

29 June 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 **COUNCIL CHAMBER, SOUTH CAMBRIDGESHIRE HALL, CAMBOURNE** on **WEDNESDAY, 13 JULY 2016** at **2.00 p.m.**

AGENDA		PAGES
1.	Apologies for absence To receive any apologies for absence.	
2.	Minutes of the previous meeting To confirm the minutes of the previous meeting held on 9 June 2016 as a correct record.	1 - 24
3.	Declarations of interest To receive any declarations of interest by Members of the Executive Board.	
4.	Questions by Members of the public To receive any questions from members of the public. The standard protocol to be observed by public speakers is attached.	25 - 26
5.	Petitions To consider any petitions received since the previous meeting of the Executive Board.	
6.	Joint Assembly Membership To formally co-opt Mark Robertson, Interim Principal of Cambridge Regional College, onto the City Deal Joint Assembly in place of Anne Constantine as a nominee of the University of Cambridge.	
7.	Report and recommendations from the Joint Assembly To receive a report on the recommendations of the Joint Assembly following its meeting on 7 July 2016.	

8.	Smart Cambridge: Smart City Management Platform progress report To consider the attached report.	27 - 36
9.	Smart Cambridge: First Steps towards Intelligent Mobility To consider the attached report.	37 - 40
10.	Six monthly report on the Greater Cambridge City Deal Skills Service To consider the attached report.	41 - 44
11.	Monitoring delivery of 1,000 extra new homes on rural exception sites To consider the attached report.	45 - 50
12.	Greater Cambridge Housing Development Agency progress report To consider the attached report.	51 - 68
13.	Outturn Report for Financial Year ending 31 March 2016 To consider the attached report.	69 - 72
14.	Financial Monitoring May 2016 To consider the attached report.	73 - 76
15.	Greater Cambridge City Deal delegated powers safeguards To consider the attached report.	77 - 84
16.	City Deal progress report To consider the attached report.	85 - 90
17.	City Deal Forward Plan To consider the Greater Cambridge City Deal Executive Board's Forward Plan. Amendments made since the last meeting are purposely set out in tracked changes.	91 - 94

Agenda Item 2



GREATER CAMBRIDGE CITY DEAL EXECUTIVE BOARD

Minutes of the Greater Cambridge City Deal Executive Board held on
Thursday, 9 June 2016 at 2.30 p.m.

PRESENT:

Members of the Greater Cambridge City Deal Executive Board:

Councillor Ian Bates	Cambridgeshire County Council
Councillor Francis Burkitt	South Cambridgeshire District Council
Councillor Lewis Herbert	Cambridge City 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
Councillor Noel Kavanagh	Cambridgeshire County Council
Councillor Maurice Leeke	Cambridgeshire County Council
Councillor Kevin Price	Cambridge City Council
Claire Ruskin	Cambridge Network

Officers/advisors:

Graham Hughes	Cambridgeshire County Council
Chris Malyon	Cambridgeshire County Council
Bob Menzies	Cambridgeshire County Council
Jeremy Smith	Cambridgeshire County Council
Stuart Walmsley	Cambridgeshire County Council
Aaron Blowers	City Deal Partnership
Beth Durham	City Deal Partnership
Joanna Harrall	City Deal Partnership
Tanya Sheridan	City Deal Partnership
Graham Watts	South Cambridgeshire District Council

1. ELECTION OF CHAIRMAN

Councillor Lewis Herbert was **ELECTED** as Chairman of the Greater Cambridge City Deal Executive Board.

2. ELECTION OF VICE-CHAIRMAN

Councillor Francis Burkitt was **ELECTED** as Vice-Chairman of the Greater Cambridge City Deal Executive Board.

3. APOLOGIES FOR ABSENCE

There were no apologies for absence.

The following membership changes to the Executive Board were reported:

- Mr John Bridge OBE had resigned from the Board, with Mark Reeve in attendance at the meeting as his substitute. The Local Enterprise Partnership would be considering a permanent replacement for Mr Bridge in due course;
- Councillor Ian Bates had been appointed to the Board by Cambridgeshire County Council, in place of Councillor Steve Count.

4. MINUTES OF THE PREVIOUS MEETING

The minutes of the previous meeting held on 3 March 2016 were confirmed and signed by the Chairman as a correct record.

5. DECLARATIONS OF INTEREST

No declarations of interest were received.

6. QUESTIONS BY MEMBERS OF THE PUBLIC

Councillor Lewis Herbert, Chairman of the Executive Board, reported that a significant number of people had registered to speak in relation to specific items on the agenda for this meeting. He therefore proposed that those questions be put at the relevant item.

The following questions did not necessarily relate to any items on the agenda for this meeting or it was the preference of the speaker to ask the question at this stage of proceedings. Questions were therefore asked and answered at this stage of the meeting, as follows:

Question by Dorcus Fowler

Dorcus Fowler said that enhancing Park and Ride was acknowledged as an important element under the Greater Cambridge City Deal and added that if the aim was to accommodate additional commuter numbers by making the best use of existing sites, as well as creating new ones, it was obvious to her that there was potential in the North Cambridge Station site. As a transport hub, with provision for more than the current 400 parking spaces, she said it could in effect serve as a Park and Ride and also help to ease congestion caused by school traffic. She asked whether any further work would be done on exploiting the North Cambridge Station site to its full potential.

Bob Menzies, Director of Strategy and Development at Cambridgeshire County Council, confirmed that the site was being developed as a transport hub, which included a high level of cycle parking. He said that the number of car parking spaces at the site would not be increasing and that it was not the right site for a Park and Ride facility, in view of it being too close to the city centre and there being other Park and Ride sites in the area. Mr Menzies said that the prospect of a further Park and Ride site as part of the A10 scheme was being investigated.

Question by Stephen Brown

Stephen Brown explained that the timing of meetings of the Executive Board and Joint Assembly, being during working hours, effectively meant that the working population was being excluded and that this limited those able to attend. He asked whether it was fair and democratic to hold these meetings at times when a large section of the population would be excluded from attending.

Councillor Herbert acknowledged that this was not something that had recently been considered. He agreed, in principle, that the Board could benefit from evening meetings and confirmed that he and the Board would take this issue away for further consideration.

Question by Robin Heydon

Robin Heydon referred to the minutes of a previous meeting in answer to a question he had asked about world-class cycling infrastructure. The commitment given to him at that meeting in answer to the question, he felt, was not supported in the Urban and Environmental Design Guidance document scheduled for consideration later at this meeting. He referred specifically to the width of cycle lanes and asked the Board to reject the Design Guidance document. Mr Heydon also offered the services of the Cambridge Cycling Campaign, for free, to assist in updating the document to reflect at least recent Cambridge standards with a desire for world-class infrastructure.

Councillor Herbert highlighted that this item would be considered later at this meeting and that the Joint Assembly had submitted a recommendation to request that further work be undertaken on the document. He accepted the offer from the Cambridge Cycling Campaign to have an input in any further work that took place.

7. PETITIONS

Three petitions had been received, as follows:

‘Save the trees and verges on Milton Road’

Charles Nisbet, Chairman of the Milton Road Residents’ Association, presented the petition and reported concerns of local residents who he said were horrified at the prospect of the Milton Road avenue being turned into an urban highway and losing the trees and greenery associated with the road.

He highlighted some of the benefits of grass verges, vegetation and trees at the roadside, which included drainage and the impact on people’s health and wellbeing and said that such greenery should be at the forefront of developments.

Mr Nisbett reported that the paper version of the petition totalled 1250 signatures, with a further 1201 signatures received online.

The Executive Board **NOTED** the petition, in view of the issues raised relating to an item due for consideration later at this meeting.

‘Milton Road segregated cycleways’

Roxanne de Beaux, on behalf of Hester Wells, presented the petition which requested that Milton Road improvements under the City Deal should include high-quality cycleways, physically separated from both motor traffic and pedestrians.

She said that poor facilities would simply not get used, wasting time, money and missing an opportunity to get new people cycling in an environment in which they felt safe. She highlighted a guide produced by Camcycle entitled 'Making Space for Cycling' which had been endorsed by national bodies and set out principles of good cycle infrastructure.

Ms de Beaux reported that 640 verified signatures had been received in support of the petition and asked the Executive Board what measures were being taken to ensure the proposed cycleways were of sufficient quality to increase cycling modal share on the route.

The Executive Board **NOTED** the petition, in view of the issues raised relating to an item due for consideration later at this meeting.

'Petition to oppose the Histon Road schemes'

The lead petitioner was not in attendance to present this petition, but it was noted that the petition contained 755 signatures.

8. REPORTS AND RECOMMENDATIONS FROM THE JOINT ASSEMBLY

Councillor Lewis Herbert, Chairman of the Executive Board, welcomed Councillor Roger Hickford to his first meeting of the Board in his capacity as Chairman of the Joint Assembly.

Councillor Hickford confirmed that he would provide a report on the Joint Assembly's recommendations further to its meeting on 2 June 2016 at the relevant item on the agenda for this meeting.

9. CAMBRIDGE ACCESS AND CAPACITY STUDY

Councillor Lewis Herbert, Chairman of the Executive Board, opened the item by inviting those members of the public who had given notice to put forward questions to the Board. Questions were grouped together based on their subject and were therefore asked and answered, as follows:

Question by Robin Pellew

Robin Pellew asked whether it was fair that the people of Cambridge and South Cambridgeshire should be denied the opportunity to have their say in the choice of alternative packages to reduce congestion. In particular, he reflected on a congestion charge package which he said had been rejected largely on the grounds of fairness and equality so asked, on behalf of Cambridge Past, Present and Future:

- whether it was fair that the proposed peak hour control points would leave some people's commuting journey completely unaffected whilst others would have their lives turned upside-down;
- whether it was fair that people, particularly in rural areas of South Cambridgeshire, would be forced to put up with a lousy bus service when the funding that could substantially improve the service was denied them;
- whether it was fair that people living in the vicinity of these control points would be subject to displaced traffic on quiet resident streets and rat-runs.

Question by Barbara Taylor

Barbara Taylor referred to the vast sum of £40 million to £44 million that could potentially be gained from congestion charging and be used to subsidise public buses, including Park and Ride facilities, by extending the hours and frequency of bus services. She therefore asked why a congestion charge was being dismissed without going to public consultation.

Question by Charles Nisbet

Charles Nisbet was of the opinion that the Council's traffic officers were determined to press ahead with destructive works, such as schemes identified at Histon Road, Milton Road and Cambourne to Cambridge. He said that anti-congestion measures proposed for other parts of Cambridge would undoubtedly also have a beneficial impact in the Histon Road, Milton Road and Maddingley Road areas so questioned the need to rush into irreversible and intensely unpopular engineering works without waiting to see if they were actually needed.

He therefore asked whether the Board would set these plans aside at least until the outcome of the traffic reduction measures proposed elsewhere had been studied and evaluated.

Councillor Herbert, in response to all three questions, said that comments had been received as part of the call for evidence sessions which had been assessed in accordance with the agreed criteria. In collating the responses in line with the criteria, officers had put forward recommended options that best met the City Deal objectives. He made the point that advocates for congestion charging would be able to make their views known as part of the public consultation, which would be taken into account when assessing the responses and outcomes of the consultation. Councillor Herbert confirmed that the debate at this meeting would focus on what the Board felt the best option would be to consult upon to address congestion in Cambridge, but recognised this would not limit what members of the public might choose to submit as part of the consultation process.

Bob Menzies, Director of Strategy and Development at Cambridgeshire County Council, emphasised that officers were not solely pursuing schemes in order to get the money spent. He reminded those present that the City Deal's objectives were very clear, as set by the Board, in relation to future growth and taking into account the Local Plans for Cambridge and South Cambridgeshire. This particular scheme had been prioritised as part of the City Deal's Tranche 1 programme, with significant links to employment and housing.

Mr Menzies was pleased that the call for evidence sessions confirmed, through people's comments and contributions, that something needed to be done to address congestion and public transport in Cambridge and that there were differences of opinion on the detail of how to do that, which he said was a positive thing. He also emphasised that the Board at this meeting was not making any decisions about which scheme to implement and that significant consultation still needed to take place.

It was noted that, as other transport schemes moved forward, associated modelling works would take place simultaneously. The proposed peak time congestion control points would have already been put in place by the time final decisions on those schemes were made, so the impact of that intervention would be taken into account as part of the development of other schemes, ensuring a joined-up approach.

Mr Menzies also made the point that other cities from around the world, in successfully addressing congestion, had incorporated both the constraining of car use as well as investment in public transport infrastructure.

Councillor Herbert reiterated that the Board and Assembly had considerable discussions over what should be included as priorities in the first tranche of the City Deal. He acknowledged that the Government's funding mechanism did provide challenges, in terms of targets for the first tranche having to be met in order to achieve the next tranche of funding for the following five years. Schemes at Hilton Road, Milton Road and the A428 were included in the first tranche as priorities, alongside a commitment to improve cycling and public transport as part of those schemes. This scheme, seeking to address the problem of peak time congestion in Cambridge, was also a key scheme in the Tranche 1 programme.

In terms of this scheme, Councillor Herbert said that the process had resulted in a proposed package consisting of a range of measures which sought to address congestion caused by people travelling in and out of the city, taking into account the needs of residents living on or close to affected roads and improving congestion, cycling and the city centre itself. He was of the view that a range of measures was important, incorporating local transport infrastructure schemes and the city centre congestion scheme, and that congestion could not be resolved by a single solution.

Councillor Roger Hickford, Chairman of the Joint Assembly, reported that there had been significant discussion on this item at the meeting of the Assembly on 2 June 2016. The following points from that meeting were noted:

- an amendment requesting an alternative congestion reduction package as part of the consultation, led by peak hour congestion charging, was proposed but with 8 votes against compared to 3 votes in favour the amendment was lost;
- concerns were put forward regarding peak time congestion control points in respect of the possibility of traffic displacement and whether the correct modal shift would occur;
- Assembly Members were keen for the workplace parking levy not to be seen as an additional tax on businesses, noting that the business community would need to understand the reasons why such a levy would be introduced, together with a clear plan as to what the revenue would be spent on;
- some employers had already removed car parking spaces from their premises, prior to the proposed introduction of a levy;
- a comment was noted that many businesses in the area did not know about the City Deal, so it was important for necessary communication and engagement to take place.

Councillor Hickford confirmed that the officer recommendations contained in the report were supported by the Joint Assembly.

Mr Menzies presented the report to the Board, stating that the call for evidence sessions had generated a great deal of evidence. The six main themes that materialised were noted as:

- public transport infrastructure and service improvements;
- infrastructure improvements for walking and cycling;
- demand management and fiscal measures;
- highway capacity enhancements;
- behavioural change;
- technology.

Taking this into account, and working with consultants to analyse the ideas submitted, the proposed package of measures consisted of:

- better bus services and expanded usage of Park and Ride sites;
- better pedestrian and cycling infrastructure;
- better streetscape and public realm;
- peak time congestion control points in the weekday morning and evening peak periods;
- a workplace parking levy;
- on-street parking controls, including residents' parking;
- smart technology;
- travel planning.

In terms of peak time congestion control points, Mr Menzies reported that these sought to reduce peak time car trips in congested areas and also free up space for buses, cyclists and pedestrians. It was proposed that they would:

- operate only during weekdays at peak times;
- provide access only to buses, taxis and emergency vehicles;
- be controlled through automatic number plate recognition cameras.

It was noted that the peak time congestion control points would be coupled with the workplace parking levy, providing revenue funding to improve public transport and supporting a reduction in car use. Mr Menzies explained that a proposed bespoke scheme for Cambridge would be based on the principles of the Nottingham scheme, with income used to fund transport infrastructure and services to support the transport needs of employers. He added that bus providers in Cambridgeshire had indicated that they would invest in additional bus services, including addressing some of the gaps in rural areas, if the necessary infrastructure was in place and the issue of congestion in the centre of Cambridge was addressed. Mr Menzies was of the view that this additional revenue stream would support the City Deal partnership in being able to do that.

Mr Menzies also referred to parking controls which would seek to limit commuter parking, as well as manage impacts of the work place levy and peak time congestion control points. He added that behaviour change and travel planning would consist of travel planning advice and support for employers, schools and individuals.

Officers had considered congestion charging as an alternative, which could consist of several variations such as zoned, cordoned or a city wide zone. The London scheme incurred a daily cost of £11.50 and a £5 a day rate for a congestion charge in Cambridge had been estimated to create £40 million to £44 million per year. Mr Menzies, however, highlighted the following potential issues with introducing congestion charging:

- alternatives needed to be put in place before implementation of a congestion charging scheme;
- a congestion charge scheme could only be implemented as part of Tranche 2 of the City Deal programme at the earliest;
- a congestion charge scheme raised questions of equity;
- the price of the scheme would need to increase over time.

Mr Menzies made the point that officers were not suggesting a congestion charging scheme would not work, but reiterated that in his professional opinion the measures proposed as a package in the report were more deliverable and equitable in accordance with the City Deal's objectives.

Mark Reeve, representing the Local Enterprise Partnership, was supportive of the measures set out in the report, stating that the business community wanted to see action and something change in order to move forward. He added, however, that he did not see this as a final solution and that the workplace parking levy needed to involve businesses at an early opportunity.

Councillor Francis Burkitt, representing South Cambridgeshire District Council, in terms of parking restrictions asked about the potential introduction of residents' parking schemes. Mr Menzies confirmed that Cambridgeshire County Council as the Highways Authority was responsible for on-street parking and residents' parking schemes. The Cambridge Joint Area Committee was in the process of reviewing the scheme, but it was current policy to introduce such a scheme if the majority of residents were in favour of it.

Councillor Ian Bates, representing Cambridgeshire County Council, asked for further details regarding the introduction and trialling of peak time congestion control points. Mr Menzies explained that technical work already undertaken had tested proof of concept options and it was proposed that implementation would be carried out on a trial basis through an Experimental Traffic Regulation Order from Autumn 2017, with consultation taking place during the trial. It was noted that this would be very similar to the Cambridge Core Scheme but would be controlled through automatic number plate recognition cameras, requiring appropriate signage. The trial would last for 18 months and in the first six months people would be able to put forward representations or objections as to how it was operating. After the subsequent 12 months a decision would then have to be made as to whether to remove the scheme, make changes or introduce it permanently, dependant on the representations received and the way it worked in practice over the period of the trial.

