



# GREATER CAMBRIDGE CITY DEAL

Securing future prosperity

17 August 2016

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

Councillor Lewis Herbert	Cambridge City Council (Chairman)
Councillor Francis Burkitt	South Cambridgeshire District Council (Vice-Chairman)
Councillor Ian Bates	Cambridgeshire County Council
Professor Nigel Slater	University of Cambridge
Vacancy	Greater Cambridge Greater Peterborough Enterprise Partnership

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 GUILDHALL, CAMBRIDGE** on **THURSDAY, 1 SEPTEMBER 2016** at **2.00 p.m.**

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AGENDA		PAGES
1.	<b>Apologies for absence</b> To receive any apologies for absence.	
2.	<b>Minutes of the previous meeting</b> To confirm the minutes of the previous meeting held on 7 July 2016 as a correct record.	1 - 18
3.	<b>Declarations of interest</b> To receive any declarations of interest from Members of the Executive Board.	
4.	<b>Questions by members of the public</b> To receive any questions from members of the public. The standard protocol to be observed by public speakers is attached.	19 - 20
5.	<b>Petitions</b> To consider the attached report.	21 - 30
6.	<b>Reports and recommendations from the Joint Assembly</b> To receive any reports or recommendations following the meeting of the Joint Assembly held on 25 August 2016.	
7.	<b>City Deal Forward Plan</b> To consider the attached City Deal Forward Plan.	31 - 34
8.	<b>City Deal progress report</b> To consider the attached report.	35 - 40

<b>9.</b>	<b>Monitoring delivery of 1,000 extra new homes on rural exception sites</b> To consider the attached report.	<b>41 - 46</b>
<b>10.</b>	<b>Cambridge Promotions Agency update</b> To consider the attached report.	<b>47 - 48</b>
<b>11.</b>	<b>City Deal Risk Management Framework</b> To consider the attached report.	<b>49 - 66</b>
<b>12.</b>	<b>2016/17 Quarter 1 financial monitoring report</b> To consider the attached report.	<b>67 - 70</b>

# Agenda Item 2



## GREATER CAMBRIDGE CITY DEAL EXECUTIVE BOARD

Minutes of the Greater Cambridge City Deal Executive Board held on  
Wednesday, 13 July 2016 at 2.00 p.m.

### PRESENT:

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

Councillor Lewis Herbert	Cambridge City Council (Chairman)
Councillor Francis Burkitt	South Cambridgeshire District Council (Vice-Chairman)
Councillor Ian Bates	Cambridgeshire County Council
Mark Reeve	Greater Cambridge Greater Peterborough Enterprise Partnership
Professor Nigel Slater	University of Cambridge

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

Councillor Tim Bick	Cambridge City Council
Councillor Roger Hickford	Cambridgeshire County Council and Chairman of the Joint Assembly
Claire Ruskin	Cambridge Network
Councillor Bridget Smith	South Cambridgeshire District Council

#### Officers/advisors:

Stephen Kelly	Cambridge City Council and South Cambridgeshire District Council
Andrew Limb	Cambridge City Council
Graham Hughes	Cambridgeshire County Council
Aaron Blowers	City Deal Partnership
Beth Durham	City Deal Partnership
Joanna Harrall	City Deal Partnership
Noelle Godfrey	Connecting Cambridgeshire Partnership
Tanya Sherdian	City Deal Partnership
Neil Darwin	Greater Cambridge Greater Peterborough Enterprise Partnership
Alan Carter	Housing Development Agency
Alex Colyer	South Cambridgeshire District Council
Caroline Hunt	South Cambridgeshire District Council
Graham Watts	South Cambridgeshire District Council

### 1. APOLOGIES FOR ABSENCE

No apologies for absence had been received.

### 2. MINUTES OF THE PREVIOUS MEETING

The minutes of the previous meeting held on 9 June 2016 were confirmed and signed by the Chairman as a correct record, subject to the inclusion of reference to a question submitted by John Latham in relation to Milton Road under item 11.

**3. DECLARATIONS OF INTEREST**

No declarations of interest were received.

**4. QUESTIONS BY MEMBERS OF THE PUBLIC**

Questions by members of the public were asked and answered as follows:

**Question by Antony Carpen**

Antony Carpen asked what plans the City Deal authorities had in place for organising events specifically targeted at young people, such as children at schools and colleges, and how they planned on improving the coordination of consultations with other important consultations going out at the same time, such as the consultation on devolution in Cambridgeshire and site specific works like the Chisholm Trail.

In addition, he asked whether Councils would be receptive to community groups and individuals that wanted to host consultation events in Council owned buildings and waive booking fees for such public meetings.

Tanya Sheridan, City Deal Programme Director, reported that the City Deal Partnership was using parent mail in respect of young people at schools to ensure that children and parents were aware of the City Deal's key messages and updates. Social media was also being used more widely to ensure that a broader audience could be reached. She agreed that this group of people was a very important audience and said that the Partnership aspired to increase engagement in this respect.

In terms of consultations, Tanya Sheridan reported that the three partner Councils did liaise with one another in respect of the publication and launch of consultations to ensure that, where possible, they did not clash and that they were coordinated. She added her support, in principle, to community events but highlighted that there would be costs that needed covering in terms of facilities, especially after working hours.

Councillor Lewis Herbert, Chairman of the Executive Board, agreed that there needed to be wider engagement with young people and said that he would be willing to meet with Mr Carpen to discuss putting together an event focussed on young people and how this issue could be taken forward. Professor Nigel Slater added that the University would support such an event if it took place.

**Question by Wendy Blythe**

Wendy Blythe referred to the meeting of the Joint Assembly held on 7 July 2016 in respect of the Smart Cambridge project where Dr Ian Lewis of the University of Cambridge was quoted as saying "we will know whether building a bus lane down Milton Road actually improves the journeys of the bus on the road or not".

Additionally, Wendy Blythe made reference to a recent public meeting where over 200 people from Cambridge and local villages voted overwhelmingly to support the following motion:

"We have no confidence in the City Deal's bus lane proposals, and consider the consultations and decision making processes to be flawed and lacking in transparency and the decision making processes to be non-evidential.

We call upon the City Deal to consider instead better, smarter ideas, such as those already suggested by experts and residents.”

Wendy Blythe said that other ideas could include investment in rail, regional travel hubs, smart traffic signals and greater investment in South Cambridge projects to collect high quality data and provide personalised travel information. She therefore asked what the Board’s response was to the call from the Greater Cambridge community for spending the money not on bus lanes, but on some of these other ideas which the whole community could support.

Graham Hughes, Executive Director of Economy, Transport and Environment at Cambridgeshire County Council, said that he and his colleagues had consistently said to the Joint Assembly and Executive Board that the City Deal transport schemes needed to balance a range of measures which, in his view, had to include bus priorities in order to achieve the objective of improved journey times and reliability. He referred to the list of ideas cited above, giving an assurance that all of those elements were already being looked into. Mr Hughes highlighted that the Board had supported two rail schemes in the area even though they were not City Deal schemes, and supported use of smarter traffic signals making the point that their use would be considered as part of any transport infrastructure schemes as they were developed. He said that such a measure was not in itself a solution and each scheme needed to embrace a balance, adding that a range of key projects were happening with these aspects developing further as the programme moved forward.

Councillor Herbert reiterated that the City Deal Partnership was either doing these things already or helping to deliver them. He said that the main purpose of bus lanes was to give priority to buses at junctions and accepted that further discussion and engagement with the community would be helpful on this issue, perhaps later in the year.

Professor Nigel Slater commended the system that Dr Ian Lewis from the University of Cambridge was working on, explaining that the data it had already collected could confirm how long individual bus journeys took on specific routes at particular times of the day. This would eventually be developed into a system that could predict the time that buses would arrive at their destinations with complete accuracy. He added that the more data and knowledge that could be collected, the more the information and system would develop and improve.

Councillor Ian Bates reiterated the points about Cambridge North and Cambridge South stations, adding that a proposed link from Bedford to Cambridge had also seen a lot of interest, confirming that these projects were being developed with Network Rail.

Councillor Francis Burkitt repeated the Chairman’s comments in that the City Deal Partnership was already doing the things suggested as part of the question. He was very keen to see the introduction of the Cambridge South railway station and also supported the Foxton rail crossing. In terms of regional travel hubs, Councillor Burkitt reported that he had very recently contacted all Parish Councils in South Cambridgeshire to ask for their ideas in their respective areas for regional travel hubs, confirming that he had already receiving some responses.

### **Question by Jean Glasberg**

Jean Glasberg referred to a question she asked at the meeting of the Joint Assembly on 2 June 2016 and the Urban Design Guide for transport infrastructure schemes. She had asked whether the City Deal would be conducting a skills analysis to ensure that the teams who would deliver the programme had the full range of competencies necessary to

deliver good place making and sustainable development, as well as functional transport infrastructure, and had been assured that this was already in place.

Consultation was already underway on the improvements to Trumpington Road, which she appreciated was not a City Deal scheme, but she said that there seemed to be little awareness of design issues in this environmentally sensitive conservation area. She referred to the lead officers being listed as a traffic engineer and two cycling officers and asked, therefore, where the input from architects, landscape and urban designers was as part of this.

Councillor Bates confirmed that this was not a City Deal scheme and was a scheme being developed by Cambridgeshire County Council. He extended an invitation to meet with Jean Glasberg and other people in the community in order that any landscaping issues or concerns could be highlighted and taken into account as part of developing the scheme.

#### **Question by Barbara Taylor**

Barbara Taylor referred to the recently launched public consultation document on tackling peak time congestion in Cambridge and asked exactly where in the leaflet and questionnaire it mentioned that bus lanes were being proposed.

Mr Hughes explained that bus priorities were part of the overall package and would be included as part of the consultation processes for individual transport infrastructure schemes. They were not included in the city centre consultation referred to in the question as they did not feature as part of that specific scheme. He acknowledged, however, that communicating the City Deal's overall vision was something that the City Deal Partnership should reflect upon.

Councillor Herbert made the point that a number of exhibitions and events were being held where discussion could take place in order to obtain a better understanding of the objectives behind the radial route proposals and proposals for the city centre. Documentation would also be available at key information points in the Greater Cambridge area to ensure that members of the public had the opportunity to be informed.

#### **Question by Gerry Rose**

Gerry Rose said that a question to the Board on 9 June 2016 raised important matters about the published data files for the Milton Road and Histon Road consultations, where it was reported that the submissions from individuals, residents' associations and other groups were provided on the City Deal website in a PDF image format that was not searchable. At that meeting officials had promised that he would receive a written response to the question, but Mr Rose reported that he had not heard anything. He therefore asked what progress had been made on this issue, why it was taking so long to resolve and whether officers could at least publish on the website their own in-house summaries of submissions in order that residents could understand how the data had been utilised.

Councillor Herbert offered his apologies to Mr Rose for the lack of a response on this issue.

Tanya Sheridan also apologised and reported that this process had taken much longer than anticipated, with various IT issues leading to the delay. She committed to ensure that Mr Rose would receive an update on progress within a week.

In terms of officer summaries, it was noted that these had already been published on the City Deal website and were done so at the same time as publication of the agenda and papers for meetings of the Joint Assembly and Executive Board, which contained the report from officers on the outcomes of the consultation.

### **Question by Michael Page**

Michael Page referred to a question submitted at the previous meeting of the Board which did not appear to have been answered in relation to the Milton Road transport infrastructure scheme. He said that public opinion had been ignored in respect of the Milton Road and Elizabeth Road roundabout and suggestions for the roundabout to be redesigned for safety reasons, adding that in the meantime the County Council had published a Dutch-style redesign of the Fendon Road and Queen Edith Way roundabout to improve safety. Mr Page therefore asked why the City Deal had ignored public opinion and not given any detailed evidence or rationale in favour of replacing the roundabout with traffic lights and why consultants were not commissioned to design Dutch-style or signal controlled roundabouts as alternative options as the Council had seen fit to do for Fendon Road.

Mr Hughes confirmed that the general principle, in terms of safety from the perspective of cyclists, was that traffic signals were much safer than roundabouts. However, the judgment from officers at the time in relation to the Milton Road and Elizabeth Way roundabout was that preference should be given to any option which balanced bus priority and cycle safety. He made the point that it was impossible to satisfy everyone's needs and views and that judgments therefore needed to be made as schemes developed.

Councillor Herbert said that this was a design issue that would need to be taken into consideration, in terms of whether a roundabout or an alternative solution was appropriate. He asked Mr Page to ensure that he contacted officers outside of the meeting to ensure that they were fully aware of the issues relating to this part of the scheme. Councillor Herbert also referred to Local Liaison Forums which he saw as an opportunity for members of the public to put forward their views on issues such as this.

Councillor Burkitt reflected on two meetings of the Local Liaison Forum in relation to the A428 scheme that he had attended. He was disappointed that senior transport officers from the County Council had not been in attendance and felt that residents and elected Members would benefit from having either the Executive Director of Economy, Transport and Environment, the Director of Strategy and Development or the Head of Major Infrastructure Delivery in attendance at future meetings of all Local Liaison Forums for City Deal schemes.

Mr Hughes responded by saying that they would certainly aim to do that. In terms of the information made available for transport infrastructure schemes, he highlighted that lots of technical work supported those reports made publicly available, which also informed the recommendations contained within them. Mr Hughes acknowledged that consideration may need to be given to the way in which reports were written and information was presented. He added that Local Liaison Forums for previous transport schemes had been established at a much later stage of the process whereas for City Deal schemes it had been decided to involve them at a much earlier stage. It was accepted, therefore, that officers were developing the way they worked in that context, but Mr Hughes made the point that he would seek to create a much more open dialogue through workshops and exhibitions where the rationale and objectives of schemes could be better explained, together with explaining how specific recommendations had been reached.

**Question by Helen Bradbury**

Helen Bradbury was the Chair of the Local Liaison Forum for the A428 and Western Orbital schemes and questioned how the Local Liaison Forum fed into the decision making process, together with the timings of Forum meetings and how new information required for them was shared by officers.

She reported that her first meetings of her Local Liaison Forums were held on 14 June 2016 where twenty three elected representatives were in attendance at a packed community hall. Ten issues were debated and resolutions adopted, almost unanimous in every case, and it was her opinion that this was a powerful representation of public opinion and collective resolve. She therefore sought confirmation as to what happened next.

Helen Bradbury understood that the minutes of Local Liaison Forums were reported to the Project Board for which there did not appear to be any reporting or communication structure set out in the Forum's terms of reference. It was therefore a concern of hers that these resolutions passed would simply be dismissed when officer recommendations were made and therefore recommended that the Chair of the Local Liaison Forum be invited to attend the Project Board meeting to report the views of the Forum. She asked whether the Executive Board supported this recommendation and also whether the Board would instruct officers to work with the Forum to ensure that meetings were timed to take place before meetings of the Joint Assembly and that all new information was proactively shared in order that the Forum's views could contribute to those debates.

Helen Bradbury also referred to the Joint Assembly meeting scheduled to be held on 25 August 2016 where she understood the A428 transport infrastructure scheme would be considered and asked whether the Local Liaison Forum Chair would be invited to attend and comment on the preferred options before any recommendations were made. She was keen to receive information prior to 15 August 2016 in order that there was sufficient time to canvass views of members and prepare an adequate response.

Mr Hughes referred to the previous question and reiterated the point that Local Liaison Forums for City Deal schemes were being introduced at a much earlier stage than in previous transport schemes, so officers were still considering how they could most effectively operate. He confirmed that the Executive Board was the decision making body in respect of City Deal schemes, making the point that the Project Board was an informal officer-level group which developed proposals and which elected Members did not attend. He did not think that this was the relevant group for Chairs of Local Liaison Forums to attend and raise issues, suggesting that discussions or recommendations arising from Forum meetings should be fed into the Joint Assembly and Executive Board by the Chair being able to attend and present those views.

In terms of the timing of information being made available and the programme of meetings for the Local Liaison Forum, Joint Assembly and Executive Board meetings, officers needed to undertake some work to ensure that this was properly aligned.

