and Bourn Airfield • Fully segregated bi-directional route from Cambourne to the P&R offers benefits in both AM and PM peaks • Services pass close to both Highfields Caldecote and Hardwick, providing connectivity to both 	Weaknesses <ul style="list-style-type: none"> • Significant green field construction • Stopping the project during construction would leave some infrastructure that may not serve any purpose to the local area or communities • High cost to provide new infrastructure
Opportunities <p>As the route runs through non built up land there is flexibility to change route to accommodate additional locations and nodes.</p> <p>Submission South Cambridgeshire Local Plan Policies require segregated public transport provision through the developments, and a bus link across the Broadway</p>	Threats <ul style="list-style-type: none"> • Unknown how the route will link to the developers sites and how they will be connected • Unknown proximity of route to wildlife site and size of wildlife sites near Highfields, Caldecote and Hardwick • Lack of fixed route alignment and scale of forecast traffic change prevents certainty on a number of impacts • Due to the various constraints, such as listed buildings and SSI's, there is limited capability to change the route without impacting on areas that may restrict the route or development.

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A428/A1303 Maddingley Road Corridor Scheme engagement plan

1. AIM

- 1.1. To engage with key stakeholders, the public and all interested parties in the consultation on proposals for improved bus priority along the A428 and Maddingley Road corridor.
- 1.2. To ensure that messages reach the widest audiences, that all voices are heard and that channels are enabled for excellent 2-way communications.
- 1.3. To provide unbiased, appropriate, timely, and clear information in plain English on the proposed options for the corridors.

2. ENGAGEMENT

- 2.1. Public Consultation – To be run from the start of September until late October.
 - Briefings for local representatives incl. Parish Councils and Residents' Associations
 - Briefings for key stakeholders, incl. interest groups and businesses
 - Press release/social media/web presence using www.greatercambridgecitydeal.co.uk
 - Survey/questionnaire
 - Public meetings and exhibitions in places along the consultation corridor
 - Displays for public events and to be left in public places
 - Direct mail/e-mail, parent-mail
 - Advertising incl. District magazines and parish newsletters
 - Information in libraries, GP surgeries and other places of interest with passing trade
 - Work with local schools and colleges
- 2.2. Post-consultation -
 - Analyse results
 - Advertise results through website, press release, direct mail/e-mail, local newsletters and magazines, social media.

3. KEY MESSAGES

- 3.1. The key messages for the A428 corridor will be layered over the background of the vision for the Greater Cambridge City Deal as a whole. The vision will be strong part of the consultation information so that people know how this project fits with other priorities for the City Deal.

- The Greater Cambridge City Deal (GCCD) brings together 5 organisations in a ground-breaking new partnership to create the conditions necessary to unlock the potential of Greater Cambridge.
- The City Deal aims to secure hundreds of millions of pounds of additional funding for investment in transport infrastructure to support high quality economic and housing growth over the coming decades. £100m of funding will be made available in the five years from April 2015. If certain conditions are met, we will be able to secure up to a further £200m from April 2020 onwards and up to a final £200m from April 2025 onwards.
- Significant new investment for transport infrastructure will be brought to the area through the Greater Cambridge City Deal. Funding will be used to make it easier to get to work, and to move between the business and research centres. More sustainable transport methods will be prioritised by increasing road space for pedestrians, cyclists and public transport users and enabling more people to use public transport for at least some of their journey.
- The City Deal will aim to deliver the development strategy for Greater Cambridge contained in the submitted Cambridge and South Cambridgeshire Local Plans and the supporting transport infrastructure identified in the Transport Strategy for Cambridge and South Cambridgeshire.
- The City Deal will provide a huge boost for the local economy, and will kick start development and the creation of jobs by significantly improving accessibility and journey times.
- **Cambourne to Cambridge bus priority aims to deliver high quality passenger transport, in terms of reliability, frequency and speed, complemented with excellent cycling and pedestrian facilities.**
- High quality bus priority measures will provide an easy, fast and reliable route into Cambridge for those who live in the west of the County and travel in to the City.

3. QUESTIONNAIRE/SURVEY

- 3.1. The questionnaire will break the scheme options into tranche 1, the section from the A428/A1303 roundabout to the end of Maddingley Road, which has funding for delivery before 2020, and tranche 2/3, the section from Caxton Gibbet to the A428/A1303 roundabout, which does not yet have funding set against it.
- 3.2. The questionnaire will ask for respondents to display their views on a sliding scale of support, on three potential options for each tranche.

4. STAKEHOLDERS

- 4.1. We will be looking to consult with the whole corridor from St Neots to Cambridge to ensure that all commuters and road users in the County have a say, as well as local residents. We will also ensure that we separate this scheme from the A428 dualling being looked into by Highways England, in case the two are confused.

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**Report by the Chairman of the Greater Cambridge City Deal Joint Assembly
following its meeting held on 3 June 2015**

A428/A1303 Madingley Road Corridor Scheme options and approval to consult

A response from the Board is requested on the points and recommendations highlighted in bold, which are labelled **A to K** below.

The Assembly received questions from 9 members of the public about this proposed scheme indicating points of view, which though answered in our session, represent a number of themes of which the Board should be aware:

- That the funding of tranches 2 and 3 of the City Deal could be critical in enabling the Cambridge City and South Cambridgeshire Local Plans, given that it would make a key contribution to the sustainability of new and enlarged settlements detached from the city, about which the Planning Inspector has expressed concern. **(A) We noted this point and explained the importance of progress and delivery of our tranche 1 programme to the access to tranches 2 and 3 funding, which we would invite the Board to reaffirm.**
- That consultation on the schemes could be premature, as the sustainability of new and expanded settlements such as those envisaged along the A428 corridor appeared to have been challenged by the Planning Inspector examining the two Local Plans. It was our view that no inconsistency arose in relation to the kind of improvement represented by Options 1 (Madingley Mulch roundabout to the city) because it was needed even in current conditions. Greater clarity about the Local Plans was likely to be available before a decision was made about funding improvements represented by Options 2 (Caxton Gibbet roundabout to Madingley Mulch roundabout) because the Board under our recommendation had deferred funding until tranche 2 of the programme. **(B) We would invite the Board to give their view on this point.**
- A series of points in relation to the detail of the options recommended for consultation, including requests for more information, suggestions for alternative routes, emphasis on the importance of incorporating high quality cycling provision, the siting of park and ride sites, and the favouring or opposing particular options. We subsequently discussed these issues with our recommendations and observations to the Board indicated below.