Councillor Burkitt agreed with the dual approach to demand management and revenue, outlining that South Cambridgeshire District Council's position in respect of congestion charging when it considered the issue a few years ago was that it was against the principle of congestion charging. He welcomed the prospect of more buses in rural areas, which he felt the additional revenue as a result of the workplace parking levy could deliver. Councillor Burkitt also looked forward to the introduction of smart city measures.

Councillor Bates reminded those present that this scheme sought to address future housing and economic growth and so he supported the proposed package of measures on that basis, saying that the impact of peak time congestion control points would not be truly known until the trial went ahead. Councillor Bates also reiterated the importance of early engagement with employers regarding the workplace parking levy and, in addition, welcomed the introduction of smart city measures as well as travel planning. He said that the principal issue behind this and other City Deal schemes was about changing people's behaviour.

Professor Nigel Slater, representing the University of Cambridge, said that he had seen the very large amount of detailed modelling work undertaken and confirmed that a number of different options had been looked at. He said that the modelling indicated that the proposed package of measures would have an incredible effect on the balance of traffic in the most optimal way, providing a much better public transport system as a result. He acknowledged that it was difficult to predict how many people would change their behaviour in terms of switching from cars to other modes of transport.

Councillor Herbert reflected on the key themes that had arisen from the call for evidence sessions and said that additional and reliable bus services and a reduction in car use during peak times would be key to addressing congestion in the city. He was therefore supportive of the proposed measures going forward for public consultation.

The Executive Board unanimously:

- (a) **NOTED** the call for evidence analysis and the Cambridge Access Study Long List and Short List reports and outcomes.
- (b) **AGREED** the policy approach for a congestion reduction package, incorporating:
 - better bus services and expanded usage of Park and Rides;
 - better pedestrian and cycling infrastructure;
 - better streetscape and public realm;
 - peak time congestion control points in the weekday morning and evening peak periods;
 - a workplace parking levy;
 - on-street parking controls (including residents' parking)
 - smart technology;
 - travel planning.
- (c) **NOTED** the consultation and engagement principles attached to the report at Appendix D and agrees the principles of the engagement process on the proposed congestion reduction package, to commence in July 2016.
- (d) **ENDORSED** the proposal for a trial implementation of peak congestion control points, possibly on a phased basis in late 2017 using an experimental Traffic Regulation Order, with consultation on the Order held during the experimental period.

10. HISTON ROAD BUS PRIORITY, WALKING AND CYCLING MEASURES: REPORT ON INITIAL CONSULTATION AND SELECTION OF A PREFERRED ROUTE

Councillor Lewis Herbert, Chairman of the Executive Board, opened the item by inviting those members of the public or local Members who had given notice to put forward questions to the Board. Questions were grouped together based on their subject and were therefore asked and answered, as follows:

Question by Edward Leigh

Edward Leigh reflected on recent references to a report by Greener Journeys which claimed that experience from schemes around the country showed that bus lanes may reduce bus travel times by seven to nine minutes along a 10km congested route and also improve their reliability. He said that this equated to an average saving of less than one minute per kilometre of bus lane and asked whether that really represented value for money or constituted a step change in the attractiveness of bus travel. He also referred to conclusions from a Transport Research Laboratory paper in support of bus lanes that bus journey times had been decreased by two minutes, but that no consistent results regarding patronage were obtained. Another quote, from Mott MacDonald's report said that, after bus lanes were suspended in Liverpool for nine months, evidence showed that these bus lanes were generally only providing minor benefits to bus journey times and that whilst reliability was adversely affected in some cases, more significant bus delay and unreliability was typically the result of other factors. Mr Leigh said that for better bus journeys, once the city had been de-congested, two areas would need addressing. These were access to bus services and ease of interchanging. He therefore asked the Board whether it would reject the officer recommendation to rush ahead with bus lane schemes for Histon Road and Milton Road.

Question by Councillor Damian Tunnicliffe

Councillor Damian Tunnicliffe asked how it was possible, since the impact of the proposed congestion package had not yet been assessed in respect of the impact on journey times for these streets, to conclude that these schemes were essential.

Question by Lynn Hieatt

Lynn Hieatt felt that people's views were not being listened to and that the research and work done by residents and experts over the past years, for free and in their own time, in proposing workable, sustainable and more imaginative alternatives to bus lanes had been largely ignored. She said that people again wanted to know why all the other, better, ideas for spending tranche one money were being overlooked in favour of bus lanes.

Bob Menzies, Director of Strategy and Development at Cambridgeshire County Council, in response to these questions, said that the most important factor influencing patronage of buses was that buses themselves were stuck in traffic. Unless buses were freed up from congestion people would not use them as they were unreliable. Mr Menzies cited the guided busway as a good example of where bus lanes could be effective, reporting that it continued to be reliable and had met all of its targets in respect of patronage. He added that evidence was very strong to support the use of bus lanes, in the right locations.

Mr Menzies said that alternatives had been investigated, but none of the alternatives had the same benefits as those that could be realised by those options set out in the report. He accepted that the journey time savings appeared relatively small, but said that three minutes on a corridor such as this in the city was a substantial saving and should be considered in terms of a three minute saving per passenger on every journey, equating to a considerable amount of time saved. The cumulative package would ensure that the network kept moving, making reliability of services the key benefit to impact patronage. Mr Menzies was confident that if the right infrastructure and service was in place it would attract patronage, with the guided busway being an example supporting that statement.

Councillor Lewis Herbert, Chairman of the Executive Board, made the point that these schemes did not necessarily rely on bus lanes, but that of bus priority through junctions which would enable buses to flow through the network. He reiterated that the key issue for public transport was reliability and confirmed that if improvements were put in place the bus operators had indicated that they would run more bus services, including express services coming through the radial routes.

Question by Gerry Rose

Gerry Rose referred to data files relating to the Histon Road and Milton Road consultations which he said had eventually been put on the City Deal website a few hours before the Joint Assembly meeting earlier in the month, stating that unredacted versions of the files had been available to the City Deal team for nearly three months. He was concerned that submissions had been provided in 19 PDF documents and were in a non-searchable format. He therefore questioned how officers were able to extract meaningful information and how submissions were properly analysed and taken into account.

Question by Alison Murray

Alison Murray asked, given the overwhelmingly negative response from the public to proposals and the limited benefits to be realised, why no steps were being taken to consider alternative proposals to the Do Something and Do Maximum options, stating that they were not the only options.

Question by Jane Kroese

Jane Kroese referred to the climate change and environmental heading of the implications section of the report, referring to a short statement under that heading. She felt that this seemed a short and insufficient statement regarding environmental issues in light of the size of the project and asked whether there was a plan to undertake a full Environmental Impact Assessment and publish an Environmental Statement to cover both the construction and operational phases of the project.

Stuart Walmsley, Head of Major Infrastructure Delivery at Cambridgeshire County Council, in response to these questions, firstly referred to the consultation process and said that the volume of responses for these two schemes had been a significant issue to manage and it had taken longer than anticipated to properly analyse and consider each response. A breakdown of themes had been produced which had developed from the representations received. He gave an additional assurance that all comments received as part of the process were taken very seriously and made the point that changes had already been made as a result of submissions made. Mr Walmsley explained that some of the information contained in responses included personal or sensitive information which officers had a duty to ensure was protected and not placed in the public domain, stating that this had taken a sufficient amount of time. It was agreed that officers would take away the point in relation to the non-searchable format of PDF files uploaded onto the website and provide a written response to Mr Rose.

In terms of Environmental Impact Assessments and an Environmental Statement, Mr Walmsley confirmed that, due to the size and scale of both this scheme and the Milton Road Scheme, an Environmental Impact Assessment or Environmental Statement was not a requirement. He stated, however, that as part of both schemes an important aspect would be public realm and how this could be improved, seeking to mitigate both corridors in terms of green infrastructure. Mr Menzies highlighted that the County Council's overarching Transport Strategy, which the Histon Road and Milton Road schemes were included as part of, had itself undergone an Environmental Impact Assessment.

Question by Lilian Rundbland

Lilian Rundbland's question related to the Citi8 bus along the Cambridge Histon Road as well as the villages north of the A14. She said that residents had expressed a request in the consultation that the Guided Bus, as promised in the early stages, should make one stop along Histon Road. However, in Figure 1 of the report she felt that the plan clearly showed that the Guided Bus would cross Histon Road and continue into Darwin Green towards Huntingdon Road, suggesting that there would be no improvement as a result for local residents. She therefore asked what action the City Deal Board would take to live up to the transport vision of the City Deal project, in terms of connecting people and places for the residents along Histon Road.

Question by Sean Martin

Sean Martin's question related to the proposal to stop cars turning between Histon Road and Victoria Road in both directions at the junction between these two roads. He felt that such a restriction would have a major impact on residents and businesses on both sides of Victoria Road. He set out a number of observations he had made in respect of this proposal, including safety concerns from the perspective of cyclists, delays in journey times for buses particularly in the morning rush hour, the fact that only 6% of traffic along Histon Road in the morning rush hour turned left into Victoria Road and that the current junction could be improved by much better co-ordination between the two sets of traffic lights. He said that these observations were made over several days in the morning rush

hour at this junction and asked what plans the City Deal had on this specific point.

Mr Menzies clarified that the proposal illustrated in Figure 1 of the report represented additional bus services and not an extension of the Guided Busway.

Mr Walmsley said that the Victoria Road junction was very complex and conceded that it would take some time to develop a workable solution. He was looking at the possibility of modelling the junction with or without closures but said that it would remain a signal junction, making the point that the scheme would include benefits to cyclists.

Councillor John Hipkin, local ward Member from Cambridge City Council, said that the effect of diversions resulting from any banned turns or any other such changes to the road needed to be very closely studied, adding that the closure of Histon Road to traffic coming from Victoria Road was very controversial.

Councillor Roger Hickford, Chairman of the Joint Assembly, reported that the Assembly had considered this item at its meeting on 2 June 2016. It was noted that the Joint Assembly had expressed concerns regarding the relatively small saving in journey times that was anticipated to be made as a result of progressing with the scheme. An amendment was also debated for the draft consultation document on further options to come back to the Joint Assembly and Executive Board for consideration. The amendment was lost as it was noted that this would add at least six weeks onto the project and the majority of Assembly Members felt that the scheme had sufficient consultation planned for the next stages of the process.

Councillor Hickford therefore confirmed that the officer recommendations contained in the report, and an addendum that had been circulated at the meeting, were supported by the Joint Assembly.

Mr Walmsley, in presenting the report, set out the objectives for the Histon Road and Milton Road schemes which consisted of:

- comprehensive priority for buses in both directions wherever practical;
- additional capacity for sustainable trips to employment and education sites;
- increased bus patronage and new services;
- safer and more convenient routes for cycling and walking, segregated where practical and possible;
- maintain or reduce the general traffic levels;
- enhance the environment, streetscape and air quality.

Further to the consultation exercise for both schemes, Mr Walmsley confirmed that the following had been highlighted as key issues resulting from the consultation on initial ideas:

- concerns over the impact of banned turns and restricted access in respect of Victoria Road, Warwick Road, Gilbert Road, Arbury Road, Union Lane and King's Hedges Road;
- concerns over increased traffic lanes, impact on green landscaping and difficulty in crossing wider roads;
- concerns that ideas for cycling improvements did not suit all cyclists;
- impact of junction changes in respect of Union Lane, Elizabeth Way and Victoria Road;
- role of Mitcham's Corner in the Milton Road project.

In respect of Mitcham's Corner, Mr Walmsley explained that this had not been included in the Tranche 1 programme. He acknowledged, however, that there were benefits that could be achieved in respect of public realm so officers were working with the City Council to develop how it could be improved. Mitcham's Corner would be considered for inclusion in the City Deal's Tranche 2 programme by the Executive Board in due course.

Members were referred to an addendum that had been circulated at the meeting of the Joint Assembly which took into account the results of additional data that had become available. This set out a revised recommendation (b) to that set out in the report, as follows:

'Agree to take forward for further design work the initial ideas included in the 'Do Maximum' option, excluding the idea of banning the right turn into Warwick Road and the idea of 'floating' bus stops, to develop two preferred design options, one including and one excluding the changes at the Victoria Road junction.'

Councillor Bates proposed two additional paragraphs to the officer recommendations, as follows:

- '(g) the Executive Board instructs officers to ensure that the preferred option design for consultation includes details of proposed landscape areas and tree planting as set out in the report.'
- '(h) the Executive Board notes the important role of the Local Liaison Forum in involving local Councillors and stakeholder groups in the development of the detailed layout plans for consultation.'

Discussion ensued on the Local Liaison Forum that would be established in respect of the Histon Road and Milton Road schemes. Mr Menzies reminded the Board that meetings of the Local Liaison Forums were open to the public, with the terms of reference set by local elected Members from the County Council and City Council, who would also determine which stakeholders were appointed and who would be entitled to speak at meetings. It had been originally proposed to establish one Forum for both schemes, since it was felt that the areas impacted by both schemes would be represented by the same local elected Members. However, the Board was of the view that these schemes affected two different communities and therefore supported the establishment of two separate Local Liaison Forums, one for each scheme.

Councillor Herbert made the point that Local Liaison Forums were not decision-making bodies and asked whether the issues that had been raised at this meeting by public questioners, such as segregated cycleways and concerns with the public realm for example, would be picked up. Mr Menzies confirmed that one of the Local Liaison Forum's key roles was engagement with the community and he fully expected the issues put forward to be raised and discussed in more detail at Local Liaison Forum meetings.

Supporting the above amendments to the officer recommendations contained within the report, the Executive Board unanimously:

- (a) **NOTED** the findings in the initial consultation report.
- (b) **AGREED** to take forward for further design work the initial ideas included in the 'Do Maximum' option, excluding the idea of banning the right turn into Warwick Road and the idea of 'floating' bus stops, to develop two preferred design options, one including and one excluding the changes at the Victoria Road junction'.

- (c) **NOTED** the further technical work that would be undertaken over the summer period to develop a preferred option layout for further consultation.
- (d) **SUPPORTED** the development of traffic management measures to mitigate displaced traffic and parking for the purposes of further consultation.
- (e) **DELEGATED** authority to the Executive Director of Economy, Transport and Environment at Cambridgeshire County Council, in consultation with the Chairman and Vice-Chairman of the Executive Board, to approve further consultation for a preferred option scheme.
- (f) **NOTED** the procurement plan for project delivery, the revised project programme and the consultation plan set out in the report.
- (g) **INSTRUCTED** officers to ensure that the preferred option design for consultation includes details of proposed landscape areas and tree planting as set out in the report.
- (h) **NOTED** the important role of the Local Liaison Forum in involving local Councillors and stakeholder groups in the development of the detailed layout plans for consultation.

11. MILTON ROAD BUS PRIORITY, WALKING AND CYCLING MEASURES: REPORT ON INITIAL CONSULTATION AND SELECTION OF A PREFERRED ROUTE

The presentation of the report and some public questions considered as part of the item on Histon Road at minute number 10, also related to this item.

Councillor Lewis Herbert, Chairman of the Executive Board, opened the item by inviting those members of the public who had given notice to put forward questions to the Board. Questions were grouped together based on their subject and were therefore asked and answered, as follows:

Question by Sheila Butcher

Sheila Butcher could not understand why this road would be dug up, with beautiful and mature trees and grass verges removed, to make way for bus lanes that would stay empty for most of the day. She asked why all the other options for tackling congestion had not been tried first.

Bob Menzies, Director of Strategy and Development at Cambridgeshire County Council, acknowledged that this question was similar to that of Mr Nisbet's in the previous item, and said that no decisions would be made to implement works or dig up roads until after peak congestion control points had been put in place.

Question by Peter Fenton

Peter Fenton referred to proposed city-wide measures designed to reduce the flow of traffic into and out of Cambridge. In the light of these measures and the imminent North Cambridge railway station, he asked whether the Board thought that the proposals for Milton Road had become obsolete even before they had started. He added that all of the traffic flow projections were already out of date and suggested it would be better to shelve the project and wait to see how the other measures worked.

Mr Menzies acknowledged that further modelling would be required, but confirmed that this would be carried out prior to the public consultation, with any changes to the proposals as a result being made publicly available.

Question by Glyn Burton

Glyn Burton was concerned of the impact that a new banned turn proposed for outbound vehicles in respect of Elizabeth Way would cause for people living in the area, together with any rat-running that she felt would occur as a result. She asked for assurance that this new option would receive full and fair public consultation before any decisions were taken.

Mr Menzies emphasised that this had been identified as something to explore further and was not being proposed as part of the scheme at this stage.

Question by Duncan Astill

Duncan Astill said that 90% of traffic turned left at the roundabout down Elizabeth Way and then queued both at the Chesterton Road roundabout and the Newmarket Road roundabout. He therefore asked why they were not being considered as part of any scheme of improvements.

Councillor Kevin Price, local ward Member from Cambridge City Council, referred to a revised set of recommendations that he had proposed at the Joint Assembly meeting on 2 June 2016 which he felt better reflected the needs of local residents, including mature tree planting and improvements to the existing public realm to be included along the full length of the road. He drew the Board's attention to the fact that residents of East Chesterton currently had only three exits in view of the fact that the area was bordered by the river, the A14 and the railway line and said that the proposed closure of Union Lane meant reducing this number of exit points to two.

Councillor Mike Sargeant, local ward Member from Cambridge City Council, said that that the inclusion of two bus lanes at the Elizabeth Way junction did not seem appropriate. He was also of the view that it was extremely important to incorporate two-way cycleways at Gilbert Road and Arbury Road. He was concerned about the amount of money spent on cycling as part of the City Deal when improvements to Mitcham's Corner had not been included in the Tranche 1 programme.

Stuart Walmsley, Head of Major Infrastructure Delivery at Cambridgeshire County Council, said that this junction was particularly complex and emphasised that further modelling work would be taking place. He added that consideration needed to be given about what mitigation measures could be put in place to address traffic displacement.

Mr Walmsley reported that alternative measures had been considered, but the junction was important in order for the bus priority aspect of the scheme to work, taking into account the safety of cyclists as well.