Councillor Francis Burkitt asked whether the A428 scheme, originally proposed for considered at the Joint Assembly on 25 August 2016 and subsequently the Board, was being pushed back. Mr Hughes said that initial work had been undertaken which had highlighted the need for significant further work to be carried out and which could potentially result in a revised reporting timetable for the scheme.



**Question by Mal Schofield**

Mal Schofield was not in attendance to ask his question, which related to bus lanes. He had asked at this late stage whether the Board would consider it prudent to test the hypothesis that bus lanes improved public transport perceptions of reliability to the extent that significant commuting by car would occur. Additionally he asked, should not the measures already approved to discourage peak hour car travel together with the proposed behavioural research on travel choice take priority.

The Executive Board noted the question and in the absence of the questioner officers were asked to provide a written response.

**5. PETITIONS**

No petitions had been received since the previous meeting.

**6. JOINT ASSEMBLY MEMBERSHIP**

The Executive Board **AGREED** to the co-option of Mark Robertson, Interim Principal of Cambridge Regional College, onto the Greater Cambridge City Deal Joint Assembly in place of Anne Constantine as a nominee of the University of Cambridge.

The Executive Board **APPOINTED** Dr Jason Matthews, Director of the Estate Strategy at the University of Cambridge, as the University's substitute/alternate Member on the Board, in place of Roger Taylor.

**7. REPORT AND RECOMMENDATIONS FROM THE JOINT ASSEMBLY**

Councillor Roger Hickford, Chairman of the Joint Assembly, confirmed that he would provide a report on the Assembly's recommendations further to its meeting on 7 July 2016 at the relevant item on the agenda for this meeting.

**8. SMART CAMBRIDGE: SMART CITY MANAGEMENT PLATFORM PROGRESS REPORT**

Consideration was given to a report which provided the Executive Board with a progress update on the Smart City Management Platform, which formed part of the Smart Cambridge project.

Noelle Godfrey, Programme Director of Connecting Cambridgeshire, presented the report and reminded Members of the Board that the aim of the Smart City Platform was to collect, process and make available data to help improve transport and reduce congestion in Greater Cambridge. It was emphasised that this project involved use of leading edge technology and as a result the very nature of its work was experimental. She acknowledged that a vast amount of data already existed which could be collected, with the main problem being that it was neither joined up nor readily available for the public or professionals to use. The Smart City Platform would therefore seek to resolve this problem by:

- collecting transport and transport-related data from many existing and new sources;
- combining and processing this data;
- making this data readily available to the public, planners and other IT developers.

It was reported that work to date had proceeded well and that the first project stream was already underway and would be complete by April 2017, with a second commencing in January 2017 and scheduled for completion in April 2018. A project plan and outline timescales were appended to the report.

Noelle Godfrey referred to a presentation provided by Dr Ian Lewis, Director of Infrastructure and Investment at the University of Cambridge, which he gave to the Joint Assembly meeting on 7 July 2016. A copy was appended to the report which provided an overview of the development of the Smart Cambridge Platform and the architecture associated with it. The following approach to achieve the project's objectives was noted:

- informing travellers about their travel choices. A portfolio of 'apps' for use by the public would emerge and be provided by the Smart Cambridge Platform itself through collaborative contributors in the region including the University of Cambridge and commercial partners;
- supporting intelligent planning of the transport infrastructure. The Smart Cambridge Platform was already collecting the data necessary for a detailed practical analysis of the impact of transport schemes and the richness of information would grow with time. The University of Cambridge would also exploit this data for research analysis, which could benefit the region;
- providing the framework within which the digitally connected city would evolve. There was ongoing discussion regarding other sensor data that would inevitably become available in the region, from air pollution data to cycling and footfall sensors and other traffic data. The platform was designed from the outset to accommodate additional sources as they became available.

Councillor Roger Hickford reported that the Joint Assembly had considered this report at its meeting on 7 July 2016 and that the officer recommendations had been overwhelmingly supported. Members of the Assembly had questioned whether data could be sold to interested third parties and also questioned whether the relatively small amount of funding in the context of the City Deal programme placed any constraint on delivery of the project. The Assembly had also agreed that communication of the key benefits of this project should be improved in order that people knew more about what was being proposed as part of this important piece of work. Councillor Hickford highlighted that all Members of the Joint Assembly would be offered a demonstration of the data sets and a portal would be available in order to access the data.

Councillor Francis Burkitt recalled that £300,000 had been invested in this project, but noted from the financial monitoring report that none of this had been spent to date. Noelle Godfrey confirmed that most of the expenditure was back-loaded in the project, with the early work packages including mainly preparatory work. Some funding had been spent to date but this had not yet been billed. In terms of the Assembly's question regarding the level of funding being adequate to support the project, it was noted that funding for the project's current plans was on track but that if the scope changed it may be necessary to consider further funding, which would be debated at the appropriate time. Noelle Godfrey added that simply adding financial resource to a project did not always bring forward the best solutions.

Reflecting on the staffing resources allocated to the project, Councillor Burkitt sought clarification that 0.7 fulltime equivalents from two officers were working on this project, with support of other contributors such as the University of Cambridge. Given the importance of this project, he was concerned about the risk this exposed the Board to and questioned whether enough officer resource was being allocated to the project. Noelle Godfrey confirmed that dedicated officer time did currently equate to 0.7 fulltime equivalents but

made the point that, although the project was lean, it worked collaboratively and benefited from contributions from all City Deal partners and beyond.

In answer to a question regarding the envisaged release date for the 'app', it was noted that the 'app' had to be released in a test format to better appreciate and determine how much work and additional resource may be required and how many iterations of the 'app' might be needed. The more detailed design work would take place during phase two of the project so it was not possible at this stage to confirm a proposed release date.

Councillor Burkitt welcomed the 'app' but was concerned that this was the only thing that members of the public would be able to use as a result of this project. He referred to other smart city measures that he had used in other cities in the country, such as digital code inputs to establish the next scheduled bus arrival in London and digital display screens at bus stops in Basingstoke showing real-time bus journeys. Councillor Burkitt wanted to see all bus stops have real-time display screens introduced and also felt that traffic lights should automatically turn green when buses approached the signal. He questioned what other similar initiatives had been considered and whether any further thought was being given to them.

Noelle Godfrey explained that the 'app' was one way of ensuring that information was put out to the general public, but said that there were many other ways of sharing information as well. Various mechanisms were already in place that provided information to people, but the real question was what data were they providing and was it the right data. She reported that analysis on this issue had already commenced.

In terms of traffic lights, it was noted that this sat within other workstreams of the City Deal. Tanya Sheridan, City Deal Programme Director, confirmed that bus priority traffic lights were being looked into as part of City Deal schemes in terms of bus priority and capacity objectives. Councillor Burkitt was keen to see the introduction of automatic green lights at traffic signals for all buses as a blanket approach, rather than solely on specific schemes. Graham Hughes, Executive Director for Economy, Transport and Environment at Cambridgeshire County Council, explained that such a proposal was not as simple as it appeared. He said that each junction would need to be looked at separately to establish the implications of such a measure in terms of balancing the movement of traffic and understanding its effect. He therefore felt that a blanket approach would be the wrong thing to introduce, but welcomed the introduction of such a measure on any junction where it was right to do so.

Mark Reeve welcomed the question in respect of resourcing and was of the opinion that the project was underfunded and under-resourced, adding that if Cambridge really wanted to become a smart city the City Deal should be investing more time and resources. Councillor Herbert noted the concern but made the point that this was a start, that the partnership with the University was very good and that it would be important to build on this.

Councillor Ian Bates made reference to a leaflet that had been produced in respect of the Smart Cambridge project, highlighting in particular a page which set out the significant number of contributors from a range of sectors that was involved in the project.

Professor Nigel Slater made the point that the City Deal Partnership was already competing with other smart cities in the country and that this workstream was not behind in any way. He added that the project could result in the selling of data or systems.

The Executive Board:

- (a) **NOTED** the progress to date.
- (b) **NOTED** the forward plan for the delivery of the first phase.
- (c) **AGREED** that Councillor Francis Burkitt and Professor Nigel Slater would lead on this project on behalf of the Executive Board.

## 9. **SMART CAMBRIDGE: FIRST STEPS TOWARDS INTELLIGENT MOBILITY**

Consideration was given to a report which sought approval to pursue three research and investigative work packages at a cost of £90,000 to inform future thinking and highlighted a fourth work package for which a separate proposal would follow in early 2017.

Noelle Godfrey, Programme Director at Connecting Cambridgeshire, presented the report and highlighted that intelligent mobility had been defined as 'the convergence of digital industries, transport infrastructure, vehicles and users to provide innovative services relating to different modes of transport and traffic management' and that this work was separate to but complemented the Smart City programme.

It was proposed that the following three work packages were undertaken in the first instance, which spanned the key aspects of intelligent mobility noted as being access, automation, demand and supply and integration:

- researching and data-gathering about why people made specific transport choices in the Greater Cambridge area;
- investigating the current legislative, commercial and other barriers and opportunities with regards to integrated ticketing and online ticket purchase in Greater Cambridge;
- conducting an initial feasibility study on the potential of running autonomous vehicle trials, using the unique aspects of the guided busway.

Councillor Roger Hickford, Chairman of the Joint Assembly, reported that the Joint Assembly had considered this report at its meeting on 7 July 2016 where it received overwhelming support.

The Executive Board:

- (a) **APPROVED** the following three work packages:
  - (i) Researching and data-gathering about why people make specific transport choices in the Greater Cambridge area.
  - (ii) Investigating the current legislative, commercial and other barriers and opportunities with regards to integrated ticketing and on-line ticket purchase in Greater Cambridge.
  - (iii) Conducting an initial feasibility study on the potential of running autonomous vehicle trials, using the unique aspects of the guided busway.

- (b) **NOTED** that in early 2017 the Board will be recommended to approve a fourth work-package, to support better digital way-finding in the City and to improve the experience of the travelling public for leisure, business and tourism purposes.

**10. SIX MONTHLY REPORT ON THE GREATER CAMBRIDGE CITY DEAL SKILLS SERVICE**

The Executive Board considered a report which set out progress of the City Deal Skills Service to date and its achievement against key performance indicators.

Neil Darwin, Chief Executive of the Greater Cambridge Greater Peterborough Enterprise Partnership, presented the report and highlighted that the aim of the Skills Service was to help to achieve the City Deal objectives of promoting an additional 420 apprenticeships over the first five years of the Deal in areas aligned with the City Deal's growth sectors and generally support the employability of young people. Mr Darwin highlighted that significant changes, introduced by the Government, would shortly be made to apprenticeships and would essentially see apprenticeship schemes become employer led rather than led by the provider community. The devolution proposal for Cambridgeshire and Peterborough also had the potential to introduce further changes, together with an Area Review that had recently been undertaken involving further education and how colleges worked. These factors therefore had fundamental impacts on how providers would work and operate in the future in respect of delivering and supporting apprenticeships in the Greater Cambridge area.

Mr Darwin emphasised that more engagement would be required with businesses in order to promote the benefits of apprenticeships and help employers better understand where apprenticeships could fit into and benefit their businesses. He envisaged working with the Joint Assembly's Skills Working Group to consider how the City Deal could influence employers in this way.

It was noted that the Skills Service contract commenced on 1 September 2015 and was approaching the end of the first year of delivery, which focussed on the following areas:

- delivering events and activities that provided young people with information on the local economy and expectations of employers;
- delivering apprenticeships events and providing information relating to apprenticeships to employers, young people, parents and staff in school;
- engaging employers and connecting them to schools and apprenticeship providers;
- supporting the development of strategic relationships between schools and employers.

Mr Darwin reported that Form the Future was reporting good progress against the key performance indicators in the contract for the Skills Service, meeting all targets and in some cases meeting them comfortably. The report included a table for frameworks or sector subjects included in the 2013/2014 and 2014/2015 academic years, with the 2013/2014 data being used as a baseline on the basis of this reflecting a full academic year prior to the establishment of the City Deal Partnership.

Councillor Roger Hickford, Chairman of the Joint Assembly, reported that the Joint Assembly had considered this report at its meeting on 7 July 2016. He reported that the recommendations contained within the report received unanimous support, but that the Assembly saw the target of 420 apprenticeships as a minimum and expected many more to be achieved. A concern was raised at the meeting in respect of dropout rates and it was noted that there was currently a 71% completion rate of apprenticeship schemes in

the Greater Cambridge Greater Peterborough area. It was noted that Members of the Assembly also agreed that more communication was required in terms of promoting more widely this strand of the City Deal and better explaining what it sought to achieve.

Councillor Hickford explained that the Joint Assembly, in addition to the recommendations set out in the report, had proposed a further recommendation to continue the work of the Joint Assembly Skills Working Group.

Councillor Tim Bick, Member of the Joint Assembly, expanded on the valuable work the Skills Working Group had carried out to date. He reported that a lot of its work so far had been determining the definition of what was meant by the specific target of 420 additional apprenticeships, adding that it had been challenging to define the baseline. The Group also significantly considered stem subjects and whether they should be counted by the area the apprentice lived, where the training provider was based or the location of the employer. It was noted that a decision was made to count apprenticeships based on the location of the employer. Councillor Bick referred to the table in the report which provided a trajectory of apprenticeship schemes that had commenced in 2014 and 2015, stating that this demonstrated apprenticeships in stem subjects were moving in the right direction but not yet at a rate fast enough to meet the target of 420.

Councillor Bick reiterated Mr Darwin's comments, saying that the skills agenda was further complicated by the imminent Area Based Review, the result of the EU Referendum and devolution proposals for Cambridgeshire and Peterborough, with uncertainty about investment in the area and a potential skills shortage in the future being key issues. He supported the view that more could be done to engage with employers to stimulate apprenticeship schemes where they did not currently exist, clearly identifying the benefits that apprenticeships could provide to their businesses. Councillor Bick felt that the Executive Board should be alerted to the fact that it may need to consider putting in place additional funding or resources to ensure that the target of 420 additional apprenticeships was met. He also saw the Working Group as having an important role to undertake in supporting delivery of the City Deal objective in this respect.

Councillor Lewis Herbert, Chairman of the Executive Board, welcomed the recommendation from the Joint Assembly in respect of the Skills Working Group, acknowledging its important role to date.

Councillor Francis Burkitt queried the definition of the target of 420 apprenticeships, referring to a South Cambridgeshire District Council Cabinet report in 2014 stating that it related to 16 to 23 year olds in contrast to the report at this meeting stating that the target was not age specific. He was concerned about this discrepancy and felt that the Skills Service should be measuring what was originally intended to be measured. Mr Darwin informed the Executive Board that he would confirm this point with the Skills Funding Agency.

In addition, Councillor Burkitt requested further information on the levels of apprenticeship associated with the target, which he understood to be non-graduate levels at 2 and 3. He felt that this breakdown was missing from the report. Mr Darwin agreed to include clarity around the levels of apprenticeship schemes in future progress reports.

Councillor Burkitt reflected on the decision that had been taken to count apprenticeships based on where the employer was based rather than where the person lived or where the provider was located. He made the point that if someone who lived outside of the Greater Cambridge area accessed an apprenticeship scheme at an employer located in the area, this was essentially providing an opportunity for someone outside of the remit of the City Deal and therefore questioned why that should be counted towards the target. Councillor

Bick, as a Member of the Working Group that determined this issue, responded by saying that the main objective behind the City Deal was to improve the local economy. It was in this context that it had been determined to count apprenticeships based on the location of the employer.

Councillor Burkitt referred to the apprenticeship framework list, which included 203 frameworks. He highlighted that the column on the list entitled sector subjects was much more useful and noted that 16 sector subjects were included, making the point that subjects such as life sciences had been omitted. Mr Darwin agreed that the framework list needed reviewing, confirming that this would be undertaken and a proposal brought back to the Joint Assembly and Executive Board for consideration in due course.

In terms of the target of 420 apprenticeships, Councillor Burkitt agreed with the Joint Assembly's aspiration of achieving more than that initial target and suggested the introduction of a stretch target, once confirmation had been received in respect of the age range of apprenticeships that would be counted towards the City Deal's target. Mr Darwin supported this suggestion.

