



GREATER CAMBRIDGE CITY DEAL

Securing future prosperity

17 February 2017

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)
Phil Allmendinger	University of Cambridge
Councillor Ian Bates	Cambridgeshire County Council
Mark Reeve	Greater Cambridge Greater Peterborough Enterprise Partnership

Dear Sir / Madam

You are invited to attend the next meeting of **GREATER CAMBRIDGE CITY DEAL EXECUTIVE BOARD**, which will be held in **THE COUNCIL CHAMBER, SHIRE HALL, CAMBRIDGE** on **WEDNESDAY, 8 MARCH 2017** at **4.00 p.m.**

Requests for a large print agenda must be received at least 48 hours before the meeting.

AGENDA		PAGES
1.	Apologies	
2.	Declarations of Interest	
3.	Minutes of the Previous Meeting To authorise the Executive Board to sign the Minutes of the meeting held on 25 January 2017 as a correct record.	1 - 18
4.	Questions from Members of the Public	19 - 20
5.	Reports and Recommendations from the Joint Assembly	
6.	City Deal Progress Report The agenda item includes updates on: <ul style="list-style-type: none">• Update on Work with Combined Authority• Six-Monthly Report on Strategic Risk Register• Forward Plan• Financial monitoring	21 - 42
7.	2017/18 Budget Setting	43 - 70
8.	A1307 Three Campuses to Cambridge Bus, Cycle and Walking Improvements - Consultation Results and Selection of Preferred Option Report to follow.	

9. Industrial Strategy

71 - 78

10. Date of Next Meeting

To note that the next meeting will be held on Thursday 15 June at 4pm at the Council Chamber, South Cambridgeshire Hall, Cambourne.

Agenda Item 3



**GREATER
CAMBRIDGE
CITY DEAL**

Securing future prosperity

GREATER CAMBRIDGE CITY DEAL EXECUTIVE BOARD

Minutes of the Greater Cambridge City Deal Executive Board held on
Wednesday, 25 January 2017 at 4.00 p.m.

PRESENT:

Members of the Greater Cambridge City Deal Executive Board:

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

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

Councillor Roger Hickford	Cambridgeshire County Council (Joint Assembly Chairman)
Councillor Tim Bick	Cambridge City Council
Claire Ruskin	Cambridge Network
Councillor Bridget Smith	South Cambridgeshire District Council
Andy Williams	AstraZeneca

Officers/advisors:

Hilary Holden	City Deal Partnership
Bob Menzies	Cambridgeshire County Council
Chris Malyon	Cambridgeshire County Council
Tanya Sheridan	City Deal Partnership
Rachel Stopard	City Deal Partnership
Victoria Wallace	South Cambridgeshire District Council

1. APOLOGIES FOR ABSENCE

There were no apologies for absence. The University of Cambridge provided the following comment on its absence at the Board meeting and its plans to appoint a new Executive Board member:

"The University is committed to its partnership with the City Deal and looks forward to continuing to bring its contribution and expertise to secure the right infrastructure improvements for Greater Cambridge. The University is currently searching for the most appropriate representative to sit on the City Deal Executive Board in place of Professor Slater. As this process is ongoing, there will be no University representative on the City Deal Board meeting on 25th January".

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 8 December 2016 were agreed as a correct record.

4. QUESTIONS FROM MEMBERS OF THE PUBLIC

The Chairman clarified the Executive Board's Standing Orders regarding public questions since these had been modified by the three City Deal partner councils. The changes had been made to improve the handling of public questions. The key things to be aware of were:

- That public questions needed to be received by 10am three working days before the relevant meeting.
- There was a suggested limit of 300 words to a question.
- Questions should relate to items on the agenda for discussion although the Chairman had discretion to accept questions that did not relate to agenda items.

The Chairman pointed out that he had exercised his discretion at this meeting to accept several questions that did not relate to agenda items, as did the Joint Assembly Chairman at the meeting which took place on 18th January 2017. Flexibility had also been shown on word limit as this was the first meeting since the changes had been made. The Chairman stated that the Standing Orders would be applied more rigorously for future meetings. Chairman's discretion would continue to be used to allow questions relating to items that were not on the agenda and that were not programmed for future agendas, that were considered of particular importance to address. This sought to fairly balance the public's right to participate with the need to carry out business efficiently and effectively. He also said he had offered to meet people from Coton who had asked specific questions, to hear their concerns.

The Chairman set out the order of public questions, with questions addressing the same issues being grouped together and a collective response given. Other questions would be taken under the relevant agenda item.

Councillor Susan van de Ven was invited to speak and addressed the Executive Board with the following statement:

"The A10 Cambridge-Royston cycle scheme is continuing to attract match funding opportunities. As you know, the scheme has already received several lots of Department for Transport Cycling Ambition match funding, totalling £2.5 million, plus one lot of City Deal funding, totalling £550K.

AstraZeneca, whose employees living along the A10 will use the cycle path to get to work in Cambridge, has committed two years' worth of funding to maintain the path over and above what Cambridgeshire County Council can afford, in order to ensure a high standard.

A grant from the Department for Transport Local Sustainable Transport Fund to carry out a Personalized Travel Planning exercise has already evidenced modal shift away from single car use.

All of this match funding has enabled most of what is a shovel-ready scheme to be delivered quickly. The City Deal-funded segment will be completed in February and a local business has offered to host and provide refreshments for the grand opening in March. In order to complete the scheme we must find a way of funding the Melbourn-Royston missing link, which traverses the Hertfordshire border. The Greater Cambridgeshire/Greater Peterborough Local Enterprise Partnership, which includes North Hertfordshire in its economic zone, discussed the case for funding the Melbourn-Royston link at their December Board meeting. A report by cross-border, cross party councillors was presented to the LEP for consideration and is published on the A10 Corridor Cycling

Campaign website.

The LEP authorizes to me to say to you:

- The Board was supportive of finding a multi-agency route to finalise delivery
- The Board understood the commercial and environmental advantages of the link
- That local sources should be utilised alongside private sector support
- The Board would be prepared to consider a financial ask provided other mechanisms were supportive too.

I would like to ask the City Deal Executive Board to consider joining forces with the LEP to fund the final link, which is shovel-ready and could present a finished product even this year, all sticking to City Deal core principles of collaboration, match-funding, economic growth and modal shift to reduce car use on key corridors into Cambridge.”

In response to this the following points were made:

- Councillor Van de Ven’s input was welcomed and the scheme’s benefits were recognised. She was asked about the total funding sought; about £1 million was needed for the last section of cycleway and around £1.5 million to build a bridge to connect Royston.
- The first tranche of City Deal funding had already been prioritised and the capital programme was fully committed, therefore a commitment to fund the Melbourn to Royston link from this tranche was not advised. The link should be considered as part of the tranche two programme.
- Officers would continue to work with Councillor Van de Ven and to engage in discussion with her and the Local Enterprise Partnership to look at funding sources for the link.

Questions from Stephen Coates, Carolyn Postgate and Edward Leigh were grouped together:

Question from Stephen Coates:

Stephen Coates read out his pre-submitted question:

“When will the independent review of the City Deal by Mouchel become an agenda item for both the City Deal Assembly and the City Deal Board so there will be a full discussion and full Q&A session in both forums on the report? Many people who should have been consulted for the preparation of this report were not, including some Assembly members. Will there be a mechanism for residents groups or councillors to share further concerns on governance issues that either flow from this report or should have been included in this report?”

Question from Carolyn Postgate:

Carolyn Postgate read out her pre-submitted question:

“I have read the Mouchel's Greater Cambridge City Deal External Review. I can see that some of the recommendations have already been put in place, such as limiting questions at public meetings and recruiting dedicated staff to the City Deal. However, the report also highlighted that the officers were unclear of the GCCD objectives, the Board reports were not “fit for purpose” and that recommendations have been made on out-of-date evidence. Therefore can the Board explain why it is still progressing with recommendations based on out-of-date evidence and why is option 3/3a still being worked up?”

Question from Edward Leigh

Edward Leigh read out his pre-submitted question:

“Question 1: Will the Board move quickly to commission an external review of the appropriateness and rigorousness of the procedures used to prioritise and develop schemes?”

Question 2: Will you as members of the City Deal Board, and representatives of the local authorities, LEP and Cambridge University, commit to developing this year a clear vision for the Greater Cambridge region in the 2030s, along with a new, coherent transport strategy?"

In response to these questions, the following points were made:

- The Mouchel report was an external assurance review to assess delivery confidence in the transport workstream and to make recommendations to ensure high delivery confidence. Implementing these recommendations was a priority and progress updates would be covered in the regular progress reporting to the Board.
- There would be an agenda item for the Joint Assembly and Executive Board on the Mouchel report in June 2017, as an extended progress report.
- Residents' groups, councillors and residents had provided views through a survey that had been undertaken as part of the communications review. This review would inform the updated communications strategy.
- Outside formal meetings, there would continue to be regular and publicised opportunities for public engagement.
- In response to comments regarding vision, the City Deal Programme Director explained that the City Deal played a key part in delivering the vision for Greater Cambridge set out in the Cambridge and South Cambridgeshire Local Plans and the Transport Strategy for Cambridge and South Cambridgeshire. She provided some slides setting out that vision for Greater Cambridge in 2030.
- The business case for the Cambourne to Cambridge scheme was an outline business case, the development of which would continue. The evidence and business case development followed Department for Transport Guidance.
- It was pointed out that the transport strategy was adopted at the start of the Local Plan process and the strategy supported and complemented the Local Plans.
- It was intended that the tranche two prioritisation project review transport priorities for 2020-2030. Beyond 2030, a longer term vision should be developed.
- The Local Enterprise Partnership welcomed the Mouchel report. A strategic economic plan would be put together by quarter two 2017. This would go beyond the geographical area covered by the City Deal and would help inform future plans and decisions.

Question from Councillor Bridget Smith

Councillor Smith read out her pre-submitted question:

"Does the City Deal Executive Board agree that the new Combined Authority, instead of working in collaboration with the City Deal, might actually pose a threat to its future? Might public criticism and the recent external report result in future tranches of money being paid directly to the CA? What is the GCCD Board going to do to mitigate this risk?"

In response to this question, Councillor Herbert said that work was being undertaken to mitigate and eliminate risks. The Chairman referred to two paragraphs (2 and 23) of the devolution deal document that referred to the City Deal and showed subsidiarity and continued delivery of the existing City Deal. There was no evidence to suggest that there was going to be a takeover bid of the City Deal by the Combined Authority. It was felt that the larger geography of the Combined Authority opened up opportunities and dialogues, particularly with key Government agencies. Discussions were ongoing with officers taking forward the Combined Authority.

The remainder of the public questions were dealt with at the relevant agenda item.

5. PETITIONS

Councillor Hickford fed back that the Joint Assembly had received and considered petitions against Peak Congestion Control Points and against Adams Road forming part of the Cambourne to Cambridge bus route. The City Deal Executive Board **NOTED** the petitions received by the City Deal Joint Assembly.

6. FORWARD PLAN

The City Deal Programme Director presented the City Deal Forward Plan, which the Executive Board **NOTED**. The Board asked that the following items be added to the Forward Plan:

- To the June 2017 agenda – progress implementing the Mouchel report.
- To the July or September 2017 agenda – Cambridge City Access.

It was noted that the three City Deal partner councils would be looking at the new homes bonus, which would impact on City Deal budgets.

In response to clarification being sought by the Vice-Chairman, the Executive Board was informed that:

- Rural transport hubs would be put forward for a decision in March 2017.
- Cambourne to Cambridge would come forward in July 2017.
- Follow up conversations were taking place with Highways England regarding the Western Orbital.

Reports and recommendations from the Joint Assembly

Councillor Roger Hickford, Chairman of the Greater Cambridge City Deal Joint Assembly provided an update following the Joint Assembly meeting which had taken place on 25th January 2017.

Councillor Hickford advised that the way in which petitions were dealt with be reviewed as it was difficult for the Joint Assembly to respond. Councillor Hickford felt that petitioners were looking for a response from the Executive Board. The Chairman of the Executive Board agreed that this would be looked into.