Councillor Herbert highlighted opportunities for public input as being a common theme as part of questions from local Members and members of the public and asked how far the Local Liaison Forums would go to ensure that people had an opportunity to look into the detail of some of the comments they were making. Mr Walmsley said that he fully expected Local Liaison Forums to provide opportunities for issues such as those raised as part of this item to be considered and discussed in more detail.

Councillor Jocelyn Scutt, local ward Member from Cambridgeshire County Council, referred to paragraph 4 of an addendum report that had been published in respect of this item which read:

'If the Executive Board approves the report recommendations for preferred options as the basis for further detailed design work, this will fix the carriageway layout ...'

Councillor Scutt said that residents had strongly objected to the term 'this will fix the carriageway layout' and called for the Board to redact this wording from the report.

Councillor Herbert felt that this, and landscaping in general, would be considered by the Local Liaison Forum. The Executive Board, however, agreed to the redaction of the words 'this will fix the carriageway layout' from the report.

Question by John Beasley

John Beasley made reference to the Department for Transport Design Manual for roads and bridges document TD 27/05 which stated that the lane width required for urban, all-purpose roads and connector roads should be 3.65 metres. He therefore asked whether, for safety reasons, the City Deal team would consider either revising the lane widths to 3.65 metres throughout and changing the four-lane section to three lanes, or restricting the width of vehicles allowed to travel along Milton Road.

Question by John Cornish

John Cornish referred to the pavement on the north/west side of Milton Road between Mitcham's Corner and Arbury Road, which was generally over four metres wide and mixed use. He therefore sought reassurance that there would be a commitment by the project team to keep the pavement and off-road cycleway as a minimum four metres wide for the stretch from Mitcham's Corner through to Arbury Road.

Mr Walmsley confirmed that the design standards highlighted by Mr Beasley actually related to trunk roads, whereas Milton Road was a local road. In that respect the scheme had to be developed and designed in accordance with the network available to it. In terms of Mr Cornish's question, it was noted that this would feature as part of the next stage of the process and would be an issue for discussion by the Local Liaison Forum at the relevant time.

Question by Jane Wheatley

Jane Wheatley expressed her concerns about access to the shops on Milton Road coming up to the Arbury Road junction, which currently enjoyed two laybys directly outside of the shops, a small amount of forecourt parking and two laybys opposite. Diagrams in the interim report showed bus lanes on both sides of Milton Road and no street parking, thus severely limiting access to the shops. She therefore asked what measures the City Deal would put in place to ensure the safety of these small businesses and protect the community and passing trade that they served.

Question by Maureen Mace

Maureen Mace was concerned that there were significant differences between the diagram for the 'do something' option included in the questionnaire sent out to residents in comparison to the version included in the interim report submitted to the Joint Assembly on 2 June 2016. This included additional bus lanes from Hurst Park Avenue to Arbury Road, areas for potential parking instead of trees and the removal of all of the trees from

the whole length of the eastern side of the road. She said that it could not be assumed that the public would know what the new proposal consisted of, especially since not everyone had access to a computer or found it easy to view or download large amounts of data. Maureen Mace therefore asked whether hard copies of the interim report, including the updated diagram for Milton Road, had been lodged in the Central Library and the Milton Road Library.

Question by Yu Lee Paul

Yu Lee Paul had some concerns about the proposals for Milton Road. She said the road was a tree lined avenue of huge importance not just to local residents but to visitors and the nature and heritage of Cambridge. As such as city should thought that the City Deal should be looking to improve upon, not take away from, the greenery it already had.

Yu Lee Paul referred to the Urban Design Guide which stated that the choice and use of materials and trees must not be considered as an 'add on' or last minute thought. She said that residents would not be prepared to settle for having trees and verges 'where possible', as an afterthought. She therefore asked for a commitment that at least one metre's width of trees and verges along both sides of Milton Road could be maintained and that any trees removed were replaced with mature, flowering trees.

Mr Walmsley was aware of the economic viability of the businesses located along Milton Road but highlighted the effectiveness of passing trade by cyclists and pedestrians as well as cars. He confirmed that some of the laybys would have to be removed in order to accommodate the different modes of transport required as part of the scheme, with the specific details yet to be worked up.

Mr Walmsley also made the point that lot of the issues discussed at this meeting would be picked up at a later stage of the process as proposals developed, with the Local Liaison Forum assisting with that aspect of the project. Mr Menzies reiterated that specific plans for the scheme had yet to be developed and Appendix 5 to the report reflected a piece of work undertaken by consultants as an initial options study.

Councillor Herbert, in response to the question by Maurine Mace, asked officers to ensure that the necessary documents were made available in local libraries.

Mr Walmsley, in response to the question by Yu Lee Paul, said that a commitment to maintain at least one metre's width of trees and verges along both sides of Milton Road would be too constraining and that this may not be the best solution for the scheme. He said that this might be achievable in parts of the road, but said it was too early to make any such commitments and limit the options available at this stage.

Councillor Herbert agreed with Yu Lee Paul that these elements of the scheme were not introduced as afterthoughts, making the point that the Local Liaison Forum would be an essential way of ensuring that they continued to be discussed and taken into consideration.

Mr Menzies highlighted that public speakers at this meeting had requested different things in relation to this scheme and the scheme at Histon Road, all of which were impossible to be delivered together due to them conflicting or contradicting one another. He therefore made the point that compromises would need to be made as part of developing these schemes.

Question by Michael Page

Michael Page supported Councillor Kevin Price's amendment that he had put forward at the meeting of the Joint Assembly and felt that the process between the initial consultation and the decision-making at this meeting was so curtailed that he feared it would be brought further into disrepute in the eyes of the public. He asked whether a mechanism to review the success of schemes at Histon Road and Milton Road would be undertaken before any design work took place.

Mr Menzies confirmed that a review had already been undertaken as part of floating bus stops, the results of which would be available shortly.

Question by Richard Taylor

Richard Taylor said that it appeared officers were seeking the Board's approval of the principle of the layout of the traffic lanes shown in the 'do something' option for Milton Road, but not the layout of the planting, parking, cycleways and pavements. If the Board intended to support the officer recommendations he suggested amending the wording in-line with officers' intent and to clarify which elements of the 'do something' plans the Board was endorsing. He also asked for clarity around which version of the 'do something' option would be put out to public consultation due to different versions having been published following the Board's decision in November 2015 and the document that appeared in the interim options report on the City Deal website in May 2016.

Mr Menzies said that the Addendum recently published in support of the original report included in the agenda pack for this meeting sought to clarify this point.

Question by Miriam Kubica

Miriam Kubica asked for assurance that Highworth Avenue would remain as a no through road for vehicular traffic.

Mr Walmsley confirmed that Highworth Avenue would remain as a no through road for vehicular traffic.

Councillor Roger Hickford, Chairman of the Joint Assembly, reported that the Assembly had considered this item at its meeting on 2 June 2016. As reported in the previous item, Members of the Joint Assembly were content with the further consultation that would take place in respect of this scheme. An amendment to the officer recommendations had been debated, which the proposer felt better reflected local resident's needs. The amendment was lost and the Joint Assembly therefore supported the officer recommendations, with 6 votes in favour compared to 3 against.

In line with the previous item, Councillor Ian Bates proposed two additional paragraphs to the officer recommendations, as follows:

- '(h) the Executive Board instructs officers to ensure that the preferred option design for consultation includes details of proposed landscape areas and tree planting as set out in the report.'
- '(i) the Executive Board notes the important role of the Local Liaison Forum in involving local Councillors and stakeholder groups in the development of the detailed layout plans for consultation.'

The Executive Board unanimously:

- (a) **NOTED** the findings in the initial consultation report.
- (b) **AGREED** to take forward the initial ideas in the 'Do Something' option for further design work including the Union Lane closure and Elizabeth Way roundabout ideas and 'floating bus stops', where highway space permitted, but excluding the ideas for banned turns at the Gilbert Road, Arbury Road and King's Hedges Road junctions.
- (c) **AGREED** to consider major changes to the highway layout at the Mitcham's Corner junction for implementation as part of the ongoing tranche 2 prioritisation work.
- (d) **NOTED** the further technical work that would be undertaken over the summer period.
- (e) **SUPPORTED** the development of traffic management measures to mitigate displaced traffic and parking for the purposes of further consultation.
- (f) **DELEGATED** authority to the Executive Director of Economy, Transport and Environment at Cambridgeshire County Council, in consultation with the Chairman and Vice-Chairman of the Executive Board, to approve a further consultation for a preferred option scheme design, as detailed in section 43 of the report.
- (g) **NOTED** the procurement plan for project delivery, the revised project programme and the consultation plan set out in the report.
- (h) **INSTRUCTED** officers to ensure that the preferred option design for consultation includes details of proposed landscape areas and tree planting as set out in the report.
- (i) **NOTED** the important role of the Local Liaison Forum in involving local Councillors and stakeholder groups in the development of the detailed layout plans for consultation.

12. **CROSS CITY CYCLING**

Councillor Lewis Herbert, Chairman of the Executive Board, opened the item by inviting those members of the public or local Members who had given notice to put forward questions to the Board. Questions were therefore asked and answered, as follows:

Question by Councillor John Williams

Councillor John Williams welcomed the two cross city cycling schemes that involved the Fulbourn division of the County Council and confirmed that they had widespread support. However, he said that this did not address the existing poor cycle and pedestrian crossing at Yarrow Road or the substandard shared cycle path from Fulbourn Road to the Capital Park Business Park. Councillor Williams added that, in order for the Fulbourn Road scheme to be fully utilised and to tackle congestion in the city, it was important that this substandard shared path was also upgraded at the earliest opportunity. He therefore sought confirmation that this was in hand.

Question by Vince Farrar

Vince Farrar reported that Fen Ditton Parish Council had been looking at how to extend the cycleway and join it onto other routes, as well as investigating the possibility of widening Ditton Lane for safety reasons. He asked the Executive Board to consider additional funding to bridge the gap between Horningsea Road and Ditton Road.

Stuart Walmsley, Head of Major Infrastructure Delivery at Cambridgeshire County Council, presented the report which summarised the results of public consultation and proposed next steps in respect of cross city cycling improvement schemes, as well as setting out details of the following specific schemes:

- Fulbourn Road and Cherry Hinton eastern access;
- Hills Road and Addenbrooke's corridor;
- links to east Cambridge and national cycle route 11;
- Arbury Road;
- links to Cambridge North Station and the Science Park.

In response to the questions, Mr Walmsley said that consideration would be given to the continued development of these schemes as part of Tranche 2 of the City Deal programme.

Councillor Roger Hickford, Chairman of the Joint Assembly, reported that the Assembly, having considered this report at its meeting on 2 June 2016, had unanimously supported the officer recommendations.

Councillor Ian Bates, representing Cambridgeshire County Council, sought clarification as to why the cost of the scheme had increased from the initial estimate. Mr Walmsley explained that the original costs had been estimated in June 2015 without any scheme development taken into account, with the proviso that at that time it was a high level estimate. Now that the scheme had been worked up, the cost of the scheme could be more accurately projected, hence the request for the Board to approve additional funding.

The Executive Board unanimously:

- (a) **NOTED** the results and key issues arising from the public consultation.
- (b) **INCREASED** the funding allocated to the schemes due to the expansion of scope.
- (c) **AGREED** to continue localised discussions over trees, hedges and boundaries.
- (d) **APPROVED** implementation of all five schemes, subject to a few minor changes and areas where some further consultation is required, as per the summary table set out in the report.
- (e) **DELEGATED** approval of detailed final scheme layouts to the Executive Director of Economy, Transport and Environment at Cambridgeshire County Council, in consultation with the Chairman and Vice-Chairman of the Executive Board.

13. CAMBRIDGE TO ROYSTON CYCLEWAY

Councillor Lewis Herbert, Chairman of the Executive Board, opened the item by inviting those members of the public or local Members who had given notice to put forward questions to the Board. Questions were therefore asked and answered, as follows:

Statement by Councillor Susan Van de Ven

Councillor Susan Van de Ven said that this cycleway was a key link, especially from the perspective of Melbourn Business Park and the aspiration to complete a route from Cambridge to Royston. She reported that local businesses were working well with communities along the A10 to achieve changes in travel choices, focussed on more sustainable modes of transport, also stating that AstraZeneca had agreed to sponsor the maintenance of the whole route for two years. She also thanked the Local Enterprise Partnership for its assistance in preparing a bid that would be used to fund the final link to Royston.

Councillor Herbert took this opportunity to pay tribute to the work and commitment demonstrated by Councillor Van de Ven in respect of this route, as well as members of the community who had worked on the project.

Question by Tim Bedford

Tim Bedford asked whether the project would include the building of the planned traffic island near The Weaver's Shed, as he felt that this would be essential to people safely crossing the road when coming from Melbourn.

Stuart Walmsley, Head of Major Infrastructure Delivery, confirmed that this was being considered as part of the scheme.

Mr Walmsley presented the report which explained the details of the proposed route and the major economic benefits that could be realised in the short term.

Councillor Roger Hickford, Chairman of the Joint Assembly, reported that the Assembly, having considered this report at its meeting on 2 June 2016, had unanimously supported the officer recommendations.

The Executive Board:

- (a) **NOTED** the work completed to date to provide a cycle link from Cambridge to Melbourn.
- (b) **APPROVED** the use of £550,000 of City Deal funding to complete the link.

14. CITY DEAL URBAN AND ENVIRONMENTAL DESIGN GUIDANCE

Councillor Lewis Herbert, Chairman of the Executive Board, opened the item by inviting those members of the public who had given notice to put forward questions to the Board. The following statement was noted:

Statement by Lucy Price

Lucy Price asked the Executive Board to consider the use of more creative infrastructure to encourage people to walk and cycle through the city, citing examples of schemes already in place. She felt that low level lighting or safely positioned sculpture or cycle counters could really enhance the space and, more importantly, encourage people to get out of their cars and improve the experience for all travelling through Cambridge.

Councillor Roger Hickford, Chairman of the Joint Assembly, reported that the Assembly had considered this report at its meeting on 2 June 2016. Members of the Joint Assembly had expressed their concerns due to a lack of detail in the document, a lack of reference

to heritage and a general feeling that the document was not aspirational enough. The Joint Assembly had supported the amendment of recommendation (a) so that it read 'requests the improvement of the City Deal Urban and Environmental Design Guidance document' rather than endorsing the document as it stood. The Assembly also supported the following additional recommendations:

- '(d) The Executive Board requests that officers investigate the process of all future City Deal schemes being considered by the Cambridgeshire Quality Design Panel.'
- '(e) The Executive Board requests that officers investigate the introduction of a facility that invites members of the public to provide photographs of aspirational ideas and ideas to be avoided for a website-based montage.'

The Joint Assembly therefore unanimously recommended to the Board approval of the officer recommendations contained within the report, subject to the inclusion of the above amendments.

Stuart Walmsley, Director of Major Infrastructure Delivery at Cambridgeshire County Council, in presenting the report said that the document set out the principles to be followed and guidance that should be taken into account during the development of City Deal transport infrastructure projects on the major roads into Cambridge and city centre access routes. It intended to capture as much good practice as it could and had been commissioned to be a conceptual design document, reflecting characteristics of Cambridge and the objectives of the City Deal programme.

During discussion the Board was content with the Joint Assembly's recommendation, noting however the key role that the Local Liaison Forum would play in terms of understanding local expectations. Councillor Burkitt welcomed a design guide but said that he would be more interested in what local people had to say about proposals as they were developed, adding that he would rather be guided by them.

Councillor Herbert requested that all Members of the Executive Board and Joint Assembly, as part of the further work that would be undertaken to improve the document, be asked their views as to what elements were missing in order that they could help shape the revised version.

The Executive Board unanimously:

- a) **REQUESTED** the improvement of the City Deal Urban and Environmental Design Guidance document.
- (b) **REQUIRED** that the document is proactively used and reference by project managers during the development of relevant City Deal transport projects.
- (c) **REQUESTED** that the document is updated periodically to reflect any significant changes in highway and planning design policy.
- (d) **REQUESTED** that officers investigate the process of all future City Deal schemes being considered by the Cambridgeshire Quality Design Panel.
- (e) **REQUESTED** that officers investigate the introduction of a facility that invites members of the public to provide photographs of aspirational ideas and ideas to be avoided for a website-based montage.

15. CITY DEAL PROGRESS REPORT

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

16. CITY DEAL FORWARD PLAN

The Executive Board **NOTED** the City Deal Forward Plan.

The Meeting ended at 6.20 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 8



Report To: Greater Cambridge City Deal Executive Board

13 July 2016

Lead Officer: Noelle Godfrey, Cambridgeshire County Council

Smart Cambridge: Smart City Management Platform Progress Report

Purpose

1. The purpose of this report is to provide a progress update to the Board on the Smart City Management Platform, which forms part of the Smart Cambridge project.

Recommendations

2. The Executive Board is asked to note:
 - (a) the progress to date;
 - (b) the forward plan for the delivery of the first phase.

Background

3. In November 2015 the City Deal Executive board gave in principal agreement to the development of a “smart city management platform” as part of the Smart Cambridge work stream.

In March 2016 the board gave approval to a £300k investment proposal for the Smart City Platform and asked for a progress update to be presented to the July board meeting.

Description and update

4. The aim of the Smart City Platform is to collect, process and make-available data to help improve transport and reduce congestion in Greater Cambridge.

There is a vast amount of data that either already exists, or which could be collected. The problem is that, at the moment, it is neither joined-up nor readily-available for the public or professionals to use. So the Smart City Platform will solve this problem by:

- (a) collecting transport and transport-related data from many existing and new sources

For example, as part of the first phase:

- The team is working with the bus operators to capture the data from the GPS sensors that they already have on their buses, which gives “real-time” information about exactly where buses are. This data is currently only available to each bus company itself, but the Smart City platform will enable it to be made widely-available and used as described below.

- The team is using the new network of about 30 Bluetooth sensors on key roads throughout the City, which count real-time traffic volumes, and which will be made widely-available and used as described below.
- The team has established a pilot network 20 Air Quality sensors throughout the City, to provide a better view of the air quality impact of traffic congestion across Greater Cambridge and used as described below.

As part of the second phase, the team will pursue:

- Collecting data on the real-time occupancy levels of:
 - car parks
 - blue badge spaces
 - loading bays
 - coach parking spaces
- and further data could include:
 - the use of sensors to determine how full individual buses are
 - temperature and other weather-related sensors to enable micro-weather forecasting for cyclists within the City.