Councillor Burkitt highlighted that the report scheduled for reporting back to the Board in November 2016 would include consideration towards the future funding position for the Skills Service. He questioned whether consideration to a results-based model would be included as part of this process. Mr Darwin confirmed that this would be looked into. Further work would also be undertaken around services to schools and a potential model for schools to purchase the specific support they needed.

Councillor Ian Bates sought greater involvement, engagement and connectivity with niche markets in the Greater Cambridge area and was supportive of the continuation of the Skills Working Group.

Councillor Herbert welcomed the partnership working that had occurred with this project and felt that it was right to review the areas that had been highlighted.

The Executive Board:

- (a) **NOTED** that the November six monthly report will share the findings from the interim evaluation and ask the Board to consider the future funding position for the service.
- (b) **NOTED** the significant changes that are due from April 2017 with respect to the transformation of apprenticeships (the shift from apprenticeship frameworks to employer led apprenticeship standards) and the introduction of the employer apprenticeship levy.

## 11. **MONITORING DELIVERY OF 1,000 EXTRA NEW HOMES ON RURAL EXCEPTION SITES**

Councillor Lewis Herbert, Chairman of the Executive Board, invited Councillor Bridget Smith to put forward a statement on this item.

Councillor Smith referred to a number of historical supporting documents and press releases relating to the City Deal commitment to provide 1,000 additional homes and noted that key words in each of the publications were 'commit', 'affordable' and 'for local people'. She felt that when local Members were asked to sell the City Deal to their residents, the big headline for those in South Cambridgeshire was that the Deal itself would deliver 1,000 additional, affordable homes on rural exception sites for local people.

She was therefore disappointed that the report was seeking the Board to renege on that deal so that the 1,000 additional homes were not delivered by the City Deal and that they would not be affordable, exclusively on rural exception sites or for local people.

Councillor Smith was of the opinion that the report manipulated the figures and the long accepted definition of rural exception sites, which she assumed was in order to tick off a target. She did not believe that the recommendations in the report, or the alternative suggestion put forward at the meeting of the Joint Assembly on 7 July 2016, would stand up to legal challenge, believing that this would cause irreparable damage to the reputation of the City Deal. Councillor Smith therefore called for the Executive Board to stick firmly to the vision and principles of the City Deal which were originally signed up to.

Councillor Herbert in response to the question said that this issue would be debated by Members of the Board as part of considering the item.

The Executive Board considered a report which set out how a commitment in the City Deal to provide 1,000 additional dwellings on rural exception sites by 2031, in addition to the accelerated delivery of 33,480 homes, was progressing and the way it would be monitored.

Stephen Kelly, Joint Director of Planning and Economic Development at Cambridge City Council and South Cambridgeshire District Council, presented the report and explained that the City Deal commitment was to provide 1,000 additional units above the Local Plan allocation. In terms of a methodology, officers had identified a process for monitoring those additional homes which should be included. Mr Kelly referred Members to the appendices of the report which set out a list of eligible sites, as published in housing trajectory for 2015, together with predicted completions from eligible planning permissions permitted since the housing trajectory up to June 2016. It was noted on this basis that 430 homes on top of planned housing growth could now be included towards the City Deal's commitment of 1,000 additional dwellings, with a further 170 dwellings having recently received planning permission that would also be eligible.

Mr Kelly reflected on the meeting of the Joint Assembly held on 7 July 2016 where this issue was debated and a suggestion was made to include solely those affordable homes of the developments outlined in the appendix as being an appropriate definition of eligible homes for the 1,000 additional homes on rural exception sites as part of the City Deal commitment. From a planning perspective he confirmed that either approach could be monitored for this purpose. Councillor Roger Hickford, Chairman of the Joint Assembly, reiterated that this alternative suggestion had been put forward at the meeting with five Members voting in favour, four Members voting against and four Member abstaining. He reported that there had been significant debate on this issue in terms of whether the original deal included a commitment to the additional homes being affordable and within rural exception sites, and whether what was proposed in the report represented the spirit of what was understood as being the original commitment.

Councillor Burkitt made the point that the word 'affordable' did not appear in the original City Deal agreement document, although a report to South Cambridgeshire District Council's Cabinet in 2014 did refer to affordable housing in the context of the 1,000 additional homes. He accepted the comprise suggested by the Joint Assembly and wanted the Board to progress beyond 1,000 additional homes, but accepted that Local Plans had not yet been adopted. He therefore proposed that the Board should consider the introduction of a stretch target after the Local Plans had been adopted. This was supported by the Board.



Alex Colyer, Executive Director (Corporate Services) at South Cambridgeshire District Council, reported that the Government's challenge at the time of the City Deal negotiations was not in relation to affordable homes but delivery of 1,000 additional homes over and above those set out in the Local Plans. He added that it had been the Councils that had suggested rural exception sites as being the only option available at that time given the stage in the Local Plan process and that it was a commitment derived from the Council's management teams to deliver more affordable housing as part of this. He emphasised that it was not the intention of officers through this report to dilute the issue of affordable housing in rural exception sites or manipulate any figures and that officers from the three partner Councils were committed to the delivery of affordable housing in rural exception sites. He made the point that housing in these sites in future would likely not be 100% affordable, but would be predominantly affordable, and that mechanisms were in place to respond to the Government's challenge. Mr Colyer was pleased to accept the challenge from Councillor Burkitt in respect of a new target and confirmed that a review mechanism for this purpose had been factored in at a very early stage of the process.

Mark Reeve accepted the statement from Councillor Bridget Smith and supported her sentiments, agreeing that it looked like the report had been written to manipulate the figures in order to meet the Government's target.

Councillor Ian Bates suggested that more time was required by the Board to give due consideration to this issue.

Councillor Herbert reflected on the discussion both at the meeting of the Joint Assembly and of Board Members at this meeting. He thought it was appropriate that changing circumstances should be recognised and noted that the original target in the City Deal agreement document was 1,000 additional homes, but stated that he and the Board wanted to go further than that and ensure that they were affordable homes.

The Executive Board therefore:

- (a) **RESTATED** its support to seek achievement of 1,000 additional affordable homes and asked officers to bring forward a report on this issue at its next meeting.
- (b) **AGREED** to consider the introduction of a stretch target after the Local Plans had been adopted.
- (c) **NOTED** progress towards delivery.

## 12. GREATER CAMBRIDGE HOUSING DEVELOPMENT AGENCY PROGRESS REPORT

The Executive Board considered a report which provided an update on progress with the establishment and development of the Housing Development Agency.

Alan Carter, Managing Director of the Housing Development Agency, presented the report and gave Members a presentation which provided information on the Agency's objectives, the changing environment as a result of the introduction of the Housing and Planning Act, achievements since the summer 2015 and the way in which the Agency operated in terms of its customers, its geography, how it added value and its unique selling point. It also set out the land, scheme fees and operational budget and the Agency's approach to the recruitment, retention and deployment of staff capacity, knowledge, skills and experience that it needed.

Mr Carter took this opportunity to introduce the Executive Board to the following members of his team:

- Sabrina Walston – Assistant Managing Director;
- Gill Anderton – Housing Development Manager (South Cambridgeshire District Council);
- Nicola Hillier – Housing Development Manager (Cambridge City Council);
- Sarah Lyons – Housing Development Officer;
- Mark Wilson – Housing Development Officer;
- Amelia Norman – Trainee Housing Development Officer.

The presentation included a flowchart which illustrated the structure of the Housing Development Agency team.

Mr Carter reported that the existing programme up to 2018/19 consisted of approximately 800 to 820 homes, with progress in relation to those schemes set out in the appendix to the report. Section 8 of the appendix outlined the strategy for delivering these schemes based on the following four themes:

- working with strategic housing and planning colleagues to understand the range of new housing needed in terms of tenure;
- optimising partner land opportunities;
- working on funding models and testing the viability of mixed tenure schemes;
- working with partners whose ambitions were aligned with the Greater Cambridge 'growth' agenda including other landowners.

Mr Carter provided photographs of schemes that had been completed at Latimer Close and Stanesfield Road in Cambridge, Fen Drayton Road in Swavesey and Meldreth Road in Shepreth, some of which fell under the definition of affordable housing and were located within windfall sites in the city or rural exception sites in South Cambridgeshire. Members of the Board were impressed with the quality of the developments that had been completed and noted that the Virido development in the Cambridge Southern Fringe had commenced.

The Executive Board **NOTED** the report and presentation.

### 13. **OUTTURN REPORT FOR FINANCIAL YEAR ENDING 31 MARCH 2016**

The Executive Board considered a report which provided Members with the outturn monitoring position for the financial year ending 31 March 2016.

The Executive Board:

- (a) **NOTED** the position of the Operational Budget and the Programme Budget for the 2015/16 financial year.
- (b) **APPROVED** the proposed Operational Budget to be carried forward into the 2016/17 financial year, as set out in section 4.2.1 of the report.

### 14. **FINANCIAL MONITORING MAY 2016**

Consideration was given to a report which provided the Executive Board with the financial monitoring position for the period ending 31 May 2016.

Councillor Francis Burkitt referred to paragraph 4.2.4 of the report and asked, in the context of the Smart Cambridge project team consisting of 0.7 fulltime equivalents, who and how many officers were supporting the transport aspect of the City Deal programme. It was noted that a written response to this query would be provided to Councillor Burkitt.

The Executive Board:

- (a) **NOTED** the financial position as at 31 May 2016.
- (b) **APPROVED** the increase in the budgetary provision for the current financial year as set out in section 4.2.4 of the report.

## 15. GREATER CAMBRIDGE CITY DEAL DELEGATED POWERS SAFEGUARDS

The Executive Board considered a report which set out the proposed process to be adopted to ensure consultation took place with local residents, local elected Members and other stakeholders in the development and implementation of powers delegated by Cambridgeshire County Council as the Highways Authority.

The Executive Board:

- (a) **NOTED** that it agreed at its June meeting to adopt the consultation and engagement principles of the County Council.
- (b) **CONFIRMED** the establishment of Local Liaison Forums for each significant City Deal scheme, to develop the detailed proposals for consultation prior to statutory consultation on the Traffic Regulation Orders.
- (c) **CONFIRMED** that all local elected Members from the three partner authorities, whose Divisions or Wards are within the geography of the scheme(s) in question, will be invited to be members of the Local Liaison Forums, as set out in the published terms of reference for Local Liaison Forums.
- (d) **CONFIRMED** that local elected Members and members of the public will be able to ask questions in respect of Traffic Regulation Orders at meetings of the Joint Assembly and Executive Board.
- (e) **AGREED** to invite the Chairman of each Local Liaison Forum to speak at the Joint Assembly and Executive Board when consideration is being given to that particular scheme.

## 16. CITY DEAL PROGRESS REPORT

The Executive Board **NOTED** the progress report.

## 17. CITY DEAL FORWARD PLAN

The Executive Board **NOTED** the progress report.

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**The Meeting ended at 5.22 p.m.**

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# Agenda Item 4

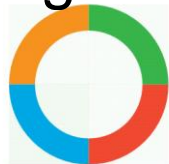
## **Questions by the public and public speaking**

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 5



**GREATER  
CAMBRIDGE  
CITY DEAL**

Securing future prosperity

**Report To:** Greater Cambridge City Deal Executive Board

1 September 2016

**Lead Officer:** Graham Hughes, Executive Director (Cambridgeshire County Council)

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## **Cambridgeshire County Council – Milton Road petition**

### **Purpose**

1. The purpose of this report is to consider the views expressed by the County Council at its meeting on 19 July 2016 in relation to a petition opposing the Greater Cambridge City Deal plan to widen Milton Road to four lanes of traffic.

### **Recommendations**

2. It is recommended that the Executive Board considers the views expressed by County Councillors at the Council meeting on 19 July 2016 in respect of the petition opposing the Greater Cambridge City Deal plan to widen Milton Road to four lanes of traffic.

### **Background**

3. The County Council received a petition presented by Charles Nisbet at its meeting on 19 July 2016. As the petition contained over 3,000 signatures, the organiser had asked, as set out in the Council's Petitions Scheme, for the petition to be debated at the meeting. **Appendix A** sets out the text of the petition and debate.
4. At the end of the debate, the County Council agreed the following proposal from Councillor Scutt:

"That this petition is referred to the City Deal Executive Board and Assembly with the views expressed in the Chamber".

### **Considerations**

5. The Executive Board is invited to consider the content of the petition and the views expressed by the County Council at its meeting on 19 July 2016.
6. The Joint Assembly and Executive Board received a petition from Mr Nisbet entitled 'save the trees and verges on Milton Road' at their meetings on 2 June 2016 and 9 June 2016, respectively, and considered this as part of the item at those meetings entitled 'Milton Road bus priority, walking and cycling measures: report on initial consultation and selection of a preferred route'.

### **Options**

7. The Executive Board could note content of the petition, or agree any other necessary action.

## **Implications**

8. 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, there are no significant implications.

## **Background Papers**

The following background papers were relied upon in the writing of this report:

Agenda and minutes of the Cambridgeshire County Council meeting held on 19 July 2016:

<https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/170/Committee/20/SelectedTab/Documents/Default.aspx>

**Report Author:** Graham Watts – Democratic Services Team Leader  
Telephone: (01954) 713030



**COUNTY COUNCIL – 19 JULY 2016**

**ITEM 5 – PETITIONS**

**Text of a petition containing 3,356 signatures presented by Mr Charles Nisbet**

“Save our Trees and Verges

The Greater Cambridge City Deal plan to widen Milton Road to four lanes of traffic. To do this they want to remove 83% of our lovely flowering trees. There are alternatives.”

**Petition Organiser Mr Charles Nisbet**

Thank you Chairman . . . This petition was drafted in the middle of winter when the first proposals became known for the destruction of Milton Road as we know it. It's acquired 3356 signatures, half of which are online and half of which are in hard copy obtained by a lot of hard work by your voters throughout the town.

The meaning, the wording rather, of the petition is 'the Greater Cambridge City Deal are proposing to widen Milton Road, chopping down the beautiful cherry trees, removing the grass verges and replacing them with acres of tarmac. As many as 83% of the trees on Milton Road are destined to be removed if these proposals go ahead. The local residents are horrified that their avenue will be turned into a treeless corridor, closing key routes into side streets and splitting the community in two. Recent research has encouraged towns and cities to plant trees and shrubs along roads, citing the environmental advantages not only for air quality, but also for the wellbeing of citizens by reducing stress. Grass verges, in addition to tree roots, help with drainage problems. Some cities in the UK have actually changed their road layouts to incorporate trees. Cambridge should be at the forefront of such developments. There are many alternatives to widening the road.'

Now as you heard that was addressed to the City Deal. So why am I bringing it to you the County Council? Well the reason is that when you delegated to the City Deal, you delegated authority for the exercise of their functions. You actually said "to delegate exercise of their functions to the Executive Board to the extent necessary to pursue and achieve the objectives of Greater Cambridge City Deal." You didn't delegate responsibility; indeed I don't believe you can. So the ultimate responsibility for those functions, including highways, remains with you.

The second reason is that when City Deal comes to an end, either in its natural course or if it hurries, because they run out of money or because the changed attitude of the new prime minister suggests that we no longer give to those who have but they move money elsewhere; if that happens you will be left picking up – dealing with the outcome. If that includes the wreck of Milton Road, there'll be a lot of very angry voters whose ire will be directed against you of course, not against the non-existent City Deal.

And the third reason relates to funding. The latest version of the do something plans for Milton Road appear to show not that 83% of the trees will be removed, but that every tree will be removed. Some will be replanted though only on one side of the road. But it's completely unclear whether or not the Greater Cambridge City Deal's funding will allow it to pay for tree planting. Is that transport infrastructure? It might well be argued that it isn't. So, if they cut down all the trees and then say "but we're not allowed to replant them", you will be presented with a very short term decision as to whether or not you're going to fund a lot of planting of new trees to replace the ones that could have been left there. So that's why I think it's your business.

What do the residents want their County Council to do?