Councillor Hickford provided a written update following the Joint Assembly, copies of which were submitted to Board members at the meeting.

7. CITY ACCESS CONGESTION REDUCTION PROPOSALS: CONSULTATIONS RESPONSES AND NEXT STEPS

Hilary Holden, City Access Programme, delivered a presentation to introduce the report which informed the Executive Board of the results from the consultation on 'Tackling Peak-Time Congestion in Cambridge', which were informing the work of the City Access project team and influencing the emerging work programme.

Councillor Roger Hickford updated the Executive Board on the Joint Assembly's views of the recommendations set out in the report:

- There had been much debate by Joint Assembly members regarding omitting the word 'physical' from recommendation (a)(i) regarding physical demand management measures. A vote was taken on this, which was split six against and six in favour of removing the word 'physical'. As the vote was split, the word 'physical' was not removed from the recommendation.
- The Joint Assembly felt that there should be more evidence-based assessments

by officers. Officers had agreed that there was more than enough data for them to assess and evidence desired access between destinations to create an overview of measures that would increase access while reducing congestion. This was incorporated by the Joint Assembly into a new recommendation (a)(ii).

- There was concern from some Joint Assembly members that the workplace parking levy would be seen as another tax, urging care regarding what funds raised would be used for.
- Regarding on-street parking controls, there was almost unanimous agreement that this should not proceed until there were mitigating alternatives in place for those currently driving into the city and parking. There was concern that rather than reducing vehicles in the city, this would lead to the dispersal of vehicles further out to avoid paying the high parking charges in the city. Councillor Hickford advised that the park and ride parking charge be removed as a key mitigation.
- It was pointed out and noted by the Joint Assembly that smart technology consistently appeared at the bottom of lists and objectives, implying that it was an after thought and not as important as other measures. The Joint Assembly was a robust supporter of smart technology and requested as much emphasis as possible be put on this.
- Councillor Hickford pointed out the Joint Assembly's addition to recommendation (c)(iv) of '...and those impacted if changes are not made', which was to emphasise that 'doing nothing' would have adverse consequences and that, in considering the consequences of actions, it was also important to look at the impacts of inaction.

Councillor Tim Bick was invited to speak and addressed the Board with the following points:

- Councillor Bick asked the Board to envisage a scenario of bus services increasing by 50% with new services to the villages in and out of the city, bus fares being halved and the park and ride parking charge being removed. Councillor Bick advised that the only way of achieving this was with peak time congestion charging, the benefits of which he advised could be great if implemented with the revenue generated being used to fund better public transport and cycling infrastructure and to subsidise bus travel. He felt that no other demand management measure was likely to be as efficient at achieving modal shift. Councillor Bick pointed out that the Executive Board had not publically debated congestion charging.
- Councillor Bick asked the Executive Board to debate congestion charging, to consider its direction and to give people an opportunity to have a say on congestion charging.

Councillor John Hipkin was invited to speak and addressed the Board with the following points:

- There was strong support in Councillor Hipkin's ward for on-street parking controls.
- In response to the view of on-street parking controls failing the test of fairness, Councillor Hipkin pointed out that residents of Cambridge had the right to park outside their homes, as those travelling into Cambridge had the right to park outside their homes outside Cambridge.
- Councillor Hipkin believed that on-street parking controls should be trialled and tested over large sections of the city and on large arterial roads. During the trial there should be no charge to residents in order for them to see how the scheme affected them.

- Councillor Hipkin called for an extension of the principles of the core traffic scheme to a wider area of the city, urging the Executive Board to work up this scheme, believing that an increasing number of Cambridge residents supported it.

Question from Pete Howard

Mr Howard was not in attendance at the meeting. The Chairman read out Mr Howard's pre-submitted question in his absence:

"Given the concerns raised from the 10,000 plus residents and businesses who signed the petition against the planned road and traffic restrictions, will the council now agree to consult and listen to all stake holders regarding its planned roads closures or traffic congestion measures, well before any degree of implementation?"

In response to the question, the following points were made:

- Following the public consultation in the second half of 2016, public engagement would be maintained. Business input would be coordinated with the assistance of the Local Enterprise Partnership.
- The consultation had shown there was real concern from businesses regarding the potential dispersal of vehicles that may result from the implementation of peak congestion control points and the impact on staff.

Question from Neil Mackay

Neil Mackay read out his pre-submitted question:

" Given that Cambridge small businesses were at the heart of the recent protests against the introduction of peak time road closures by the use of PCCP cameras. Why is it that small business is not now being fully consulted with, in an attempt to find a solution to the problem.

The future of a considerable number of small businesses and the livelihoods of all those employed by those businesses depend on the correct solution being implemented. We feel that rather than you simply concocting an 'even more Scary City Deal' and then effectively paying 'lips service' to consultation once more. It is our opinion that you should be inviting the 'involvement' of all the small business potentially effected, to be included in the process of developing the proposals. Are you willing to do so?"

In addition to this Mr Mackay pointed out that the Mouchel report was not prominent on the City Deal's website.

In response to this Mr Mackay was informed that:

- Businesses, including small businesses, would be consulted. Work would be undertaken with the Local Enterprise Partnership regarding how best to consult with businesses.
- Thinking had altered regarding peak time congestion control point (PCCP) cameras in response to the concerns raised by small businesses.
- The need for small businesses to be able to access their clients as well as their clients accessing them, was recognised.
- The Mouchel report would be made more prominent on the City Deal's website.

Question from Dr Joanna Gomula

Dr Gomula read out her pre-submitted question:

- "Among the "number of projects to help to achieve" the transport vision set out by the

Greater Cambridge City Deal, what new bus routes have been planned or are being considered (in addition to the bus route from Cambourne to Cambridge along the A1307) to ensure better bus services into, out of and around Cambridge?

- Are there any new bus routes under consideration that would allow the area of Newnham to be properly linked with the rest of Cambridge by bus?
- Do the projects related to the vision of the Greater Cambridge City Deal include new bus routes and services, which would allow students of schools located in the areas subject to traffic congestion to reach and leave their respective schools by bus? Have the schools been consulted regarding this issue and have any co-operative arrangements or projects been proposed to the schools by the City Deal team?"

The following points were made in response to this question:

- Buses were a core part of the transport strategy. Working collaboratively with bus operators, enhanced and additional services could be introduced as development took place, linking the city more effectively with surrounding areas.
- It was recognised that to make the bus the first choice for many journeys, it needed to be more attractive than other options and include consistent and reliable journeys. This could only be enabled as part of the wider transport strategy that restrained vehicle movements in favour of buses, walking and cycling.
- For the new settlements to be built outside the city, it was recognised that a regular bus service needed to be in place throughout the day and during evenings and weekends in order to offer an attractive alternative to car use. These services would benefit from new busways and on-street bus priority measures.
- In response to Newnham being linked with the rest of Cambridge, Dr Gomula was informed that the universal bus service, which was financially supported by the university but could be used by everyone, linked Newnham with the railway station. The City Deal proposed improvements to services across and beyond the city, which included operating the core urban services more frequently, building on the established 'citi' network.
- Regarding bus routes and services for schools, Travel for Cambridgeshire had worked closely with private schools on travel planning. Private minibus services have been put in place by many of these schools for their students to reduce car journeys.
- The workplace parking levy offered the opportunity for further dialogue with schools.

Question from Andrew Dutton

As Mr Dutton was not in attendance at the meeting, the Chairman read his pre-submitted question:

"I note that you still intend to introduce the non progressive parking tax on those who work in Cambridge. Whilst £1.75 might not be significant to many of the well paid workers in Cambridge (Most companies will pass this charge on to their employees) for the low paid or disabled this is a significant and unfair burden. Many of these people have no option but to drive due to physical disability or time constraints of running a family i.e getting children to schools and working. I am surprised a socially responsible party such as yourselves have not considered the negative implications of this.

How do you plan to resolve this unfair burden on some of the lowest paid workers in Cambridge? These people have to drive due to housing costs and cannot use public transport or cycling due to physical disability or time constraints and the need to both work a full day and take children to schools. Would you consider a wage limit below which it

cannot be passed on or an exemption for those below a certain wage or for those with disabilities?”

The Chairman advised that a response would be provided to Mr Dutton outside the meeting and the response would be made available on the City Deal website.

Question from Dr Drew Milne

As Dr Milne was not present at the meeting, the Chairman provided an overview of his question which addressed the tackling of air pollution in Cambridge and diesel cars. The Chairman advised that a response would be provided to Dr Milne and this would be made available on the City Deal website.

Question from Magda Werno

Ms Werno was not present at the meeting. Her pre-submitted question related to closing Cambridge city centre to traffic during peak hours, the quality of public transport and the poor value for money offered by city buses, the park and ride and guided buses.

In response to the issues raised in Ms Werno's question, Hilary Holden responded as follows:

- Recommendations 3.a.i and 3.1.ii in the report prepared for the meeting state that: *It is recommended that the Executive Board agrees that officers should work up and assess options for a package of physical demand management measures. These measures should make the best use of the limited road space and capacity in Cambridge, in order to improve bus reliability, cycling and walking, particularly within the designated Air Quality Management Area.*
- This aligned with Policy TSCSC 2 of the Cambridge and South Cambridgeshire Transport Strategy which stated that Pedestrians, cyclists and buses will be prioritised for trips across the city. General vehicular traffic will not be prohibited and accessibility will be maintained, but a car journey may be longer and more time consuming than at present for many trips.
- The petal diagram used in the Joint Assembly meeting was purely conceptual and showed one of the draft ideas behind the work we are doing to develop options for managing general traffic - to retain access for those who need it while restricting cross-city through movement. It tries to show that the areas between the main routes coming into the city centre are surrounded by quieter residential streets where rat runs need to be prevented. This idea is less disruptive than the PCCPs, as it restricts access on local streets, rather than on main radial roads.
- We want to turn the vicious circle of low bus use leading to high fares into a virtuous circle where high bus use leads to lower bus fares. This will only be achieved by making bus the first choice for many journeys, which requires consistent and reliable journeys, working collaboratively with bus operators. In the near term there will be a need for the public sector to continue to financially support off-peak bus services so that a reasonable level of service is maintained. The funding available from the County Council has declined over recent years which has seen a contraction in the level of bus service. The City Access plan contains a potential revenue source through a workplace parking levy. This will provide an income stream that the City Deal may wish to invest in local bus services and/or in making buses more affordable for local residents.

Question from Nichola Harrison

Nichola Harrison asked her pre-submitted question:

“Will you please confirm whether your plan for physical demand management measures, illustrated by the flower petals drawing with the title "Concept diagram of local area accessibility" that was tabled at last week's Assembly meeting, might involve partial or full road closures at peak times in Cambridge?”

In response to this question the following points were made:

- There would be no road closures at peak times in Cambridge. There would be a prioritisation of uses on these roads but there would be no full road closures for all vehicular movements.

Ms Harrison went on to ask the Executive Board to consult the public on congestion charging, pointing out that the poorest had the most to gain from the improved bus service that congestion charging would fund.

Question from Cambridge Past, Present and Future

A pre-prepared statement was read out by a representative from Cambridge Past, Present and Future:

“We all agree that to improve access and reduce congestion we need a modal shift from cars to public transport. We also all agree that such a modal shift cannot emerge unless we can provide a high quality public transport service that is sufficiently attractive to get drivers out of their cars. So, how is this high quality service going to emerge?”

The City Deal can provide the tarmac on which the buses will run, but it cannot subsidise or underpin the operation of a quality public transport system. The only realistic option for substantial additional funding is the income derived from some of fiscal demand management which can be reinvested into creating an improved public transport system.

Most people agree that demand management must form part of the congestion package, with options for both physical measures- such as road closures and parking restrictions, but also for fiscal measures, such as workplace parking levies and congestion charging. The problem is that the City Deal is seeking to select from a basket of measures that include options based upon inadequate analysis and evidence demonstrating their likelihood of success. Do we know what effect a workplace parking levy will have on future inward investment? Do we know if the business community in the area would support this? Do we know what the level of transport investment a congestion charge might generate? Do we know what the effect on car use will be of progressively removing the existing 40,000 on street parking spaces?