(b) combining and processing this data

This is a big technology challenge. The ability to combine and process very large amounts of data in a manner that will provide useful outputs is reliant on leading-edge “Smart City” technology and concepts which are not yet in general use in the management of transport networks.

The Smart Cambridge Project Team is working in close collaboration with the University of Cambridge as well as with Smart City teams from other cities across the UK including Peterborough, Milton Keynes, Oxford and London, to develop these innovative solutions.

Although various mitigations have been put in place, including the use of leading specialists from several departments at the University of Cambridge, the Smart City Platform is based on leading edge concepts and technology that has not yet been fully proven; therefore the project outputs and timeline are of necessity aspirational and as such are not guaranteed.

(c) making this data readily-available to the public, planners and other IT developers.

The key output will be many “data feeds”. These will be able to be used not just by the City Deal and partner Councils, but will be made available to third parties.

The list of possible uses of the data is very long, and will be refined in due course. Not all of it will be developed or introduced by the Smart City team itself: indeed, one of the points is that other City Deal or Council departments, or third parties, will be able to use the data. The list includes:

- Smart Cambridge will launch a free public mobile phone App in 2017. This will enable all residents, commuters and visitors to see the real-time location of buses, how busy the roads and real time train information. By giving more accurate information to the travelling public about whether public transport is running to schedule and how busy the roads are, the public will have a “real-time” view about the best travel options to take, and will gain greater confidence in the transport system. The App will have the capability of including information that mainstream journey-planners such as Google and Apple don’t have. It is likely that the app will require several phases of refinement, but we plan for the first version of the App to be available for the public to test by April 2017.

- The data will be made available (on appropriate terms) to third-party users who will be encouraged to build Apps of their own.
 - More real-time traffic data indicators can be installed: for example, as car drivers approach the Park & Rides, they can be warned about bad traffic or full City centre car-parks, inducing them to use the Park & Ride and a bus instead.
 - The City Deal and partner Councils will get more and more accurate data about traffic flows round Cambridge and South Cambridgeshire, and their transport planning departments will be able to use that to better plan future transport-related initiatives.
 - The air quality data will enable better environmental planning.
5. The primary outputs from this project are summarised below, and more detail is included in Appendix Two which includes the slides for the presentation to the Board in conjunction with this report from Dr Ian Lewis from the University of Cambridge. The technology components include:
- (a) *in relation to 4(a) above:* An “Internet of Things (IoT) capable” network and a sensor deployment plan and test-bed.
 - (b) *in relation to 4(b) above:* A data hub which collates process and makes available a number of disparate transports related data sets.
 - (c) *in relation to 4(c) above:* A series of test-bed applications and examples, including the trial travel-related mobile phone App referred to above.
6. Work to date has proceeded well. The project stream will be delivered in two overlapping phases. The first is already underway and will be complete by April 2017; the second will start in January 2017 and complete by April 2018. The project plan, together with outline timescales for Phase One is included at Appendix One.
7. The core team is taking advice and assistance from external parties:
- The Smart Cambridge Advisory Board has been helping to steer the work and give technical guidance. The Advisory Board has to date met twice, with its last meeting on 10th Dec 2015. Given its technical and working nature, minutes are not published.
 - Cambridge University will provide resource and expertise to assist develop and host elements of the Platform, and a Memorandum of Understanding (MOU) will be agreed to formalise the approach. The Universities input will be a combination of both free and chargeable resource.

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, the following implications have been considered:

Financial and other resources

9. The allocated budget for the Smart City Platform project is £300k over 2016/17 and 2017/18.

Legal

10. As set out in paragraph 7 above, a Memorandum of Understanding is being drawn up to set out the collaborative partnership, including roles and responsibilities, between the University of Cambridge and Cambridgeshire County Council, Cambridge City Council and South Cambridgeshire District Council with respect to the Smart Cambridge project.

Risk Management

11. Risk and Issue Registers are in place for the project and managed through the Smart Cambridge Programme Board.

Climate Change and Environmental

12. Potential air quality benefits are set out in paragraph 8 above.

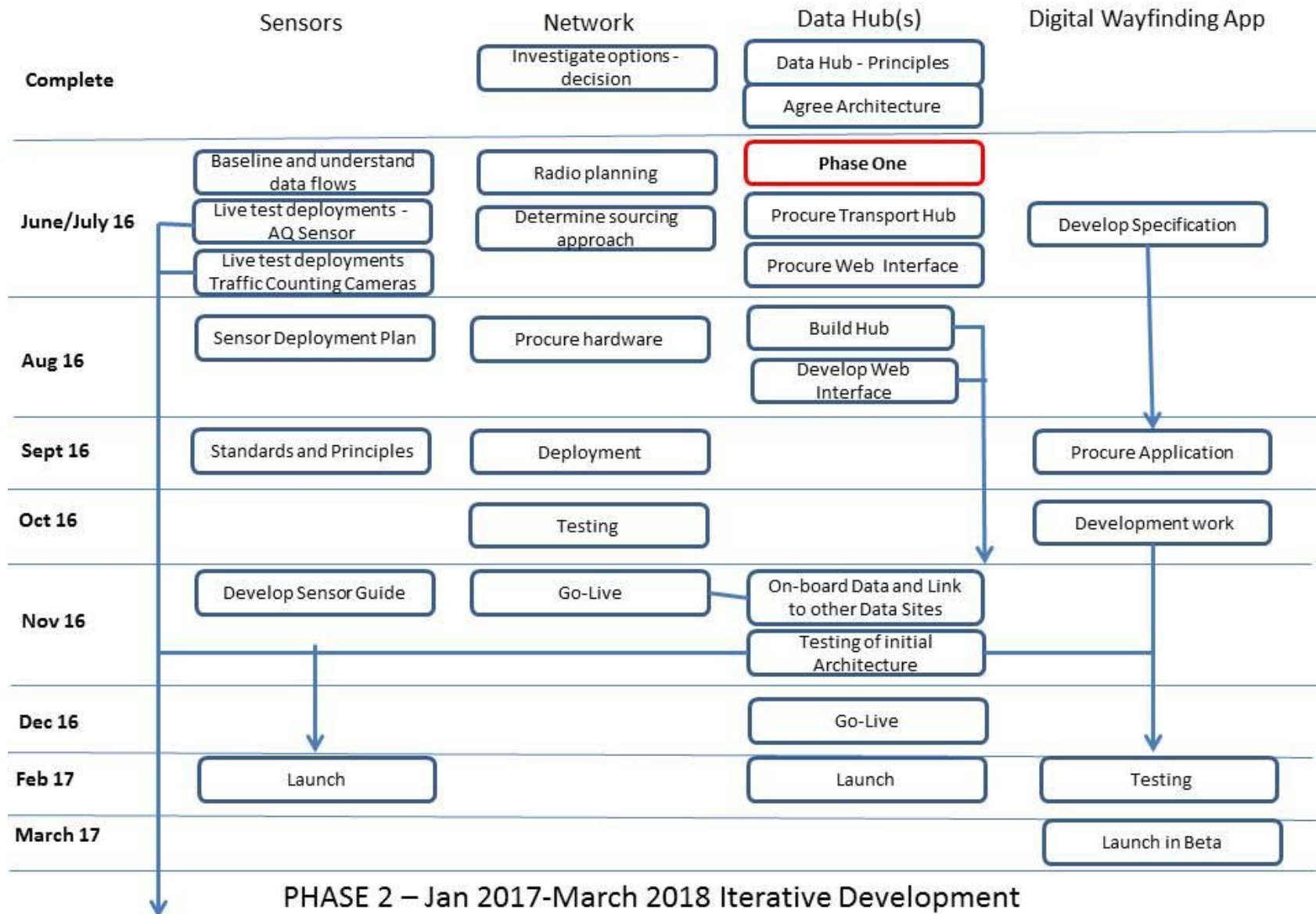
Background Papers

Further information about the Smart City Platform, including membership of the Smart City Advisory Group can be found in the Smart Cambridge Guide at:

<http://www.connectingcambridgeshire.co.uk/wp-content/uploads/2016/03/Smart-Cambridge-guide.pdf>

Report Author: Noelle Godfrey. Programme Director Connecting Cambridgeshire
Telephone: 01223 699011

Cambridge City Management Platform – First Phase



Dr Ian Lewis

Director, Infrastructure and Investment, University of Cambridge

**Presentation to
The Joint Assembly
and Executive Board
July 2016**

Development of the Smart Cambridge Platform

Development of the Smart Cambridge Platform

1. The City Deal has a primary emphasis on deriving economic benefit from improved local travel in the region.
2. A successful case was made that a proportion of the City Deal investment should target a 'smart programme' that will
 - a. Inform travellers about their travel choices
 - b. Support intelligent planning of the transport infrastructure
 - c. Provide the framework within which the digitally connected city will evolve
3. The approach taken seeks to take advantage of the unique strengths of the region, with collaborative working between the local authorities, suppliers and the University.
4. The evolving platform created with the support of the University is technically state-of-the-art with significant elements already in place. It is designed to grow as additional requirements emerge.
5. We have worked with other cities in planning our approach and aspire to a leadership position, while ensuring the practical developments target priority requirements in our region.
6. As it becomes better known that the Cambridge region is making progress in this area, we are attracting increasing engagement from other participants in the sector who will contribute, particularly the commercial developers of travel platforms but also local employers with an interest in informing their employees.

Overview of the Smart Cambridge architecture

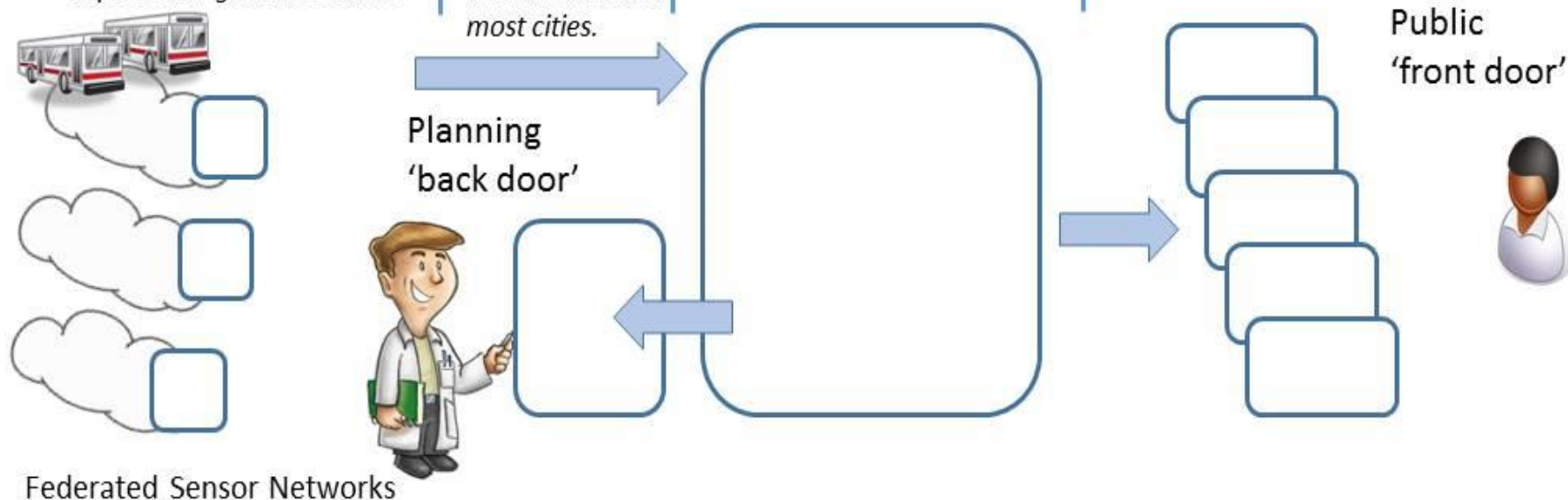
Page 34

The 'sensor network' is the essential underpinning of any real-time information system. Currently it includes position transmitters on our region's buses, blue tooth sensors on the road network and Air Quality sensors. It is important that our platform can incorporate new information as it becomes available. This list is expected to grow overtime.

Data collected is made available for analysis. This means for example, that we can measure the pre- and post-journey times for transport initiatives. Already we have better data than most cities.

The 'real-time' platform is the core of the digital infrastructure. It is what enables data (e.g. the positions of buses) to be collected and disseminated in a reliable way.

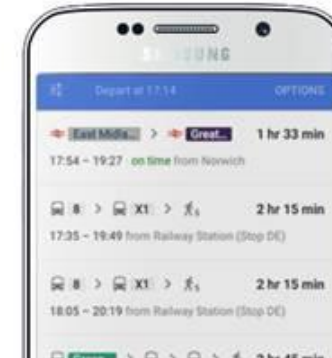
The architecture is enabling the provision of a range of travel applications to be available to the public, sourced from local organisations including the University, and commercially.



How our approach is intending to meet the goals

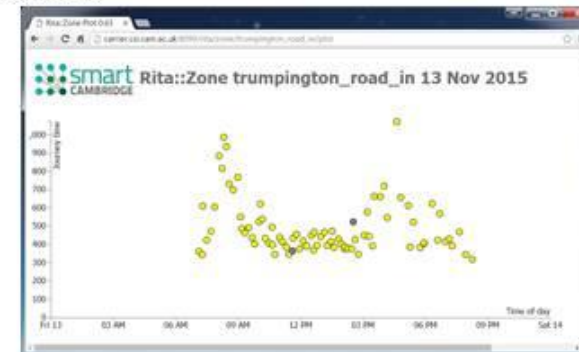
1. Informing travellers about their travel choices

A portfolio of 'apps' for use by the public will emerge. These will be provided by the Smart Cambridge platform itself, by collaborative contributors in the region including the University, and by commercial providers.



2. Supporting intelligent planning of the transport infrastructure

The Smart Cambridge Platform is already collecting the data necessary for a detailed practical analysis of the impact of transport schemes. The richness of the information will grow with time. The University will also exploit this data in for research analysis which may benefit the region.



3. Provide the framework within which the digitally connected city will evolve

There is ongoing discussion regarding other 'sensor' data that will inevitably become available in the region, from air pollution data to cycling and footfall sensors and other traffic data. The platform is designed from the outset to accommodate additional 'sources' as they become available.

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Agenda Item 9



Report To: Greater Cambridge City Deal Executive Board

13 July 2016

Lead Officer: Noelle Godfrey, Cambridgeshire County Council

Smart Cambridge: First Steps towards Intelligent Mobility

Purpose

1. “Intelligent mobility” has 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”*. This work is separate to, but complements, the Smart City programme.
2. The purpose of this report is seek Board approval to pursue three research/investigative work packages at a cost of £90,000 to inform future thinking; and to highlight a fourth work package for which a separate proposal will follow in early 2017.

Recommendations

The Board is recommended to:

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

Reasons for Recommendations

3. The first two work packages will complement and support the current Cambridge Access Study work, and the third will fit with timescale for the Government funded CCAV (Centre for Connected & Autonomous Vehicles) £10m competition announced for Autumn 2016. The fourth will be refined in due course.

Background

4. Part of the City Deal 2016/17 budget report (discussed by the Executive Board in March 2016) included an outline proposal to undertake the first steps towards Intelligent Mobility with four interlinked work packages. The Board requested that a more detailed investment proposal to be brought to the July meeting series.

Considerations

5. Introduction

By taking a holistic approach, which includes data driven monitoring and modelling as well as providing better information to travellers, the City Deal objectives will be supported by:

- I. Encouraging more journeys to be made by sustainable transport (e.g. public transport, supported by cycling and walking) thereby cutting congestion.
- II. Making it more attractive to use sustainable transport for an entire door-to-door journey, by helping to make multi-modal journeys as convenient as travelling by private transport.
- III. Focusing on improving the entire door-to-door journey.

The opportunities available to use emerging technology to improve the experience of the travelling public have been highlighted in a recent report commissioned by the Transport Catapult *. The key aspects of Intelligent Mobility have been grouped into the four themes:

- I. **Access:** New mobility solutions (e.g. car-sharing, ride sharing etc.) that offer more affordable, more convenient travel.
 - II. **Automation:** Increased levels of automation, e.g. emergence of automated driving functionality, moving from assisted driving to fully autonomous driving ('driverless cars'), recognising that this will still be many years away.
 - III. **Demand & Supply:** Developments that seek to influence travel demand patterns and also better match supply to demand within transport systems.
 - IV. **Integration:** The bringing together of disparate information, systems, and services to provide travellers with a seamless end-to-end mobility experience.
6. It is proposed that the following three work packages are undertaken in the first instance. They span all four categories above:
 - (a) **Research and data gathering about why people make specific transport choices in the Greater Cambridge area.**

Output: A report providing greater understanding of what the barriers are to greater use of sustainable transport choices (including walking, cycling and the use of public transport).

Timescale: Complete by December 2017. Cost estimate: £30k

- (b) **Investigate the current legislative, commercial and other barriers and opportunities with regards to integrated ticketing and on-line ticket purchase in Greater Cambridge**

Output: A report identifying the barriers which prevent better integrated ticketing and on-line ticket purchasing, in order to enable an action plan to be generated, so we can establish better and on-line ticketing throughout Greater Cambridge.

Timescale: Complete by November 2017. Cost estimate: £30k

- (c) **An initial feasibility study to explore the potential for running autonomous vehicle trials, utilising the unique aspects of the guided busway.**

Output: The Government has announced that it will be making grants totalling up to £100m for studies and other work under a CCAV (Connected and Autonomous Vehicles) funding programme.

Interested parties can 'bid' for this money later in the year, and we want to do so. But we first need to undertake some preparatory work, and we seek Board approval for the funding to do that. If we are successful in our bid, that will lead to much more funding, from the Government, in due course.

This will enable Greater Cambridge to participate in future transport innovation centred on driverless vehicles for business and leisure travel – supporting out of hours working, evening leisure activities and future-facing “on demand” transport services not reliant on individual car ownership.

Timescale: Complete by October 2017 to fit in with anticipated Innovate UK funding competition timescales.

Cost estimate: £30k

Implications

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

Financial and other resources

8. The total investment proposed for the first three work packages is £90k. This will be used to fund a combination of temporary County Council contract staff and University of Cambridge specialists to undertake the investigative work and produce the output reports.