Well we think you ought to exercise a measure of oversight of the City Deal by requiring regular reports from them about issues that affect you. Secondly and this is an odd one, we think you ought to remind your officers who it is that takes the decisions at Shire Hall. I would have thought that was an extraordinary and unnecessary remark, but one quite senior officer of the Council was recently heard telling a local pressure group that they didn't have to bother about the fact that they weren't on local liaison forums and so forth, because ultimately the decisions would be taken by the officers. I don't think that's right and I don't think you think that's right either. When you receive advice, I think you need to challenge deeply the officers' advice and insist on proper replies. Supported by real evidence, not waffle and generalities which justify the officers' prejudices.

Above all, we think you ought to delay any irreversible destruction of the existing trees and verges until all other methods of resolving the congestion problem have been properly tried and tested. The avenue of trees on Milton Road were recently described to me by a resident in another part of the City as one of the glories of Cambridge. They're an asset created by your farsighted predecessors and now, they're in your custody. Please ensure that they're not wantonly destroyed.

(Chairman. Thank you very much Mr Nisbet for your petition. Right. Members. The petition can now be discussed for a maximum of 15 minutes if you desire. You will need to decide how to respond to the petition at this meeting. . . .)

Councillors speaking to the petition

**Councillor Jocelynn Scutt**

Thank you. Labour has always been for trees and verges and I stand here for trees and verges now, thanking Charles Nisbet for bringing the petition to the County Council and Maureen Mays, Clare Hughes and the many who assisted in ensuring that more than 3000 signatures were received.

I note Labour's support for trees and verges because I want the City Deal Board and the Assembly and us here to remember this history affirming this country's past commitment for trees and verges, a commitment that must be present and future for the City Deal, Milton Road and the wards and divisions surrounding.

The garden city movement led into the new city movement and it wanted everyone to have the free gifts of nature, fresh air, sunlight, breathing room and playing room in all needed abundance. Renowned Labour and Fabian member H G Wells wanted for everyone all the beauty that is here and more also and none of the distresses. Even one of our Fabians died in support of trees. George Bernard Shaw was trimming an apple or cherry blossom in his garden and fell and consequently he died of pneumonia which often follows the hip-breaking that affected him. He ended his life in that way. The Atlee government introduced a new town movement complementing garden cities. The New Towns Act of 1946 and Town and Country Planning Act 1947 created a revolutionary machinery for positive town construction. Twenty eight new towns were constructed over the next half century, with Labour ministers determined to bring the project to fruition. Hugh Dalton, Richard Crossman, Anthony Greenwood.

Trees at roadside, along verges and pedestrian and cycle segregation are major new town features, together with well treed extensive parks and green wedges lined by trees and verges coming into the centre of town. We have an assurance that trees, verges and public realm will be included in every workshop for Milton Road local liaison forum and this is the message coming from us here at the County Council to the City Deal Board and Assembly.

Trees matter, verges matter; trees count, verges count. They count for Cambridge; they count for Milton Road. We want and I will be asking a commitment from the City Deal Assembly and Board that if in the end construction requires removal of any single one of the trees in Milton Road, then the City Deal monies return to Milton Road mature trees lining Milton Road's verges, making Milton Road the impressive vista it should be – a lead into Cambridge of which us, all of us, can be proud – and I commend the petition to the County and I ask that the County send it to the City Deal Board and Assembly as coming from the County because of our having delegated the matter to the City Deal Board. Thank you.

### **Councillor Bill Hunt**

Thank you Chair. I think I'd have to declare an interest in this matter as I was actually born in Milton Road and therefore it's always been a very special entrance to Cambridge for me.

I think Cambridge is special. Cambridge is unique and it isn't Harlow or Milton Keynes and I think the City centre is approached by roads and vistas, not by transport corridors. And I think we should be aware, and in this case I'm urging balance and reasonable thought, because Cambridge is not just a place to do business. It's a place where people have homes and they want to have communities that thrive and they are not just houses along a route into a trading centre.

I think there is potential huge damage being done to our environment if these trees are needlessly attacked and I recognise the need to move people around for the benefit of business and private lives. I do however have experience with this mini-Holland experience in the London Borough of Waltham Forest and it's a nightmare. It's an Orwellian nightmare. Only the main roads work. All the back roads are blocked up, so when there's a traffic accident the emergency services can't get there, they can't get the people into hospital. Please be very cautious about this mini-Holland. Add to it, PCCPs, which really sound lovely and workplace parking levies and you end up with a place that people are not going to say "let's go to Cambridge", they're going to say "let's avoid Cambridge, it's a nightmare".

So, I'm actually urging that a really considered view is taken by the City Deal and that they do recognise that support for this vista and these trees comes not just from one side of this chamber but across the chamber and it comes from me.

### **Councillor Fiona Onasanya**

Thank you Chair. I just wanted to say thank you for bringing the petition but also just to note that we had delegated powers for making the decision to the City Board at City Deal, that I just wanted to make that comment because I know there were questions raised in the petition about why we as the County are not doing something, and also to say that there have been no final decisions made as yet and it is still going through consultation. So please do keep your feedback coming to us and we will put forward what you have said but we have to go to the City Deal Board. Thank you.

### **Councillor Paul Bullen**

Thank you Chairman and thank you Mr Nisbet and the residents of the vicinity for bringing this to this chamber. I think we all remember that in a meeting not that long ago we voted on whether we give this authority to the City Deal Board. My party voted unanimous against doing so and as much as I hate to say "I told you so", I think this is the first instance where that decision is going to come back and bite us. And I do feel for you and the residents because this chamber cannot do anything. We've given away that authority, and if we also vote through the devolution deal we're going to give even more authority from our highways to that assembly. So I think we as a chamber need to really seriously think about what we've

done, learn from this and consider whether we wish to take those powers back again from the City Deal Board and I'm not sure that we can even do it. But I agree, I think it is an Orwellian scheme. It's outdated, it's been proven not to work elsewhere and there are other schemes for easing congestion and I give Liverpool as a prime example, where actually they've taken bus lanes away and taken traffic lights away and it's actually eased congestion.

So I firmly believe that the City Deal Board do need to look again at this idea and to have a look at all the other ideas before they decide to put it back to public consultation. I personally think it was a bad decision we made in the first place and that this scheme is bad for the City and for the residents.

### **Councillor Anna Bailey**

Thank you Chairman. I welcome the petition. It's the view of the local people about their area and they clearly care about it passionately. I would welcome some clarity about the legal situation, about the issue that has been raised by the petitioner on the delegation. Ultimately I believe this authority retains overall responsibility for highways, so I think perhaps away from this meeting I would welcome some clarification on that.

I've got great sympathy with the plight of these trees and the residents who care about them. You know, it's not easy if you're the one asked to cut it down with the chainsaw and it's in your area, it's unbelievably difficult and trees are really important. These particular trees have been under threat many times over the years and I should think the residents are fairly fed up of having to mount this challenge over and over again. Officers of this Council will be aware of my concern about overall loss of trees across the whole county. It's something which I am trying to address and I do see this as the potential thin end of a wedge which might ultimately take into its ultimate end, you know, we could start looking at what to do with Jesus Green and Parker's Piece and Midsummer Common.

These are special and important features of our landscape. However there is a governance structure in place as other people have said and the City Deal, whether you agree with the plans or not, have carefully put out some very considered plans and the place to talk about those is during this consultation. They are only plans and I for one have heard that 3300 odd residents are deeply unhappy about one element of those plans and I think the City Deal needs to take very careful note about that, because it is their area. But we shouldn't undermine the governance of the City Deal and our partners who share responsibility in the City Deal and therefore I would urge the City Deal to look at this petition very, very carefully and see whether there are more creative solutions and ways around it.

Thank you Chairman.

### **Councillor Roger Henson**

Yes Mr Chairman .my home Norman Cross, is miles away from Milton Road, and I've had four phone calls to me . . . and I look at it from this point of view. It's got 3300 residents in this paperwork; they're 3300 voters and we keep doing useless things and wasting money in my opinion in various places and when you drive through these avenue of trees they are part of our history. And also remember that the 3300 voters will be the ones you won't get next year if you go against them. Thank you very much.

### **Councillor Ian Manning**

Thank you Chair. To say I welcome the words from Councillor Scutt. . . . thanks so much for (*inaudible*) the history lesson. I didn't quite follow all of it but I think history's quite important here and Councillor Bullen mentioned the history of our delegations earlier, where his party and my party voted against the removal of powers from Cambridge Joint Area Committee

which would of course have put us in a decision - with the City Council – put us in a position of being able to stop this scheme. Having said all that I do welcome her words and I welcome the implication that her fellow Labour party member Councillor Lewis Herbert will be working hard as a voting decision maker on the City Deal Executive Board to make sure this doesn't go through. That said, you'll have a White Paper in front of you with what I would like to propose as a response to this petition. Do you want me to read it out Chair?

**Chairman**

Yes, and if you could make it clear perhaps that this is a statement rather than a motion. Councillor Count are you raising a point of order?

**Councillor Steve Count**

Yes I am, a point of order on the handling of petitions. It's very clear that the petition should have called for an action in order to be heard. It's not up to this Council to supply one. To supply one 13 minutes into a 15 minute debate, it's not appropriate because now we have to debate something and we've got about two minutes left on. It's entirely inappropriate.

**Chairman**

Having taken legal advice on this matter, the reality is that anything put forward by any member simply will be a straight yes or no vote, so if you don't support what Councillor Manning is going to propose then vote against it. There were also suggestions I think from Councillor Scutt and indeed from Councillor Bailey of ways that Council might move forward which we will come to. Councillor Manning.

**Councillor Ian Manning**

So just to read out the wording. 'This Council wishes to express its opposition to any plan that would result in the removal of the majority of trees from Milton Road. Further, Council believes the measures contained in the City Deal do not represent efficient or desirable ways of cutting congestion and ask that more options be considered in the public consultation.'

**Chairman**

Thank you. We have no other speakers, so we have a series of – Councillor Count.

**Councillor Steve Count**

Yeah. Very simple response. It's not possible for us to digest that simple motion. For example it talks about majority of trees, so we don't know what schemes would or would not happen if the majority of trees are there. Etc etc. It's simply not possible to come to a rational decision. I therefore will be voting against.

**Councillor Maurice Leeke**

I indicated that I wished to speak Chairman. Is it that you ran out of time. . . ?

**Chairman**

Very sorry Councillor Leeke. You did and I did not write your name down. I do apologise. If you can keep it brief then I shall, as form of apology, allow you to rise.

### **Councillor Maurice Leeke**

That's very kind Chairman. I should just like to make some very quick points. As Councillor Bailey mentioned, it's not the first time it's come to this chamber. I remember with colleagues opposing a similar move when I was Councillor at West Chesterton and I'm glad that we were successful then, and all of the Liberal Democrats opposed the proposal for the changes on Milton Road at the City Deal Assembly. It is as Mr Nisbet suggested I think a case of spending money, rather than spending money wisely and in this case it really is the wrong way round, because so much that the City Deal is and should be doing is about reducing traffic and therefore reducing the need for schemes such as the one on Milton Road and I think it's inappropriate that this is coming before the effects of those changes are introduced.

### **Councillor Ashley Walsh**

I'm no constitutional lawyer Mr Chair but, is there any power you have Mr Chair to extend the debate because this motion does not actually relate just to the trees. It relates to the measures contained in the City Deal, all of them. We can't debate that in 30 seconds. This holds the process of (*inaudible*) in contempt.

### **Chairman**

So Members, the constitutional position is that we accept the petition, you are entitled to debate the petition for 15 minutes. Council then will decide what action to take and it has been left fairly open and I read from the notes. 'It may decide to take the action the petitioner requests, not to take the action requested, to commission further investigation for example by the relevant committee.' So on that basis it is fairly fluid but what is very clear is that there should be no debate of any of the proposals. So it's a clear vote yes or no. Councillor Count.

### **Councillor Steve Count**

I'm sorry Chairman, I must challenge the advice that you've received in that quote in accepting the petition. Petition guidelines, types of petitions, format of petitions, 'the petition submitted to the Council must include the following. A clear statement of your concerns and what you want the Council to do.' It did not include the second. On a subsequent page it states clearly, 'petitions will not be accepted unless they're in the correct format.' It's missing that. I was perfectly content for us all to have this debate because I think it's an important subject but to be dragged into a two minute discussion on actually a motion put forward which we are answering on the basis of an ordinary debate where the time is unlimited compressed into two minutes is wholly unreasonable. The petition actually should not have been accepted under those rules.

### **Chairman**

Thank you Councillor Count. I did seem to recall that Mr Nisbet did make a series of proposals about how we might proceed.

### **Councillor Steve Count**

Chairman we have a written petition in front of us. That is the petition we've heard. Speaking to the petition is not the petition.

## **Chairman**

Well, I think Councillor Count on that note I shall take further legal advice. *(Pause for legal advice)*. Right. Councillor Count. I think the first point I would make is that this would have been a more useful point to raise before the meeting began or indeed, at the beginning of the debate. But anyway given that it wasn't, the way I intend to treat this is as follows. Councillor Manning has put forward a statement that he wishes the Council to vote on. Councillor Bailey has put forward a proposal I understand in that you wanted to refer this for further investigation . . . and Councillor Scutt put forward initially the fact that you wanted to put the City Deal Board to take our views into account.

## **Councillor Jocelynn Scutt**

It was that we refer the petition to the City Deal Board with an imprimatur that we want them to take it into account. Yes.

## **Chairman**

In which case, we will now take votes and we will take three and we will take them in chronological order. We will start with Councillor Scutt's proposal, we will then move on to yours Councillor Bailey and then we will move to Councillor Manning's. . . . do you wish to drop yours? *(Councillor Bailey confirms she does)*. OK. We will then have two votes. The first will be on Councillor Scutt's proposal . . . we will take a vote firstly on Councillor Scutt's proposal, or suggestion rather, that this is referred to the City Deal Executive with the views as expressed in the chamber and the second vote will be on the statement, it is not a motion but a statement, as submitted by Councillor Manning and it is up to you to vote yes or no in support of either of those two positions. Is everybody clear?

*(Agreement. Proceed to vote)*. (See main Minute)

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## Greater Cambridge City Deal Executive Board Forward Plan of decisions

Notice is hereby given of:

- Decisions that that will be taken by the Greater Cambridge City Deal Executive Board, including key decisions as identified in the table below
- Confidential or exempt executive decisions that will be taken in a meeting from which the public will be excluded (for whole or part)

A 'key decision' is one that is likely:

- a) to result in the incurring of expenditure which is, or the making of savings which are, significant having regard to the budget for the service or function to which the decision relates; or
- b) to be significant in terms of its effects on communities living or working in the Greater Cambridge area.