We simply do not have the quantitative information on which to base a rational decision on at this time. Yet, the decision (whatever combination of measures is eventually adopted) will have a profound impact on the future prosperity of Cambridge. We are dealing with very high, indeed the highest, stakes of all and yet the decision on how to proceed is being based largely on supposition, subjective opinions and preconceived thinking, which we believe is irresponsible and inappropriate for the significance of the proposal.

The Assembly, last week, recognised that a decision of such magnitude must be informed through an even-handed comprehensive comparison of existing information and evidence

of all of the options- including both physical and fiscal demand measures.”

Question from Lynn Hieatt

Edward Leigh read out the pre-submitted question on behalf of Lynne Hieatt:

“In three 'zones' surveyed, 3,612 non-residents' cars parked on residential streets in the morning. That's higher than the capacity of our 5 multi-storey carparks and parked at Park/Rides. 42,149 vehicles come in between 7am-10am[4] – commuter parkers = 8.5% of all morning traffic. Add in areas not surveyed, and that's 10%. CJAC policy for parking controls is a start. The City Deal could propose alternatives for commuters:

- Increased P/R capacity
- Improved bus frequency, directness, start/end times
- Deter residents from filling de-congested streets
- Employers could create 'travel-to-work' plans.
- Rail commuters should be able to use Cambridge Leisure carpark for the same price as at the station.

A 'carrots & sticks' package could be developed – and it could work. Will the City Deal Board seize this opportunity for a joined-up plan to tackle congestion and the problems commuters face?”

In response to this question, the following points were made:

- The City Access plan was a balanced 8 point plan that was designed to be joined up and which included travel planning, demand management and bus improvements. All elements of the plan needed to be progressed in parallel. The City Deal transport programme included investment in several new Park and Rides.
- If there was a significant number of areas in favour of residents parking, the existing policy enabled consultation on residents' parking zones and the proposed new policy would simplify the process.
- It was acknowledged that if there were going to be residents parking zones, that complementary mitigating measures needed to be in place.

Question from Robin Heydon

Robin Heydon read out his pre-submitted question:

“With regard to Agenda item 7, paragraph 3.b.v, we believe that the Greater Cambridge City Deal is missing a long term vision of the pedestrian and cycling infrastructure that it will need to accommodate the modal shift expected. As shown with the proposed City Deal Design Guide there is a significant lack of ambition for the high quality of infrastructure needed to enable the modal shift required. Our estimates have determined that the number of people cycling will double within the city and the surrounding area by 2031. This vision would provide the Greater Cambridge City Deal Board with a strategic view of what is needed to accommodate this increase in cycling and walking traffic so that the city doesn't grind to a complete stop and help validate the cycling provision delivery plan.

We would like to offer to work in partnership with the members of the City Deal, the County Council officers, and other stakeholders and partners to create this long term walking and cycling vision, and help create the delivery plan that could over the next 15 years provide infrastructure that caters for people walking and cycling of all ages and abilities. Is this possible?”

In response to this question, the following points were made:

- Reference was made to recommendation (b)(v) in the report. The recommendation included measures that contributed to the long term vision of the pedestrian and cycling infrastructure that would be needed to accommodate the modal shift expected.
- The City Access Team would be working with the County Council Cycling Projects Delivery Team that was delivering on the elements proposed in Policy TSCSC 12 of the Cambridge and South Cambridgeshire Transport Strategy. The schemes being delivered accorded with this policy. It was anticipated that this discussion would lead to workshops including officers, members and stakeholder groups to seek views on the issues and interventions needed. A specific strand of this work could be a working party to investigate cycle parking and in particular a new large covered cycle park.
- The City Deal had to date approved investment of £17 million in cycling.
- The City Deal welcomed the offer of partnership working and the Chairman confirmed he would follow this up with Robin Heydon directly.

Following the public questions, the recommendations were discussed and debated. The following points were made:

- Support was expressed for the recommendations as amended by the Joint Assembly.
- It was clarified that a delivery plan was a way of packaging up a work plan for each of the elements listed at recommendation (d). Lead and support roles would be assigned to each plan.
- Support was expressed by Executive Board members for the removal of the parking charge at park and ride sites. Councillor Bates informed the Executive Board that he was actively looking at the £1 parking charge to be taken off the park and ride. This was welcomed by Executive Board members.

Congestion charging:

- Executive Board members did not believe that congestion charging was the right solution. It was felt that congestion charging would not be fair, particularly to those outside Cambridge without alternatives and people on lower incomes.

Peak time congestion control points:

- The concept of six peak-time congestion control points to restrict all vehicles except buses and bicycles raised significant concerns, although there was some support for it in consultation. The Board agreed that this should not be proceeded with.

On street parking controls:

- The Cambridge Joint Area Committee (CJAC) had recommended changes to parking policy in Cambridge. Whilst this was supported by Executive Board members, the potential issue of the dispersal of vehicles was recognised.
- Executive Board members agreed with the Joint Assembly's recommendation that complementary mitigating measures needed to be in place before on- street parking control measures were implemented. The likely impact of on- street parking controls needed to be known in order to better understand the potential mitigation required.
- It was felt that city residents should not be prevented from parking outside their homes.
- Regarding figure 2.1 of the Mott MacDonald Cambridge on-street residential parking study, a plea was made for officers to think about implementing a dedicated bus stop for students attending sixth form college in Area 4 on the map.

- Support was expressed for the parking proposals which had been considered by the Cambridge Joint Area Committee on 24th January 2017.
- A vision for better bus services was supported, however it was not felt that a revenue generating blanket congestion charge was the way to achieve this.
- Executive Board members did not support a city wide residents parking zone.
- It was advised that residential parking zones needed to follow similar policies.

Smart technology:

- Support was expressed for the Joint Assembly's recommendation that greater emphasis should be put on smart technology.
- The Executive Board was informed that a smart technology proposal was likely to be presented to the Executive Board in March 2017 as part of the 2017/18 budget proposals.

Better bus services:

- It was highlighted that there were a considerable number of traffic lights in areas around Cambridge, which it was felt caused congestion. Officers were urged to look at this.

Workplace parking levy:

- A timeline for this was requested. In response to this, the Executive Board was informed that a two to four year programme was estimated. The Board was informed that it had taken 11 years to implement the scheme in Nottingham.
- The Executive Board was informed that consultancy support would help to develop options, which would come back to the Executive Board, potentially in July 2017, before going out to public consultation. The Vice Chairman requested this be added to the Forward Plan for the July 2017 meeting.
- Reference was made to the Mott MacDonald non-residential parking study and the following points were made:
 - Officers were urged to think of how this compared to Nottingham and to take account of and adapt to local circumstances.
 - It was felt that the number of parking spaces in the health sector may be skewed by the number of spaces at Addenbrooke's hospital.
- It was clarified that the workplace parking levy would only apply to those who were working and therefore those attending places of worship, school and hotel guests for example, would not be affected.
- Support was expressed for making the park and rides free. It was felt that this was a potential attraction of the workplace parking levy, if a deal could be done with the County Council to make park and rides free.

Air quality:

- Officers were asked to carry out further assessments and to undertake work on clean air zones.
- Support was expressed for issues of air pollution and air quality to be investigated and it was advised that Public Health be engaged with on these issues. Assurance was sought that this would happen.
- Executive Board members asked for examples of other places with clean air zones. In response to this the Executive Board was informed that to date only London had a clean air zone, however five cities were being put forward as pilots and had been asked by the Government to look at a clean air charge. An air quality action plan steering group was undertaking work and a feasibility study was being developed.
- It was pointed out that air pollution was a sign of queueing vehicles as well as the types of vehicles in the city.

- In the vision for tackling air pollution, the residents who were breathing polluted air needed to be focussed on.
- Given the importance of transport in tackling air quality and that air quality was a key theme emerging from the consultation, including when caused by congestion, Executive Board members agreed that an Air Quality Management Zone including the potential for fiscal intervention through pollution charging should be investigated.

The Joint Assembly's recommendations were discussed:

- Recommendation (a)(ii) – the Executive Board agreed with the addition to this recommendation regarding the assessment of existing data and evidence.
- Recommendation (a)(iii) – the Executive Board noted the reason for the addition of the word 'physical' to this recommendation, which was due to syntax with the insertion of the additional recommendation (a)(ii).
- Recommendation (b)(ii) – following discussion, the Executive Board noted the Cambridge Joint Area Committee's recommendation of changes to parking policy on 24th January 2017, and requested that officers bring forward a report on complementary measures to be implemented at the same time as changes to on-street parking controls.

The City Deal Executive Board unanimously:

a) **AGREED** that:

- i. Officers should work up and assess options for a package of physical demand management measures.
- ii. Officers should assess existing data and evidence of desired access between destinations to create an overview of measures that will increase access while reducing congestion.
- iii. Physical demand measures should make the best use of the limited road space and capacity in Cambridge, in order to improve bus reliability, cycling and walking, particularly within the designated Air Quality Management Area.
- iv. No further work is undertaken on the package of six peak-time congestion control points consulted upon.

b) **AGREED** that officers should continue to work up and assess options for the other seven elements of the eight-point plan consulted on, including:

- i. A Workplace Parking Levy: Co-design a workplace parking levy (WPL) scheme with employers with more detail available for Board and public review later in 2017:
 1. To work with individual employers and groups of employers during 2017 on the details of the scheme.
 2. To determine the local transport priorities that will receive the revenue raised, building on employer evidence of transport needs and coordinated with Council infrastructure planners.
 3. To be coordinated with and if feasible form a part of the City Deal and the Local Enterprise Partnership's broader engagement with the business community.
 4. The roll-out to include practical support for employers looking to manage their parking demand in advance of the levy coming into

- effect.
5. It is recommended that as far as possible, the Cambridge WPL should resemble the Nottingham template. However, there will need to be agreement on how to charge, the price, its geographical extent, exemptions and how it will be administered and enforced.
- ii. On-Street Parking Controls: **NOTED** that the Cambridge City Joint Area Committee (CJAC) recommended changes to parking policy in Cambridge. The Executive Board **REQUESTED** that officers bring forward a report on complementary measures to be implemented at the same time as changes to on street parking controls.
 - iii. Improved Public Space and Air Quality: **AGREED** that officers should:
 1. Assess the possibility of establishing a Clean Air Zone and the potential for the introduction of a pollution charge in central Cambridge within the existing Air Quality Management Area. Key criteria for assessing this should be its impacts on: health; the local environment, including air quality and public realm; bus reliability and cycling; business and the economy; deliverability and value for money.
 2. Ensure that initiatives to improve city centre access should continue to consider opportunities for improving the city centre experience and economy and that this should be coordinated with other work across the Partnership that has similar objectives, including planning policy.
 - iv. Better Bus Services and Expanded Park & Ride: **AGREED** that officers should continue work to identify how to reduce bus delays on key bus routes by engaging bus operators and finalising the Bus Network Review.
 - v. Better Pedestrian and Cycling Infrastructure: **AGREED** that officers should continue to work with other partners to improve cycling and pedestrian infrastructure.
 - vi. Travel Planning: **AGREED** that officers should continue to work with Travel for Cambridgeshire to support employers to adopt sustainable policies and practices with regard to travel to work and travel during work.
 - vii. Smart Technology: **AGREED** that officers should continue to work with Connecting Cambridgeshire to develop smart technology solutions and that there is more emphasis placed on Smart Technology by the Greater Cambridge City Deal going forward.
- c) **AGREED** that officers, with partner assistance, should deliver a City Access communication and engagement plan to support these recommendations. The plan will focus on communicating:
- (i) Factual information about the vision for the future;
 - (ii) Statistics and research results;
 - (iii) The need for a package of complementary measures to ensure productivity growth without commensurate growth in congestion;
 - (iv) How we are developing workable solutions by designing them in partnership with those who will be impacted and those impacted if changes are not made;
 - (v) The plan will also set out how the City Access programme fits into the broader plan for city centre revitalisation, and the wider City

Deal transport vision and housing plan.