Our own discussion echoed a number of the points in the public statements about the strengths and weaknesses of particular options, but it was our overwhelming view that all options should go forward for consultation to enable public input before further filtering was undertaken. As we had a rare opportunity to make a significant investment which we hoped would bring an enduring benefit, it was important to ensure that bold options were included for evaluation. We therefore recommend the Board to endorse the officers' recommendations:

(C) That it should:

- (i) note the findings from the initial engineering assessment and technical study;**
- (ii) approve the public consultation on the options as set out in the report;**
- (iii) agree to receive a report on consultation later this year on a preferred option, or options, for full business case development.**

We noted requests for greater clarity about the detail of the options. We understood from officers that the proposed initial consultation was to enable the selection of a concept and that further investment of resources in detailed design work would not be undertaken until a concept had been selected; at which stage a further wave of consultation would be undertaken. Accordingly, the options currently proposed for consultation were regarded as representative of the means by which better priority for bus transport could be secured, in order to stimulate public input, which could include suggested hybrids or further alternatives.

(D) We seek the Board's endorsement of this understanding and feel that emphasis should be made in the consultation exercise to ensure that this context is fully explained to the public.

Making an exception to the above, the Assembly resolved to make two recommendations to the Board in relation to the location of a new park and ride site near to the Madingley Mulch roundabout and the future of the existing Madingley Road park and ride site:

(E) That the Assembly recommends to the Executive Board that the public consultation should:

- (1) Include a question asking about the public's views on the optimum location for the new Park and Ride at Madingley Mulch**
- (2) Contain a discussion or analysis of the benefits/disadvantages of retaining/closing the existing Madingley Road Park and Ride site**

In relation to (1) above, the Assembly also discussed the possibility of better indicating the conceptual status of a new Park and Ride site at Madingley Mulch by not marking out on a map specific site or sites. And in relation to (2) above, the Assembly discussed the possibility of satisfying our recommendation by simply explaining the assumption of at this stage retaining the existing Madingley Road Park and Ride site.

The Assembly discussed the relationship of the proposed on- and off-line busway options to cycling provision. We obtained confirmation from officers that cycling and pedestrian provision would be made in the case of each option and its scope in each case would be indicated as part of the consultation process. **(F) We seek the Board's agreement to this.**

It was identified in our discussion that reliability was as important as journey time for the choices people made about mode of transport. As the approach underlying the City Deal investments is to encourage modal shift to public transport, officers undertook to ensure this was adequately reflected as a variable against each of the options going into consultation. **(G) We seek the Board's agreement to this.**

The Assembly discussed the overall project timetable incorporated in the officers' report and noting its length, wished to pressure-test it to see if it could be accelerated. We approved the following recommendation to which the Board is invited to respond:

(H) That the Joint Assembly recommends to the Executive Board that the public consultation should instruct officers to produce a revised timetable based on 'approval of the City Deal Executive Board final scheme' being in May or October 2016, rather than December 2016 as currently shown, and explain what would need to change to achieve this timetable for the Executive Board to consider

In relation to the process of developing detailed designs following the initial public consultation, the Assembly approved the following recommendation to which the Board is invited to agree:

(I) That the Joint Assembly recommends to the Executive Board that the public consultation should establish an officer Project Board to develop the project and proposals agreed by the Executive Board, which would sit alongside a Local Liaison Forum to be established (as with other major projects) consisting of local County, City and District members, parish representatives and other key stakeholders, to exchange information and ideas on the project and ensure there was full information as it progressed. In addition to this, it may be appropriate to establish a task and finish Member Working Group for particular issues and the need for this should be established on an ad hoc basis.

The Assembly considered a number of other matters tangential to the launch of consultation on improvements to the A428/Madingley Road Corridor Scheme and approved the following recommendations to the Board on which its response is requested:

(J) That it should encourage Cambridge University (the freeholder of the existing Madingley Road Park and Ride site) to discuss with the City Council's Planning Department how the site might be developed for residential development (including for affordable housing, and all in a manner that reflects the aims and aspirations of the Greater Cambridge City Deal) if the Park and Ride was closed in the context of the opening of a new site at Madingley Mulch and if the existing site was to revert back to the University.

(K) That it should instruct officers to bring a report to the September cycle of Joint Assembly and Executive Board meetings containing an initial and high-level appraisal of the technical implications and costs of creating bus-only slip-roads:

- (i) at M11 junction 13: when turning off the A1303 (going east) onto the M11 (going south);**
- (ii) at the M11 junction 13: creating a bus lane alongside the existing sliproad off the M11, which would get priority treatment at the traffic lights;**
- (iii) at M11 junction 11: turning off the M11 (going south) between the existing farm and footbridge and the existing slip-road, then going round the corner of the farmland at Trumpington Meadows, running parallel to (and west of) Trumpington Road, and entering the Trumpington Road Park and Ride thence joining up to the Guided Busway.**

Agenda Item 10



Report To: Greater Cambridge City Deal Executive Board

18 June 2015

Lead Officer: Graham Hughes, Executive Director: Economy, Transport and Environment, Cambridgeshire County Council

Proposal for consultation on Cambridge City Centre access measures

Purpose

1. To outline for the Board proposals to develop a strategy for addressing the congestion that occurs regularly in Cambridge City. This will complement the other measures that have already been agreed by the Executive Board and follows the agreement of the Board to develop more radical proposals for Cambridge City.

Recommendations

2. It is recommended that the Board:
 - a) Approves the process for developing the strategy to address congestion issues in Cambridge City; and
 - b) Approves the development plans for an initial engagement exercise with key traffic generators in Cambridge City followed by a public consultation.

Reasons for Recommendations

3. Congestion is a significant issue within the morning and evening peak periods in Cambridge. In the long run, this will harm business and the environment. Any major new transport measures take a significant period of time to develop and implement and so work needs to start early on developing the proposals.

Background

4. The City Deal programme for the first five years, agreed by the Executive Board on 28 January 2015, contains a number of measures to address specific access issues into and around Cambridge. Alongside that, significant funding has been allocated to develop a City Centre Access Strategy. This will need to be developed with key businesses, stakeholders and the public.
5. The Executive Board agreed to an initial consultation to develop this strategy at its meeting on 27 March. It was noted that this should, if possible, be before the summer break to keep up momentum in developing the strategy. Themes for the measures that could be implemented in Cambridge were as follows:

- (a) More restrictions on movement – such as the current access controls through the Core Traffic Scheme (e.g. rising bollards);
 - (b) Demand management – which could be fiscal (such as workplace parking levies) or physical (such as additional parking restrictions);
 - (c) Capacity enhancement – for example further bus priorities, which are likely to be at the expense of capacity for cars in the most central areas; and
 - (d) Behavioural measures – to encourage use of other modes of transport.
6. Since that point, Officers have been looking at development of the strategy options and the consultation and this report contains recommendations based upon that work.