Item title	Summary of decision (including notice of confidential or exempt information, if appropriate)	Officer lead(s)	Key decision?
<b>Joint Assembly: 29 September 2016</b> <b>Executive Board: 13 October 2016</b>		<b>Reports for each item to be published: 21 September 2016</b>	
Chisholm Trail – approval of construction	To approve construction of the scheme.	Graham Hughes	Yes
Selection of preferred options for Cambourne to Cambridge schemes coming in to western Cambridge: <ul style="list-style-type: none"> <li>• Madingley Road</li> <li>• A428-M11</li> <li>• Bourn Airfield / Cambourne busway</li> </ul>	To select a preferred option for each of these three schemes for Full Business Case preparation and detailed design, to be subject to further consultation once prepared before being brought back to the Executive Board.	Graham Hughes	Yes

Update on economic assessment and payment-by-results mechanism	To receive an update on the latest position regarding the independent economic assessment and payment-by-results mechanism.	Tanya Sheridan	No
Financial monitoring report	To note the latest financial monitoring information.	Chris Malyon	No
City Deal progress report	To monitor progress across the City Deal workstreams.	Tanya Sheridan	No
<b>Joint Assembly: 3 November 2016</b> <b>Executive Board: 10 November 2016</b>		<b>Reports for each item to be published: 26 October 2016</b>	
Six-monthly report on skills	To note progress on delivering the skills workstream and consider any issues arising.	Graham Hughes	No
Six-monthly report on housing	To note progress on delivering the housing workstream and consider any issues arising.	Alex Colyer	No
Western Orbital – consultation results	To consider the outcomes of the public consultation on the initial options.	Graham Hughes	No
Tranche 2 initial prioritisation	To receive the results of an initial sift and assessment of the long list of potential tranche 2 schemes and agree schemes to be developed to 'Options Assessment' stage.	Graham Hughes	No
Financial monitoring report	To note the latest financial monitoring information.	Chris Malyon	No
City Deal progress report	To monitor progress across the City Deal workstreams.	Tanya Sheridan	No

<b>Joint Assembly: 1 December 2016</b> <b>Executive Board: 8 December 2016</b>		<b>Reports for each item to be published: 23 November 2016</b>	
Financial monitoring report	To note the latest financial monitoring information.	Chris Malyon	No
City Deal progress report	To monitor progress across the City Deal workstreams.	Tanya Sheridan	No
<b>Joint Assembly: 18 January 2017</b> <b>Executive Board: 25 January 2017</b>		<b>Reports for each item to be published: 10 January 2017</b>	
Cambridge access and congestion	To consider consultation responses and approve delivery of the project.	Graham Hughes	Yes
Financial monitoring report	To note the latest financial monitoring information.	Chris Malyon	No
City Deal progress report	To monitor progress across the City Deal workstreams.	Tanya Sheridan	No
<b>Joint Assembly: 1 March 2017</b> <b>Executive Board: 8 March 2017</b>		<b>Reports for each item to be published: 21 February 2017</b>	
Financial monitoring report and 2017/18 budget setting	To note the latest financial information from and set the City Deal budget for 2017/18.	Chris Malyon	No
A1307 corridor to include bus priority – consultation results and selection of preferred option	To consider the outcomes of the public consultation on the initial options and to select a preferred option to develop in greater detail, to be subject to public consultation before being brought back to the Executive Board for approval to progress to detailed design.	Graham Hughes	Yes
City Deal progress report	To monitor progress across the City Deal workstreams.	Tanya Sheridan	No

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## Greater Cambridge City Deal Executive Board

1 September 2016 – City Deal progress report

Workstream	Update	Upcoming milestones
<b>INFRASTRUCTURE PROGRAMME</b> Create and deliver an infrastructure investment programme that draws together national and local funding streams to invest in infrastructure that will drive economic growth in the area.		
<b>A1307 corridor to include bus priority / A1307 additional Park &amp; Ride</b> Achieve faster and more reliable bus journey times between Haverhill, Cambridge and key areas in between, through bus priority at key congestion points on the A1307 and provision of an outer Park & Ride site on the corridor.	<ul style="list-style-type: none"> <li>Public consultation on initial options for the route closed on 1 August. Over 1,400 responses were received.</li> </ul>	<ul style="list-style-type: none"> <li>Development of a preferred option to be recommended to the Executive Board, incorporating the outcomes of the public consultation on initial options.</li> <li>8 March 2017: Executive Board to consider the outcomes of public consultation and select a preferred option.</li> </ul>
<b>A428-M11 segregated bus route / A428 corridor Park &amp; Ride / Madingley Road bus priority</b> Ensure that bus journeys between Cambourne and Cambridge are direct and unaffected by congestion by providing high quality bus priority measures between the A428/A1303 junction and Queen's Road, Cambridge and one or more Park & Ride or rural interchange sites on the corridor.	<ul style="list-style-type: none"> <li>The report has been rescheduled from this meeting cycle to next to allow sufficient time for all relevant parties to review and finalise the technical detail prior to publication and at specific request.</li> </ul>	<ul style="list-style-type: none"> <li>Date/location TBC: Next Local Liaison Forum meeting</li> <li>13 October: Executive Board to select a preferred option for the Cambourne to Cambridge route for Full Business Case preparation and detailed design, to be subject to further public consultation.</li> </ul>
<b>Chisholm Trail cycle links</b> A high quality strategic cycle route from Cambridge Station in the south of the city through to the new [Cambridge North] Station, providing connections between the Science and Business Parks in the north and the commercial hub around Cambridge Station and the Biomedical Campus.	<ul style="list-style-type: none"> <li>The planning applications for the Chisholm Trail cycle links and the Chesterton-Abbey bridge are currently being considered.</li> <li>The timing for the planning committee decision is currently uncertain: if the application cannot be considered in September, it is requested that the item currently scheduled for 13 October is moved to 10 November.</li> </ul>	<ul style="list-style-type: none"> <li>Imminent: submit request for Secretary of State consent to route across Coldham's Common.</li> <li>5 September: Next Local Liaison Forum meeting, 6pm at Barnwell Baptist Church.</li> <li>September or October (anticipated): Fringes JDCC to consider planning applications.</li> </ul>

		<ul style="list-style-type: none"> <li>Following planning permission: Executive Board asked to approve construction.</li> </ul>
<b>City centre capacity improvements</b> Improve the reliability of, and capacity for public transport, cycling and walking movements in the city centre through a variety of potential measures to relieve congestion and manage the city's transport network.	<ul style="list-style-type: none"> <li>The views of the public, businesses and other stakeholders are currently being sought on the proposed package of measures.</li> </ul>	<ul style="list-style-type: none"> <li>11 July to 10 October: Seeking people's views on proposed package of measures.</li> <li>25 January 2017: Executive Board to consider responses and feedback, and decide whether to approve project delivery.</li> </ul>
<b>Cross-city cycle improvements</b> Facilitate continued growth and an increased proportion of cycling trips in Cambridge, lifting cycling levels to around 40% by enhancing the connectivity, accessibility and safety of the cycling network.	<ul style="list-style-type: none"> <li>Construction has started on the Arbury Road scheme.</li> <li>Detailed development is progressing on the other four schemes, for construction beginning in 2017.</li> </ul>	
<b>Histon Road bus priority / Milton Road bus priority</b> Ensure that bus journeys along Histon and Milton Roads are direct and unaffected by congestion through the provision of high quality on-line bus priority measures between the Histon and Milton Interchanges and Cambridge city centre.	<ul style="list-style-type: none"> <li>The Executive Board at its meeting on 9 June approved public consultation on preferred measures for both corridors, and agreed that Local Liaison Forums need to be involved as the detail is developed.</li> <li>Detailed work is being undertaken on those preferred measures in preparation for public consultation, working with Local Liaison Forums and including engaging with stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Dates/locations TBC: Next Local Liaison Forum meetings.</li> <li>1 November: Anticipated start of public consultation.</li> <li>19 December: Anticipated close of public consultation.</li> </ul>
<b>Tranche 2 programme development</b> Develop a prioritised programme of infrastructure investments, informed by an analysis of their anticipated economic impacts, to be delivered during the tranche 2 period (2020/21-2024/25).		<ul style="list-style-type: none"> <li>Autumn: Initial sift and assessment of the long-list of schemes.</li> <li>10 November: Executive Board to consider and agree initial priorities for preparatory work on tranche 2 schemes to develop to 'options assessment' stage.</li> </ul>

OTHER WORKSTREAMS		
<b>Communications</b> Communicate the vision and aims of the City Deal to a range of audiences	<ul style="list-style-type: none"> <li>• Six-weekly meeting cycle of City Deal Communications Group – strategy/commissioning.</li> <li>• Support for Tackling Peak-Time Congestion engagement – press releases, website content, graphics and multimedia products including PCCP animation.</li> <li>• Stakeholder meetings - TfGM, Form the Future, Housing Development Agency, Cambridge Ahead.</li> <li>• Briefing events have been conducted on key issues.</li> <li>• Live tweeting of City Deal meetings to ensure that updates are communicated quickly and effectively to the wider public.</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder meetings – round-table event with community representatives on key communications issues; LEP on skills.</li> <li>• Completion of the stakeholder/communications strategy and delivery plans; brand guidelines.</li> <li>• Quarterly briefing and process communique.</li> <li>• Transport vision and updated maps.</li> <li>• New social media channels.</li> <li>• Events marketing kit to support engagement.</li> <li>• Support for ongoing consultations.</li> <li>• Channel content review.</li> <li>• Resource review.</li> </ul>
<b>Economic development and promotion</b> Enhance the alignment of public and private sector partners in Greater Cambridge to enhance the attractiveness and promotion of the Greater Cambridge economy to high-value investors around the world, and align appropriate activities that support existing businesses to develop.	<ul style="list-style-type: none"> <li>• The Cambridge Promotion Agency has now been operational for roughly a year.</li> <li>• A fuller update report on the work of the Cambridge Promotion Agency, including its first year achievements, is included on this meeting's agenda.</li> </ul>	
<b>Finance</b> Manage and monitor the delivery of the infrastructure investment programme and relevant City Deal-related expenditure, and bring together appropriate local funding streams to complement and enhance the delivery of City Deal objectives.	<ul style="list-style-type: none"> <li>• The Government consultation on the future of New Homes Bonus has closed and responses are being reviewed. It is not clear when an update will be published.</li> </ul>	

<b>Governance</b> Create a governance arrangement for joint decision making between the local Councils that provides a coordinated approach to the overall strategic vision, including exploring the creation of a Combined Authority to allow the Councils to collaborate more closely to support economic development.	<ul style="list-style-type: none"> <li>At the time of writing, consultation is approaching its conclusion on a proposed Devolution Deal for Cambridgeshire and Peterborough. This would in practice mean that a Combined Authority for Greater Cambridge would not be created.</li> </ul>	<ul style="list-style-type: none"> <li>October: Councils to consider outcomes of consultation on proposed devolution deal and take final decisions.</li> <li>Work with the Councils to understand the implications of a Combined Authority, and how that fits with the City Deal.</li> </ul>
<b>Housing</b> Explore the creation of a joint venture to drive quicker delivery of 2,000 of the affordable new homes envisaged in the draft Local Plans, potentially drawing in land holdings from the partners and external investment to deliver more affordable housing, and deliver 1,000 extra new homes on rural exception sites.	<ul style="list-style-type: none"> <li>Work has commenced on a Communications Strategy, which will lead into creating a brand for the Greater Cambridge Housing Development Agency (GCHDA)</li> <li>The GCHDA are continuing work on numerous schemes.</li> <li>The GCHDA Management Board have agreed the SCDC self-build vanguard will be managed through the GCHDA.</li> <li>The GCHDA team is continuing to staff up, with a Technical &amp; Construction Lead to be advertised shortly.</li> </ul>	<ul style="list-style-type: none"> <li>10 October: Workshop to discuss models for the GCHDA.</li> </ul>
<b>Payment-by-results mechanism</b> Implement a payment-by-results mechanism where Greater Cambridge is rewarded for prioritising and investing in projects that deliver the greatest economic impact over 15 years, commencing in 2015-16.	<ul style="list-style-type: none"> <li>Officers are working with counterparts from several city-regions around the UK to procure the economic assessment panel, which will serve the city-regions' payment-by-results mechanisms up to 2021.</li> <li>The tender for the framework contract for the economic assessment panel closed recently and is being evaluated at the time of writing.</li> </ul>	<ul style="list-style-type: none"> <li>September: Anticipated contract award.</li> </ul>
<b>Skills</b> Create a locally responsive skills system that maximises the impact of public investment, forges stronger links between employers and skills providers, and drives growth across Greater Cambridge, including delivering 420 additional	<ul style="list-style-type: none"> <li>'Form the Future' is reporting good progress against the KPIs in the contract for the City Deal Skills Service.</li> <li>The Skills Service is confident that the target number of apprentices for the year will be achieved.</li> </ul>	<ul style="list-style-type: none"> <li>10 November: Six monthly report to come to the Executive Board on the Skills Service, including sharing the findings from interim evaluation and considering the future funding position.</li> </ul>



apprenticeships in growth sectors over five years.		
<b>Smart Cambridge</b> Explore, in partnership with academic and business expertise, technological opportunities to complement the aims of the infrastructure investment programme and improve the functioning of the Greater Cambridge economy, finding smart solutions to a series of issues constraining the economic growth potential of the area and positioning the area as a Smart Cities leader.	<ul style="list-style-type: none"> <li>The Executive Board in July approved three work packages towards Intelligent Mobility, regarding data on travel choices, integrated ticketing and autonomous vehicles, with a fourth package to be recommended in early 2017 on digital way-finding.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<b>Strategic planning</b> Underpin and accelerate the delivery of the Cambridge City and South Cambridgeshire Local Plans, including undertaking an early review of the Local Plans beginning in 2019 to take into account the anticipated changed infrastructure landscape, and work towards developing a combined Local Plan that includes other relevant economic levers.	<ul style="list-style-type: none"> <li>Joint hearings on the Local Plans recommended in June with hearings on housing numbers, housing supply, the joint housing trajectory and Green Belt.</li> <li>Hearings specifically on the Cambridge Local Plan started in June and continue into September.</li> </ul>	<ul style="list-style-type: none"> <li>November/December: Hearings specifically into the South Cambridgeshire Local Plan.</li> <li>Further details of Local Plan hearings are to be confirmed.</li> </ul>

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# Agenda Item 9



**GREATER  
CAMBRIDGE  
CITY DEAL**

Securing future prosperity

**Report To:** Greater Cambridge City Deal Executive Board 1 September 2016

**Lead Officer:** Alex Colyer, Executive Director (South Cambridgeshire District Council)

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## **Monitoring delivery of 1,000 extra new homes on rural exception sites**

### **Purpose**

1. As part of the City Deal agreement, the partners committed to “the delivery of an additional 1,000 new homes on rural exception sites” in addition to “the acceleration of delivery of 33,480 homes by 2031”. This report updates a report to the 7 July 2016 meeting. It addresses what the 1,000 homes are additional to, the definition of eligible homes, and sets out how the 1,000 additional dwellings will be monitored and performance against the commitment to date.

### **Recommendations**

2. The Executive Board is recommended to:
  - a) Endorse the approach to monitoring set out in paragraphs 11 to 23 of this report.
  - b) Note progress towards delivery as set out in paragraph 18.

### **Reasons for Recommendations**

3. In order to demonstrate delivery of the City Deal agreement, it is necessary to establish a clear and transparent monitoring process.

### **Background**

4. The Joint Assembly on 7 July and Executive Board on 13 July 2016 considered a paper on monitoring the delivery of 1,000 extra new homes on rural exception sites. The City Deal agreement includes a commitment “to enable delivery of 1,000 extra new homes on rural exception sites” as part of the Councils’ commitment to delivery of housing in this important growth area. The focus of discussion at both meetings was on the definition of eligible homes to count towards the 1,000 additional homes. Officers had originally considered a range of options for defining eligible homes but in the previous report only the recommended option was expressed. This proposed that all homes on traditional rural exception sites and on five year supply sites be used as the measure.

5. The Assembly's consideration of the paper resulted in them outlining a strong concern at the inclusion of market housing towards the commitment, and considered an alternative approach that counted only affordable housing on those sites should be considered. There was a mix of views but the largest number signified that they would be in favour of that approach.
6. Discussion at the Executive Board also focused on the definition of eligible homes. Officers confirmed that from a planning perspective, either approach could be monitored for this purpose. A Member of the Assembly attended and raised further concerns that the affordable housing counted towards the 1,000 additional homes should all be for people with a local connection. The Board deferred a decision on the monitoring definition and whilst affirming a commitment to delivering 1,000 additional affordable homes asked officers to bring a report back to this meeting with a refined definition. It did not support the approach to limit affordable housing to those with a local connection as part of the definition for the City Deal. It also agreed to consider the introduction of a stretch target after the Local Plans had been adopted. This report has been updated in the light of the Board's decision.
7. The City Deal commitment to deliver 1,000 additional homes is in the context of another City Deal commitment to accelerate delivery of 33,480 planned homes" at the time that the agreement was made. The 1,000 homes in the agreement is therefore additional to the 33,480 figure.
8. The City Deal agreement was made at the time when the South Cambridgeshire Local Plan was identifying a housing requirement of 19,000 homes and the Cambridge Local Plan a figure of 14,000 homes, giving a total requirement of 33,000 homes for the Greater Cambridge area. There is therefore no direct relationship between the Objectively Assessed Housing Need (OAHN) figures that inform the Local Plan housing requirements and the 1,000 additional homes forming part of the City Deal agreement, which is about housing delivery. However, the delivery of extra homes from this commitment would provide further flexibility in housing delivery.
9. Following additional work on OAHN undertaken in response to the Local Plan Inspectors' preliminary findings in their letter of May 2015, a proposed modification was submitted to the Local Plan Inspectors in March 2016 to increase the OAHN in the South Cambridgeshire Local Plan by 500 dwellings to 19,500 homes. No change is proposed to the Cambridge Local Plan as a result of the additional work. This gives a total requirement of 33,500 homes for Greater Cambridge.
10. Coincidentally, the updated housing requirement is essentially the same figure as the City Deal commitment to accelerate the delivery of 33,480 homes that were planned at the time that the agreement was made. It is therefore proposed that the monitoring of the additional 1,000 homes through the City Deal agreement can be undertaken alongside the monitoring of the 33,500 home requirement in the Local Plans.