Background Papers

*Traveller Needs and UK Capability Study – commissioned by the Transport Catapult on behalf of the Department for Transport: <https://ts.catapult.org.uk/current-projects/traveller-needs-uk-capability-study/>

Report Author: Noelle Godfrey- Connecting Cambridgeshire
Telephone: 01223 699011

Agenda Item 10



Report To: Greater Cambridge City Deal Executive Board

13 July 2016

Lead Officer: Stella Cockerill Greater Cambridge Greater Peterborough Enterprise Partnership

Six monthly report on the Greater Cambridge City Deal Skills Service

Purpose

1. The Skills Service will help to achieve the City Deal objectives of promoting an additional 420 apprenticeships over the first 5 years of the Deal in areas aligned to Greater Cambridge's growth sectors (eg. professional scientific, bio-medical, clean tech, technology and advanced manufacturing) and generally support the employability of young people.

Recommendations

2. It is recommended that the Executive Board note the progress of the service to date and its achievement against key performance indicators.

It is recommended that the Executive Board note 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

It is recommended that the Executive Board note 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. These changes may have a significant impact on the work we need to undertake to meet the target. The detail on the proposed changes is due between July and October 2016. We will appraise the implications of these changes for the Board in the November report.

Reasons for Recommendations

3. There is a need to consider that the position with respect to priority sectors and the skills agenda (apprenticeships) is not static and in fact we are in a period of considerable change. The apprenticeship market is potentially volatile and the decision around what is and what is not a priority sector is now a few years old. It may need to be reviewed following the refresh of data as a result of the Area Based Review.

Background

4. The Skills Service contract started 1st September 2015 and is approaching the end of its first year of delivery. Activity has been profiled and reports are received on a quarterly basis. The contract focuses on a number of areas as follows;
 - Delivering events and activities that provide 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 schools
 - Engaging employers and connecting them to schools and apprenticeship providers
 - Supporting the development of strategic relationships between schools and employers

We are approaching the end of the first year and the interim evaluation is underway. We are gathering the views of schools on the services they have received and we are identifying the activities they want to engage with next year. We will also gather a summary of the employers that have been involved with the Skills Service.

The baseline was set using the Skills Funding Agency data cube which allows us to see starts by local authority (district) level against the range of apprenticeship frameworks that support key sectors. Progress will be reviewed annually in line with the availability of district level data.

In January 2015 the LEP and Form the Future reviewed the Key Performance Indicators and identified the evidence required and the anticipated profile of activity. The quarterly report requires Form the Future to provide a report by exception where the expected progress for any indicators is below target. Further we identified a range of smaller actions and activities that would lead to a positive impact on the apprenticeship target.

Considerations

5. At the end of quarter three progress against the skills service contract was on target. There are no issues to report.
6. The baseline recommendations for monitoring the progress towards the additional 420 apprenticeships has been set with the following parameters and in consultation with the Assembly skills sub-group. 2014 should serve as the baseline year;
 - Apprenticeships starts for young people and adults have been included (recognised that the skills service focuses on young people alone but the apprenticeship target is not age specific)
 - Progress against target includes apprenticeship starts where the delivery location i.e. the employer's address is within Cambridge City or South Cambridgeshire. We do have access to data on apprenticeships starts by residents as opposed to the workplace. However, this was felt not to reflect activities and efforts in the City Deal area as well as the workplace data, which looks at where the apprenticeships were delivered rather than who it was delivered to (the emphasis being on where the employer is based rather than the apprentice).

- The table below sets out the recommendation for sectors to be included in calculating the total target.
- The way we monitor and measure the delivery of apprenticeships may need to evolve in the light of broader changes in Skills policy. The November skills report will provide further analysis. . The Area Based Reviews will begin in December 2016 and as part of this the LEP will produce an economic assessment and skills conclusion. This may well lead to a need to change which sectors are determined as priority.
- Secondly, in April 2017 the apprenticeship frameworks will be switched off and replaced with the new apprenticeship standards. The new standards have to be developed and approved by employers and we will need to decide which of the new standards we will include in the targets and which we won't. We propose to capture updates to which apprenticeships are being counted towards the target, in all future reports in a way which ensures consistency of monitoring.

Frameworks Include in target			2014	2015
Laboratory & Science Technicians			3	8
Electro technical			9	16
Engineering			0	0
Composite Engineering			0	0
Engineering Manufacturing			18	33
Engineering Manufacturing (Operator & semi)			0	0
Engineering Manufacturing (craft & technician)			0	0
Food & drink Manufacturing			8	5
Food Manufacturing			0	0
Glass Industry			1	4
Improving Operational Performance			2	4
Manufacturing Craft & Technician			0	0
Manufacturing Engineering			1	3
Polymer Processing Operations			0	0
IT, Software, Web and Telecomm Professionals			18	53
IT Applications Specialist			3	6
Total in City Deal Agreed Growth Areas			71	132
Frameworks included in original baseline BUT previously determined as not being in line with spirit of growth sectors				
Building Services Engineering Technologies & Project Management			0	2
Engineering construction			1	1
Heating & Ventilation			7	7
Plumbing and Heating			13	19
Refrigeration & Air Conditioning			0	1
Total not deemed in line but included in original baseline			21	30

Options

7. We could maintain a fixed view of which sectors are determined as key and which apprenticeships are included in the target or we could review and refresh this annually to take into account the impact of changes on the apprenticeship landscape and changes in the economic assessment following the Area Based Reviews. Any changes would need to be approved by the Skills Funding Agency.
8. We could review the apprenticeship sectors that we have decided not to include in the target.

Implications

9. 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 used in the writing of this report:

Profile for the Skills Service activity and progress to date as of the end of quarter 3 May 2016
- Greater Cambridge and Greater Peterborough Enterprise Partnership

Report Author: Stella Cockerill
Interim Skills Lead for Greater Cambridge and Greater Peterborough
Enterprise Partnership
Telephone: 07715 640107

Agenda Item 11



Report To: Greater Cambridge City Deal Executive Board

13 July 2016

Lead Officer: Alex Colyer, South Cambridgeshire District Council

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 enable the delivery of 1,000 homes on rural exception sites by 2031 in addition to the accelerated delivery of 33,480 homes. This report sets out how the 1,000 additional dwellings will be monitored and performance against the commitment to date.

Recommendations

1. The Executive Board is recommended to:
 - a) Endorse the approach to monitoring as set out in paragraphs 7 to 16 of this report.
 - b) Note progress towards delivery.

Reasons for Recommendations

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

Executive Summary

Background

3. The City Deal agreement reflects the Government's focus on the City Deal supporting economic growth and housing delivery. The agreement includes enabling 1,000 additional homes on rural exception sites as part of the Councils' commitment to delivery of housing in this important growth area. This is in the context of another City Deal commitment to accelerate the delivery of 33,480 homes that were planned at the time that the agreement was made. The 1,000 homes in the agreement is therefore additional to the 33,480 figure.
4. 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.

5. 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.
6. 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

7. 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 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.
8. 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.
9. 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).
10. 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.

11. The City Deal agreement is for 1,000 homes on rural exception sites. It is therefore necessary to define the developments that comprise 'eligible sites' for the purposes of monitoring the Councils' performance against the City Deal agreement. The supply of traditional 'rural exception sites' has declined in South Cambridgeshire due to the Council currently being unable to demonstrate a five year supply. 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. Instead, landowners are currently seeking the delivery of market-led housing sites due to the additional financial value associated with them and a number of 'five year supply' sites are coming forward in the rural area as exceptions to normal planning policy.
12. It is considered that reflecting current circumstances, it is reasonable to interpret the City Deal agreement such that all sites coming forward in the rural area as exceptions to the normal Local Plan policies can be counted as 'eligible sites' towards the delivery of the additional homes committed to through the City Deal. Eligible sites are therefore considered to be traditional 'rural exception sites' and 'five year supply sites'.
13. 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. On the basis of the published housing trajectory, there are 433 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 174 homes on eligible sites have been granted permission (see Appendix 1, Figure 4), making a total provision of 606 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

14. 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. 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.
15. The AMRs will include the results of monitoring the City Deal commitment.
16. Government has requested monitoring information on a quarterly basis, therefore updates to the City Deal Assembly and Executive Board will be provided as far as is possible during the year 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, partial updates can be provided on a quarterly basis on a similar basis to Appendix 1, Figure 4 to identify new permissions granted.

17. 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.

Options

18. The Councils 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 there are no other reasonable alternatives that provide a clear and transparent method.

Implications

19. 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 are highlighted:

Risk management

20. There is a risk of the United Kingdom entering into a further period of recession following the result of the recent Referendum to leave the EU, which could therefore potentially slow down housing delivery. This will be kept under review.

Background Papers

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

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

Appendix 1: 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.

It 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 2016¹), 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					No surplus against housing requirement															
	Predicted Delivery											205	138	90								
Cumulative Total												205	343	433								433

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

	Number of Dwellings Permitted	Number of Eligible Dwellings ²	Predicted Number of Completions from Eligible Dwellings		
			2017-2018	2018-2019	2019-2020
West of Cody Road, Waterbeach	60	30	30		
North of Bannold Road, Waterbeach	90	90	36	36	18
Bannold Road & Bannold Drove, Waterbeach	57	57	29	28	
East of Cody Road, Waterbeach	36	36	36		
CEMEX Cement Works, Barrington	220	220	74	74	72
Total			205	138	90

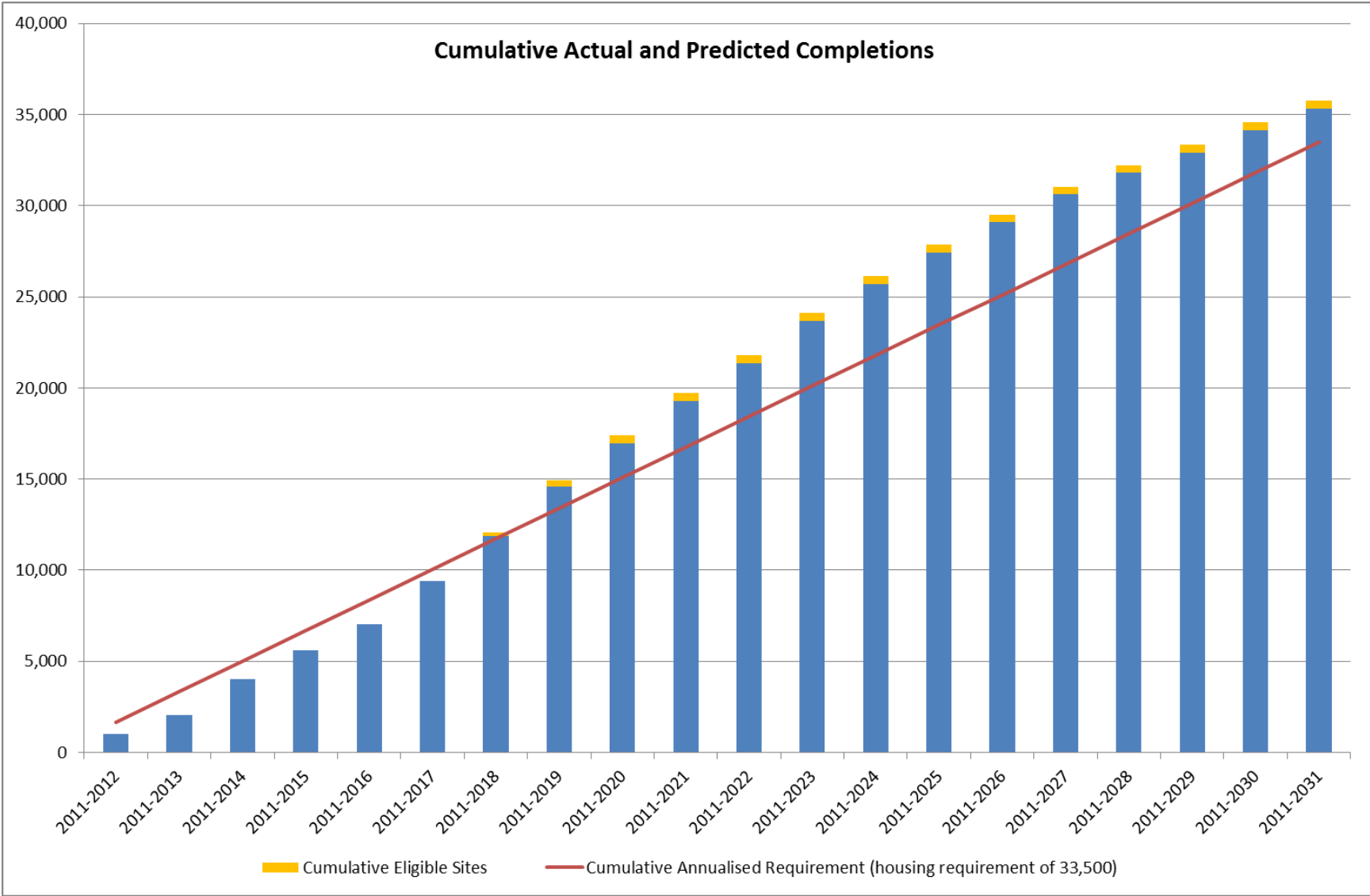
¹ RD/AD/470

² Number of dwellings on an eligible 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
38 Mill Road, Over	1
Land off Mill Lane, Sawston	48
Gills Hill Farm, Bourn	16
65 Pettitts Lane, Dry Drayton	6
Land at 36 Oakington Road, Cottenham	50
Land off Rockmill End & Meadow Road, Willingham	22
Fountain Farm, Park Lane, Gamlingay	1
18 Boxworth End, Swavesey	30
Total	174

Figure 5: Comparison of Cumulative Actual and Predicted Completions against Cumulative Annualised Requirement³



³ Includes dwellings completed and sites with planning permission. Future identified sites will be added as they receive planning permission.

Agenda Item 12



Report To: Greater Cambridge City Deal Board Meeting

13 July 2016

Lead Officer: Alex Colyer

Greater Cambridge Housing Development Agency Progress Report

Purpose

1. To provide an update on progress with the set-up and development of the Housing Development Agency (HDA).

Recommendations

2. It is recommended that the Board note the report.

Background

3. Approval was given in July 2015 to set up the HDA. This report provides an update one year on. In particular it covers;
 - A reminder of the HDA objectives which translate into a target to work on schemes to provide 250 new homes a year.
 - A review of the operating environment and the positive benefit that housing grant under the Devolution Agreement will bring.
 - The newly established governance arrangements.
 - Progress on committed schemes.
 - Progress on establishing the team.
 - The evolving strategic approach of the HDA to secure new schemes to achieve its objectives.
4. The Greater Cambridge Housing Development Agency (HDA) is a shared housing development service 'owned' by Cambridge City Council; South Cambridgeshire District Council; and Cambridgeshire County Council (the partner authorities). The HDA has evolved as an operational model through which the partner authorities' collective resource of land, finance and staff skills can be applied to the optimal benefit of the wider Greater Cambridge City Deal objectives in respect of the delivery of new housing. The creation of the HDA was endorsed by the Greater Cambridge City Deal Board in June 2015 and offered pump-prime funding for its set-up, although it was not an obligation under the City Deal. The HDA also therefore, has the support of the other partners to the Greater Cambridge City Deal ie Cambridge University and the Greater Cambridge Greater Peterborough Enterprise Partnership.

5. The respective partner authorities approved the creation of a shared service during the summer of 2015 with a target to formally establish the service from April 2016. An early action for the HDA is to explore whether there are advantages in moving the HDA to a wholly owned company model.

Implications

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

Financial and other resources

7. The Board is reminded that it has agreed to provide £400,000 revenue funding for the HDA. £200,000 of this is budgeted to be spent in 2016.17 and the balance in 2017.18.

There are no other significant implications of this report.

Consultation responses and Communication

8. Not applicable

Background Papers

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

HDA Business Plan 2016/17 – Democratic Services, South Cambridgeshire District Council

Report Author: Alan Carter – Managing Director
Telephone: 07891 561166

GREATER CAMBRIDGE HOUSING DEVELOPMENT AGENCY (H DA)

PROGRESS REPORT – JUNE 2016

1. H DA OBJECTIVES

A Business Plan for the H DA for 2016.17 has been produced. This builds on the Greater Cambridge City Deal commitments and has confirmed the following objectives for the H DA;

- To help deliver the commitment contained within the City Deal to provide an additional 1,000 dwellings on rural exception sites by 2031.
- To deliver new homes identified in Cambridge City Council and South Cambridgeshire District Council strategies as social housing landlords.
- To project manage the development of other land and properties assets put forward by the partner authorities, including acting on opportunities proposed by Cambridge University and Colleges as partners to the City Deal.
- To deliver new homes for Ermine Street Housing and the Cambridge City Housing Company, the companies created by South Cambridgeshire District Council and the City Council.
- To provide a housing development service for other housing agencies whose aims are aligned with meeting housing needs within the Greater Cambridge City Deal area.

From an operational perspective the objective is to become self-financing by 2018.19.

The business case for the H DA approved in the summer of 2015 set out the ambition for the service to be involved in a build programme of at least 4,000 homes, with the potential to deliver up to 8,000 if the land and funding opportunities allow.

Over a 16 year period to 2031, 4,000 homes equates to **250 homes per year which remains the target rate of delivery for the H DA.**

2. CHANGING EXTERNAL ENVIRONMENT

The Government through the Housing and Planning Act has introduced significant changes to the policy environment within which the H DA will operate and therefore how it goes about working on schemes that will deliver up to 250 new homes a year that match the tenure mix needed locally. Many of these new policies promote home ownership and an increase in house-building. They may therefore impact on the future tenure mix of new housing schemes, for example, the introduction of starter homes as a form of 'Affordable Housing' and the prioritisation of government grant for shared ownership as opposed to social rented housing. At the time of writing the regulation that will implement much of the Housing and Planning Act Bill has not yet been issued and therefore it is not possible to be clear on the site by site consequences of the policy changes.

At the time of writing the Cambridgeshire and Peterborough Devolution Agreement has not been agreed by the respective local authorities. However, the current proposal for housing grant totalling £170m would be a significant lever for the H DA to achieve its objectives. The grant will provide certainty for partner house-builders and developers that the Affordable Housing element of schemes will be available and therefore give confidence that schemes should be brought forward quickly. The grant will also allow the City Council to release the 'pause button' on Housing Revenue Account sites previously identified as having the potential for development.