Addressing congestion issues in Cambridge

7. It is important that any measures for managing congestion in Cambridge are well thought out before implementation and are focussed on addressing the specific issues the City faces. Whilst some more radical measures than those already implemented may be needed, it is important that any such measures target the areas with the greatest problems, promote the economy of the area and benefit the environment. It is also recommended that before any specific 'hard infrastructure' measures are implemented, options for addressing the problem, particularly through behavioural change, are investigated.
8. Following consideration by officers, it is therefore proposed that a three stage approach to the development of this strategy be followed. An initial workshop of Assembly and Board members will be held during June, informed by work undertaken so far on the extent of the problem and some new analysis of the current level of congestion. This will be followed by engagement with a range of the largest traffic generators in the city such as major employers and academic institutions, schools and retailers. This will seek to develop plans with them on how their actions can address the congestion problems and what measures will need to be introduced in addition, through the City Deal. It is expected that this will take place late September and into October.
9. Following that, it is proposed that a wider public consultation exercise be undertaken to test the developing solutions. Implementation of an agreed strategy will take place over at least the first five years of the City Deal programme and a series of shorter and longer term measures is likely.

Implications

10. In the writing of this report, taking into account financial, legal, staffing, risk management, equality and diversity, climate change, community safety and any other key issues, the following implications have been considered:

Financial

Funding for measures to address congestion in Cambridge is included in the initial five year allocation agreed by the Executive Board. Further funding may be required and depending on the development of the strategy and the measures agreed, this could be achieved by either reallocation of funding within the first five years or allocation of funding from later allocations.

Staffing

Additional staff are likely to be required to deliver this work and this can be funded through the City Deal allocation.

Risk Management

It is necessary to develop a robust and effective package of schemes to provide the greatest impact on economic growth. In the long term, as identified in the original City Deal bid, if congestion problems in and around Cambridge are not addressed, the level of economic growth may diminish and the full potential of the area may not be realised.

In terms of delivery, it is vital that full engagement with stakeholders is undertaken to ensure the vision that is developed matches the needs of local people and businesses. If this work is not undertaken, schemes may be delayed or may not be deliverable.

Climate Change

The City Deal programme is based on the development of sustainable modes of transport which should deliver climate change benefits.

Background Papers

Greater Cambridge City Deal Joint Assembly 12 January 2015 paper and appendices on 2015-20 prioritised infrastructure investment programme:

<http://scambs.moderngov.co.uk/ieListDocuments.aspx?CId=1073&MId=6512&Ver=4>

Greater Cambridge City Deal Joint Assembly 12 January 2015 draft minutes:

<http://scambs.moderngov.co.uk/documents/g6527/Printed%20minutes%20Monday%2012-Jan-2015%2015.30%20Greater%20Cambridge%20City%20Deal%20Joint%20Assembly.pdf?T=1>

Greater Cambridge City Deal Executive Board 28 January 2015 draft minutes:

<http://scambs.moderngov.co.uk/documents/g6529/Printed%20minutes%20Wednesday%2028-Jan-2015%2014.00%20Greater%20Cambridge%20City%20Deal%20Executive%20Board.pdf?T=1>

Report Author: Graham Hughes – Executive Director: Economy, Transport and Environment
Telephone: 01223 715660

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**Report by the Chairman of the Greater Cambridge City Deal Joint Assembly
following its meeting held on 3 June 2015**

Proposal for consulting on Cambridge City Centre access measures

The Assembly welcomed this report and encourages the Board to approve the officers' recommendations:

That the Executive Board:

- (a) approves the process for developing the strategy to address congestion issues in Cambridge City.**
- (b) approves the development plans for an initial engagement exercise with key traffic generators in Cambridge City followed by a public consultation.**

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Agenda Item 11



Report To: Greater Cambridge City Deal Executive Board

18 June 2015

Lead Officer: Alex Colyer - Housing Workstream

Business Case for the formation of the Greater Cambridge City Deal Housing Development Agency

Purpose

1. To consider the Business Case for the formation of the Housing Development Agency (HDA).

Recommendations

2. It is recommended that The Board note and comment on the HDA Business Case.

Reasons for Recommendations

3. At the last meeting the Board approved funding of £200,000 in 2015/16 and £200,000 in 2016/17 to support the establishment of a City Deal Housing Development Vehicle now called the Housing Development Agency. The Board also requested a report to this cycle of meetings of the Joint Assembly and Executive Board, setting out the detailed business case for the proposal prior to consideration by the three partner Councils for decision

Executive Summary

4. The Housing Development Agency is proposed as an operational model through which the City Deal partners' collective resource in terms of land, finance and staff skills can be applied to complement the market driven housing development process and to smooth the peaks and troughs of market delivery.
5. As well as efficiency, there is the opportunity for the Housing Development Agency to deliver additional housing by working up schemes and partnerships around land and funding that would not otherwise happen.
6. The Business Case proposes a transition from existing small in-house teams managed independently by local authority partners to a single shared service model that will quickly deliver robust team capacity corralled to achieve a common purpose.
7. A target date to achieve a shared service is April 2016. In the interim it is proposed to establish an officer Board to oversee the transition that will fit with the governance structure for shared services that is emerging across the local authorities and from as early as August 2015 use a combination of existing staff and bought in resources to deliver the existing projects and programmes.

Background

8. 33,000 new homes are planned by 2031 in the draft Cambridge and South Cambridgeshire Local Plans. The delivery of these homes is dependent on market forces and as such represents a risk to the City Deal's objectives.
9. To complement market driven housing the Business Case for the Housing Development Agency is based on a target programme of the delivery of at least 4,000 homes by 2031 which equates to an average of 250 homes per year.

Considerations

10. The detailed Business Case is shown as an Appendix.

Options

11. Three ways of setting up the HDA are illustrated in the Business Case. The preferred option is Option 2, the Shared Service Model, as this is the quickest way for the HDA to become operational. This model will quickly deliver robust team capacity corralled to achieve a common purpose minimising due diligence in respect of human resource and legal work associated with the set-up of a new legal company structure. This would not preclude a move to Option 3 in due course which is the establishment on a wholly partner owned company.

Implications

12. In the writing of this report, taking into account financial, legal, staffing, risk management, equality and diversity, climate change, community safety and any other key issues, the following implications have been considered: -

Financial and other resources

13. The Business case demonstrates how the HDA will be financially self-sustaining within three years.

Staffing

14. Due process will need to be followed in respect of any existing staff that transfer to the HAD.

Risk Management

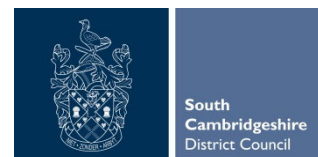
15. The Business Case illustrates headline risks in establishing the HDA.