## **Considerations**

### ***Monitoring the City Deal commitment***

#### ***a) What are the 1,000 homes additional to?***

11. Given the City Deal commitment is for homes on rural exception sites in addition to 33,480 planned homes at the time of the agreement, any homes delivered above that figure that are on rural exception sites, as defined for the purposes of the City Deal, would be contributing to the commitment. As this is coincident with the 33,500 homes requirement for Greater Cambridge, only once delivery exceeds the level needed to meet the Local Plans requirements can any eligible homes be counted towards the 1,000 additional home commitment.
12. The latest Joint Housing Trajectory for Greater Cambridge is included in both the Cambridge and South Cambridgeshire Annual Monitoring Reports, based on data to November 2015. It demonstrates that 35,773 homes are now expected to be delivered in Greater Cambridge during the plan period, compared with the housing requirement of 33,500 homes. This shows that 2,273 more homes are expected to be delivered than the increased housing requirement. As the 33,480 figure in the City Deal against which the additional 1,000 homes will be assessed is now essentially the same as the updated requirement, these 2,273 homes have the potential to count towards the additional 1,000 homes.
13. For the purposes of monitoring the City Deal commitment, housing supply (both through actual housing completions and through predicted completions from permissions, allocations and windfalls) have been compared with the 33,500 housing requirement in the submitted Local Plans, as this is the same as the figure in the City Deal agreement (Appendix 1, Figure 1).
14. The housing requirement in the submitted Local Plans of 33,000 homes for Greater Cambridge amounts to an annualised requirement of 1,650 homes. This shows that for the next few years the Councils are making up a shortfall from the early years of the plan period during the recession and, as a result, there is projected to be no surplus in terms of delivery over and above that required to meet the housing requirement. However, from 2017-18 there is projected to be a surplus in terms of delivery. Assuming future updates to the housing trajectory confirm that position, from that year, any eligible sites up to the level of the surplus will count to the City Deal commitment.

#### ***b) What are eligible homes for the purposes of the additional 1,000 homes?***

15. The City Deal agreement is for 1,000 “homes” on rural exception sites. It is therefore important to define the developments that should contribute to this figure for the purposes of monitoring the Councils’ performance against the City Deal agreement. In planning terms, rural exception sites are sites for 100% affordable housing (or with the minimum amount of market housing to make them viable) adjacent to village frameworks and can only be brought forward where there is a demonstrable local housing need for affordable housing. The supply of traditional ‘rural exception sites’ has declined in South Cambridgeshire over the last few years mainly due to the Council currently being unable to demonstrate a five year supply. This has meant

that instead of landowners releasing land at a lower value for 'rural exception site schemes', many are seeking the delivery of market-led housing sites due to their greater value. Therefore a number of 'five year supply' sites are coming forward in the rural area as exceptions to normal planning policy, which provide a proportion of affordable housing as part of the scheme.

16. As well as the five year supply having an impact on the traditional 'rural exception site' schemes, the 1% rent reduction for social housing has also compounded their deliverability. This has particularly affected the Council's own new build programme where one of its key objectives was to help deliver 'rural exception site' schemes. Other housing providers have also been affected by the 1% rent reduction, which has seen a slow down in activity whilst they review their development programmes to take account of the loss of revenue.
17. It is considered that reflecting current circumstances, and given the extensive discussion at the Assembly and Board and the subsequent resolution, it is appropriate to interpret the City Deal agreement to count the affordable housing on sites coming forward in the rural area as exceptions to the normal Local Plan policies. The following definition is therefore proposed:

*"All affordable homes (as defined by the National Planning Policy Framework) constructed on rural exception sites, and on sites not allocated for development in the local plans and outside of a defined settlement boundary."*

This revised definition reflects the Assembly and Board's aspiration to follow local expectations at the time of the "Deal's consideration that homes were affordable homes (as per the majority of homes delivered through the rural exceptions site policy).

**c) What method should be used for monitoring the additional 1,000 homes? What is delivery to date?**

18. To monitor the City Deal commitment, the Councils will identify and record eligible planning permissions and completions and the forecast and actual year they are built, as set out in Appendix 1, Figure 2. The table also includes a cumulative total so that the delivery of the 1,000 additional homes can be identified. That will be added to as new sites come forward.
19. On the basis of the published housing trajectory, there are 173 affordable homes that are eligible and count towards the additional 1,000 homes in the City Deal commitment. The table is supported by a list of the individual sites included in the overall figure (Appendix 1, Figure 3). Since that time and up to end of June 2016, an additional 69 affordable homes on eligible sites have been granted permission (see Appendix 1, Figure 4), making a total provision of 242 affordable homes towards the 1,000 home commitment by 2031. They will be included in the new housing trajectory when it is updated in the next Annual Monitoring Report.

***Publishing the result of monitoring***

20. The Councils prepare a housing trajectory every year that is published in their Annual Monitoring Reports (AMRs), and this records the actual and predicted housing completions on a year by year basis for the plan period 2011-2031, and shows which

of these are affordable homes. It is prepared in consultation with the development industry, but in a number of cases a lower estimate of predicted completions has been included than anticipated by the site promoters on the precautionary principle, in particular for major sites such as new settlements.

21. The AMRs will include the results of monitoring the City Deal commitment.
22. Government has requested monitoring information to the Cities Unit on a six monthly basis. Updates will be provided to the City Deal Assembly and Executive Board for reporting to Government. Comprehensive monitoring of housing completions is carried out on an annual basis, and therefore comprehensive monitoring of the commitment can only be carried out on an annual basis. However, a partial update can be provided on a six monthly basis on a similar basis to Appendix 1, Figure 4 to identify new permissions granted.
23. To contribute to the delivery of the 1,000 extra homes, the City Deal has supported the establishment of the Greater Cambridge Housing Development Agency (HDA). See the separate report on this agenda.

#### ***Consideration of a stretch target***

24. The Board also considered whether a stretch target should be set beyond the 1,000 homes. It agreed to consider the introduction of a stretch target after the Local Plans had been adopted. This is consistent with officers' advice to the meeting.

#### **Options**

25. Officers have considered whether there are other methods of monitoring the delivery of the 1,000 additional homes on rural exception sites and have concluded that on the basis of the Board's earlier views, the proposal now advanced represent the most appropriate option and that there are no other reasonable alternative options that provide a similarly clear and transparent method.
26. In the development of the report to the previous meetings, officers nevertheless gave consideration to the approach to defining eligible homes for the purposes of the monitoring the City Deal commitment, including the type of sites that should be eligible and whether market and / or affordable homes should be counted. The report put forward one option. The previous Assembly and Board meetings considered both these options and also whether only affordable homes on rural exception sites should be counted and whether affordable homes should be limited to those with a local connection.

#### **Implications**

27. 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, there are no significant implications.

## **Background Papers**

Report to the City Deal Joint Assembly on 7 July 2016, Item 9, Monitoring delivery of 1,000 extra new homes on rural exception sites:

<http://scambs.moderngov.co.uk/ieListDocuments.aspx?CId=1073&MId=6642&Ver=4>

Report to the City Deal Executive Board on 20 July 2016, Item 11, Monitoring delivery of 1,000 extra new homes on rural exception sites:

<http://scambs.moderngov.co.uk/ieListMeetings.aspx?CId=1074&Year=0>

**Report Author:** Caroline Hunt – Planning Policy Manager  
Telephone: 01945 713196



Appendix 1: Monitoring Delivery of City Deal Commitment

This appendix sets out the approach to monitoring the delivery of the 1,000 homes on rural exception sites by 2031 in addition to the housing targets included in the submitted Local Plans (as amended through proposed modifications), which included a combined housing requirement of 33,500 homes. Eligible sites are defined as: "All affordable homes (as defined by the National Planning Policy Framework) constructed on rural exception sites, and on sites not allocated for development in the local plans and outside of a defined settlement boundary."

The appendix provides monitoring information for the period since the City Deal was signed in June 2014.

The monitoring data is based on information in the AMR 2014-2015 (January 2016<sup>1</sup>), comprising completions and planning permissions to June 2015 (Figures 2 and 3) that are above the homes needed to meet the submitted Local Plan targets (Figures 1 and 5).

Further planning permissions to end June 2016 are identified separately (Figure 4).

Figure 1: Identification of surplus against the housing requirement included in the submitted Local Plans (as amended through proposed modifications), that may be capable of counting toward the City Deal commitment

Year	2011-2012	2011-2013	2011-2014	2011-2015	2011-2016	2011-2017	2011-2018	2011-2019	2011-2020	2011-2021	2011-2022	2011-2023	2011-2024	2011-2025	2011-2026	2011-2027	2011-2028	2011-2029	2011-2030	2011-2031
Cumulative Actual and Predicted Completions	1,030	2,057	4,011	5,595	7,027	9,386	12,065	14,942	17,388	19,734	21,777	24,106	26,128	27,851	29,513	31,048	32,232	33,332	34,553	35,773
Cumulative Annualised Requirement	1,675	3,350	5,025	6,700	8,375	10,050	11,725	13,400	15,075	16,750	18,425	20,100	21,775	23,450	25,125	26,800	28,475	30,150	31,825	33,500
Shortfall / Surplus compared to Cumulative Annualised Requirement	-645	-1,293	-1,014	-1,105	-1,348	-664	340	1,542	2,313	2,984	3,352	4,006	4,353	4,401	4,388	4,248	3,757	3,182	2,728	2,273

Figure 2: Housing Trajectory for Predicted Completions from eligible planning permissions, as included in published housing trajectory

Year	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	Known supply to 2031
Eligible rural exception sites	Actual Completions	Pre signing of the City Deal																			
	Predicted Delivery						82	55	36												
Cumulative Total							82	55	36												173

Figure 3: List of eligible sites, as in published housing trajectory 2015

	Number of Dwellings Permitted	... of which affordable	Number of Dwellings once in surplus <sup>2</sup>	Eligible dwellings- proportion of dwellings that are affordable	Predicted Number of Completions from Eligible Dwellings		
					2017-2018	2018-2019	2019-2020
West of Cody Road, Waterbeach	60	24	30	12	12		
North of Bannold Road, Waterbeach	90	36	90	36	14	14	8
Bannold Road & Bannold Drove, Waterbeach	57	23	57	23	12	11	
East of Cody Road, Waterbeach	36	14	36	14	14		
CEMEX Cement Works, Barrington	220	88	220	88	30	30	28
<b>Total</b>	<b>463</b>	<b>185</b>	<b>433</b>	<b>173</b>	<b>82</b>	<b>55</b>	<b>36</b>

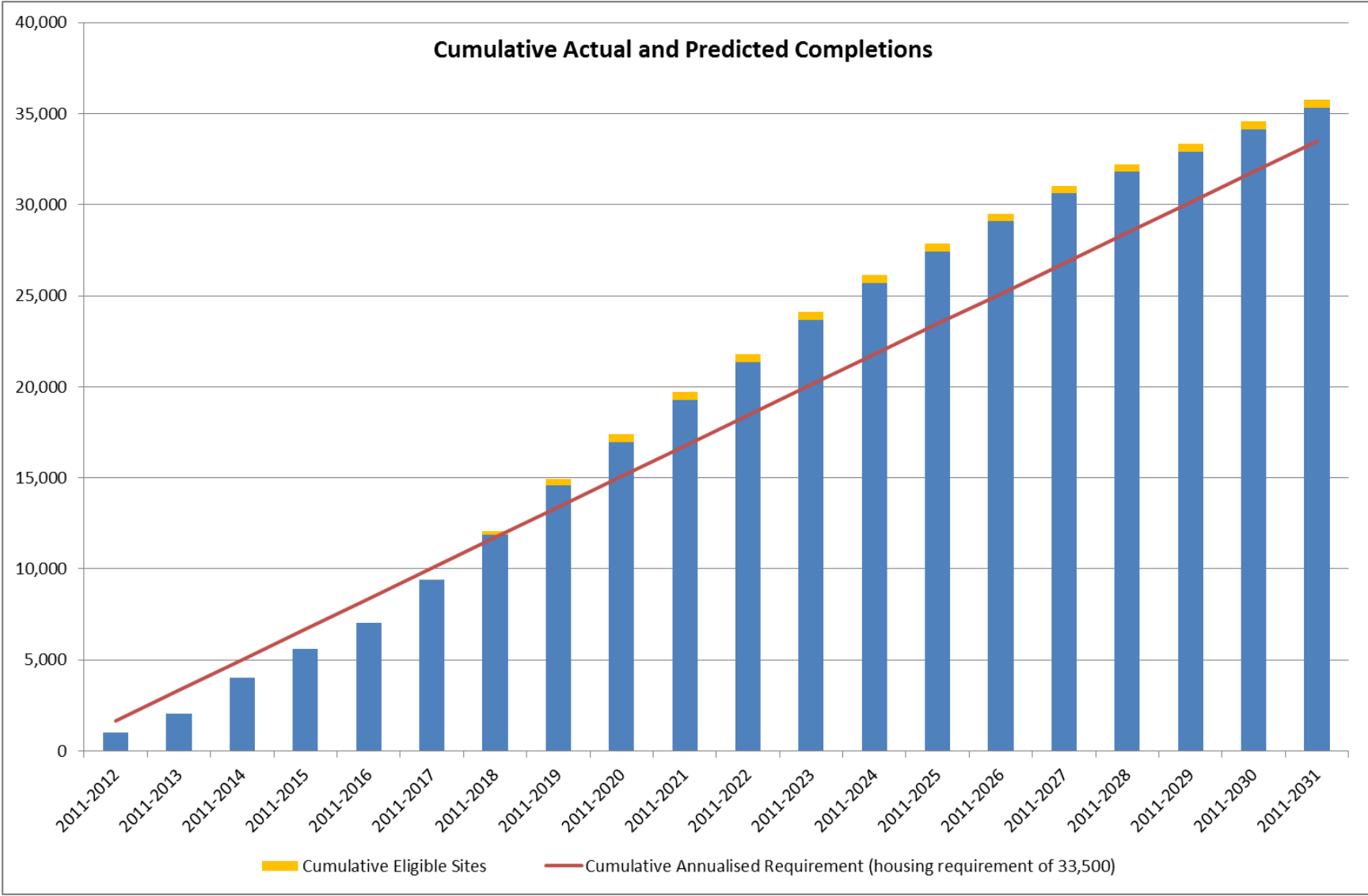
<sup>1</sup> RD/AD/470

<sup>2</sup> Number of dwellings on a relevant site that are predicted to be completed once a surplus against the housing requirement has been identified (see figure 1).