- d) To take these recommendations forward, the Executive Board **AGREED** that proposed work on the individual elements of the City Centre access work be developed through a series of delivery plans. Proposed plans are:
- (i) Data analysis and joined up strategy
 - (ii) Bus improvement delivery plan
 - (iii) Communications and engagement delivery plan
 - (iv) Cycling provision delivery plan
 - (v) Demand management delivery plan
 - (vi) Parking management delivery plan including a workplace parking levy and on-street parking controls
 - (vii) Public space & air quality delivery plan including pedestrian infrastructure
 - (viii) Smart technology delivery plan
 - (ix) Travel planning delivery plan

8. CHANGE CONTROL AND ISSUE MANAGEMENT

The City Deal Programme Director presented the report which set out in a consolidated way the approach to change control and issue management across the City Deal programme.

The City Deal Executive Board:

- a) **NOTED** and **ENDORSED** the codification of the principles used in the City Deal for change control and issue management.
- b) **AGREED** the proposed approach for reporting issues and change control.

9. PROGRESS REPORT**Question from Richard Taylor**

Richard Taylor read out his pre-submitted question regarding this agenda item:

“When the board next considers plans for Milton Road will it receive a report: Collating the results of responses to the initial public consultation which ran until February 2016.

- Identifying who attended the private workshop events, and the basis on which they were invited.
- Addressing the 200 responses from 300 families to a Milton Road Primary School consultation on the Milton Road plans, and if the school representative reflected the views expressed when participating in the private workshops.
- Clarifying if the report on private workshops stating: “The majority of attendees were keen to retain as much green verge and as many trees as possible”, is referring to the retention of the existing trees and verges?

I was surprised the public consultation responses do not appear to have been used to inform the private workshop events or the local liaison forum meetings. I would like to take this opportunity to stress to the Board that while the Milton Road Local Liaison Forum meetings took place in public they largely spent their time discussing arrangements for workshop sessions which then took place behind closed doors with

selected invitees.

When the board next considers Milton Road will it formally endorse the letter dated 14 September 2016 from the board chair to the LLF and Assembly chairs?

Could a Local Liaison Forum (or Cambridge City Council North Area Committee) meeting be held between publication of the next City Deal Board report on Milton Rd and its consideration by the board so recommendations get discussed locally, by the area's councillors, before decisions are made? Such a meeting could include a detailed public presentation of, and opportunity for the public to ask questions on, the LLF endorsed "Do Optimum" plan."

In response to this question the following points were made:

- A report would be presented to the Board in March 2017 looking at the outcomes of workshops and setting delivery priorities.
- Milton Road Primary School's views were taken into account in a report presented to the Board in June 2016 that summarised responses to the consultation on the Milton Road scheme in January and February 2016.
- A local liaison forum (LLF) meeting was being arranged by the LLF Chair for 8 February 2017.
- Whilst it was agreed that there should be openness and transparency, it was not felt necessary to hold local community workshops in the public gaze as this may stifle people's contribution to these. The Executive Board Chairman paid tribute to the local work that had been done.

The Vice Chairman asked for an update on progress regarding the letter written to Heidi Allen MP regarding Foxton. The Board was informed that a letter in response had been received from Heidi Allen who was arranging a meeting with senior Network Rail staff. A further update was requested for the March 2017 meeting.

The Vice Chairman requested an update on progress regarding a letter sent to Highways England regarding the M11 junction 11 and 13. In response to this the Board was informed that the letter had been sent and that receipt had been acknowledged, however a meeting had not yet been set up. The Board was informed that Highways England would be consulting on a five year plan at the end of this year. The Vice Chairman requested that at the meeting with Highways England, they be asked specifically to consult on the specifics of the M11. The Vice Chairman also requested that the minutes of meetings held with Highways England be made available. The Chairman advised that dialogue with the National Infrastructure Commission was continuing as well.

An update on the Cambridge South railway station was requested. Councillor Bates responded and informed the Board that he would be attending an English heartland economic workshop to discuss east/west issues such as the Oxford to Cambridge express route. Councillor Bates highlighted that there was a desire to link Oxford, Milton Keynes and Cambridge by road and rail, pointing out that these issues were not just on the City Deal's agenda, which built the case to lobby the government for funding. The Executive Board was informed that a meeting with Heidi Allen MP and the Secretary of State for Transport to discuss Cambridge South Station had been arranged for the following week. AstraZeneca would also be attending this.

The Board was informed that the East-West rail annual general meeting would take place on 9th February and that funding had been confirmed to continue work on route options for east/west rail.

The Vice Chairman requested that City Deal progress reports also reported on meetings that were taking place with Network Rail and Highways England. The City Deal Interim Chief Executive informed the Board that the format of the progress report was being reviewed.

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

10. FINANCE MONITORING

The Executive Board **NOTED** the financial position for the period ending 31 December 2016.

11. DATE OF THE NEXT MEETING

The date of the next meeting, to be held on 8 March 2017 at 4pm, was noted.

The Meeting ended at 19.15

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 three working days 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.

This page is left blank intentionally.

Agenda Item 6



**GREATER
CAMBRIDGE
CITY DEAL**

Securing future prosperity

Report To: Greater Cambridge City Deal Executive Board

8 March 2017

Lead Officer: Tanya Sheridan, City Deal Director

City Deal progress report

Overview

1. The Greater Cambridge City Deal Partnership aims to invest £1 billion in the infrastructure we need to connect new homes and jobs, so our city region can grow in a sustainable way, benefitting residents, businesses, students and visitors and enabling us to secure and share our future prosperity. This investment facilitates and accelerates delivery of 33,500 new homes and 44,000 new jobs in the period to 2031. This report sets out progress on the delivery of the agreed projects and work streams the City Deal is investing in.
2. 2016/17 marks the start of tangible delivery. The first transport infrastructure projects are now being constructed and the Housing Development Agency has been established and is delivering new homes, the majority of them affordable housing. It has also led to significant changes in the external environment in which the City Deal operates, notably the establishment of the Cambridgeshire and Peterborough Combined Authority and the Brexit decision. In this context and following recent Executive Board decisions, some new resource allocations are being recommended and work to develop a longer-term investment strategy is underway.
3. Paragraphs 4 to 23 of this report set out progress on the workstreams established by the Partnership to deliver the Greater Cambridge City Deal agreement. The section on Governance (paragraphs 18 to 21) sets out the impact of the Combined Authority and work with that body. Financial monitoring information for the transport infrastructure programme and detailed progress are set out in Appendix 2 and a financial monitoring table for the other work streams follows paragraph 23. The six-monthly report on risk is in Appendix 1 and the Executive Board forward plan of decisions in Appendix 4.

Transport investments – annual summary of progress 2016/17

4. The transport infrastructure investment programme has advanced significantly throughout 2016/17, with key public transport schemes being developed from initial concepts to preferred options. Detailed proposals are now being developed for all schemes following Executive Board decisions, with the forward plan in Appendix 4 showing the next scheduled decisions and the milestones plan in Appendix 2 showing estimated programmes more broadly. There has been significant public engagement and input on schemes, with the Cambridge Access consultation receiving over 10 000 responses.
5. Construction of cycle schemes is either underway or due to commence in 2017:

- Chisholm Trail – construction of phase 1 approved pending planning permission (due by the end of March).
 - Cross-City Cycling, Hills Road/Addenbrooke’s and Links to Cambridge North Station are underway, with phase 1 of the Arbury Road scheme completed.
 - Construction is due to begin later in 2017 on the Cross-City Cycling Fulbourn Road/Cherry Hinton Eastern Access and Links to East Cambridge/National Cycle Network Route 11 schemes.
 - A10 Frog End-Melbourn cycleway – construction is substantially complete.
6. Design workshops and Local Liaison Forum meetings have been held on project design principles for the Histon Road and Milton Road bus priority schemes to involve the local community in the detailed design of the schemes.

Housing and planning

Housing Development Agency

Tenure	Estimate in 2016/17 business plan	Completed (estimate to end March 2017)
Affordable	171	131
Intermediate	29	29
Market	110	104
Total	310	264

7. The Greater Cambridge City Deal is investing in the Housing Development Agency. The table above shows estimated completions against business plan. The variance relates to completions being phased around the end of the financial year on the ‘Virido’ scheme in Cambridge City, which is expected to see some homes delivered in early 2017/18 that were initially anticipated by the end of March 2017.

Rural exception sites

8. Through the City Deal, the partners have committed to preparing a joint Local Plan and to the delivery of 1,000 additional new homes on rural exception sites by 2031. On 1 September 2016 the Executive Board agreed how the 1,000 additional dwellings will be monitored. The Cambridge and South Cambridgeshire Local Plans set a requirement of 33,500 homes for Greater Cambridge, and only once delivery exceeds the level needed to meet the Local Plans requirements can any eligible homes be counted towards the 1,000 additional new homes. Eligible homes are ‘all affordable homes (as defined by the National Planning Policy Framework) constructed on rural exception sites, and on sites not allocated for development in the local plans and outside of a defined settlement boundary’.

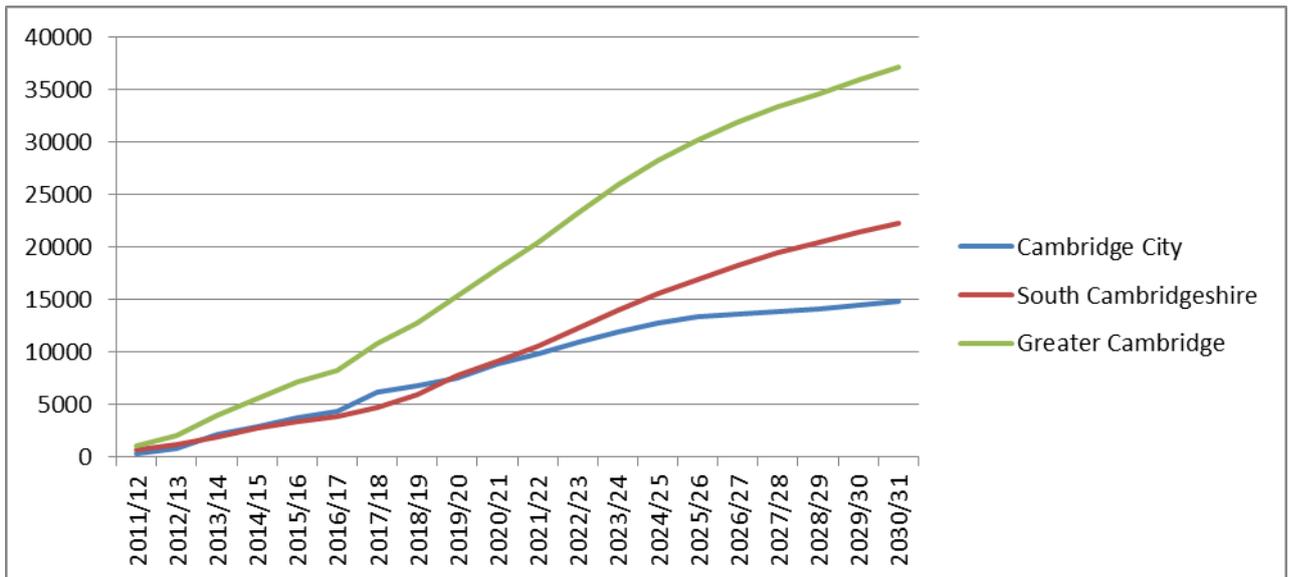


Figure 1: Cumulative housing trajectory in this Local Plan period (2011-31) – actual completions up to 2015/16 and predicted completions from 2016/17 onwards

Skills

- The total number of apprenticeships in Greater Cambridge in the 2015/16 academic year (most recent available data) was 1,550 – an 18% increase against the 2014/15 total of 1,310. Whilst clearly this is a relatively small sample size, so cannot be taken as a clear sign of success at this point, it indicates a positive trend. This growth is reflected across all levels of apprenticeship (higher, advanced and intermediate), as illustrated in Figure 3.