Background Papers

Appendix A – Business Case for the formation of the Greater Cambridge City Deal Housing Development Agency.

Report Author: Alan Carter – Head of Strategic Housing,
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Telephone: 01223 457948



Greater Cambridge City Deal Housing Workstream

BUSINESS CASE FOR THE FORMATION OF THE GREATER CAMBRIDGE CITY DEAL HOUSING DEVELOPMENT AGENCY.

Version History

Version	Date	Description
1.0	13 April 2015	
2.0	22 April 2015	
3.0	5 May 2015	
4.0	8 May 2015	Draft for CEOs
5.0	26 May 2015	Assembly Final

	Page
1.0 Executive Overview	3
2.0 The Purpose of the Housing Development Agency	3
3.0 Housing and Economic Success	4
4.0 Objectives	5
5.0 The Benefits of the Housing Development Agency	6
6.0 The Operation and Financing of the Housing Development Agency	6
7.0 Transition from Existing Staffing to Target HDA Team	8
8.0 Governance Models and Option Appraisal	9
9.0 Risks and Issues	12

1.0 Executive Overview

33,000 new homes are planned by 2031 in the draft Cambridge and South Cambridgeshire Local Plans. The delivery of these homes is dependent on market forces and as such represents a risk to the City Deal's objectives.

The Housing Development Agency is proposed as an operational model through which the City Deal partners' collective resource in terms of land, finance and staff skills can be applied to complement the market driven housing development process and to smooth the peaks and troughs of market delivery.

As well as efficiency, there is the opportunity for the Housing Development Agency to deliver additional housing by working up schemes and partnerships around land and funding that would not otherwise happen.

The Business Case for the Housing Development Agency is based on a target programme of at least 4,000 homes by 2031 which equates to an average of 250 homes per year.

The Business Case proposes a transition from existing small in-house teams managed independently by local authority partners to a single shared service model that will quickly deliver robust team capacity corralled to achieve a common purpose.

A target date to achieve a shared service is April 2016. In the interim it is proposed to establish an officer Board to oversee the transition that will fit with the governance structure for shared services that is emerging across the local authorities and from as early as August 2015 use a combination of existing staff and bought in resources to deliver the existing projects and programmes.

2.0 The Purpose of the Housing Development Agency

CITY DEAL LED HOUSING DEVELOPMENT

- 2.1 The housing development process is market led with much Affordable Housing tied to the delivery of market housing through Planning policy. In the negotiations prior to the City Deal it was highlighted that to rely solely on private developers and house-builders and partner Registered Providers (housing associations) to deliver the Local Plan housing numbers, was a risk to further economic growth and therefore a risk to the City Deal. The complete collapse of new market house-building and consequential lack of provision of Affordable Housing during the 2008 economic downturn is evidence of this point.
- 2.2 The main housing 'asks' of central government under the City Deal were about additional public funding and greater flexibility to apply funding to deliver greater certainty that the new housing required will be provided. In other words, to have some public led delivery to complement the market driven housing development process and to smooth the peaks and troughs of market delivery.
- 2.3 The housing 'asks' were not agreed. Despite this, and continuing efforts to lobby for greater financial freedoms, the concept of a Housing Development Agency (HDA) has evolved as an operational model through which the partners' collective resource in terms of land, finance and staff skills can be applied to the optimal benefit of the wider City Deal objectives.

- 2.4 The purpose of the HDA is therefore to be a shared agency, governed by the local authority partners to the City Deal that will bring together a team with the required skills; knowledge and experience to efficiently and effectively;
- a. Make best use of land and funding made available by the City Deal partners to deliver new housing
 - b. Acquire new housing land and deliver additional housing through innovative partnership and funding mechanisms
- 2.5 The HDA is not intended to own assets. However, there is the potential for a whole range of joint venture arrangements and development agreements to emerge led and facilitated by the HDA. These would combine the City Deal partners' resources to attract private finance investment and potentially involve other landowners, house-builders and developers and Registered Providers. As well as efficiency, there is the opportunity for the HDA to deliver additionality by working up schemes and partnerships around land and funding that would not otherwise happen.
- 2.6 The establishment of a the HDA now will also ensure the City Deal partners are well placed to utilise and apply quickly any new resource or financial freedoms that may emerge in future.

3.0 Housing and Economic Success

THE HOUSING ISSUE – A REMINDER

- 3.1 The reason why a housing dimension was considered as central to the City Deal is clearly illustrated in the following extracts from the negotiating document produced in 2013.
- “...(economic) success to date has created housing supply & affordability constraints, and chronic transport congestion, that threaten to choke off further economic growth”
- “Shortage of available and affordable housing within reasonable journey time of key employment centres - this has driven unsustainable housing prices (purchase and rental), meaning that many key workers cannot afford to live in, or within reasonable journey times of, our key job sites.”
- “We need to achieve:
The right number, types and tenures of housing (market, rented, social), in the right places, well-connected to employment centres (both virtually and physically), so that workers can find the housing they need, and can get to work to take up the jobs essential to economic success.”
- 3.2 The following headline key market indicators show that two years on, housing locally is increasingly less affordable;
- Average house prices Cambridge (Dec 14) - £428,251 (up 12% in a year)
 - Average house prices South Cambs (Dec 14) - £354,719 (up 15% in a year)
 - Lower quartile house prices in Cambridge are 15.7 times lower quartile incomes
 - Lower quartile house prices in South Cambs 11.1 times lower quartile incomes

- Market rents have increased by about 3 to 5% in across Greater Cambridge over the last 12 months although rents of 2 bed properties in Cambridge have increased by nearer 10%.

(Source: Cambridge Sub-Region Housing Market Bulletin – April 2015.)

- 3.3 The two local planning authorities (Cambridge City and South Cambridgeshire) have provided for an additional 33,000 new homes by 2031 in their submitted local plans, currently going through examination in public. 13,200 of the new homes are required to be Affordable Housing.

The local need and planned supply of new housing is not repeated here in full but is illustrated in the following documents;

Cambridge Sub-Region Strategic Housing Market Assessment 2013

www.cambridgeshireinsight.org.uk/housing/shma/shma-current-version

Local Plan Review Documents

www.cambridge.gov.uk/local-plan-review

www.scambs.gov.uk/services/local-plan

4.0 Objectives.

1,000 NEW HOMES.....and more

RIGHT HOUSES - RIGHT PLACE - RIGHT TIME

- 4.1 To complement the current market led delivery of housing and to drive certainty into the delivery of new housing, together with the prospect of delivering more homes into the future, will require a collective shift in thinking and action to achieve. The HDA will be the focus for the energy and imagination that is needed for this public sector drive to make sure the right houses are provided in the right place at the right time to support the growth of Greater Cambridge.
- 4.2 The following objectives are therefore proposed for the HDA;
- a. To deliver the commitment contained within the City Deal to deliver an additional 1,000 dwellings on exception sites by 2031.
 - b. To deliver the new homes identified in Cambridge City Council and South Cambridgeshire District Council approved Housing Revenue Accounts new build strategies – approximately 2,000 new homes.
 - c. To deliver new homes for Ermine Street Housing, the new private limited company created by South Cambridgeshire District Council, subject to the approval of its long term plan – potentially approximately 1,000 new homes. (The City Council is also currently considering the investment of General Fund capital in Intermediate Housing)

- d. To act on land and funding opportunities proposed by the County Council and the University and Colleges meeting aspirations to retain a long term stake in any development and the draw down of revenue income streams.