Figure 4: Predicted Completions from eligible planning permissions, permitted since the housing trajectory up to June 2016

	Number of Dwellings Permitted	... of which affordable	Number of Dwellings once in surplus	Eligible dwellings- proportion of dwellings that are affordable
38 Mill Road, Over	1	0	1	0
Land off Mill Lane, Sawston	48	19	48	19
Gills Hill Farm, Bourn	16	7	16	7
65 Pettitts Lane, Dry Drayton	6	2	6	2
Land at 36 Oakington Road, Cottenham	50	20	50	20
Land off Rockmill End & Meadow Road, Willingham	72	29	22 <sup>3</sup>	9
Fountain Farm, Park Lane, Gamlingay	1	0	1	0
18 Boxworth End, Swavesey	30	12	30	12
<b>Total</b>	<b>224</b>	<b>89</b>	<b>174</b>	<b>69</b>

Figure 5: Comparison of Cumulative Actual and Predicted Completions against Cumulative Annualised Requirement<sup>4</sup>



<sup>3</sup> In addition to 50 dwellings already included in housing trajectory.  
<sup>4</sup> Includes dwellings completed and sites with planning permission. Future identified sites will be added as they receive planning permission.

# Agenda Item 10



**GREATER  
CAMBRIDGE  
CITY DEAL**

Securing future prosperity

**Report To:** Greater Cambridge City Deal Executive Board

1 September 2016

**Lead Officer:** Claire Ruskin, Cambridge Network

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## **Helping to create more jobs – Cambridge Promotions Agency**

### **Purpose**

1. An update on the progress and direction of the Cambridge Promotion Agency, which is helping bring wanted private sector investment into the Cambridge cluster.

### **Recommendations**

2. It is recommended that the City Deal Executive Board notes the progress and suggests any change of emphasis it might like at the mid-point of the two year project.

### **Reasons for Recommendations**

3. Private sector investment from outside the region is needed in order to meet the City Deal target of 44,000 additional jobs in the region.
4. Existing companies and institutes need to invest in order to create vacancies and take on more people. Additional businesses need to come into the region. Entrepreneurs and start-ups need to be encouraged to stay and scale up. The talent pool that is a key factor for inward investment needs to be developed.

### **Background**

5. The City Deal Executive Board and other organisations agreed that Cambridge's ability to compete for desired growth was limited previously by having little resource allocated to the needs set out above. Other regions have been vigorous and professional in welcoming inbound enquiries and generating new enquiries internationally. The world is competitive for growth investment and, whilst viewing itself as special, even Cambridge cannot be complacent.

### **Considerations**

6. The Cambridge Promotion Agency (CPA) set up within Cambridge Network has taken on several streams of the work that results in private sector investment in the region. It seems to be getting better success rates than was achieved before although with no baseline before it started it is counting successes rather than increments.
7. CPA is helping investment to the cluster and has a plan for promoting the Greater Cambridge region to international investors, using up to date techniques for video sound bites launched through international social media.

8. Since taking on the function the Cambridge Promotion Agency has:
- handled over 110 serious enquiries professionally from a wide range of sources;
  - qualified leads and sorted business tourists from good investors;
  - developed a pipeline for tracking and communication;
  - had success with around ten new investors to date, despite the short life time so far – successes include Beko/Arcelik, Zurich Insurance, EMC, Barclays;
  - built up relationships with the LEP and UKTI and Councils who have been responsible for trade and investment to date;
  - published collateral for existing businesses to encourage them to stay and grow in the region;
  - published online resource for press, new investors, and existing investors on the Cambridge Network website;
  - helped the City Deal articulate the smart city progress in their brochure;
  - agreed a series of emerging science showcase messages to be produced in collaboration with Cambridge University and Cambridge TV;
  - helped make outside jobseekers aware of the jobs and business growth in the region;
  - helped train staff at all levels in all sizes of company to keep the talent pool developing and motivated to stay in the region.

### **Options**

9. Together the County, City and South Cambs Councils are contributing just under half of the cost for the two year project, with the majority of the funding coming from business network collaboration.
10. The trial appears to be successful at the half way point, one year in. The mechanisms have been set up to run long term but they will continue to be dependent on having one to two experienced people to qualify, respond and arrange meetings and follow-up with enquirers.
11. All the signs are that it is making a positive difference but is unlikely to become self-sustaining financially within the next year. To date there has been no funding contribution by the LEP or the Universities. Visiting investors do not expect to make financial contributions to the agency on the way in, partly because they are entertained lavishly in other competing regions.
12. The function has been set up such that it can either be continued after the two year project or passed on next summer.

### **Implications**

13. 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, there are no significant implications.

### **Background papers**

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

**Report Author:** Claire Ruskin, Jonathan Brech – Cambridge Promotion Agency,  
operating within Cambridge Network  
Telephone: 01223 760131

# Agenda Item 11



**GREATER  
CAMBRIDGE  
CITY DEAL**

Securing future prosperity

**Report To:** Greater Cambridge City Deal Executive Board

1 September 2016

**Lead Officer:** Aaron Blowers, Greater Cambridge City Deal Project Manager

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## **City Deal Risk Management Framework**

### **Purpose**

1. The Executive Board is asked to agree a Risk Management Framework to apply across the City Deal programme. This will ensure there is a clear, consistent approach to risk management and regular consideration of risk by the Executive Board.

### **Recommendations**

2. It is recommended that the Executive Board:
  - (a) Approve the draft Risk Management Framework, to apply across the City Deal programme; and
  - (b) Agree to receive quarterly reports on City Deal Strategic Risk management.

### **Reasons for Recommendations**

3. The proposed Risk Management Framework and strategic risk reporting frequency would allow risk management to be undertaken effectively and in a coordinated manner across the City Deal programme, with clear political and senior officer oversight, particularly as the programme moves into its delivery phase.

### **Background**

4. Paragraph 5.3 of the Executive Board Terms of Reference states that “the lead role on projects shall be determined by the Board, subject to the principle that the lead authority should be the Council primarily responsible for the service in question for their area. The procurement and other rules of the lead authority will apply in respect of projects.”
5. Since Cambridgeshire County Council acts as the Accountable Body for the City Deal, the principle above suggests that where risk management is concerned the procedures to be followed should reflect those of the County Council. This principle is reflected in the draft Risk Management Framework, however in practice the risk management processes in the three Councils are fundamentally very similar (with some differences based on their differing models of Member governance), so this draft Risk Management Framework effectively enshrines the processes that are followed in all three Councils.
6. This draft Risk Management Framework has been subject to consultation with key officers in each of the three Councils, including Democratic Services Managers and audit officers.

## Considerations

7. Risk management has been taking place in the City Deal programme, but this has been taking place without the guidance of a single point of reference document, therefore reporting arrangements are ad hoc. Adopting a City Deal Risk Management Framework would provide robust guidance to officers managing risks across the programme, including implementing a process of escalating and cascading risks that reflects good programme and project management discipline. To date, risks on projects and at the strategic level have been managed and documented, but a consistent approach will ensure quicker and smoother escalation and cascading.
8. In brief, the approach proposed to be enshrined for City Deal risk management through this draft Risk Management Framework includes the following key principles:
  - (a) Separate strategic and project-specific risk management, allowing detailed risks to be managed at a detailed level and strategic risks to be managed at a strategic level, with cascading and escalation between the two.
  - (b) Strategic Risk Register to be owned by the Executive Board, advised by the Programme Board as the senior officer management group.
  - (c) Quarterly Strategic Risk Register reporting to the Executive Board and Joint Assembly.
9. It is crucial to note that risk management should not be taken as a forecast of doom – it is a process of recognising problems that might occur in the future and actions that can be taken to reduce the likelihood and/or impact of those problems occurring. The Strategic Risk Register will therefore include several significant risks that, without the appropriate context and caveats, could be misinterpreted as suggesting that significant problems are being experienced. Reports to the Executive Board and Joint Assembly will need to make that context clear and emphasise the purpose of risk management in order to avoid this.

## Options

### *Recommended option*

10. The recommendations would see the draft Risk Management Framework adopted, as appended to this report, with quarterly reporting on the Strategic Risk Register to take place. This draft Framework would support good project and programme management disciplines across the programme. Quarterly risk reporting is considered to represent a frequency that allows the Executive Board to be actively involved in strategic risk management. If these recommendations are approved by the Executive Board, the first Strategic Risk Register report is expected to go to the 13 October Executive Board and 29 September Joint Assembly meetings.

### *Alternative options*

11. The Executive Board could choose not to implement a City Deal Risk Management Framework and continue with an approach where the officer Programme Board manages strategic risk and project risk is managed by individual projects. Given the size and nature of the programme and the new challenges scheme delivery will bring, it is important to have clear protocols and structures in place to make sure escalation happens in a timely way. The recommended option provides a clear and consistent framework, which a more ad hoc approach may not.

12. The Executive Board could choose to not take a role in risk management going forward, leaving it to the Programme Board to exercise strategic risk oversight. This could mean that there is no political oversight of strategic risk management.
13. It would be possible to report less regularly than recommended on the Strategic Risk Register, for instance reporting on a six-monthly basis rather than quarterly as recommended. This would still allow risk management to be undertaken effectively across the programme, however there would be less frequent political oversight. Equally, the Executive Board could receive a report on the Strategic Risk Register at every meeting, but it is anticipated that risk scores will not change enough to mean that each meeting has new business to consider in terms of risk management, hence the additional burden on Assembly and Board time here would not be justified.

### **Implications**

14. 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: -

### ***Risk Management***

15. The proposed Risk Management Framework and strategic risk reporting frequency would allow risk management to be undertaken effectively and in a coordinated manner across the City Deal programme, with clear political and senior officer oversight, particularly as the programme moves into its delivery phase.

### **Consultation responses and Communication**

16. Discussions have taken place with senior officers from all three partner Councils, as well as Democratic Services Managers from across the three partner Councils and internal audit officers at Cambridgeshire County Council. All have supported the proposed approach and recognised the beneficial effect that adopting a single Risk Management Framework would have on the effectiveness of risk management and control across the programme.

### **Background Papers**

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

**Report Author:** Aaron Blowers – Greater Cambridge City Deal Project Manager  
Telephone: 01223 706327

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## **Risk Management Framework**

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## **1. INTRODUCTION**

### **Purpose**

1.1. This document sets out a framework to ensure that levels of risk and uncertainty are properly managed for the City Deal programme. It does this by defining:

- The process that is adopted to identify, analyse and evaluate risks;
- How often risks will be reviewed, the process for review and who will be involved;
- Roles and responsibilities for risk management; and
- How reporting on risk status, and changes to risk status, will be undertaken.

### **Objectives**

1.2. The City Deal partnership aims to manage risk effectively, eliminating or controlling risk to an acceptable level. This is done by identification, assessment and management of potential risks, rather than reaction and remedy to past events.

1.3. The objectives of the strategy are to:

- a) Integrate risk management into the culture of the City Deal partnership.
- b) Manage risks in accordance with best practice, so that they are eliminated or controlled to an acceptable level.
- c) Raise awareness of the need for managers responsible for the delivery of City Deal work to undertake risk management.
- d) Seek to enhance the delivery of benefits through the City Deal and ensure that risks to the partnership's reputation and public image are considered.

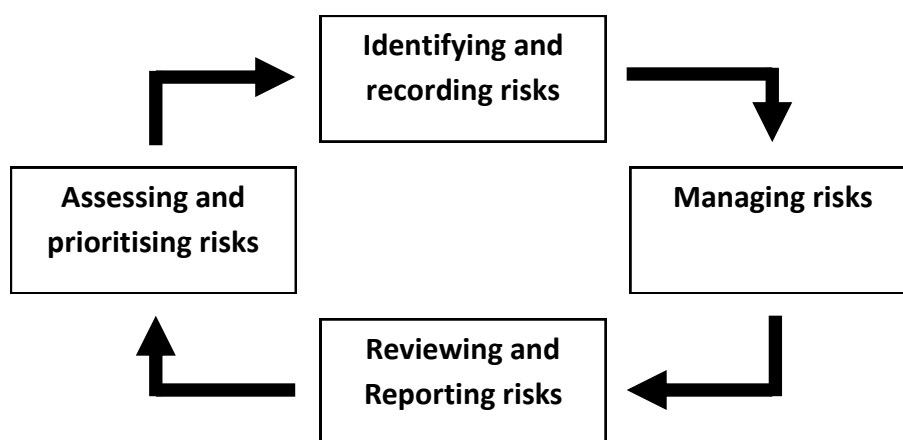
### **Responsibility**

1.4. The responsibility for the creation, maintenance and periodic review of this Risk Management Framework is held by the City Deal Project Manager, under the auspices of the City Deal Programme Director.

1.5. This Risk Management Framework will be reviewed on an annual basis, with any proposed changes to be subject to agreement by the Executive Board, advised by the City Deal Programme Board.

## 2. APPROACH TO RISK MANAGEMENT

2.1. The partnership employs a simple four step process to manage its risks:



2.2. These steps are outlined in the sections below.

2.3. In accordance with best practice, risk management in the City Deal partnership incorporates the identification and management of programme-level and project-specific risks. The process is thus embedded throughout the partnership.

### **Differentiation of risks between organisations' risk registers**

2.4. The scale of the City Deal means that it is likely to factor into one or more partner organisations' corporate/strategic risk registers in some form. In order to avoid duplication of effort and confusion around mitigations, it is important to clarify the nature of risks that should be considered within the remit of the City Deal risk management process and within the remit of one or more partner organisation's processes.

2.5. Where a risk relates to delivery of the City Deal programme and/or one of its constituent projects, this is considered to be within the remit of the City Deal risk management process and should therefore only appear on the City Deal's risk register (whether that is the strategic risk register or a project-specific risk register). Where a risk relates to impacts of City Deal delivery on a partner organisation's service delivery, this is to be considered within the remit of that organisation's risk management process and should therefore not appear on the City Deal's risk register.

### **3. IDENTIFYING AND RECORDING RISKS**

#### **Identifying risks**

- 3.1. A risk is an event that may occur, which will have an impact on the delivery of the objectives of the Greater Cambridge City Deal. This strategy therefore calls for the identification of strategic and project-specific risks.

#### **Recording risks**

- 3.2. Identified risks shall be recorded in the relevant strategic or project-specific risk register, with risks described in terms of:
- The risk event (i.e. what could happen);
  - The consequence that it might lead to; and
  - The possible outcome(s) that could result.
- 3.3. Risks shall be recorded in the relevant risk register, noting for each risk:
- The person nominated as the responsible “Risk Owner”;
  - Inherent and residual risk scores resulting from the assessed likelihood and impact;
  - Control measures and actions to be taken to mitigate the risk; and
  - Direction of travel (i.e. whether the risk is new or the Total score has stayed the same, reduced or increased).
- 3.4. Control measures are defined as actions to reduce either the likelihood of the risk occurring and/or its potential impact. Control measures may be either already in place, or additional ones considered necessary to manage the risk.
- 3.5. Actions to mitigate the risk are tasks that are to be carried out, under the supervision of the risk owner, to reduce the likelihood of the risk occurring and/or its potential impact. Completed actions may, where they provide long-term assurance, become control measures that provide ongoing mitigation.
- 3.6. The City Deal Programme Board will be responsible for ensuring that strategic risks are recorded on the strategic risk register. Risk owners within the individual City Deal work areas will be responsible for ensuring that risks specific to their areas are recorded on the relevant project risk registers.

- 3.7. The project risk registers will be expected to use the same format as the strategic risk register, in order to ensure that risks can be comprehensively managed and escalated as necessary.

#### **4. ASSESSING AND PRIORITISING RISKS**

##### **Assessing risks**

- 4.1. At both strategic and project levels, nominated risk owners shall assess each of the identified risks in terms of the likelihood of the risk occurring and the potential impact of it materialising, according to the guidelines in Annex A.

##### **Prioritising risks**

- 4.2. The officers responsible for the strategic and project risk registers shall use a matrix of these assessments to rank risks in order (see Annex B), enabling decisions to be made about their significance and actions to be prioritised. The numbers in the matrix boxes represent Total residual risk scores, obtained by multiplying the Likelihood score by the Impact score. The Total risk scores indicate the order of priority of assessed risks.
- 4.3. The dotted line running through the matrix shows the partnership's risk tolerance line, between the level of risk the partnership is prepared to accept without putting in place additional control measures/actions and the level at which risks are considered to require further action and potentially escalation.
- 4.4. Those risks that fall above the partnership's risk tolerance line will require further action to reduce either the likelihood of the risk occurring or its impact if and when it does occur. Risk owners shall identify and record additional control measures/actions for these risks.