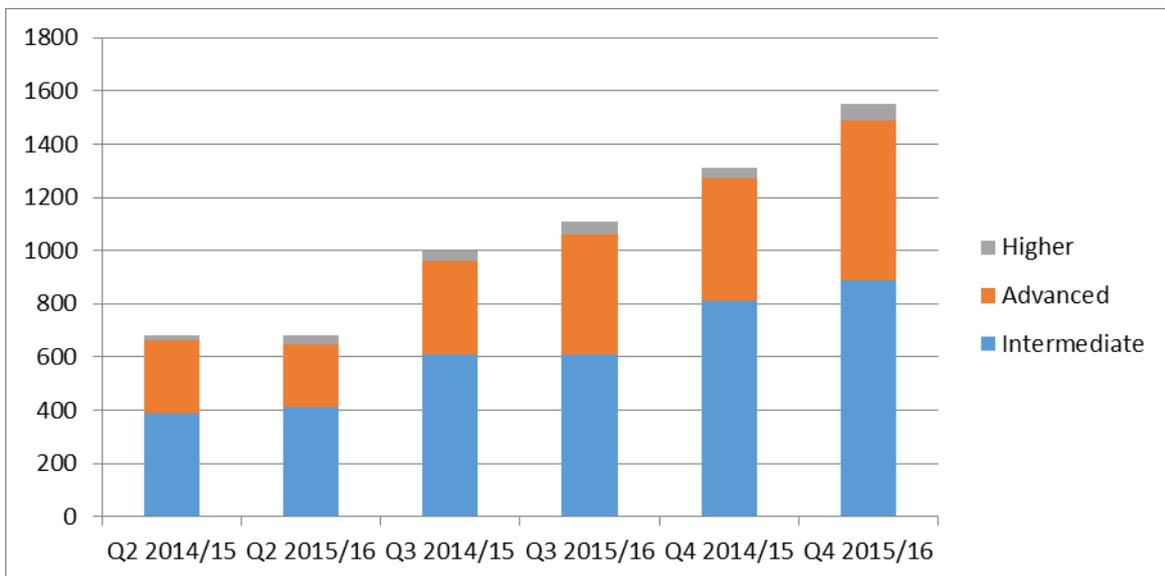


Figure 2: Apprenticeships in Greater Cambridge by quarter of academic year (N.B. Quarter 1 data not available)

Smart Cambridge

- The Smart Cambridge team has been working with the University of Cambridge to develop an Intelligent City Management Platform, which has the capability to take real time data from around the city which will then be used to both drive city management and innovation. Work has also been done with Cambridge Wireless to run a

competition that will see 20 SMEs develop solutions to city challenges using this network, which is due to be launched on 21 March.

11. A travel planning application is being built by a local start-up called Building Intellect, using real-time city data, initially to be a multi-modal travel planner. This is due to be previewed on 21 March with a first generation app being deployed for the travelling public this summer.
12. A study on integrated ticketing and payments, carried out by ARUP, will be completed shortly. The Smart Cambridge team has also commissioned the University of Cambridge to carry out a study on the potential application of autonomous vehicles on the Busway.

Economic growth, measurement and inward investment

Cambridge Promotion Agency

13. The Cambridge Promotion Agency (CPA), managed by Cambridge Network, aims to improve the success of 'desired' investment, in particular that which brings private sector funding into the wider region to secure and create local jobs as part of the 44,000 target by 2031. In the 18 months between July 2015 and the end of 2016, the CPA has recorded over 130 new relationships, resulting in 20 known investments of various sizes.
14. It is notoriously difficult to measure investment over a short timeframe (often undisclosed amounts and sensitivities), but four significant company investments that CPA has helped bring to the region provide good examples of the organisation's work:
 - a) A Canadian finance house has been helped by CPA since their first enquiries. They are now seeking to expand a new 15-person lad to approximately 200 engineers (recent \$25m fund-raise to expand the workforce, primarily in engineering). The CPA helped them with initial recruitment, funding the initial office accommodation of 5,000ft², and further profiling and recruitment.
 - b) A Chinese venture capital company has invested \$10m in local start-ups since the CPA's initial contact in 2016. An additional \$50m fund has been raised for investment in further Cambridge start-ups.
 - c) A large US corporate seeking a transfer of \$1bn of chip supply to ARM; this enquiry came from the CPA's Cluster Introduction Tour for EMC.
 - d) A large and innovative Turkish white goods manufacturer was helped to establish an R&D facility on the Science Park, to build rapid links with the community here, to recruit and raise its profile for leading edge engineering based in Cambridge. It has opened employment for 10 people in Cambridge and has good links to advanced materials and engineering.

Independent economic assessment panel

15. SQW have been appointed to lead the National Assessment Panel, which will monitor the investments of Devolution, City and Growth Deals involving Gainshare mechanisms, including the Greater Cambridge City Deal and the Cambridgeshire and Peterborough Devolution Deal. SQW are starting work on the common, national assessment framework for all Deals. The Greater Cambridge-specific assessment framework will then be tailored from that common framework, as with all other areas who will be using this panel. Officers are meeting with SQW in early March. Officers are also representing Greater Cambridge on the steering group for the National evaluation Panel.

16. The establishment of the National Assessment Panel and the development of the assessment framework need to be aligned with developing thinking on the longer-term investment strategy for the Greater Cambridge City Deal. It also reinforces the importance of an investment strategy that can be shown to deliver additional economic growth – and of programme management and timely decision-making to ensure projects are delivered on track and on budget. This underpins the advice on the budget for 2017/18 and beyond to be considered by the Assembly and Board.
17. Officers are considering how the reviews for the City Deal and Devolution Deal could potentially be aligned, and expertise shared. This is aided by the panel having the same lead contact for both Deals.

Governance

18. The Devolution Deal that has been agreed for Cambridgeshire and Peterborough emphasises the separate nature of the City Deal, as well as the fact that the Devolution Deal is additional to the City Deal. There is a common view among partners that, whilst alignment should be sought between the City Deal and Devolution Deal, decision making should remain separate.
19. The main impact of the establishment of that Combined Authority is that it will not now be possible to form a City Deal Combined Authority as originally envisaged (before the Devolution Deal emerged). This means that the existing Joint Committee arrangements need to be retained, although it would be prudent to review that arrangement before the single Local Plan is adopted (work towards which is currently expected to begin in 2019). This also means that Cambridgeshire County Council will continue to be the Accountable Body for the Greater Cambridge City Deal.
20. Officers will be working with Executive Board and Joint Assembly members to ensure that City Deal governance is as effective as possible, within the context of the Joint Committee arrangement continuing. Officers are also exploring opportunities for joint working with the Combined Authority and LEP around common work areas such as Assurance Frameworks and economic assessment, to facilitate joint working, minimise duplication, make the best use of public money and ensure that the right skills and expertise are in place.
21. In the light of this, officers are engaging with Government on changes to the City Deal Assurance Framework to reflect these changes and facilitate alignment between the City Deal, Combined Authority and Local Enterprise Partnership, in particular the possibility of joint investment if all Bodies decide to co-invest in projects going forward.

Communications and engagement activity

Communications review

22. Two years in to the programme, a review of the communications function was undertaken to assess on-going requirements, ensuring it remains fit-for-purpose to adequately support strategic objectives. The review involved consultation with a broad range of stakeholders including Executive Board and Joint Assembly members, City Deal and non-City Deal staff, communications peers and community representatives.
23. Online surveys targeting internal and external audiences were carried out in December 2016, with 86 and 155 responses respectively. As well as providing an

opportunity to review process, delivery model and channel development, stakeholder consultation highlighted a number of commonly-held views:

- a) The Greater Cambridge City Deal remains an historic opportunity to support growth that is already happening in Cambridge and South Cambridgeshire in a way that is sustainable.
- b) The need to clarify and better communicate 'the big picture' as a means of motivating and engaging stakeholders.
- c) Existing website offers poor access to information and user experience with widespread support for website redevelopment.
- d) Improve quality and opportunity for stakeholder engagement including with strategic partners, business community and residents; mobilising audiences currently under-represented such as working-age commuters and young people.
- e) Improved mechanism and consistency for public contact.
- f) This is a major programme and staff working across the partnership require access to regular and high quality information.

Financial summary of the non-transport projects

Activity	Total budget (£000s)	Budget to date (£000s)	Actual to date (£000s)	Forecast Outturn (£000s)	Forecast Variance (£000s)
Programme central coordination function	268.5	223.7	163.5	301.0	+32.5
Strategic communications	137.7	114.8	66.9	107.7	-30.0
Skills	190.0	380.0	187.5	187.5	-2.5
Economic assessment	10.0	0.0	0.0	10.0	0.0
Smart Cambridge	220.0	50.0	49.9	220.0	0.0
Cambridge Promotion Agency	90.0	90.0	90.0	90.0	0.0
Housing	200.0	150.0	150.0	200.0	0.0
Affordable housing	50.0	0.0	0.0	50.0	0.0
Intelligent Mobility	200.0	0.0	0.0	200.0	0.0
Total	1,434.0	1,008.5	707.8	1,434.0	0.0

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

Appendix 1: Six-monthly Strategic Risk Register report

1. The City Deal is potentially a £1 billion investment programme delivering significant infrastructure and working in partnership. Significant risk is inherent in an ambitious programme of this nature. However, it is important to note that the risks of 'doing nothing' - of not investing in the economic success of Greater Cambridge and not delivering the infrastructure needed to deliver the agreed development framework in the Local Plans and the transport strategy are greater.
2. Since the Executive Board last considered the Strategic Risk Register in October 2016, the Programme Board has reviewed the risk register monthly, to ensure that it is managing strategic risks.
3. Recommendations for the investment strategy in the Budget 2017/18 paper link to the management of risk. Upfront investment in programme coordination and community engagement and communications, as well as investment in Smart Cambridge and work towards 2050 would help to manage these risks.

No.	Risk	Inherent			Owner	Controls	Residual				Actions
		Likelihood	Impact	Score			Likelihood	Impact	Score	Direction of travel	
1	Ability to deliver full City Deal benefits and the infrastructure this area needs is hampered by not achieving triggers for further Government funding and/or not obtaining developer contributions.	3	5	15	Tanya Sheridan	<ol style="list-style-type: none"> Regular meetings with Government officials, to monitor progress on delivering the City Deal. Infrastructure programme prioritised on the basis of economic impact, as per the Deal Document. Robust project and programme management of infrastructure schemes to ensure delivery on track and on budget. Risks involved in delivering the programme are identified and actively managed. An external assurance review has been undertaken into the City Deal's capacity to deliver the infrastructure programme. 	2	5	10	<>	<ol style="list-style-type: none"> Ensure strong project and programme for the infrastructure programme. Work with the independent economic assessment panel to shape the Greater Cambridge evaluation, within the context of the triggers agreed with Government. Implement the recommendations of the Mouchel report. Provision of dedicated 'core team' to strengthen delivery of transport programme, to ensure delivery on track and recommended investment in programme resource.
2	Dissolution of the partnership arrangement means that the agreement cannot be delivered.	2	5	10	Tanya Sheridan	<ol style="list-style-type: none"> Strong working relationships at an officer and lead Member level, backed by clear structures for partnership working. 	1	5	10	<>	<ol style="list-style-type: none"> Prepare and manage delivery of a communications and stakeholder engagement plan.