4.3 Taken together this represents a build programme of at least 4,000 homes with the potential to deliver up to 8,000 if the land and funding opportunities allow. Over a 16 year period to 2031 4,000 homes equates to 250 homes per year which is the target rate of delivery used in this HAD Business Case.

5.0 The Benefits of the HDA

WHAT DIFFERENCE WILL THE HDA MAKE?

- 5.1 Both Cambridge City and South Cambridgeshire District Councils have a need to deliver their own Housing Revenue Account (HRA) build programmes. The early stages of these developments have involved a relatively small but a growing number of properties and have been delivered by a small in house team together with support from external agencies to help provide the technical advice and assistance required to take schemes forward.
- 5.2 The County Council need to identify development partners to unlock the potential of their land holdings. The volume of new builds to be delivered through HRA funding is projected to grow exponentially requiring extra staff resources which would push up staffing costs to both councils in addition to paying fees to external agencies. In addition the same technical skills will be required to take forward the build programme of the County Council, Ermine Street Housing, and other emerging City Deal Joint Ventures (JVs) or Special Purpose Vehicles (SPVs), including the recent proposal for the city council to invest General Fund (GF) capital in housing, Ermine Street Housing
- 5.3 The establishment of the HDA would enable the effective and efficient delivery of these various new build programmes and avoid duplication of skills within small fragmented teams. As the new housing programmes ramp up and the team increases in capacity there will be less reliance on external consultants. The HDA would ensure good project management and control over costs as well as generating a potential revenue surplus for the City Deal partners.
- 5.4 To repeat, as well as efficiency, there is the opportunity for the HDA to deliver additionality by working up schemes and partnerships around land and funding that would not otherwise happen.

6.0 The Operation and Financing of the Housing Development Agency

SCHEMES = FEES = HDA TEAM CAPACITY = FEES = SCHEMES

- 6.1 There are three inter-related factors that will dictate the operation and financing of the HDA. Operational (revenue) costs can be covered by fees charged to each (capital) development scheme. The operational income will therefore be dependent on the number of schemes that the HDA is managing. The number of schemes that can be managed will, in turn, be

dependent on the HDA team capacity (skills, knowledge and experience) available. An understanding of this circular relationship between number of schemes; fee income and Agency team staff capacity is fundamental to the Business Case and how the HDA is sustainable in the long term.

- 6.2 It should be noted that in practice a variable fee structure will apply depending on the type of scheme and the input required by the HDA to manage the scheme's delivery. For the purposes of the Business Case a flat rate 3% fee has been assumed.

6.3 Target Schemes and Homes

The delivery of the minimum 4000 new homes set out in 3 above equates to the completion of an average 250 per year.

6.4 Target Fee Income

The completion of 250 new homes a year would generate an annual income for the HDA of £1,350,000 based on the following assumptions;

Unit Cost - £180,000 per unit
Annual Capital Cost - £45m
Fee – 3% of Capital Cost

6.5 Target HDA Team

The following HDA team is proposed to deliver at least 250 new homes a year. The HDA team would need to operate flexibly over the Greater Cambridge area but it is anticipated that each City Deal partner would have a senior person in the HDA as their 'account' manager.

Managing Director – overall managerial responsibility for the delivery of the City Deal objectives

Assistant Director – assist the Managing Director to develop and manage the HDA and assist with new business opportunities. Lead the delivery of some projects.

2 x Housing Development Managers – lead the delivery of teams and projects

3 x Housing Project Officers and Planning Officer – project manage schemes with the assistance of Trainees as directed by the managers.

3 x Trainee Project Officers – assist the project management of schemes

Commercial Director – lead on the marketing and sales of intermediate housing and where applicable market housing products delivered through the HDA.

2 x Sales and Development Administrator - peripatetic administrative support for the HDA

Appendix 1 shows the skill and knowledge set required within the HDA Team in relation to the housing development process that it will manage.

- 6.6 The HDA team fully costed equates to a fee charge of approximately 2% of capital development cost on 250 new homes based on the assumptions in 4.3 above. Assuming an average 3% fee allows a 1% charge to cover other specialist development costs such as up-front legal costs; procurement costs; specialist planning advice etc. with any surplus recyclable to pump-prime further activity.

Appendix 2 shows the target HDA team and specialist development costs, fully costed.

7.0 Transition from Existing Staffing to Target HDA Team

TRANSITION

- 7.1 This section of the Business Case will explain why pump-priming of £400,000 is essential to build on the capacity of the existing staff teams to deliver the target number of new homes. It is important to understand three key accounting practices that will apply to the HDA as follows;
- Fees cannot be charged for revenue costs incurred if a scheme does not proceed.
 - Fees cannot be charged for more than the actual revenue costs incurred
 - It is the practice of the social housing development sector to draw down fees at two stages in a scheme – once the construction has started on site and when the construction has completed.

Points a. and c. above in particular mean that taken in isolation the project management cost of each scheme runs with an operational revenue deficit until the scheme reached near completion. However, once a programme of schemes is established the aggregation of fee income and timing of fees received results in a sustainable Business Plan.

- 7.2 Helpfully we are not starting from a zero base in terms of schemes, fee potential and staff. The City Council has an established new build programme and staff team; South Cambs DC has its Property Company and a significant list of development sites and the County has at least two major development sites that have been approved to be brought forward. The University and Colleges have expressed an interest in developing some of their land or investing funding using the HDA.

- 7.3 **Existing Schemes** – The following table provides a summary of committed schemes and known potential schemes that could be delivered through the HDA.

New Homes by Year of Completion	2015.16	2016.17	2017.18
City Council	78	161	86
SCDC	35	64	58
Total	113	225	144

The above does not include the known potential County sites at Worts Causeway and Burwell as these will not complete until 2018.19 at the earliest.

Appendix 3 provides more detail of committed schemes and known potential schemes.

- 7.4 **Immediate Fee Potential** – The schemes shown in 4.4 above would generate the following fee income.