3. WHAT HAVE WE ACHIEVED SINCE THE SUMMER 2015?

Appendix 1 is a summary of progress against the initial Action Plan in relation to the set-up of the H DA.

In terms of governance, an officer Management Board has been established to oversee the evolution of the H DA. The Management Board is made up of;

Strategic Director – Cambridge City Council (Ray Ward)

Executive Director - Corporate Services – South Cambridgeshire District Council (the City Deal Housing Workstream lead) (Alex Colyer)

Director of Housing - South Cambridgeshire District Council (Stephen Hills)

Section 151 Officer - Cambridgeshire County Council (Chris Malyon)

A Member Reference Group has also been set up as with the following membership and will provide a key link into the partner authorities' democratic processes.

County Council – Cllr Paul Sales

South Cambs DC – Cllr Christopher Cross

City Council – Cllr Kevin Price

Executive Director - Corporate Services – South Cambridgeshire District Council (the City Deal Housing Workstream lead) (Alex Colyer)

In simple terms the Management Board will oversee the operation of the H DA and recommend its Business Plan to the Member Reference Group. The Member Reference Group will approve the Business Plan, will steer the H DA evolution and will ensure it is in line with the objectives of the respective partner authorities.

Both groups will meet quarterly.

4. MARKETS AND SERVICES

The H DA Business Plan 2016.17 firms up aspects of its operation as follows.

Who are our customers?

Our primary customers are the partner authorities and other parties to the City Deal and these will be the focus of the H DAs attention in the short to medium term. However, once established the H DA will look to market its services to other organisations focused on the delivery of new housing in line with the vision of the Greater Cambridge City Deal.

What is our geography?

The initial focus in the short to medium term will be Greater Cambridge ie South Cambridgeshire and Cambridge City Council districts

What is our Unique Selling Point?

- ✓ We are the only local development agency that has a public service agenda (public lead).
- ✓ We have broad political support (political advantage).
- ✓ We bring a new dynamic to lead and manage collaborative partnership working across the public and private sectors (relationship management).

In summary, the H DA is a trusted partner.

What added value does the H DA bring?

The H DA has the opportunity to ‘look both ways’ by assisting the public sector policy makers and decision takers on the commercial reality of housing delivery and to inform house-builders (and Registered Providers) to work with the planning systems to achieve their commercial objectives.

The H DAs opportunity is founded on its ability to work with the partner authorities own land holdings to promote a consensual and partnership approach to new housing delivery that complements the current private sector driven delivery of new housing.

What are our services?

Appendix 2 lists our services which are grouped under the following headings.

- A. Project management of schemes from inception to post occupation.**
- B. Programme management of groups of schemes.**
- C. Strategic development of housing delivery models including financial modelling and option appraisal.**

5. LAND, SCHEMES, FEES AND THE OPERATIONAL BUDGET

The H DA Business Plan is predicated on the basis that the H DA has access to public sector land that is developable for housing and access to development finance through the partner authorities. Through a fee charged on each scheme the H DA will be able to generate an income to sustain a staff team that has the right skills appropriate to the scale of its programme. Bringing together the land, funding and staff team, the H DA will drive the housing commitments in the City Deal.

Land and Schemes

The table below summarises the current programme by the number of anticipated new homes to be completed by 2018.19.

Scheme	
	Total
Water Lane Redev.	24
Aylesborough Close Redev.	35
Hawkins Road Garages	9
Fulbourn Garages	8
Ekin Road Garages	6
Virido (The Quads), Clay Farm	208
Homerton College Site	95
18 Unit Garage and Infill	18
Anstey Way Redev.	34
Akeman Street Redev.	12
General Fund In-fill	6
General Fund In-fill	4
Mill Road Depot Site	167
Park Street Car Park	48
Meldreth Rd, Shepreth	25
Belsar Farm, Willingham	40
Sheen Farm, Litlington	18
Fen Drayton Rd, Swavesey	24
Horseheath Rd, Linton	4
Hill Farm, Foxton	15
Gt Abingdon	8
Robinson Ct, Gamlingay	14
Pembroke Way, Teversham	5
Total New Homes	827

Appendix 3 provides an up-date on progress with the schemes.

If the housing grant becomes available through the Devolution Agreement, approximately 150 new social rented homes could be funded directly on schemes in Cambridge shown in the current programme. 80 new homes could be funded directly in South Cambridgeshire.

Fees and the Operational Budget

There is a direct relationship between the level of fee charged by the H DA, the number and value of schemes in the programme and the H DA's operational budget. Operational (revenue) costs can be covered by fees charged to each (capital) development scheme. The operational income will therefore be dependent on the number and value of schemes the HDA is managing. The number of schemes that can be managed will, in turn, be dependent on the H DA team capacity (skills, knowledge and experience) available. An understanding of this circular relationship between number of schemes; fee income and H DA team staff capacity is fundamental to the Business Plan and how the H DA is sustainable in the long term.

A fee structure was agreed by the H DA Officer Board in September 2015 as follows;

- a. If majority of scheme Affordable Housing – 3% AH construction cost
- b. If majority market or sub-market housing – 1% total scheme construction cost
- c. Spot purchase of services – hourly or day rate

The table below summarised the H DAs budget for 2016.17 and the estimated position to 2018.19.

	Budget 2016.17	Est. Budget 2017.18	Est. Budget 2018.19
Expenditure			
Gross staff Costs	491,770		
On-costs	98,354		
Growth contingency	90,000		
Total	680,124	700,528	721,544
Income			
Fees	488,117	572,409	
City Deal Funding	200,000	150,000	
Total	688,117	722,409	353,427
(Surplus)/Deficit	(7,992)	(21,880)	368,117

6. PEOPLE

What is our approach to the recruitment, retention and deployment of the staff capacity, knowledge, skills and experience that we need?

Our approach to the recruitment, retention and deployment of the staff capacity, knowledge, skills and experience is to have a core team of permanent quality personnel backed up by a flexible approach to recruit fixed term staff or consultants to wrap around the core team as and when project delivery demands. The H DA will have a proactive approach to the recruitment of trainees to help sustain the agency in a competitive employment market.

Key factors in determine our approach to building the staff team for the H DA are;

- A recognition that on average it takes three years to complete a project from start to finish.
- The housing development and property sector generally is a competitive market for the recruitment and retention of personnel.
- Some knowledge, skills and experience input will be a continual requirement eg project management; experience of the housing development process; financial analysis - whereas some inputs will be periodically required at different times eg legal expertise.

The housing development process can be divided into three distinct phases – pre-construction; construction; and post-construction. In a programme of schemes there will be several schemes at each stage of the process.

The task in establishing and developing the H DA team is about getting the right capacity and skills at the right time as scheme opportunities and scheme delivery ebbs and flows.

Building the Team in 2016

The Core Team is currently as follows;

Managing Director – Alan Carter. Appointed 11 April 2016.

Assistant Managing Director – Sabrina Walston. Appointed 8 June 2016.

Housing Development Manager (City Lead) – Nicola Hillier. (Permanent full-time post).

Housing Development Manager (SCDC Lead) – Gill Anderton. (Currently seconded into this full-time post from substantive SCDC post)

Housing Development Officer (SCDC) – Sarah Lyons. (Currently seconded into this full-time post from substantive City post)

Housing Development Officer (City) - Mark Wilson. (Permanent full-time post)

Trainee Housing Development Officer (City) - Amelia Norman. (Permanent full-time post)

The H DA Board has agreed a 'soft' approach to the establishment of the H DA as a shared service. This means that the core team will remain employed by their host authorities as indicated above, but SCDC employees will be seconded to the City Council as 'employing authority' until a decision is made whether to continue the H DA as a shared service or a wholly owned company. The target date for concluding on this is December 2016.

For 2016.17 recruitment to the core team will be in two stages.

Stage 1 - Immediate

- confirm the appointment of the Assistant Managing Director (complete)
- recruit a full-time Business and Systems Officer to help with the development of the systems and procedures for the fledgling H DA and thereafter to help manage and develop the system and procedures (offered and accepted)

Stage 2 – From October 2016

- recruit an additional full-time Housing Development Officer
- recruit a new full-time Technical Officer
- conclude on whether to recruit an additional Trainee Housing Development Officer

7. OFFICE AND SUPPORT SERVICES

The H DA will aim to operate a flexible and remote working model ie to have a minimum requirement for fixed office space. As part of the City Council's current restructure the H DA has agreed to operate as a 'pilot' for remote working in terms of current mobile IT and telephone hardware and to plan for 0.5 work-station per person.

8. STRATEGY FOR DELIVERY OF OBJECTIVES

The table below summarises the current H DA programme of schemes by landowning partner and by estimated year of completion.

	16.17	17.18	18.19
City Council	243	182	249
South Cambs DC	33	37	0
County Council	0	25	58
Total	276	244	307

Section 5 above shows that the H DA has an 'order book' for work of about two and half years and will be involved in the completion of new housing that exceeds its headline objective of 250 a year. This represents a healthy starting position. Bearing in mind the long

gestation period of some housing schemes that on average schemes take three years to complete, it is unlikely that this business model can be certain much beyond three years.

The H DA will take a strategic approach to deliver its objectives based on the following four themes;

1. Working with strategic housing and planning colleagues to understand the range of new housing needed in terms of tenure (Need).
2. Optimising partner land opportunities (Delivery - land).
3. Working on funding models and testing the viability of mixed tenure schemes (Delivery - funding).
4. Working with partners whose ambitions are aligned with the Greater Cambridge 'growth' agenda including other landowners (Partnership).

The following table provides an indication of opportunities that the H DA is actively working on to deliver its objectives in relation to the four themes above and to sustain the business through 2018.19 and beyond. To do so we will be seeking to achieve starts on new scheme totalling 250 homes a year from 2018.19.

	Starts	Starts	Starts
Pipeline Scheme	2018.19	2019.20	2020.21
County Sites (Target 50 Homes a Year)	38	70	0
City and South Cambs DC Housing Revenue Account Funding or Sites (Target 50 Homes a Year)	69	60	70
City General Fund Sites (Target 50 Homes a Year)	0	0	0
Housing Company Schemes (Target 50 Homes a Year)	35	0	0
Partner Sites (Target 50 Homes a Year)	35	0	0
Totals	177	130	70

In addition to the above sites, the existence and capacity of the H DA will provide the opportunity to more rigorously pursue the optimisation of other **public land assets** across Greater Cambridge for new housing. The H DA is leading for the two district authority partners on a recent initiative of the Department for Communities and Local Government to explore the redevelopment for housing of under-utilised sites owned by central government departments across Greater Cambridge.

There has not been the opportunity to pursue with any rigour effective **land assembly** that may marry public land with private land to optimise the benefit for both landowners.

If the housing grant becomes available through the Devolution Agreement, it will provide greater certainty that new housing opportunities will be delivered on the HRA sites shown in the table and that funding for Affordable Housing on County sites; City General Fund sites; and other partner sites will be available.

In terms of the 'Need' strategic delivery theme above, there is an opportunity for the H DA to influence the local **Affordable Housing Supplementary Planning Documents (AHSPD)** policy. Both Cambridge City Council and South Cambridgeshire District Council will produce new AHSPDs to guide the implementation of their Local Plans once approved. The AHSPDs could be a 'vehicle' to promote a different approach to the delivery of intermediate housing as part of the delivery of housing that is affordable to all household who cannot access market housing. This approach may be attractive to say colleges who may be prepared to take a different view of return on investment in housing. This work will link with other important strategic housing policy research on the extent of the need for intermediate housing potential loss of high value social rented housing as a consequence of Government policy. Finally, there is the opportunity to engage major employers directly in helping to solve the local housing crisis.

Finally, South Cambridgeshire District Council are a national 'vanguard' for the development of '**self-build**'. All local authorities are required to have an approach to self-build from April 2016. South Cambs have an opportunity to offer to run a sub-regional self-build service and are currently developing a business plan. Self-build in this sense is about local authorities identifying plots for new housing and matching them with households who wish to build a home on the plot. There is a logical fit therefore with H DA in terms of site finding; site constraint mapping; and profile of the service with small contractors. One option is therefore for the Self-Build service to be operated by the H DA.

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Appendix 1 - H DA Set-up to March 2016

Business Area	Task	RAG	Comment
Governance	Terms of Reference for the Member Reference Group		Agreed at May 2016 Officer Board
	Terms of Reference for the officer Management Board		Agreed at March 2016 Officer Board
	Process for covering 'exit' costs agreed		Agreed at March 2016 Officer Board
	Hold scoping meeting with Walker Morris regarding move to Company		Meeting held January 2016
Markets and Services	Establish relationship management database		Spreadsheet established as a trial but not yet rolled out to the team
	Complete HDA prospectus including personnel profiles		Needs to be converted into a branded format to market service
	Draft communications protocol mapping out respective responsibilities of HDA and local authority partners for engagement with Members		Not progressed to-date
	Develop scope of services		Version completed December 2015 but will need to be reviewed as schemes progress
Operations and Systems	Complete Partner Development Briefs committed pipeline projects		Partner Development Brief template produced and beginning to be used on most sites
	Evolve Partner Development Briefs to monitor scheme progress.		Not progressed to-date
	Conclude format for scheme list – separating committed; next priority; future prospects		Format included in draft Business Plan and being used in miscellaneous reports
	Develop 'probability assessment' to manage prioritisation.		Not progressed to-date
	Further understanding of way forward with Planning colleagues on rural exception sites		Fortnightly 'planning surgeries' established.
Finance and Resources	Confirm scheme list – committed and next priority		
	Confirm initial County schemes		
	Confirm City General Fund sites		General Fund Development Programme approved January 2016
	Clarify fees and costs to be accounted for in 2015.16		Completed and built into final accounts
	Confirm operational budget 2016.17		Completed and built into City Council budget
	Draft Business Plan 2016.17		Approved by Management Board and Member Reference Group May 2016
	Continue to work on engagement with University and Colleges – strategic and project levels.		Significant progress made. Key contacts established and engagement at early stages of schemes. This will be an ongoing task.
	Develop understanding of Joint Venture funding models		Significant progress made on 'Income Strip' versus PWLB borrowing and Investment Partner model.
People	Confirm staff list including miscellaneous staff employed by SCDC		
	Confirm project leads		
	Confirm need for initial new recruits		Detail set out in draft Business Plan
	Draft JD for Managing Director and Assistant MD		Completed
	Undertake a skills audit		Not progressed to-date

Appendix 1 - H DA Set-up to March 2016

Office and Business Support	Engage shared IT service once established in October	
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Appendix 2 – H DA List of Services

A. Project management of housing schemes from inception to post occupation.

- Site Finding.
- Initial site appraisal – physical, legal, planning and access.
- Outline scheme, financial viability and risk assessment.
- Option appraisal including analysis of procurement, contractual and funding options.
- Production of build specification and development of other client requirements.
- Commissioning of detailed scheme design.
- Advising on selection of partner contractors; house-builders and developers.
- Negotiation of legal terms with partner organisations.
- Finalising scheme viability and budget.
- Co-ordinating of collation of information for pre-planning application.
- Commissioning specialist Planning advice.
- Management of build contract; build quality; cost control; and variations to contract.
- Management of handover into management including production of estate management strategy; service charges; commercial lettings; and transfer of public realm into management and maintenance.
- Marketing and sales of intermediate and market sale options.
- Resident; community; and stakeholder engagement on a project by project basis.

B. Programme Management of Development Schemes

As well as individual project management, the HDA will manage programmes of schemes on behalf of the partner authorities.

C. Strategic Development of Housing Delivery Models

As well as project management the HDA will respond to the changing housing sector and will advise and report on alternative approaches to housing delivery, including innovative models of delivery.

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Appendix 3 Scheme Up-date

Source	Scheme	Indicative Tenure			Total	Progress June 2016
		Intermediate	Affordable	Market		
City HRA	Water Lane		10	14	24	Started on site. Completion June 2016
City HRA	Aylesborough Close		20	15	35	Started on site. Completion June 2016
City HRA	Hawkins		9	0	9	Started on site. Completion June 2016
City HRA	Fulbourn		8	0	8	Started on site. Completion March 2017
City HRA	Ekin Road		6	0	6	Started on site. Completion June 2016
City GF/HRA	Clay Farm		104	104	208	Started on site. Phased completion from December 2016 to March 2018.
City HRA	Homerton		39	56	95	Started on site. Phased completion from December 2016 to March 2017.
City HRA	18 Unit Garage and Infill		18	0	18	Pre-planning application stage.
City HRA	Ditchburn Place Refurbishment					Planning permission granted. About to start on site. Two year refurbishment.
City HRA	Anstey Way		23	11	34	Approved in principle but waiting for outcome of Housing and Planning Act.
City HRA	Akeman Street	0	12	0	12	Pre-planning application stage.
City GF/HRA	City General Fund	6	0	0	6	Approved. Decision pending on procurement route.
City GF/HRA	City General Fund	4	0	0	4	Approved. Decision pending on procurement route.
City GF/HRA	Mill Road	16	67	84	167	Approved. AHSPD being prepared. Decision pending on procurement route.
City GF/HRA	Park Street Car Park	5	19	24	48	Approved. Decision pending on procurement route.
SCDC HRA	Fen Drayton Rd Swavesey		24	0	24	Started on site. Completion May 2016
SCDC HRA	Horseheath Rd, Linton		4	0	4	Started on site. Completion June 2016
SCDC HRA	Hill Farm Foxton		15	0	15	Started on site. Completion December 2016
SCDC HRA	Gt Abington		8	0	8	Negotiations with developer on favoured site to progress
SCDC HRA	Gamlingay		14	0	14	About to start pre-planning application stage.
SCDC HRA	Teversham		3		5	Pre-planning application stage.
County	Shepreth	7	10	8	25	Ready for planning application submission and tender.
County	Willingham	24	16	0	40	Pre-planning application stage.
County	Litlington	6	12	0	18	Community consultations on draft scheme prior to formal pre-planning stage.
Total Committed		68	441	316	827	

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Agenda Item 13



Report To: Greater Cambridge City Deal Joint Assembly
and Executive Board

13 July 2016

Lead Officer: Chris Malyon, Chief Finance Officer, Cambridgeshire County Council

Greater Cambridge City Deal Outturn Report for Financial Year ending 31 March 2016

1. Purpose

- 1.1 The primary purpose of this report is to provide the Joint Assembly with the outturn monitoring position for the financial year ending 31 March 2016.