						2. Programme Board and other officer structures provide opportunities to resolve issues that emerge before they threaten the relationships.					2. Undertake a communications review of the City Deal to inform future engagement approaches.
3	Public support is weakened due to a failure to engage effectively and/or to understand the current and future population's needs.	4	4	16	Beth Durham	<ol style="list-style-type: none"> 1. Strategic Communications Manager in post and Communications Group established for the Partnership. 2. Use of a range of media and forums across the Greater Cambridge area and of employer and residents' networks to disseminate meetings. 	3	4	12	<>	<ol style="list-style-type: none"> 1. Prepare and manage delivery of a communications and stakeholder engagement plan. 2. Ensure that opportunities to build public support and/or engagement are built into planning for schemes already committed. 3. Increase investment in community engagement and communications. 4. Work with project leads to prepare and deliver bespoke communications and engagement plans for discrete projects and test and evaluate new approaches, e.g. use of social media. 5. Work with project leads to develop KPIs for representative sampling of City Deal consultations. 6. Review the approach

						Authority.					local to Greater Cambridge. 3. Engage with those establishing the Combined Authority to develop a constructive working relationship.
6	Insufficient staff and specialist consultancy capacity throughout the City Deal programme negatively impacts on delivery.	3	4	12	Tanya Sheridan	<ol style="list-style-type: none"> 1. Prompt recruitment to vacancies as they arise, prioritisation of effort based on impact on delivering the City Deal agreement. 2. An independent review has been undertaken into the City Deal's capacity to deliver the infrastructure programme. 	2	4	8	<>	<ol style="list-style-type: none"> 1. Consider staffing need across the City Deal partnership to deliver the City Deal, including recruitment campaign. 2. Establish links with a range of organisations who might provide secondees. 3. Implement Mouchel report recommendations.

Appendix 2: Transport infrastructure programme progress and financial update

1. This Appendix provides further detail on the transport infrastructure programme, project by project, and a financial monitoring summary.

Project	Budget (£000s)	2016/17 budget (£000s)	Spend to date (£000s)	Forecast spend - Outturn (£000s)	Forecast variance - Outturn (£000s)	Next decision date
Histon Road bus priority	4,280	280	153	185	-95	June 2017
Milton Road bus priority	23,040	297	212	261	-36	June 2017
Chisholm Trail	8,400	1,040	396	580	-460	N/A
Cambourne to Cambridge / A428 corridor	59,040	500	812	900	+400	July 2017
Programme management & early scheme development	10,450	1,940	484	500	-1,440	N/A
City centre capacity improvements	3,000	300	443	450	+150	July 2017
A1307 Three Campuses to Cambridge	39,000	500	61	250	-250	Spring 2018
Cross-city cycle improvements	8,000	900	439	700	-200	June 2017
Western Orbital	5,900	600	342	400	-200	July 2017
A10 North study	2,600	500	35	250	-250	September 2017
A10 cycle route (Shepreth to Melbourn)	550	550	142	550	0	N/A
Total	164,260	7,407	3,519	5,026	-2,381	

Histon Road bus priority

2. Local Liaison Forum resolutions are being reviewed further by officers. Revised date to review scheme design is now set for June 2017 Executive Board. The current delivery plans assume consultation in the second half of 2018; public consultation on the detailed designs followed by a statutory consultation on draft traffic regulation orders. The selection of a preferred option for Histon Road is now anticipated in quarter 1 of 2018/19, to allow for construction on Milton Road to be undertaken ahead of Histon Road, given that one of the two needs to remain open due to their status as main arteries towards Cambridge.

Milton Road bus priority

3. Local Liaison Forum resolutions are being reviewed further by officers. Revised date to review scheme design is now set for June 2017 Executive Board. The current delivery plans assume two further rounds of consultation in late 2017 and early 2018; public consultation on the detailed designs followed by a statutory consultation on draft traffic regulation orders.

Chisholm Trail

4. The forecast spend for the 2016/2017 has been revised to £580,000. Phase One between Cambridge North station and Coldhams Lane has attracted strong public support as well as some concentrated opposition and challenges introducing delays to planning application submission to the JDCC (Joint Development Control Committee) and hence delayed further contract work. A revised date has now been set for 15th March 2017.
5. There are also ongoing land negotiations underway with Network Rail along the southern section of The Chisholm Trail and with the two development sites Ridgeons, Cromwell Road and the City Council Depot. These still offer some uncertainties as to how the trail will be routed through the new developments and the developers' timescales. It is now not expected to submit a planning application for this particular phase of works until later.

Cambridge to Cambridge / A428 corridor

6. The project outturn costs have been increased. The project is still within early design stages to establish an approved route alignment. A number of iterations and additional pieces of work have taken place over the last quarter including land surveys, further tests on a route alignment and preferred sites for Park and Ride, all adding to an increase in design time and cost. This is to be expected with a project of this magnitude and sensitivity. There is likely to be an upward trend in the spend as the project continues to evolve over the coming year and is in line with City Deal Executive Board key decision of 13th October.
7. The report to the Executive Board in October showed an estimated construction commencement date of February 2020. Following the decision to undertake further work, and the addition of the July 2017 decision point, mobilisation/construction is now anticipated to commence in 2020/21 (precise timeframe to be confirmed following further development). Note that the exact timings would depend on the statutory approvals needed.

Programme management and early scheme development

8. The Early Scheme Development preparation work is not expected to achieve the forecast outturn cost and a revised figure of £500k is recommended. Initial resources for work on the investment strategy for tranche 2 and beyond have been allocated, and are accounted for in this revised figure.

City centre capacity improvements

9. This project is working on the measures agreed at the January Executive Board. The validation of modelling and integration of output data on other major works continues to take a high priority. There were additional costs incurred over the last quarter primarily on further design iterations and modelling validation tests. There is projected uplift in forecast spend for 2016/2017 due to additional work undertaken on modelling data. Additional budget allocation is being sought through the budget report in the light of the January decision.
10. The milestones plan below shows no milestones for this project after anticipated consultation in late 2017, as the next steps will depend on the July Executive Board decision.

A1307 Three Campuses to Cambridge

11. Further resources have now been allocated to develop the project and to mobilise a project team. The scheme remains on programme for delivery beyond 2020. With the new project team now in place it is expected to return to profile spend during the course of 2017.

Cross-City cycle improvements

12. Although spend is currently ahead of profile, the projected out-turn for the year is only expected to be £700,000 and thus the forecast spend for 2016/2017 is not now expected to achieve the original annual out turn budget.
13. Phase 1 of the Arbury Road scheme is completed, with phase 2 due to commence later in 2017. Work is underway to deliver the Hills Road/Addenbrooke's and Links to Cambridge North Station schemes. Construction is due to begin later in 2016 on the Fulbourn Road/Cherry Hinton Eastern Access and Links to East Cambridge/National Cycle Network Route 11 schemes.

Western Orbital

14. Executive Board have reviewed the outline business case and refined the project to align more closely with Highways England Proposals for the M11 and junction improvements. The scheme has therefore been reviewed and design time reduced resulting in a reduction in outturn costs in 2016/2017.

A10 North Study

15. Current spend profiles are below forecast spend and are not now expected to fully achieve outturn costs. There are however expected costs for the development of modelling during the next quarter.

A10 cycle route (Shepreth to Melbourn)

16. On 9th June the City Deal Board approved expenditure of £550,000 for the A10 cycle route (Shepreth to Melbourn). Work on site has now commenced with completion by March 2017.

Milestones plan

The plan below illustrates estimated milestones for the City Deal tranche 1 infrastructure investment programme. These are of course estimates at this point, to be refined over time as further detail is developed and decisions are taken.

Scheme	2017/18				2018/19				2019/20				Later
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Tranche 1 schemes													
Cambourne to Cambridge corridor		Decision point	Consultation		Decision point		Consultation			Decision point			Mobilisation/construction
Chisholm Trail cycle link		Mobilisation/construction	Decision point	Mobilisation/construction									
Cross City Cycling	Mobilisation/construction	Mobilisation/construction	Mobilisation/construction	Mobilisation/construction	Mobilisation/construction	Mobilisation/construction							
A10 cycle link	Mobilisation/construction												
Milton Road bus priority		Decision point	Consultation	Decision point	Mobilisation/construction								
Histon Road bus priority		Decision point			Decision point	Consultation		Decision point				Mobilisation/construction	Mobilisation/construction
A1307 Three Campuses to Cambridge	Consultation	Consultation		Decision point					Decision point	Mobilisation/construction	Mobilisation/construction	Mobilisation/construction	Mobilisation/construction
City Access		Decision point	Consultation	Consultation									
Potential tranche 2 schemes													
A10(N) study			Decision point										
Western Orbital		Decision point											

Decision point
Consultation
Mobilisation/construction

Appendix 3: Workstreams/projects and contribution to overall vision and strategy

The City Deal includes a wide range of workstreams and projects, all seeking to deliver the City Deal's vision. The table below illustrates the headline objectives of these workstreams and projects, as well as identifying which of the outcomes contained within the City Deal document they contribute to. These outcomes are:

1. An infrastructure investment fund with an innovative Gain Share mechanism.
2. Accelerated delivery of 33,480 planned homes.
3. Delivery of 1,000 extra new homes on rural exception sites.
4. Delivery of over 400 new apprenticeships for young people.
5. Provision of £1 billion of local and national public sector investment, enabling an estimated £4 billion of private sector investment in the Greater Cambridge area.
6. Creation of 44,000 new jobs.
7. Creation of a governance arrangement for joint decision making between the local Councils.

Workstream (bold)/ project	Headline objective	1	2	3	4	5	6	7
Communications	Communicate the vision and aims of the City Deal to a range of audiences.							
Economic development and promotion	Enhance the alignment of public and private sector partners 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.					X	X	
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.	X						
Governance	Create a governance arrangement for joint decision making between the local Councils that provides a coordinated approach to the overall strategic vision.							X
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		X	X				

	housing, and deliver 1,000 extra new homes on rural exception sites.							
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.	X	X				X	
A1307 Three Campuses to Cambridge	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.		X				X	
A428-M11 segregated bus route / A428 corridor Park & Ride / Madingley 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.		X				X	
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.		X				X	
City Access	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.		X				X	
Cross-city cycle improvements and A10 Cycle scheme	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.		X				X	
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.		X				X	
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).		X				X	

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.	X				X		
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.				X			
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.						X	
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.		X				X	

Appendix 4: Executive Board forward plan

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.

Page 39

Item title	Summary of decision (including notice of confidential or exempt information, if appropriate)	Officer lead(s)	Key decision?
Joint Assembly: 7 June 2017 Executive Board: 15 June 2017		Reports for each item to be published: 25 May 2017	
Future Investment Strategy for Tranche 2 and beyond	To consider the prioritisation methodology and criteria for investments, as well as the potential for synergies with the Combined Authority and other bodies	Tanya Sheridan	No
Cross City Cycling Improvements	Determination of Traffic Regulation Orders and update on scheme progress.	Graham Hughes	No
Milton Road and Histon Road bus, cycling and walking improvements	To consider the outcomes from design workshops and determine a response to Local Liaison Forum resolutions on project design principles for Milton Road and set delivery priorities for both Milton Road and Histon Road projects.	Graham Hughes	No
City Deal progress report	To monitor progress across the City Deal workstreams, including:	Tanya Sheridan	No

	<ul style="list-style-type: none"> • 2016/17 end of year financial monitoring report. • An extended update on the payment-by-results mechanism and independent economic assessment panel. • Six-monthly report on housing. • Six-monthly report on skills, including progress on employer demand for apprenticeships and careers advice. • Six-monthly report on Smart Cambridge. 		
Joint Assembly: 19 July 2017 Executive Board: 26 July 2017		Reports for each item to be published: 6 July 2017	
Cambourne to Cambridge schemes: <ul style="list-style-type: none"> • Madingley Road • A428-M11 • Bourn Airfield / Cambourne busway 	To consider detailed work undertaken since the Board decision in October, a revised update on the programme, and approve public consultation on a preferred option.	Graham Hughes	Yes
Western Orbital	To consider detailed work undertaken since the Board decision in November.	Graham Hughes	No
City Access congestion reduction proposals	To update on latest work on the City Access congestion reduction proposals	Graham Hughes	No
City Deal progress report	To monitor progress across the City Deal workstreams, including the latest financial monitoring information.	Tanya Sheridan	No
Joint Assembly: 13 September 2017 Executive Board: 20 September 2017		Reports for each item to be published: 1 September 2017	
Future Investment Strategy for Tranche 2 and beyond	To consider the proposed long list of potential schemes, along with the potential use of a proportion of future City Deal funding for a rolling fund and a fund for smaller scale measures. To include schemes identified through the A10(N) study.	Graham Hughes	No
Milton Road bus, cycling and walking	To approve detailed design for statutory consultation.	Graham Hughes	Yes

Histon Road bus, cycling and walking improvements	To consider the outcomes from design workshops and determine a response to Local Liaison Forum resolutions on project design principles.	Graham Hughes	No
(Provisional) City Deal Environmental Design Guidance	To consider and adopt a revised Environmental Design Guidance document.	Graham Hughes	No
(Indicative) Skills investment case	To consider the case for scaling up skills work following agreed pilots on employer demand for apprenticeships and careers advice in schools.	Stella Cockerill	Yes
City Deal progress report	To monitor progress across the City Deal workstreams, including the latest financial monitoring information and the six-monthly report on the Strategic Risk Register	Tanya Sheridan	No
Joint Assembly: 15 November 2017 Executive Board: 22 November 2017		Reports for each item to be published: 3 November 2017	
City Deal progress report	To monitor progress across the City Deal workstreams, including: <ul style="list-style-type: none"> • The latest financial monitoring information. • Six-monthly report on housing. • Six-monthly report on skills. • Six-monthly report on Smart Cambridge. 	Tanya Sheridan	No

This page is left blank intentionally.