Fee Income	2015.16	2016.17	2017.18
City Council	£357,020	£261,791	£458,100
SCDC	£53,604	£160,931	£329,357
Total	£410,624	£422,722	£787,457

7.5 Transition from Current Staff Capacity the HDA Team

The following is a summary of the existing staff capacity within the district councils.

Housing Development Manager (City)
Housing Development Officer (City)
Trainee Housing Development Officer (City)
Housing Development Manager (SCDC)
Plus miscellaneous staff that contribute to the housing development function

Appendix 2 shows the target HDA Team.

The following table summarises the transitional costs and income to move from the current staff capacity in 2015.16 to the target HDA Team in 2017.18 that is self-sustaining through fee income. The table shows that as well as no longer relying on City Deal funding, the HDA has the potential to generate a surplus in 2017.18.

	2015.16	2016.17	2017.18
(A) HDA Staff Team Cost	£439,314	£547,334	£640,225
(B) Specialist Development Costs eg up-front legal; procurement; specialist consultant etc.	£171,310	£75,388	£80,000
(C) Fees Income (charged to capital projects)	£410,624	£422,722	£787,457
(D) City Deal Funding	£200,000	£200,000	£0
Balance (A+B)-(C+D)	£0	£0	£67,232 (Surplus)

8.0 Governance Models and Option Appraisal

GOVERNANCE

- 8.1 There is a spectrum of models through which the HDA could be governed as illustrated by following headline SWOT analysis of three options.

In either model it is important to state that the control of each project specification, budget and approval remains with the land owning partner unless it is agreed otherwise.

- 8.2 The recommendation is to move as quickly as possible to Option 2, the Shared Service Model. The recommendation is made on the basis that this will be the quickest route to establish the robust team capacity needed to achieve a common purpose and will minimise the due diligence in respect of human resource and legal work associated with the set-up of a new legal company structure. This would not preclude a move to Option 3 in due course.
- 8.3 A target date to achieve a shared service is April 2016. In the interim it is proposed to establish a HDA Board to oversee the transition to the full shared service. The HDA Board will fit within the wider governance structure for shared service that is emerging across the local authorities. From August 2015 consideration will be given to secondment of staff into the shadow HDA structure and to buy in other resource on a temporary basis to deliver existing projects and programmes.
- 8.4 The operation of the HDA is not location dependent. It is proposed that a core office base be established but that the HDA Team would be peripatetic.
- 8.5 **Option 1 - Collaborative Model**

Under this model all staff remain with their partner authorities and operate primarily to deliver their host authority projects. City Deal partners agree to co-operate to ensure as far as is possible that partner operations do not conflict and are not counter-productive to the delivery of the City Deal housing objectives.

Strengths

- There would be no set up or costs associated with reorganising the staff teams.
- Decision making on the prioritisation of their projects would clearly remain with each partner.

Weaknesses

- Each partner authority is likely only to be able to afford small and therefore less robust staff teams with built in inefficiencies in terms of management and structure.
- It will be harder for each partner to recruit the wide range of skills required in an effective staff team
- There is the potential that partners will compete for same staff

Opportunities

- No obvious opportunities that are unique to this model

Threats

- Working collaboratively, but still independently, partner housing development programmes will be less flexible to adapt to any significant change in the external policy or funding environment.

8.6 Option 2 - Shared Service Model

Under this model the staff team would be brought together within a single management structure. There would be a legal agreement between the partners to capture the common purpose and objectives of the shared service, with a governing body with representation from the three local authorities overseeing its operation. One partner would need to be appointed to lead the shared service.

Strengths

- Having a single staff team will generate management and operational efficiencies.
- The collective staff resource of the partners will be focused on delivering the housing objectives of the City Deal.
- Recruitment and retention will be aided by the focus on the common objectives.
- Monitoring of outputs and outcomes will be aided by the presence of a single governing body.
- This model fits with the emerging governance structure for a number of other shared services already set up or being worked on by partners.

Weaknesses

- There will be up-front costs to bring existing staff together in a single structure.
- Unless thought through thoroughly from the outset, it will complex to bring the shared service to an end.

Opportunities

- A single, larger shared housing development agency will have a greater presence in the development market place and would be better placed to deliver the additionality of working up schemes and partnerships around land and funding that would not otherwise happen.
- This model lends itself as a practical transitional model to use to ease the move from current management and organisation of the partners current programmes.

Threats

- No obvious threats that are specific to this model.

8.7 Option 3 - Wholly Partner Owned Local Company Model

Strengths

- Having a single staff team will generate management and operational efficiencies.
- The collective staff resource of the partners will be focused on delivering the housing objectives of the City Deal.
- A pay and conditions structure can be implemented that is in tune with market and will aid recruitment and retention.
- Monitoring of outputs and outcomes will be aided by the presence of a single governing body.

Weaknesses

- There may a perception that the Company is too far removed from the democratic decision-making process.

Opportunities

- There may be Tax advantages but these will need to be worked through once the HDA is established.

Threats

- No obvious threats that are specific to this model.

9.0 Risks and Issues

RISK AND MITIGATION

Risk	Mitigation
National policy imposing further restrictions on local authority direct delivery of new housing eg restrictions on setting up companies to avoid RTB.	Lobbying of government through City Deal and Devolution debates.
Delay in completion of schemes results in fee income not being achieved.	Careful planning of the timing of the programme of schemes. Close systematic monitoring of scheme progress. Having a larger programme of schemes will lessen the impact of the slippage in the programme.
Difficulty in recruiting the skilled and experienced personnel required in a competitive market.	The profile and robustness of the HDA will represent a better offer to attract staff. Investigate application of market supplement to local authority pay structure.
Perceived lack of control of land owning or funding City Deal partners.	Land owning or funding City Deal partners retain of project specification, budget and approval. Project delivery monitored by Board.