## **5. MANAGING RISKS**

- 5.1. Risks above the partnership's risk tolerance line require additional control measures/actions to be put in place to manage them, e.g.:
- Active management (including considering terminating the activity or project);
  - Contingency plans – robust plans in place to detect any variation from expectations; and/or
  - Mitigation to reduce likelihood (if cost effective).
- 5.2. At the strategic and project levels, risk owners shall develop and implement additional control measures/actions for managing risks assessed above the partnership's risk tolerance line. Where additional control measures/actions affect other areas, require additional resources, will affect other areas, or will incur additional costs, risk owners shall agree these with the relevant people/groups. The risk owners shall re-evaluate the Likelihood and Impact scores, taking into account control measures/actions, recording any changes to the scores in the 'Residual risk' column.
- 5.3. Directors, Project Managers or lead officers (as appropriate) shall reassess risks below the partnership's risk tolerance line on a quarterly basis to ensure that any change to the underlying risk or control measures/actions is accounted for.
- 5.4. When an appropriate review meeting agrees that a risk has been "managed", i.e. that it either no longer exists or it is now an integral part of day-to-day management of the service area concerned, the risk shall be 'closed' and removed from the relevant risk register. Closed risks will though continue to be stored for records.



## **6. REVIEWING AND REPORTING RISKS**

### **Reviewing risks**

- 6.1. Reviews of risk registers shall include consideration of any new risks. Approval of risk registers shall include both the acceptance of new risks and also the removal of risks considered to be “managed”.
- 6.2. Risks are reviewed at Project Board/equivalent level in the various City Deal work areas, with the strategic risk register reviewed by the City Deal Programme Board, which recommends the strategic risk register to the Executive Board for adoption. These reviews take place on a quarterly basis. Should a significant risk arise between quarterly reviews, the relevant Director, Manager or Officer shall consider it with the City Deal Project Manager for inclusion on the appropriate risk register, and the City Deal Project Manager shall inform the relevant officer(s) accordingly.

### **Links**

- 6.3. When reviewing the strategic risk register, the City Deal Programme Board may cascade a strategic risk to an appropriate project risk register, so that the relevant officers can take a lead on managing it.
- 6.4. When reviewing the project risk registers, responsible officers may escalate a risk for the City Deal Programme Board to consider recommending to the Executive Board including in the strategic risk register, if the risk falls above the partnership’s risk tolerance line and/or has a strategic nature. The City Deal Project Manager may similarly escalate a risk if it, or a similar one, is being recorded in more than one project risk register. If a risk is escalated or cascaded, it will sit only on the risk register to which it is transferred, in order to avoid duplication and confusion.

### **Reporting risks**

- 6.5. The City Deal Project Manager shall report the draft strategic risk register to the City Deal Programme Board on a quarterly basis for consideration by that group. Following City Deal Programme Board consideration, the draft strategic risk register shall be recommended for adoption by the Executive Board. These reports shall show in detail only those risks whose scores are above the City Deal partnership’s risk tolerance line or those whose total residual risk score has increased since the previous report. Risks that do not meet these criteria will still be on the strategic risk register and will be summarised in reports to the City Deal Programme Board, but not included in the reports to the Executive Board.
- 6.6. Responsible officers in the various City Deal work areas shall ensure that risk register reviews are timed in a way that allows the City Deal Programme Board to consider as appropriate in its quarterly review of the strategic risk register.

- 6.7. In addition, the City Deal Programme Board may choose review project risk registers where they feel there would be benefit in doing so to inform consideration of strategic risks. These reports shall summarise only risks with a total score of 6 or more (risks scoring 5 or less will still be on the project risk registers, but not included in the reports). As part of these reviews, the City Deal Programme Board shall consider whether to recommend including risks whose total residual risk core exceeds the City Deal Partnership's risk tolerance line in the strategic risk register. It shall be assumed not, unless agreed otherwise.
- 6.8. If a strategic risk is realised, it shall be reported to the next meeting of the City Deal Programme Board by the risk owner, in conjunction with the City Deal Project Manager, outlining the event that occurred, the consequence for the City Deal programme and the outcome that resulted, together with recommendations for the application of any lessons to learned. If a project risk is realised, the responsible officer shall report in a similar way. Where a strategic risk is concerned, this shall be reported by the risk owner to the Executive Board following consideration by the City Deal Programme Board.
- 6.9. The City Deal Project Manager shall report to the City Deal Programme Board and Executive Board on the risk framework and process (including staffing resources) annually, or if there is a material change during the year, for the City Deal Programme Board to review the strategy and process and recommend to the Executive Board that it agree any changes.

## ANNEX A: LIKELIHOOD AND IMPACT ASSESSMENT GUIDELINES

**Table 1: Likelihood assessment guidelines**

<b>Description</b>	<b>Descriptor</b>	<b>Scale</b>
May only occur in exceptional circumstances, highly unlikely	Very Low	1
Is unlikely to occur in normal circumstances, but could occur at some time	Low	2
Likely to occur in some circumstances or at some time	Moderate	3
Is likely to occur at some time in normal circumstances	High	4
Is highly likely to occur at some time in normal circumstances	Very High	5

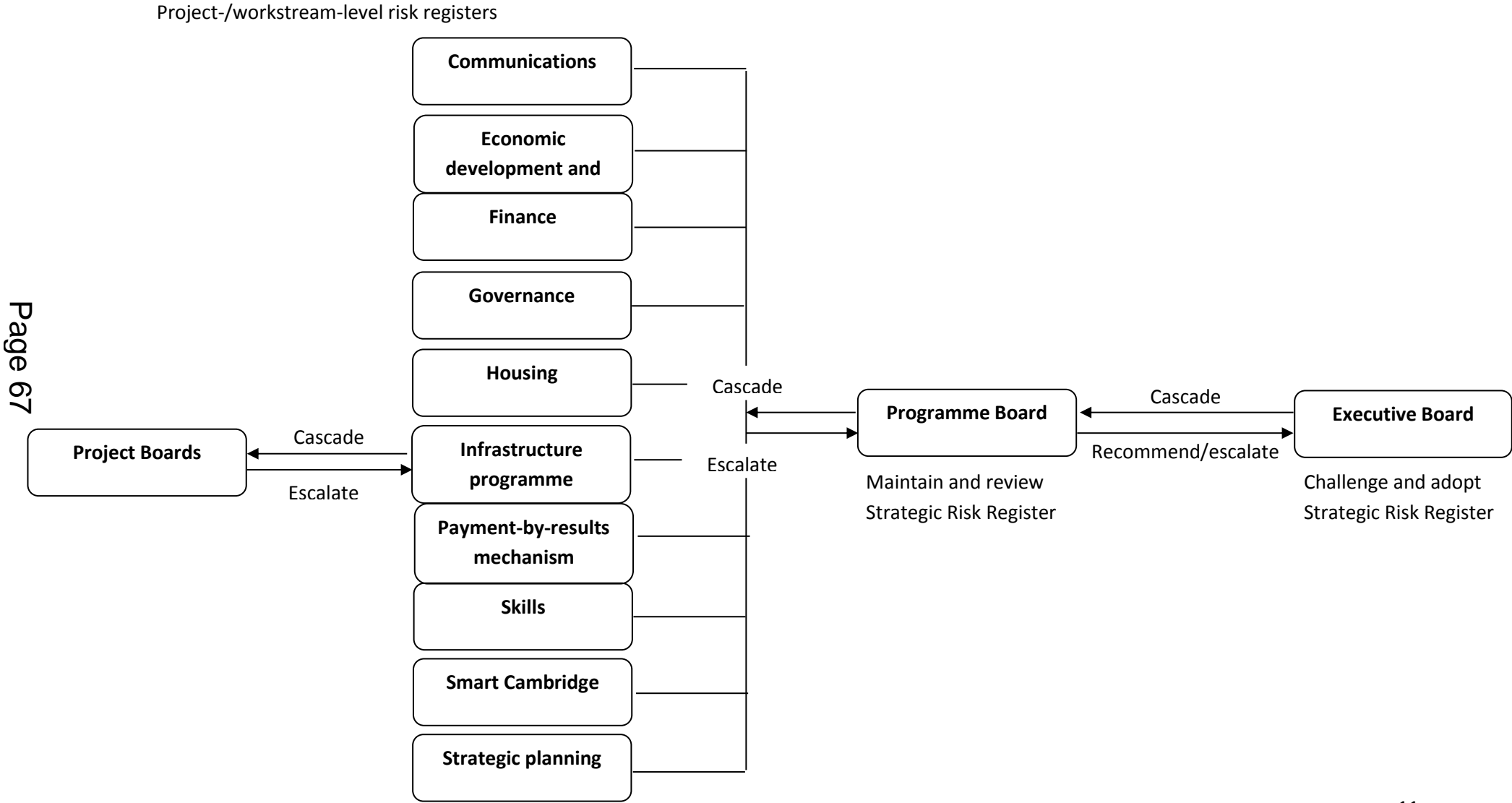
**Table 2: Impact assessment guidelines**

<b>Description</b>	<b>Descriptor</b>	<b>Scale</b>
Insignificant disruption to internal business or corporate objectives Little or no loss of front line service No environmental impact No reputational impact Low financial loss (proportionate to budget involved)	Negligible	1
Minor disruption to internal business or corporate objectives Minor disruption to front line service Minor environmental impact Minor reputational impact Moderate financial loss (proportionate to budget involved)	Marginal	2
Noticeable disruption to internal business and corporate objectives Moderate direct effect on front line services Moderate damage to environment Extensive reputational impact due to press coverage Regulatory criticism High financial impact (proportionate to budget involved)	Significant	3
Major disruption to corporate objectives or front line services High reputational impact – national press and TV coverage Major detriment to environment Minor regulatory enforcement Major financial impact (proportionate to budget involved)	Critical	4
Critical long term disruption to corporate objectives and front line services Critical reputational impact Regulatory intervention by Central Govt. Significant damage to environment Huge financial impact (proportionate to budget involved)	Catastrophic	5

## ANNEX B: PRIORITISATION MATRIX TEMPLATE

			IMPACT				
			Negligible	Marginal	Significant	Critical	Catastrophic
			1	2	3	4	5
LIKELIHOOD	Very High	5	5	10	15	20	25
	High	4	4	8	12	16	20
	Moderate	3	3	6	9	12	15
	Very Low	2	2	4	6	8	10
	Low	1	1	2	3	4	5

**ANNEX C: CHART SUMMARISING ARRANGEMENTS FOR RISK MANAGEMENT**



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# Agenda Item 12



**GREATER  
CAMBRIDGE  
CITY DEAL**

Securing future prosperity

**Report To:** Greater Cambridge City Deal Executive Board

1 September 2016

**Lead Officer:** Chris Malyon, Chief Finance Officer (Cambridgeshire County Council)

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## Greater Cambridge City Deal Financial Monitoring

### 1. Purpose

- 1.1 The purpose of this report is to provide the Joint Assembly/Executive Board with the financial monitoring position for the period ending 31 July 2016.

### 2. Recommendations

- 2.1 It is recommended that the Joint Assembly/Executive Board note the financial position as at 31 July 2016.

### 3. Reasons for Recommendations

- 3.1 The Joint Assembly/Executive Board will be receiving regular financial monitoring reports throughout the financial year that set out expenditure against budget profiles.

### 4. Financial Position for the period ending 31 July 2016

#### 4.1 Programme

- 4.1.1 Attached as an Appendix to this report are the programme costs incurred to the end of July 2016.
- 4.1.2 A summary of the expenditure as at the end of July against the profiled budget for the period is set out in the table below:-

Project Description	Budget to date £	Expenditure to date £	Variance £	2016-17 Budget £
Histon Road Bus Priority	75,000	68,801	-6,199	280,000
Milton Road Bus Priority	70,000	57,935	-12,065	297,000
Chisholm Trail	90,000	157,649	67,649	1,040,000
Cambourne to Cambridge / A428 Corridor	150,000	183,046	33,046	500,000
Programme management & Early scheme development	0	33,762	33,762	1,940,000
City Centre Capacity Improvements	100,000	124,357	24,357	300,000
A1307 Bus Priority	100,000	52,060	-47,940	500,000
Cross-City Cycle Improvements	80,000	147,148	67,148	900,000

Western Orbital	200,000	66,655	-133,345	600,000
City Deal	0	90	90	0
A10 North Study	100,000	0	-100,000	500,000
A10 cycle route (Shepreth to Melbourn)	10,000	0	-10,000	550,000
<b>Total</b>	<b>975,000</b>	<b>891,504</b>	<b>-83,496</b>	<b>7,407,000</b>

#### 4.1.3 Chisholm Trail:

Although spend is currently ahead of profile, the projected out-turn for the year is only expected to be £840,000. Delivery of the southern section of The Chisholm Trail is dependent upon two development sites (Ridgeons, Cromwell Road and the City Council Depot) as well as land owned by Network Rail. There are still some uncertainties as to how the trail will be routed through the new developments and the developers' timescales, as well as Network Rail's specific requirements.

A phased approach to submitting planning and developing a detailed design for The Chisholm Trail has been adopted. Phase 1 from Cambridge North station to Coldhams Lane is due to be submitted for planning shortly. Detailed design and land negotiations are well progressed.

For Phase 2 it is not possible to submit planning and progress detailed design, and thus anticipated spend for 16/17 is a little lower than first planned.

#### 4.1.4 Programme management & early scheme development

This budget will be allocated out to the existing schemes as programme management costs have been charged direct to each of those schemes.

#### 4.1.5 A1307 Bus Priority

This scheme is behind profile as it is currently out to consultation on 'initial ideas' for the A1307 – this commenced on 16th June and runs to 1st August.

#### 4.1.6 Cross-City Cycle Improvements

Detailed design is progressing on all five of these schemes.

Some further localised consultations and traffic regulation orders are required on some scheme elements, whereas other schemes are due to commence on site later this year.

Site investigation work such as trial holes has been taking place and some works to divert utilities will be commencing soon.

#### 4.1.7 Western Orbital

The report for the Western Orbital scheme has been rescheduled to November. The consultancy expenditure will need to be re-profiled to reflect the changed timescales.

#### 4.1.8 A10 cycle route (Shepreth to Melbourn)

On 9th June the City Deal Board approved expenditure of £550,000 for the A10 cycle route (Shepreth to Melbourn).

Detailed design and discussions with contractors are progressing with work due to commence in autumn 2016, with the expectation of completion by March 2017.



## 4.2 Operations

4.2.1 This report includes the carry forward of funding for Skills (£59k) and Smart Cambridge (£20k), from 2015/16 underspends.

4.2.2 Any underspend at year end will be considered as part of an outturn report in order to determine whether the resources not utilised during the period are required in 17/18.

4.2.3 The actual expenditure incurred as at the end of July is as follows:-

<b>Activity</b>	<b>Budget £000</b>	<b>Budget to date £000</b>	<b>Actual £000</b>	<b>Variance £000</b>
Programme Central Co-Ordination Function	268.5	89.5	65.2	-24.3
Strategic Communications	137.7	45.9	27.8	-18.1
Skills	190.0	95.0	95.0	0.0
Economic Assessment	10.0	0.0	0.0	0.0
Smart Cambridge	220.0	0.0	0.0	0.0
Cambridge Promotions Agency	90.0	90.0	90.0	0.0
Housing	200.0	0.0	0.0	0.0
Affordable Housing	50.0	0.0	0.0	0.0
Intelligent Mobility	200.0	0.0	0.0	0.0
<b>Total</b>	<b>1,366.2</b>	<b>320.4</b>	<b>278.0</b>	<b>-42.4</b>

## 5. Implications

5.1 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:

5.2 Financial and other resources

The outcome of any delays in incurring expenditure for which budgetary provision has been made in 2016/17 will be dealt with as part of the outturn report.

5.3 Risk Management

There are no implications that directly result from this report.

## 6. Background Papers

- a) Capital Programme report at January Joint Assembly meeting
- b) Partnership Budget report at March Joint Assembly meeting

**Report Author:** Chris Malyon, Chief Finance Officer  
Cambridgeshire County Council  
01223 699796