Agenda Item 7



**GREATER
CAMBRIDGE
CITY DEAL**

Securing future prosperity

Report To: Greater Cambridge City Deal Executive Board 8th March 2017

Lead Officer: Chris Malyon, Cambridgeshire County Council

Budget Setting 2017/18

Purpose

1. The Greater Cambridge City Deal is a unique opportunity to secure the future of Greater Cambridge as a leading UK and global hub for research and technology, support economic growth and enhance quality of life for people in Cambridge and South Cambridgeshire. The GC City Deal partnership aims to invest £1 billion in the infrastructure we need to connect new homes and jobs, so our city region can grow in a sustainable way, benefitting those who live, work, study and visit it. It aims to: bring about a step change in sustainable transport infrastructure and networks; ensure employers have access to the skills they need and people in Greater Cambridge and Cambridgeshire benefit from the employment opportunities growth affords; and accelerate delivery of 33 500 homes, so that there is more housing people can afford, closer to new jobs. These changes will enable us to secure and share our city region's future prosperity.
2. Allocating the City Deal's resources in the right way is key to realise the opportunities the City Deal affords and achieve its objectives. It is also important to allocate resources to ensure investment advice and decision support enable the Executive Board to make informed decisions on the economic growth impacts of City deal investments and ensure they are delivered on track and on budget. Evidencing this will be key to unlocking further infrastructure funding from Government and elsewhere to secure the infrastructure improvements Greater Cambridge needs to support its local plans, ensure economic growth and continued quality of life. This paper seeks Board agreement to an allocation of resources for 2017/18 and for future years to support these objectives.

Recommendations

3. That the Executive Board agrees to:
 - Allocate additional or new resource to:
 - (i) Developing up to 12 cycling 'greenways' in South Cambridgeshire (£480K for development work over 2 years (2017 – 2019)).
 - (ii) City Access project – invest £5.045m to accelerate the delivery of the eight point plan. The need for significant resources was detailed in paragraph 13 of the January 2017 Board report. It enables the parallel and balanced progression of the eight delivery plans, including prioritisation of a parking strategy (£250K) and required staffing resources (£702K).
 - (iii) Co-investment in electric vehicle charging points across Cambridge (£100K one off cost in 17/18)

- (iv) Travel audit to support case for Cambridge South Station and future transport requirements for the Biomedical Campus (£150K one off cost in 17/18).
 - (v) Initial feasibility work on South Cambridgeshire Travel Hubs, including on key routes (£100k one off cost in 17/18)
 - (vi) Strengthening programme management, governance, strategy and coordination capacity and funding finance and Democratic Services support (£339K over 3 years, mostly up front investment).
 - (vii) Strengthening public engagement and communications by investing in better systems, capacity and expertise (£338K over 3 years).
 - (viii) One year funding to Cambridge Promotions Agency to transition to fully-funded model (£40K).
 - (ix) Greater Cambridge strategic planning and transport framework – towards 2050 (£230K one off cost in 17/18).
 - (x) City Centre spaces and movement framework (£150K one off cost in 17/18).
 - (xi) Scaling up the Smart Cambridge programme and attracting further investment in data and technologies (£1.640m over 3 years). It will focus on three aspects: (a) Better quantity, quality and use of data to improve information available to citizens, (b) Embedding digital solutions and emerging technology in City Deal work streams to ensure long term sustainable success, and (c) A collaborative approach that uses the power of digital technologies to galvanise the business, community and academic sectors to work together and use their combined strengths to produce better outcomes for Greater Cambridge
- To consider later in the year the following two indicative requests and to develop detailed business cases to enable Board decisions:
 - (i) Implementation of Residents' Parking Schemes within Cambridge City (indicative maximum of £1.0 m over 3 years).
 - (ii) Scaling up original pilot skills work on stimulating business demand for apprenticeships and improving careers advice in schools into second phase of activity and investing in a wider reach (indicative maximum of £2.1m over 3 years).

4. **That the Executive Board notes**

- The financial position, including that all partner authorities have agreed to contribute 40% of their respective New Homes Bonus (NHB) allocation from 2017/18 to 2019/20.
- That if the proposed allocations are approved, this would mean an over-allocation of existing available resources of £4.8m, which would have to be treated as a managed risk to be offset with either new Tranche 2 funding, other funding, or reductions in agreed schemes in future years. Given over half the Infrastructure Programme budget is forecast to be spent beyond 2020 this is considered an appropriate strategy to maximise outcomes within available resources.
- The “Programme management and early scheme development including Tranche 2 prioritisation” budget has been reduced from £10.45m to £4.95m.
- That further to the Financial Strategy agreed last November, all infrastructure Schemes profiles have been updated to reflect the latest estimated forecast of expenditure across the years, with total forecast spend unchanged (except in “Programme management and early scheme development”, see above, which has reduced).

- The existing £3m “City centre capacity improvements” budget has been moved into the Operations Budget along with the proposed new funding so it is all in one place.
- That all existing commitments will be reviewed on an annual basis to inform financial profiling and prioritisation of resources.
- That funding is treated flexibly between the Infrastructure Budget and the Operations Budget, where necessary, to maximise the use of resources.
- In 2018, a two year budget will be developed in order to align with external factors e.g. Gateway Review

Reasons for Recommendations

5. The proposed allocations of resource would support the overall City Deal strategy and programme delivery by:
 - Enabling the GCCD partnership to **invest to accelerate economic benefits and/or unlock further investment** from Smart Cities infrastructure and collaborations; investing in all eight City Access delivery plans so that they can be progressed in parallel which will accelerate the delivery of benefits; from investment in cycling infrastructure to improve key commuting routes in South Cambridgeshire; by helping to facilitate a new station on the Biomedical Campus (Cambridge South station); by co-investing in electric vehicle infrastructure; by investing for one more year in Inward Investment and Promotion and *subject to business case and confirmation of additionality*, in skills development;
 - Funding further **strategy development** for Greater Cambridge into the 2020s and beyond by: resourcing delivery of the transport strategy, particularly around parking and bus networks; enabling the Partnership to accelerate the development of longer-term strategies; and embedding a holistic approach to movement and place, so that transport, urban realm, environment and planning are visibly joined up to enhance the quality of place. To date, strategy development has been done ‘on top of the day job’ – Assembly and Board members, business and the public are keen to see a more strategic, evidence based and joined up approach, which will need some dedicated resource to embed fully;
 - Investing in **key enablers** to delivery and development of the programme, in other words the programme management and coordination and communications functions in 2017/18. This will enable the Partnership to improve public engagement and information quality, implement the recommendations of the recent external assurance review and take the programme to the next level.
6. At this stage, it is recommended that funding be agreed to develop a joint approach to parking. This will ensure a clear evidence-based approach to parking policies across the City Council and County Council, supporting the Cambridge Access project. It is recommended that funding be provisionally agreed for consultation on an agreed set of residents’ parking zones, with a final decision to be taken once this evidence is available. The evidence base and joined up strategy would also facilitate better, clearer consultations.
7. It is recommended that additional funding to scale up the investment in skills be a provisional allocation, subject to an investment case to be presented in June. This will need to set out the benefits of the scale up and demonstrate additionality to other

planned adult skills activity.

Background

8. This report takes forward the City Deal Financial strategy (approved in November 2016) which developed a structured framework within which the Board would identify the resources at its disposal and propose a financial governance framework to ensure that resources are used effectively.

GCCD objectives

9. The Greater Cambridge City Deal is a partnership investing for sustainable economic growth in Cambridge, South Cambridgeshire and indeed beyond. The Deal Document sets out the strategic objectives of GCCD investments, which are
 - to nurture the conditions necessary to enable the potential of Greater Cambridge to create and retain the international high-tech businesses of the future;
 - to better target investment to the needs of the Greater Cambridge economy by ensuring those decisions are informed by the needs of businesses and other key stakeholders such as the universities;
 - to markedly improve connectivity and networks between clusters and labour markets so that the right conditions are in place to drive further growth;
 - to attract and retain more skilled people by investing in transport and housing whilst maintaining a good quality of life, in turn allowing a long-term increase in jobs emerging from the internationally competitive clusters and more university spin-outs.
10. In support of sustainable economic growth, GC City deal is investing in 4 priority areas. Improving transport infrastructure, delivering more homes and homes people can afford and ensuring we have the skills that our key sectors – research, life sciences, technology, construction, city centre retail and tourism – need as well as Smart Cities investment are key to securing and sharing future prosperity. The headline objectives for each of these 4 themes are:
 - **Transport** - Delivering projects to improve local transport networks, improve connectivity and provide more sustainable travel options between key residential and employment areas.
 - **Housing and strategic planning** - Speeding up planned housing development to deliver 33 500 planned new homes, including affordable housing and 1000 extra homes on rural exception sites.
 - **Skills** - Working with young people and employers to create more training opportunities and 420 extra apprenticeships.
 - **Smart Cities** - Capitalising on our region's innovation and technological capability to make Cambridge a world-leading Smart City.
11. The Greater Cambridge City Deal is a 'Gainshare' agreement. In order to unlock further Government funding for infrastructure our city region needs, we need to demonstrate that we can deliver agreed projects on track and on budget, deliver anticipated benefits and, in the longer term, that we have prioritised investments that produce additional economic growth in Greater Cambridge. This, and the strategic objectives of the GC City Deal, need to be key considerations in allocating resources.

Resources available and allocation

12. City Deal funding is currently derived from:-

- City Deal Grant funding
 - New Homes Bonus (NHB)
 - Estimated S106 receipts (project / scheme specific)
 - Interest on grant balances
 - Staff resources from the three councils, the LEP and the University
13. Transport investments were prioritised in January 2015 according to economic benefits, particularly the contribution to the 33 500 new homes and 44 000 jobs the City Deal facilitates, their deliverability and their potential to improve sustainable transport. Investments in skills, the Housing Development Agency, Smart Cities, inward investment and promotion and central programme coordination were also decided in early 2015, in order to deliver City Deal commitments and objectives.
14. The total infrastructure programme that was established for Phase 1 is in excess of the overall resource envelope. This approach was considered reasonable so long as either the triggers required at the end of Phase 1 can be achieved and therefore Phase 2 funding is released, match funding can be provided from other sources, or some schemes can be curtailed or reduced to within existing resources (if it becomes known that Phase 2 funding will not become available).