End

Appendix 1

Greater Cambridge Housing Development Agency – The Development Process and Skills and Knowledge Input

Development Stages	Skills and Knowledge Required
Site Identification – Development land audit; initial development feasibility and constraints mapping, legal title and legal searches; land assembly and acquisition. Process to capture both new opportunities and prioritisation of schemes.	Negotiation skills re land acquisition Local Plan and planning process including ‘exception sites’. Legal rights as they apply to land Land conveyancing Site services required for a housing development Access, site location and appreciation of other site constraints and opportunities.
Development Brief – Lead partner’s requirements for the site (or programme of sites) – desired outcomes and outputs for the development – financial (capital and revenue); use; built form and standards; and risk appetite. Milestone Decision	Partner policies and procedures Appreciation of the political dimension Risk assessment
Development Option Appraisal – Indicative scheme layouts within density and planning policy parameters. Detailed constraints mapping, topographical and ground and site surveys. Impact of different disposal and development options on value and financial viability - including evaluation of procurement routes and required development partners. Risk assessments including tax implications. Milestone Decision	Affordable Housing sector and options to deliver. Understanding range of development consultants and the services they offer. Expert in assessing financial viability of housing development. Legal options for land disposal eg outright sale, development agreement, joint venture etc. Public sector procurement. Appreciation of tax and state aid law. Finance options.
Implementation of Preferred Development Option – Dependent on selected option, procurement route and selected development partners, progression of detailed scheme design	Risk management. Commercial negotiation Sustainable Housing Standards.

and land disposal and construction contracts including development of lead partner's specification. Any required procurements to implement the above including financial and other checks of partners. Pre-application discussions with planning authority and achievement of planning approval. Finalise scheme viability assessment and scheme budget. Negotiation of final legal terms of contract.	Understanding of planning framework and critical pre planning information. Commissioning of external consultants including design team. Health and Safety considerations Critical analysis and evaluation of legal agreements
Construction Stage – Management of build contract, build quality, cost control and required variations.	Technical and construction knowledge. Knowledge of build contracts. Contract management and Cost control.
Handover into Use and Occupation – As built drawings. Building equipment operational manuals. Defects period. Estate management strategy; establishing rents and service charges. Marketing and sales of intermediate housing and market housing options. Letting of other retail and commercial uses and transfer into community uses where applicable. Transfer of public realm and highway into management and maintenance.	Internal customer relationships. Promotion, Marketing and Sales
Community and stakeholder consultation – To be undertaken at any stage of the development process as required and appropriate to the scheme.	Presentation and communication skills
Partnership Working -	Strategic approach to networking New business relationship management Key networks eg HCA/local developers/Registered Providers
General	Schemework audit and monitoring systems Valuations for accounting purposes

Milestone Decisions – The authority of the lead partner to proceed will be required at different stages of the development process. The ‘milestone’ decisions will vary from scheme to scheme and will need to be agreed as part of the Development Brief for each scheme. The above schedule shows some indicative point for Milestone Decisions for illustrative purposes.

Key Skills and Knowledge Required by Position – The list below is not exhaustive and a general level of understanding of the development process will be required across all positions. The list provides a flavour of the key skills and knowledge that differentiates the input at different positions.

Managing Director - overall managerial responsibility for the delivery of the City Deal objections.

- New business relationship management
- Partner policies and procedure and appreciation of the political dimension
- Risk assessment
- Legal options for land disposal eg outright sale, development agreement, joint venture etc.
- Finance options
- Commercial term negotiations

Assistant Director and Housing Development Managers – Partner account managers

- New business relationship management
- Partner policies and procedure and appreciation of the political dimension
- Risk assessment
- Legal options for land disposal eg outright sale, development agreement, joint venture etc.
- Finance options
- Commercial term negotiations
- Procurement

- Critical analysis and evaluation of legal agreements
- Project management and team management

Housing Project Officers and Planning Officer and Trainees – Project management

- Local Plan and planning process including 'exception sites'
- Site appraisal
- Financial viability assessment
- Collation of critical pre planning information
- Commissioning of external consultants including design team.
- Health and Safety, technical and construction considerations .
- Build contract management and cost control.
- Internal customer relations .

Commercial Director

- Marketing intermediate housing and market housing products
- Sales strategy
- Promotion and communication strategy for the HDA

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**Report by the Chairman of the Greater Cambridge City Deal Joint Assembly
following its meeting held on 3 June 2015**

**Business Case for the formation of the Greater Cambridge City Deal Housing
Development Agency**

Members of the Assembly welcomed this report which it was felt met its earlier request for this further level of detail.

Members noted that the proposed body remained, as originally conceived, a shared delivery vehicle for initiatives brought to it by the partner councils or potentially others; not a body with an independent agenda of its own.

The report was noted.

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Agenda Item 12



Report To: Greater Cambridge City Deal Executive Board

18 June 2015

Lead Officer: Graham Hughes, Executive Director: Economy, Transport and Environment
Cambridgeshire County Council

Proposal for developing the City Deal Skills Service

Purpose

1. This report outlines proposals for a Skills Service for the Greater Cambridge area. The proposals have been produced by a working group consisting of Assembly and Board members.
2. The Skills Service will help to achieve the City Deal objective of promoting at least an additional 420 apprenticeships in key areas of need over the first five years of the deal and generally increase the employability of young people.

Recommendations

3. The Executive Board is recommended to:
 - adopt the model of the Skills Service and its governance described in this paper; and
 - request that officers establish it so that it can start work at the beginning of the next academic year (September 2015).

Reason for Recommendation

4. Creation of a Skills Service is one of the key outputs that partners have agreed as part of the City Deal. The Executive Board requested that a working group be set up to develop a proposal for the Skills Service and following two meetings of that group, the proposal contained in this paper has been developed.

The proposed Skills Service

5. Following discussion at the Executive Board meeting, a working group of Assembly and Board members have considered options for the proposed City Deal Skills Service. The group consisted of Cllr Tim Bick (Cambridge City Council), John Bridge (City Deal Board Member), Cllr Noel Kavanagh (Cambridgeshire County Council), Andy Williams (Astra Zeneca), Claire Ruskin (Cambridge Network), Anne Constantine (Cambridge Regional College), Neil Darwin (Greater Cambridge Greater Peterborough Enterprise Partnership), Anne Bailey (Cambridge Area Partnership), Graham Hughes and Lynsi Hayward-Smith (Cambridgeshire County Council).

6. The purpose of the service will be to improve the employability of all students in Greater Cambridge area schools and colleges through active engagement with employers. To deliver this, it will be measured on its tangible achievement of the following core purposes and will:
- sustainably develop students' careers awareness, particularly as it links with related subject choices;
 - facilitate opportunities to improve their employability and entrepreneurial skills;
 - work with schools, colleges, learning providers and businesses to close the gap between the necessary and available workforce;
 - focus on increasing the numbers of apprenticeship starts, particularly in the strategically important STEM sectors;
 - focus on improving gender diversity; including specifically the achievement of the initial target agreed within the City Deal;
 - focus on future business requirements.

The Approach

7. The Skills Service will enable schools, colleges and businesses to find each other in a way that is currently hit and miss and where contacts are unevenly distributed. For schools, it provides the chance to draw on new and additional resource that will inspire, inform and motivate students and it enables businesses to invest in the future workforce, future suppliers or future customers, and to contribute to community well-being and social cohesion. The benefits from participating are shared by schools and employers.