2. Recommendations

- 2.1 It is recommended that:
- The position of the Operational Budget and the Programme Budget for the 2015/16 financial year be noted;
 - The proposed Operational Budget to be carried forward into the 2016/17 financial year, as set out in section 4.2.1, be approved.

3. Reasons for Recommendations

- 3.1 The Joint Assembly will be receiving regular financial monitoring reports that set out expenditure against budget profiles. This report, being the year-end report, also requests that some resources that were not deployed in the 2015/16 financial year be carried forward into 2016/17.

4. Final Position for the financial year 2015/16

4.1 Programme

- 4.1.1 Attached as an Appendix to this report are the programme costs incurred in 2015/16.
- 4.1.2 A summary of the expenditure for 2015/16 against the budget for the year, is set out in the table below:-

Project Description	2015-16 Budget £	2015-16 Expenditure £	Variance £
Histon Road Bus Priority	183,850	199,174	15,324
Milton Road Bus Priority	203,400	187,909	-15,491
Chisholm Trail	190,000	234,587	44,587
Cambourne to Cambridge / A428 Corridor	350,000	267,979	-82,021

City Centre Capacity Improvements	194,386	255,058	60,672
A1307 Bus Priority	262,350	157,405	-104,945
Cross-City Cycle Improvements	194,000	256,845	62,845
Western Orbital	160,000	239,876	79,876
Programme Management and early scheme development	0	355,854	355,854
A10 North Study	100,000	66,685	-33,315
Total	1,837,986	2,221,372	383,386

- 4.1.3 The main variance in this report reflects the inclusion of costs relating to the sophisticated transport modelling tool, CSRM (Cambridge sub-regional model). The existing model needed to be updated to give the necessary transport modelling information to assist in the development of City Deal schemes. This spend is shown within the 'Programme Management and early scheme development' line, rather than being broken down across the individual schemes.

4.2 Operations

- 4.2.1 Although a full year provision was made for budgetary purposes for a number of activities it was always probably that the full year impact would not be incurred in 2015/16. This was partly due to recruitment timelines, partner organisation governance processes, and lead-in times for some activities. As a result of these delays it is proposed that the following budgetary provision will be carried forward into the 2016/17 financial year:-

- £20k budgeted for Smart Cambridge will need to be carried forward to cover costs in 2016/17.
- £59k budgeted for Skills will need to be carried forward to increase the total budget to £190k to cover the contracted costs in 2016/17.

- 4.2.2 The actual expenditure incurred in 2015/16 is as follows:-

Activity	Budget	Actual	Variance
	£000	£000	£000
Programme Central Co-Ordination Function	150.0	100.6	-49.4
Strategic Communications	60.0	10.1	-49.9
Economic Assessment	10.0	0.0	-10.0
Smart Cambridge	20.0	0.0	-20.0
Inward Investment & Account Management	60.0	60.0	0.0
Housing	200.0	0.0	-200.0
Skills	131.0	47.5	-83.5
Miscellaneous	0.0	0.0	0.0
Total	631.0	218.2	-412.8

- 4.2.3 All New Homes Bonus (NHB) resources are retained by the individual Councils until they are required. The funding of expenditure incurred in 2015/16 will be allocated on a pro-rata basis of the NHB received by the 3 authorities in relation to the Greater Cambridge City Deal area.

Authority	NHB funding £000	% split	Charge to each authority £000
Cambridge City Council	1,986	43.3	94.5
South Cambridgeshire District Council	1,683	36.7	80.1
Cambridgeshire County Council	917	20.0	43.6
Total	4,586	100.0	218.2

5. Implications

5.1 Financial and other resources

The delays in incurring expenditure for which budgetary provision has been made in 2015/16 are dealt with in section 4.3.1 of this report.

5.2 Staffing

The recruitment of the communications post has now taken place and the successful candidate will be commencing their employment in the near future.

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

Project Description		Expenditure (Cumulative)													
	Works Budget	Spend	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Out-turn
City Deal - Histon Road Bus Priority	183,850	Profile	4,400	13,150	38,450	73,850	120,550	130,050	143,550	157,750	163,650	172,050	179,450	183,850	184,000
		Actual	0	52	4,409	34,339	65,506	66,059	107,627	132,467	137,598	148,372	171,643	199,174	199,174
City Deal - Milton Road Bus Priority	203,400	Profile	4,400	14,100	43,700	83,200	134,700	145,300	160,200	177,300	196,000	203,000	203,000	203,000	203,000
		Actual	52	52	5,381	40,392	75,463	98,919	111,010	114,038	117,767	130,535	166,508	187,909	187,909
City Deal - Chisholm Trail	190,000	Profile	0	0	14,000	16,000	18,000	30,000	32,000	76,000	85,000	100,000	130,000	222,000	222,000
		Actual	0	1,950	3,900	18,516	21,906	37,734	88,749	109,650	132,042	149,874	169,644	234,587	234,587
City Deal - Cambourne to Cambridge / A428 Corridor	350,000	Profile	5,000	15,000	25,000	35,000	50,000	65,000	85,000	153,000	173,000	213,000	220,000	240,000	240,000
		Actual	0	375	375	375	375	62,705	137,561	165,048	181,100	207,044	199,774	267,979	267,979
CD Development Work		Profile	0	0	0	0	0	0	0	0	0	0	0	0	0
		Actual	0	0	0	0	0	0	0	0	0	0	0	0	0
City Deal - City Centre Capacity	194,386	Profile	0	12,000	42,000	82,000	124,000	140,000	160,000	175,000	180,000	185,000	190,000	240,000	240,000
		Actual	0	15,760	27,760	89,320	181,089	181,089	210,833	218,971	218,971	220,971	225,430	255,058	255,058
City Deal - A1307 Bus Priority	262,350	Profile	0	0	57,583	97,290	133,586	140,125	154,814	182,960	195,794	228,873	170,000	200,000	200,000
		Actual	0	0	0	18,639	59,323	59,323	101,995	139,403	139,403	139,403	149,645	157,405	157,405
City Deal - Cross City Cycle Improvements	194,000	Profile	0	0	1,000	10,000	20,000	30,000	61,000	92,000	123,000	147,000	200,000	240,500	240,500
		Actual	0	0	165	16,276	16,276	17,585	52,543	91,066	130,842	169,415	208,478	256,845	256,845
City Deal - Western Orbital & M11 Jct 11 Bus Slip Rd	160,000	Profile	2,000	4,000	6,000	21,000	23,000	38,000	68,000	83,000	98,000	110,000	135,000	200,000	200,000
		Actual	15,388	40,711	45,889	47,455	56,938	61,796	92,162	97,164	102,619	108,189	154,462	239,876	239,876
City Deal		Profile	0	0	0	0	0	0	0	0	0	0	0	0	0
		Actual	0	41	278	1,407	2,383	7,443	17,463	18,605	24,316	24,670	24,731	355,854	355,854
A10 North Study (Tranche 2)	100,000	Profile													100,000
		Actual	0	0	0	0	0	0	0	0	0	45,000	45,000	66,685	66,685
OVERALL TOTAL	1,837,986	Profile	15,800	58,250	227,733	418,340	623,836	718,475	864,564	1,097,010	1,214,444	1,358,923	1,427,450	1,729,350	1,829,500
		Actual	15,440	58,940	88,157	266,719	479,259	592,654	919,942	1,086,410	1,184,656	1,343,472	1,515,315	2,221,372	2,221,372

Agenda Item 14



Report To: Greater Cambridge City Deal Executive Board

13 July 2016

Lead Officer: Chris Malyon, Chief Finance Officer, Cambridgeshire County Council

Financial Monitoring May 2016

1. Purpose

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

2. Recommendations

- 2.1 It is recommended that:-
- The financial position as at 31 May 2016 be noted;
 - Approval is given to increase the budgetary provision for the current financial year as set out in section 4.2.4.

3. Reasons for Recommendations

- 3.1 The Executive Board will be receiving regular financial monitoring reports throughout the financial year that set out expenditure against budget profiles that will highlight any key financial issues and decisions required of the Board.

4. Financial Position for the period ending 31 May 2016

4.1 Programme

- 4.1.1 Attached as an Appendix to this report are the programme costs incurred to the end of May 2016.
- 4.1.2 A summary of the expenditure as at the end of May 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	29,000	30,328	1,328	280,000
Milton Road Bus Priority	12,000	21,546	9,546	297,000
Chisholm Trail	30,000	75,778	45,778	1,040,000
Cambourne to Cambridge / A428 Corridor	100,000	91,287	-8,713	500,000
Programme management & Early scheme development	0	9,215	9,215	2,490,000

City Centre Capacity Improvements	50,000	59,073	9,073	300,000
A1307 Bus Priority	50,000	3,830	-46,170	500,000
Cross-City Cycle Improvements	20,000	49,825	29,825	900,000
Western Orbital	100,000	32,867	-67,133	600,000
A10 North Study	50,000	0	-50,000	500,000
Total	441,000	373,749	-67,251	7,407,000

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 in mid-June. 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 within the programme throughout the year. A further review of the current programme is in hand and the budget within this element of the programme will, as a result of this review, be allocated to individual projects.

4.2 Operations

4.2.1 It is assumed within this report that the requested carry forward of funding for Skills (£59k) and Smart Cambridge (£20k) as set out in the financial outturn report for 2015/16 will be agreed.

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 2017/18.

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

Activity	Budget £000	Budget to date £000	Actual £000	Variance £000
Programme Central Co-Ordination Function	268.5	44.8	30.8	-14.0
Strategic Communications	137.7	12.8	12.8	0.0
Skills	190.0	47.5	47.5	0.0
Economic Assessment	10.0	0.0	0.0	0.0

Smart Cambridge	200.0	0.0	0.0	0.0
Cambridge Promotions Agency	90.0	0.0	0.0	0.0
Housing	220.0	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
Miscellaneous	0.0	0.0	0.0	0.0
Total	1,366.2	105.1	91.1	-14.0

- 4.2.4 An additional resource of a Programme Manager has been identified as being required as the programme moves into delivery mode to support the Director. This additional capacity will ensure that there is appropriate coordination across the work streams, between partners and individual transport projects. Furthermore the role will ensure that a clear framework is in place for measuring, tracking and realising the benefits from the projects. If approved it is anticipated that the postholder will take up the role in October. The additional cost of this role in 2016/17 will be in the region of £35k, including on-costs, and £70k for a full year. This is not currently reflected in the above forecasts.

5. Implications

5.1 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.

5.2 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

Project Description		Expenditure (Cumulative)													
	Works Budget	Spend	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Out-turn
City Deal - Histon Road Bus Priority	280,000	Profile	7,000	29,000	54,000	75,000	100,000	125,000	150,000	175,000	200,000	225,000	250,000	280,000	280,000
		Actual	6,617	30,328											30,328
City Deal - Milton Road Bus Priority	297,000	Profile	7,000	12,000	48,000	70,000	100,000	130,000	160,000	190,000	210,000	235,000	260,000	297,000	297,000
		Actual	6,328	21,546											21,546
City Deal - Chisholm Trail	1,040,000	Profile	25,000	30,000	60,000	90,000	120,000	170,000	220,000	270,000	320,000	370,000	450,000	840,000	840,000
		Actual	24,716	75,778											75,778
City Deal - Cambourne to Cambridge / A428 Corridor	500,000	Profile	50,000	100,000	150,000	200,000	250,000	300,000	350,000	400,000	450,000	500,000	500,000	500,000	500,000
		Actual	28,888	91,287											91,287
Programme management and early scheme development work	2,490,000	Profile	0	0	0	0	0	0	0	0	0	0	0	0	2,490,000
		Actual	4,654	9,215											9,215
City Deal - City Centre Capacity	300,000	Profile	25,000	50,000	75,000	100,000	125,000	150,000	175,000	200,000	225,000	250,000	275,000	300,000	300,000
		Actual	662	59,073											59,073
City Deal - A1307 Bus Priority	500,000	Profile	25,000	50,000	75,000	100,000	125,000	150,000	210,000	265,000	325,000	385,000	445,000	500,000	500,000
		Actual	331	3,830											3,830
City Deal - Cross City Cycle Improvements	900,000	Profile	13,000	20,000	50,000	80,000	120,000	170,000	250,000	320,000	400,000	550,000	700,000	900,000	900,000
		Actual	12,446	49,825											49,825
City Deal - Western Orbital & M11 Jct 11 Bus Slip Rd	600,000	Profile	50,000	100,000	150,000	200,000	250,000	300,000	350,000	400,000	450,000	500,000	550,000	600,000	600,000
		Actual	9,490	32,867											32,867
City Deal		Profile	0	0	0	0	0	0	0	0	0	0	0	0	0
		Actual	0	0											0
A10 North Study (Tranche 2)	500,000	Profile	25,000	50,000	75,000	100,000	125,000	150,000	210,000	265,000	325,000	385,000	445,000	500,000	500,000
		Actual	0	0											0
		Profile	0	0	0	0	0	0	0	0	0	0	0	0	0
		Actual	0	0	0										0
OVERALL TOTAL	7,407,000	Profile	227,000	441,000	737,000	1,015,000	1,315,000	1,645,000	2,075,000	2,485,000	2,905,000	3,400,000	3,875,000	4,717,000	7,207,000
		Actual	94,132	373,748	0	0	0	0	0	0	0	0	0	0	373,748

Agenda Item 15



Report To: Greater Cambridge City Deal Executive Board

13 July 2016

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

Greater Cambridge City Deal delegated powers safeguards

Purpose

1. To consider the process to be adopted to ensure consultation takes place with local residents, local elected members and other stakeholders in the development and implementation of powers delegated by the County Council as Highway Authority.

Recommendations

2. It is recommended that the Executive Board:
 - (a) Note that the Executive Board agreed at their June meeting to adopt the consultation and engagement principles of the County Council,
 - (b) Confirm the establishment of Local Liaison Forums (LLFs) for each significant City Deal scheme, to develop the detailed proposals for consultation prior to statutory consultation on the Traffic Regulation Orders.
 - (c) Confirm that all local Councillors from the three partner authorities, whose Divisions are within the geography of the scheme(s) in question, will be invited to be members of the LLFs, as set out in the published terms of reference for LLFs.
 - (d) Confirm that local elected members and members of the public will be able to ask questions in respect of Traffic Regulation Orders at the Joint Assembly and Executive Board.
 - (e) Agree to invite the Chair of each Local Liaison Forum to speak at the Joint Assembly and Executive Board when consideration is being given to that particular scheme.

Reasons for Recommendations

3. Highways and Community Infrastructure (H&CI) Committee considered the delegation of Traffic Regulation Order powers to the Greater Cambridge City Deal Executive Board on 1 March 2016 and resolved:
 - i. To endorse and propose to Council that the responsibility for making decisions regarding Traffic Regulation Orders (TROs) for City Deal infrastructure schemes was confirmed as being delegated to the Greater Cambridge City Deal Executive Board, subject to the amendment above;

- ii. That there be a report back to the H&CI Committee on further safeguards that will be put in place to ensure that consultation with residents will be undertaken in reference to the TROs in the City Deal Plan;
 - iii. These safeguards:
 - (a) to include the establishment of Local Liaison Forums within a specified timeframe, or an alternative process to be adopted to ensure local consultation is undertaken in a timely and comprehensive manner; and
 - (b) to be set out precisely and specifically so that they are clear and transparent and made known to the public;
 - iv. Request a report to be provided to the next H&CI Committee meeting, with an undertaking from the City Deal Executive Board that these safeguards are affirmed and will be adhered to; and
 - v. That the operation of safeguards be reviewed by the H&CI Committee twelve months from the date of the delegation.
4. The recommendations set out above would confirm to the H&CI Committee that appropriate safeguards are in place to meet their concerns.

Background

- 5. The County Council has delegated relevant powers to the Greater Cambridge City Deal Executive Board to allow the Executive Board to deliver projects as though it were the Highway Authority. The process and procedures being employed to develop and deliver schemes are those that the County Council would use. The difference is therefore only in the governance arrangements.
- 6. The Executive Board have committed to conducting business in an open and transparent fashion with full engagement with the public and local members. The procedures recommended are consistent with this approach.
- 7. The Executive Board at its meeting on 9 June confirmed its adoption of the consultation and engagement principles of the County Council, in its role as lead local authority for City Deal transport schemes, for City Deal transport projects, including the city centre congestion reduction package. The appendix to that report that summarised the consultation and engagement principles can be seen in Appendix 1.
- 8. The consultation referred to in paragraph 7 will generally consist of several different stages throughout the lifecycle of a scheme, with the public's views being sought on schemes as they are developed through these stages to the point where they are approved for delivery. Key stages followed throughout the lifecycle of a larger scheme are:
 - i. Outline consultation on scheme options – the public consultation on a series of outline options, to be developed into a preferred option for more detailed design.
 - ii. Selection of preferred option(s) by the Executive Board – taking account of consultation responses to stage 1, the Executive Board will select a preferred option for more detailed design, which will then be subject to the stages below.
 - iii. Detailed development of scheme engaging through Local Liaison Forums – working with local people through the Local Liaison Forums to inform this detailed development.
 - iv. Public consultation on detailed scheme, following the development of further detail in stages 2 and 3.