The Business Model

8. The Service will act as an integrator: facilitating connections between schools, colleges and employers in order to guide students from education into working life; designing curricula that fit business needs; gathering and sharing information on labour market trends and employer requirements; helping young people think more strategically about their futures; and providing activity programmes that offer students opportunities to improve their employability and careers awareness. The activities of the Skills service for primary and secondary schools as well as post 16 will be measured and evaluated in order to improve quality and impact and include the following:
1. Career fairs: Businesses will be invited to exhibit their company together with other businesses. Students will be able to freely engage and talk to the companies of interest, learning about different career paths offered and the concept of entrepreneurialism.
 2. Career carousels: A group of business will be invited to run workshops or discussion groups with the students in question. This provides an opportunity for students to learn about specific careers in more depth.
 3. Mock interviewing and CV writing events (primarily for older students). The goal is to ultimately increase their employability at the time of application.
 4. Subject related guest lecturers. Businesses visit a lesson, demonstrating how curriculum content is applied in their work
 5. Business trips: visiting workplaces to explore possible career paths. These trips will be organized by subject area.
 6. Work experience placements-the service acting as a brokerage.
 7. Mentoring Scheme with the service acting as a broker between adult volunteers and interested students

8. Partnership brokerage, supporting the formation of partnerships between schools and businesses.
9. Digital platform, a recently developed website will enhance and facilitate the process of connecting school and colleges with resources and opportunities to prepare for life after leaving school or college. It will enable business and local enterprise to promote their offer to students.
10. Partnerships, it is intended to work with a wide range of partners including business membership organisations, professional organisations and with charities with whom there are overlapping objectives like STEM team East, Business in the Community etc.

Resources

9. To operate effectively, the service will need the following roles and expenditure. The costs of these on an annual basis.

Role	Purpose	Annual cost (£)
1x Senior Business Manager	Focus on directing the programme and building links to schools/colleges	57,769
2x Business/Education development role	Focus on developing business relationships and engagement, retain and build business support	102,348
1 Business Intelligence co-ordinator	Focus on obtaining and securing business intelligence to drive the activity	46,102
1 x additional administrator Back office including, marketing, accounts and administration	Explore potential to share LEP existing back office functions	26,737
General overheads	Insurance/IT support/OP/payroll etc	11,000
Marketing		12,000
Total cost		£255,956

10. In the first year, the service will also require start-up costs which will include basic equipment such as laptops, phones, stationery. It is expected that those working in the service will operate flexibly and generally not have an office base so no costs for that have been included.
11. Funding for the service will come from a variety of sources. The Enterprise Partnership has agreed to contribute £50,000 per year. The County Council can contribute one post in kind valued at £50,000 and efficiencies by joining the service up with the existing Skills Service operated by the Enterprise Partnership will generate savings of £25,000. The net cost that it is expected will be funded by the City Deal pooled funding is therefore £130,956.

Management and Governance

12. It is proposed that the Service will be managed within the existing LEP Skills Service and it will link to the service in place in the North of the county with potential to share back office costs and a local team delivering.

13. It is proposed that overall accountability for the service will sit with the Executive Board which will receive regular reports on progress and set overall objectives. Routine monitoring of the progress of the service against the achievement of the core purposes will be undertaken by an Advisory Group comprising the City Deal Assembly sub-group members as listed in paragraph 5 above.
14. With the agreement of the Executive Board, the service could be up and running for the start of the next academic year (September 2015).

Implications

15. In the writing of this report, taking into account financial, legal, staffing, risk management, equality and diversity, climate change, community safety and any other key issues, the following implications have been considered

Financial

The ongoing running cost of the service has been described in this paper. Commitment has already been given the Executive Board to the principle of funding the Skills Service at a net £125,000 per year for two years. In reality, the outputs from the service will build up over time and so to be truly effective, the service will need a longer period of time. It is assumed that this will be covered by future funding decisions of the Executive Board

Legal

As the service will be an addition to the existing LEP Skills Service, no legal implications are anticipated.

Staffing

It is proposed that staff will be appointed on an open competitive basis and there will be no direct implications on existing council staff.

Equality and Diversity

The Skills Service will aim to increase the life and employment chances of youngsters and so will have a positive impact on equality. As an explicit objective, it also plans to increase gender diversity in key skill areas (see paragraph 6).

Background Papers

No background papers were relied upon in the writing of this report.

Report Author: Graham Hughes – Executive Director: Economy, Transport and Environment
Telephone: 01223 715660

**Report by the Chairman of the Greater Cambridge City Deal Joint Assembly
following its meeting held on 3 June 2015**

Skills

The report of the working group composed of members of the Assembly and the Board was welcomed.

The Assembly supplemented the recommendations to the Board, proposing that a secondary head teacher be added to the Working Group in its continuing advisory role to the Greater Cambridge Skills Team and the Board. This was felt important to ensure continuity with the work of the Cambridge Area Partnership as it is succeeded by the new Skills Team model.

Accordingly the Board is asked to endorse the following recommendation:

- (a) That it adopts the model of the Skills Service and its governance, as described in the report.**
- (b) That it requests that officers establish the Skills Service so that it can start work at the beginning of the next academic year (September 2015).**
- (c) That a Cambridge Area Partnership Secondary Head Teacher be co-opted onto the Working Group.**

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Agenda Item 13

Greater Cambridge City Deal Executive Board/Joint Assembly Work Programme

July	
Cross-city cycle improvements – <i>options and approval to consult</i>	Graham Hughes
Chisholm Trail cycle links – <i>options and approval to consult</i>	Graham Hughes
Smart/digital workstream – <i>to approve proposals to develop workstream & prioritise demonstrator projects</i>	Noelle Godfrey
Workstream update – <i>to note</i>	Andrew Limb Alex Colyer Graham Hughes
August	
Q1 Quarterly financial monitoring report- <i>to note</i>	Chris Malyon
Workstream update – <i>to note</i>	Andrew Limb Alex Colyer Graham Hughes
September	
Workstream update – <i>to note</i>	Andrew Limb Alex Colyer Graham Hughes
October	
Consultation on tackling congestion – <i>report back on employer engagement and recommendations on public engagement</i>	Graham Hughes
Milton Road bus priority – <i>options and approval to consult</i>	Graham Hughes
Histon Road bus priority – <i>options and approval to consult</i>	Graham Hughes
[provisional] Six-monthly monitoring report on Housing	Alex Colyer
[provisional] Six-monthly monitoring report on Skills	Graham Hughes
Q2 Quarterly monitoring report on budget	Chris Malyon
Workstream update	Andrew Limb Alex Colyer Graham Hughes
November	
A1307 corridor to include bus priority – <i>options and approval to consult</i>	Graham Hughes
Initial Prioritisation of schemes for Phase 2 – <i>report on further economic appraisal</i>	Graham Hughes
Workstream update	Andrew Limb Alex Colyer Graham Hughes

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