- v. Adoption of detailed scheme by the Executive Board – taking account of consultation responses in stage 4, the Executive Board will adopt the detailed scheme to be delivered, subject to statutory processes which might include (depending on the nature of the scheme) planning consent and Traffic Regulation Orders (TROs).
 - vi. Planning consent – where schemes are inside the public highway they do not require planning consent, however where they are outside of the public highway planning consent is likely to be needed if the scheme is to go ahead. Any scheme that is subject to planning consent will go through an additional consultation on planning issues around the scheme.
 - vii. Formal advertisement of TROs and statutory consultation – where a scheme requires one or more TROs, notice will have to be given of those and there will be a statutory consultation period on those TROs.
 - viii. Consideration of significant objections by the Executive Board – if significant objections are received to a TRO, they will be presented to the Executive Board for consideration, at which point the Executive Board could agree measures to respond to the objection, or could determine that wider considerations and benefits mean that the scheme should go ahead as planned.
9. For less significant schemes such as cycle facilities within the highway, steps 1 and 2 listed above would be combined with steps 4 and 5.
 10. Officers will record all TRO decisions made by the Executive Board and provide a report to the H&CI Committee.
 11. Local Liaison Forums (LLFs) provide for regular dialogue between the project team and members of the local community during the course of any major transport project, ensuring interested parties are kept informed and can continue to have their say outside of the formal consultation processes. After an initial meeting with local Councillors to establish the LLF, its meetings are open to the public.
 12. Terms of Reference for the LLFs vary for different projects, however they are fundamentally very similar. For example the Terms of Reference for the Cambourne to Cambridge & Western Orbital LLF are shown in Appendix 2.

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

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

Minutes of 1 March 2016 County Council Highways & Community Infrastructure Committee meeting:

https://cmis.cambridgeshire.gov.uk/CCC_live/Document.ashx?czJKcaeAi5tUFL1DTL2UE4zNRBcoShgo=%2fvC2l4O%2b2F51Wxk2tOyHQAS4mDZsTo5FNtxOQqCqnxOD%2bN4U0%2b7Uw%3d%3d&rUzwRPf%2bZ3zd4E7lkn8Lyw%3d%3d=pwRE6AGJFLDNlh225F5QMaQWCtPHwdhUfCZ%2fLUQzgA2uL5jNRG4jdQ%3d%3d&mCTIbCubSFfXsDGW9lXnlq%3d%3d=hFfIUdN3100%3d&kCx1AnS9%2fpWZQ40DXFvdEw%3d%3d=hFfIUdN3100%3d&uJovDxwdjMPoYv%2bAJvYtyA%3d%3d=ctNJFf55vVA%3d&FgPIIEJYlotS%2bYGoBi5olA%3d%3d=NHdURQburHA%3d&d9Qjj0ag1Pd993jsyOJqFvmyB7X0CSQK=ctNJFf55vVA%3d&WGewmoAfeNR9xqBux0r1Q8Za60lavYmz=ctNJFf55vVA%3d&WGewmoAfeNQ16B2MHuCpMRKZMwaG1PaO=ctNJFf55vVA%3d

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Appendix 1: Consultation and Engagement Principles

Introduction

On 12th February 2016, the Joint Assembly asked about the consultation principles that apply for City Deal schemes. Paragraph 5.3 of the City Deal Executive Board Terms of Reference states:

"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."

Transport scheme consultation and engagement principles

For transport projects, the lead authority is the County Council whose consultation and community engagement principles in its Listening and Involving Strategy apply. The strategy can be viewed at www.cambridgeshireinsight.org.uk/file/2906/download

The key good practice principles of the Cambridgeshire Listening and Involving Strategy are:

- A. Consultation and involvement will be clearly linked to decision-making and take place as early as possible in the decision-making process.
- B. Consultation and involvement will be carried out to a high standard.
- C. Consultation and involvement will be inclusive.
- D. Consultation and involvement will be cost-effective and co-ordinated.

The principles within the strategy are equally applicable to both Engagement and Consultation exercises in that:

Communication will be clear, explaining what we are asking or informing and how the collected views will be used.

Listening to the views and feedback which would then be collated and shared with the Joint Assembly and Executive Board.

Involving stakeholder representative groups in early engagement exercises that would then lead to future wider and inclusive consultation practices.

An Engagement Strategy is focussed on informing and communicating a package and inviting qualitative feedback by listening to people's views and involving stakeholder representative groups in focus group discussions.

A Consultation Strategy is a formal process in which questions are asked based on the relevant information and answers are collated and analysed where results are fed into the decision-making process.

These principles, like the Cambridge City and South Cambridgeshire principles, set a high standard. All three sets of principles are broadly similar, emphasising the importance of early involvement of affected parties, transparency, inclusiveness, continuous improvement, planning and clear communication of outcomes.

The difference between these and the Cambridge City Council Code of Best Practice for consultation and community engagement is that the latter requires a named officer contact for each consultation. Using a City Deal mailbox for the City Deal consultations and a dedicated phone number allows us to respond to people more quickly and ensure enquiries relating to multiple consultations and all aspects of this extensive programme can be handled helpfully and efficiently.

Action

A summary of the consultation principles that apply to City Deal schemes of all types will be made available on the City Deal website.

Appendix 2: Cambridge to Cambourne & Western Orbital LLF Terms of Reference

LOCAL LIAISON FORUM (LLF) TERMS OF REFERENCE

A428-A1303 and Western Orbital City Deal Projects (including J11 of M11 options)

1. Membership

1.1 The following representatives will be invited to join the LLF:

- All local authority Members from wards directly affected by the proposals within the geographical scope of the scheme options
- Representative of local Parish Councils within the geographic scope of the scheme options

1.2 The LLF may co-opt additional members from other organisations or interest groups, as considered appropriate, to facilitate the function of the LLF in support of the delivery of a project.

2. Functions

2.1 The LLF will act as a conduit through which local issues, opportunities and concerns relevant to the project* will be taken into account during its development and delivery.

2.2 To this end, the LLF may offer advice to the Project Board and put forward suggestions, as considered appropriate, to influence and inform the delivery of the project within the scope of the Project Inception Document (PID).

2.3 Upon completion of the construction phase, the LLF will participate in a review of a project's delivery, in accordance with the Greater Cambridge City Deal Project Review Protocol, making recommendations, as considered appropriate, to inform future programme delivery.

3. Term of office

3.1 The LLF will function for the duration of the project which will include its design, delivery and review stages.

4. Appointment of Chairman and Vice-Chairman

4.1 The LLF will appoint a Chairman and Vice-Chairman at its first meeting for the duration of the term of office or as otherwise agreed

5. Meeting frequency, administration and attendance

5.1 The LLF will set its own timetable for meetings. Administration of the LLF will be the responsibility of the Project Manager.

5.2 LLF meetings will be open to the public but members of the public will not have the right to speak or participate in the meeting unless invited to by the Chair

6. Agenda and Minutes

6.1 The agenda for the LLF will be agreed by the Chair of the LLF in liaison with the Project Manager. The Project Manager may require that items are put on the agenda as required by project exigencies

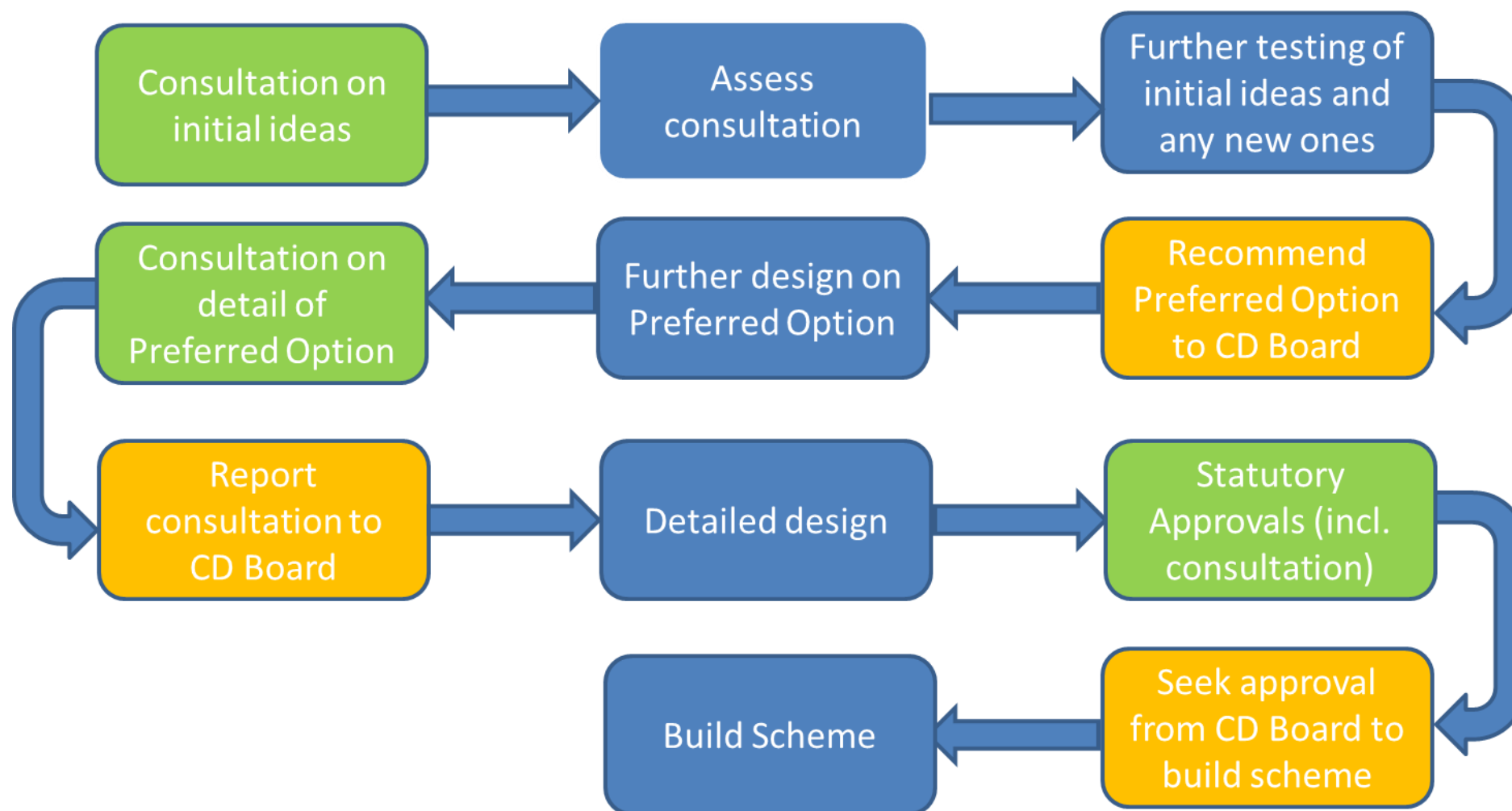
6.2 The Chairman will sign the minutes of the proceedings at the next suitable meeting. The Chairman will move that the minutes of the previous meeting be signed as a correct record. The only part of the minutes that can be discussed is their accuracy.

6.3 The LLF is not able to make decisions. The minutes can however include 'Proposals' which are recorded as such.

6.4 Once signed, LLF meeting minutes will be made publicly available via the City Deal website.

6.5 The minutes of the LLF are taken as an agenda item at the next Project Board *Project refers to the scope of work in the respective Project Inception Documents for each corridor.

Appendix 3: City Deal delivery process (for larger schemes)



Greater Cambridge City Deal Executive Board

13 July 2016 – City Deal progress report

Workstream	Update	Upcoming milestones
INFRASTRUCTURE PROGRAMME 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.		
A1307 corridor to include bus priority / A1307 additional Park & Ride 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"> Public consultation began on 16 June on a series of high-level options for the corridor. 	<ul style="list-style-type: none"> 1 August: End of public consultation
A428-M11 segregated bus route / A428 corridor Park & Ride / Maddingley Road bus priority 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"> Further technical work is being undertaken to establish the costs and benefits of the existing options and of hybrid suggestions received through the public consultation. 	<ul style="list-style-type: none"> 1 September: Executive Board to select a preferred option for each of the projects along the corridor for Full Business Case preparation and detailed design, to be subject to further public consultation.
Chisholm Trail cycle links 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"> The Executive Board in March approved the submission of the planning application for the route and the continuation of land negotiations. The planning application for the Chesterton-Abbey Bridge was submitted in June. 	<ul style="list-style-type: none"> Imminent: Submission of planning application for Chisholm Trail cycle links. July: submit request for Secretary of State consent to route across Coldham's Common. September (anticipated): Fringes JDCC to consider planning applications. 13 October: Executive Board (subject to planning consent) to approve delivery of the scheme.

City centre capacity improvements 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"> The Executive Board at its meeting on 9 June approved plans to seek people's views on a package of measures to address congestion and access in the city centre. 	<ul style="list-style-type: none"> 11 July to 10 October: Seeking people's views on proposed package of measures.
Cross-city cycle improvements 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"> The Executive Board at its meeting on 9 June approved construction of detailed schemes in five areas. 	<ul style="list-style-type: none"> September: Anticipated start of construction. Advertisement of Traffic Regulation Orders.
Histon Road bus priority / Milton Road bus priority 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"> 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. Detailed work is being undertaken on those preferred measures in preparation for public consultation, working with Local Liaison Forums and including engaging with stakeholders. 	<ul style="list-style-type: none"> 1 November: Anticipated start of public consultation. 19 December: Anticipated close of public consultation.
Tranche 2 programme development 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"> Autumn: Initial sift and assessment of the long-list of schemes. 10 November: Executive Board to consider and agree initial priorities for preparatory work on tranche 2 schemes to develop to 'options assessment' stage.

OTHER WORKSTREAMS		
Communications Communicate the vision and aims of the City Deal to a range of audiences	<ul style="list-style-type: none"> • Terms of Reference have been agreed for the City Deal Communications Group. • A communications package, including digital products, has been prepared to assist with engagement on city centre access and congestion. • A monthly e-newsletter has been launched. • Website improvements have been carried out, including a new events calendar. • Member briefing events have been conducted on key issues. • Live tweeting of City Deal meetings to ensure that updates are communicated quickly and effectively to the wider public. 	<ul style="list-style-type: none"> • Completion of the stakeholder/communications strategy. • Quarterly briefing and progress communique. • Transport vision. • New social media channels. • Events marketing kit. • Support for ongoing consultations.
Economic development and promotion 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"> • The Cambridge Promotions Agency (CPA) has already handled over 100 enquiries, and built up a pipeline of inward investment intelligence. • Those enquiries have been qualified and responded with a variety of information, conference calls and customised visits. • The CPA has evidence of at least 12 direct investments, additionally, a number of 'heads of terms' with start-ups, direct corporate collaborations with universities and a \$2 billion enquiry for ARM. • The CPA is filming a 'Next Big Thing' series with Cambridge TV for international audiences. 	
Finance 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"> • 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. • This is the subject of a fuller paper on the main agenda. 	

<p>Governance 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.</p>	<ul style="list-style-type: none"> At the time of writing, a proposed devolution deal for Cambridgeshire and Peterborough is being considered by the Councils, which could have significant implications for City Deal governance. 	<ul style="list-style-type: none"> Work with the Councils to understand the implications of a Combined Authority, and how that fits with the City Deal.
<p>Housing 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.</p>	<ul style="list-style-type: none"> The Member Reference Group has met and considered a business plan for the HDA for 2016/17, which indicates the number of schemes that the HDA will deliver and its operational costs – due to quorum not being met this could not yet be approved. The business plan will be resubmitted to the next meeting of the group in August. 	<ul style="list-style-type: none"> August: Next meeting of HDA Member Reference Group.
<p>Payment-by-results mechanism 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.</p>	<ul style="list-style-type: none"> 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. The tender for the framework contract for the economic assessment panel was launched in late June. 	<ul style="list-style-type: none"> September: Anticipated contract award.
<p>Skills 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 apprenticeships in growth sectors over five years.</p>	<ul style="list-style-type: none"> 'Form the Future' is reporting good progress against the KPIs in the contract for the City Deal Skills Service. The Joint Assembly sub-group met in June and updated the action plan to outline what activity is currently taking place that will impact on how the skills targets are to be met. The Skills Service is confident that the target number of apprentices for the year will be achieved. 	

	<ul style="list-style-type: none"> • This is subject to a fuller report on this meeting's agenda. 	
Smart Cambridge 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"> • The Executive Board in March approved the investment of £300,000 to develop a first stage 'smart technology city management platform' for Greater Cambridge, with a business plan and progress report to be brought back in July. • This is subject to a fuller report on the main agenda. 	
Strategic planning 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"> • Cambridge City and South Cambridgeshire District Councils submitted further work and proposed modifications in March to the Inspectors, following decisions at their respective Council meetings. • Joint Local Plan hearings were held in June on housing needs, joint housing trajectory and green belt. Further hearings are to be held over the coming months. 	<ul style="list-style-type: none"> • July / September 2016: Further Local Plan hearings scheduled.

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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?
Joint Assembly: 25 August 2016 Executive Board: 1 September 2016		Reports for each item to be published: 17 August 2016	
Selection of preferred options for schemes along the A428 corridor and coming in to western Cambridge: <ul style="list-style-type: none"> • Madingley Road • A428-M11 • Bourn Airfield / Cambourne busway 	To select a preferred option for each of the 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
2016/17 Quarter 1 financial monitoring report	To note financial information from April-June 2016.	Chris Malyon	No

<u>City Deal Risk Management Plan</u>	<u>To consider and adopt the City Deal Risk Management Plan, codifying the framework for risk management across the City Deal programme.</u>	<u>Tanya Sheridan</u>	<u>No</u>
<u>Cambridge Promotions Agency update</u>	<u>To receive an update on the work of the Cambridge Promotions Agency.</u>	<u>Claire Ruskin</u>	<u>No</u>
City Deal progress report	To monitor progress across the City Deal workstreams.	Tanya Sheridan	No
Joint Assembly: 29 September 2016 Executive Board: 13 October 2016		Reports for each item to be published: 21 September 2016	
Chisholm Trail – approval of construction	To approve construction of the scheme.	Graham Hughes	Yes
<u>Update on economic assessment and payment-by-results mechanism</u>	<u>To receive an update on the latest position regarding the independent economic assessment and payment-by-results mechanism.</u>	<u>Tanya Sheridan</u>	<u>No</u>
City Deal progress report	To monitor progress across the City Deal workstreams.	Tanya Sheridan	No
Joint Assembly: 3 November 2016 Executive Board: 10 November 2016		Reports for each item to be published: 26 October 2016	
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
2016/17 Quarter 2 financial	To note financial information from July-September 2016.	Chris Malyon	No

monitoring report			
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
City Deal progress report	To monitor progress across the City Deal workstreams.	Tanya Sheridan	No
Joint Assembly: 1 December 2016 Executive Board: 8 December 2016		Reports for each item to be published: 23 November 2016	
City Deal progress report	To monitor progress across the City Deal workstreams.	Tanya Sheridan	No

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