Proposals for new and increased spend

15. The Financial strategy confirmed that all proposals for new investment will be supported with a robust business case proportionate to the size of the investment required and setting out how the proposal achieves the agreed aims of the City Deal.
16. As part of annual business planning, senior officers delivering City Deal work streams were asked to consider whether there were any areas where further investment was needed either to capture existing Board commitments or in order to deliver against the City Deal agreement and objectives. All new proposals have been assessed in terms of their contribution to the City Deal strategic objectives and economic growth, and to see when and how they will assist in ‘unlocking’ future funding. This has been achieved by using the 3 triggers set out by government as possible triggers for the 2019 Gateway Review.
- Trigger 1 relates to ‘outputs’ and looks at existing workstreams to check that they are on time and on budget.
 - Trigger 2 relates to the direct benefits that are gained from projects and include measurable metrics and / or performance indicators such as changes to journey times, decreased carbon emissions, number of charging units.
 - Trigger 3 relates to economic impacts and includes much longer term measures of the size and growth of the business sector, employment and housing data. It is worth noting that the 2019 Gateway Review may be a little early to be able to fully judge economic impact across all workstreams
17. Each proposal has also undergone a challenge session to assess what extra will be delivered by the additional funding, what gap it seeks to address and whether there are any alternative funding sources that could be used instead. The analysis and business case summaries form appendix 1 to this paper.
18. It was previously agreed that funding from NHB and interest should be mapped to the Operations Budget and the S106 funding and the City Deal grant should be mapped to the Infrastructure Budget. However, the situation is becoming increasingly complex given the overall Infrastructure Budget exceeds available resources and the

infrastructure and operations budget and some flexibility will be required across the two pots.

Considerations

19. The Executive Board approved the City Deal Financial Strategy in November 2016. It assumed that partner authorities would continue to contribute 50% of their respective NHB (relating to the City Deal area) to the City Deal. The figures below show total funding of the operational budget if 50% of the NHB as published in the Provisional settlement is allocated to City Deal.

Operational Budget – Funding	Total	Actual 2015/16	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20
50% NHB Contributions	£000	£000	£000	£000	£000	£000
NHB	11,870	4,586	7284			
NHB - Cambridge City	8,235			2,981	2,705	2,549
NHB - South Cambs	5,071			1,963	1,519	1,590
NHB – CCC	3,131			1,279	945	907
Interest accrued on grant funding	268		89	101	78	
Total funding	28,575	4,586	7,373	6,324	5,247	5,046

20. The residual part of the NHB allocation is used to fund core services in all partner authorities. Following the government consultation the NHB allocations have been reduced compared to previous years and this has impacted on all partner authorities, and the pressure of the reduction requires partner authorities to protect their core services by proposing reducing the % of NHB they can use to fund the City Deal. It is proposed that all partners contribute 40% of NHB from 2017/18 onwards. This reduces the available funding for the Operational Budget by £3.287 over 3 years as follows:-

Operational Budget – Funding	Total	Actual 2015/16	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20
40% NHB Contributions	£000	£000	£000	£000	£000	£000
New Homes Bonus	11,870	4,586	7,284			
NHB - Cambridge City	6,588			2,385	2,164	2,039
NHB - South Cambs	4,057			1,570	1,215	1,272
NHB – CCC	2,505			1,023	756	726
Interest accrued on grant funding	268		89	101	78	
Total funding	25,288	4,586	7,373	5,079	4,213	4,036

21. The Infrastructure Budget and Operations Budget has been updated to reflect the latest proposed profiles and are attached as Appendix 2. It also shows reflects the estimated S106 receipts and the City Deal Grant.
22. In the absence of the new proposals, across both the Infrastructure Budget and the Operations Budget there is a surplus of £6.9m. This is the existing amount of unallocated funding (assuming some flexibility between the two budgets) available to fund all the new investment proposals (which total £11.7m). However, the Board may decide to over-allocate the Phase 1 funding on the assumption the triggers to release Phase 2 funding will be achieved. This are obviously risks with this approach, and an exit strategy will need to be developed in case Phase 2 funding is not made available (because the triggers are not met or the Government changes its priorities). An exit strategy will identify those schemes to scale back or cancel and given over half the current funding is planned to be spent in and beyond 2020 it should be possible to scale back schemes if it becomes known Phase 2 funding is not going to be made available.
23. It is important to note that there are risks over achievability of the S106 receipts and also new pressures may occur on existing schemes. It is in the nature of major infrastructure schemes that costs 'firm up' as the scheme is developed, therefore it is important there is an annual review of priorities and budgets before the start of each financial year. It is inevitable that many project budgets will change (either increase or decrease) as the schemes are further developed and go through consultation processes.
24. That said, the need for additional investment has been identified to support overall strategic priorities. Table 3 shows how the proposed allocations support City Deal objectives and the rationale for recommendations.



Objective	Project name	Project descriptor	Recommendation and rationale	Total amount requested
<p>Transport - Delivering projects to improve local transport networks, improve connectivity and provide more sustainable travel options between key residential and employment areas.</p>	<p>Greenways</p>	<p>Transport infrastructure: Developing up to 12 cycling 'greenways'</p>	<p>The Board to consider an 'invest to accelerate option' by investing in feasibility work in order to attract future funding either through tranche 2 or alternative funding.</p> <p>But the Board should be aware of the risk of investing in feasibility work if future funding is not available.</p>	<p>£480,000 for a new piece of work over 2 years</p>
<p>Transport - Delivering projects to improve local transport networks, improve connectivity and provide more sustainable travel options between key residential and employment areas.</p>	<p>Residents' Parking</p>	<p>Provisional allocation for the development and implementation of Residents' Parking Schemes within Cambridge City.</p>	<p>The Board to consider ring fencing funding for residents' parking subject to the development of a joined up parking strategy. The provision for the joined up strategy is in the City centre Access project.</p> <p>The Board has indicated a willingness to fund consultation on and if agreed implementation of residents' parking zones, and at the same time wants to ensure mitigation of the impacts of any significant changes to on-street parking. It is recommended therefore that the parking strategy work should inform a final decision on whether to fund consultation and potential one-off implementation of residents' parking zones.</p>	<p>Provisional £1,000,000 over 3 years to implement residents parking work, subject to strategy work</p>
<p>Transport - Delivering projects to improve local transport networks, improve connectivity</p>	<p>City Access</p>	<p>Cambridge Access project – delivery of the 7</p>	<p>The Board to consider investing in the delivery of the City Access Project, the recommendations of which were approved by Executive Board in January 2017</p>	<p>£,5,045,000 over 3 years</p>

and provide more sustainable travel options between key residential and employment areas.		point plan to include cycling and bus improvements, demand management, air quality and parking strategy as well as compliment the Smart technology workstream.	and which will contribute significantly to a number of standard outcomes (Trigger 2) for the Gateway Review. Funding additional to the initial allocation of £3 million is needed as explained in the report the Board considered on 25 th January The Board to note that an allowance for £250,000 is included for the development of a parking strategy to align all parking related activity into a coherent strategy.	allocation to complete work.
Transport - Delivering projects to improve local transport networks, improve connectivity and provide more sustainable travel options between key residential and employment areas.	Rapid Charge for taxis	Co-investment in electric vehicle charging points across the city.	The Board is recommended to approve funding. This is a well advanced delivery project whereby impact is dependent on the cumulative funding secured. It will contribute to a number of standard outcomes (Trigger 2) for the Gateway Review.	£100,000 match funding
Transport - Delivering projects to improve local transport networks, improve connectivity and provide more sustainable travel options between key residential and employment areas.	Cambridge South train station and Biomedical campus travel audit.	Travel audit to support case for Cambridge South Station and future transport requirements for Biomedical Campus.	The Board is recommended to invest in this 'enabling' project. This work would not contribute directly to delivery outcomes but would be an investment in the collation of required intelligence to inform future work around a major employment growth and housing growth area to the South of Cambridge. This links to work on the Western orbital/ M11 Junction 11 and the A1307 Three Campuses to Cambridge. But the Board should be aware of the risk of investing in feasibility work if future funding is not available.	£150,000 for a new piece of work
Transport - Delivering projects to improve local transport networks, improve connectivity	Rural Transport Hubs	To investigate the benefits of a Rural Transport	The Board to consider investing in this feasibility work to inform both current and future projects, to include sites identified by Parish Councils and other appropriate	£100,000 for a new piece of

and provide more sustainable travel options between key residential and employment areas.		Hub network in South Cambridgeshire.	sites on significant public transport routes.	work
Multiple objectives or economic growth	Central Programme Co-ordination Team	Strengthening programme management, governance and coordination capacity	The Board to consider investing additional funding in this 'enabling' workstream which will be central to the success of the 2019 Gateway Review process and 'unlocking' future funding.	£339,000 increase on budget allocation over 3 years, mostly in 2017/18
Multiple objectives or economic growth	Community engagement and Communications	Strengthening public engagement and communications through a small, targeted staffing resource and specialist communications software.	The Board to consider investing additional funding in this 'enabling' workstream, which although is not a direct delivery function plays a vital role to support and enable delivery, particularly of transport projects and will contribute to a number of standard outcomes (Trigger 2) for the Gateway Review.	£338,065 increase on budget allocation over 3 years (£124,065 staff and £214,000 non staff)
Multiple objectives or economic growth	Cambridge Promotions Agency	An organisation to promote Cambridge and attract inward investment	The Board to consider funding for one additional year given the 2016 referendum decision, and changes to national and international landscapes. The Board may wish to consider whether City Deal is the right funding vehicle if further funding is given, especially given that previous agreement was not to fund the CPA beyond March 2017.	£40,000 – extension of funding for one year
Housing and strategic planning - Speeding up planned housing development	Strategic planning and transport framework	Greater Cambridge strategic planning	The Board to consider investing in this 'enabling' work to accelerate the preparation of for the Local Plan review in 2019 and City deal commitment to a single	£230,000 for new piece of

to deliver 33 500 planned new homes, including affordable housing and 1000 extra homes on rural exception sites.		and transport framework – towards 2050	local plan for Greater Cambridge, which should combined housing and transport. This work also supports development of longer term vision and strategy.	work
Housing and strategic planning - Speeding up planned housing development to deliver 33 500 planned new homes, including affordable housing and 1000 extra homes on rural exception sites.	Spaces and movement supplementary planning document	A framework is required to ensure that the quality of the built environment, the movement networks and key spaces are maintained and enhanced.	The Board to consider investing in this ‘enabling’ work to give pace to the information required to underpin long term decisions about space, movement and public realm. The Board is to note that there some match funding for this work from Cambridge City Council and officers are seeking other alternative funding sources, but at the time of writing this had not been agreed. So the funding sought would be the maximum amount.	£150,000 for new piece of work
Smart Cities - Capitalising on our region’s innovation and technological capability to make Cambridge a world-leading Smart City.	Smart Cambridge	Scaling up the Smart Cambridge programme and attracting further investment in data and technologies.	The Board to consider an ‘invest to accelerate’ option to fund better data flow to assist with changing transport modes, give the programme the ability to access national and European knowledge and funding opportunities, and embed innovation to inform future strategies and ensure people in Greater Cambridge benefit from technological innovations.	£1,640,000 increase on budget allocation over 3 years
Skills - Working with young people and employers to create more training opportunities and 420 extra apprenticeships	Skills	Subject to outcome of the evaluation of initial pilots, scaling up work on stimulating business demand for apprenticeships and improving careers advice in schools	The Board to consider an ‘invest to accelerate’ option to. This would increase the reach and impact of the skills workstream, and which will contribute to a number of standard outcomes (Trigger 2) for the Gateway Review. The Board to consider ring fencing the requested funds, subject to a further business case detailing the impact of pilots and where activity additional to LEP and Combined Authority programmes is needed to meet City Deal objectives and the deliverables in the Deal document. The June progress report will provide a further update on this work, with a view to a business case being put	<i>Indicative maximum of</i> £2,100,000 increase on budget allocation

			to the Board in the Summer.	
--	--	--	-----------------------------	--



More detail on key allocations

25. The proposed increases for the **City Access project** reflect the progress made identifying project elements since the original allocation of £3 million was made in January 2015. Developing all eight elements of the plan, including physical demand management measures, a work place parking levy and potentially a Clean Air Zone will require staff and consultancy resource, as well as investment in measures and systems if approved. The need for significant extra resource for Delivery Plans was noted in the report on Cambridge access the Executive Board considered in January 2017 and the Delivery plans agreed, with an extra one added. The additional amount of £5.045m is proposed for this; budgets will need to be monitored as part of the Board's decision-making on the scheme. Some increase in staff resource is needed to deliver the delivery plans, in particular to ensure and deliver coherent strategies on bus network improvements, cycling and parking. These work streams would benefit the City Deal transport programme as whole, not just the City Access project.
26. The agreed delivery plans are:
- (i) Evidence and joined-up thinking (added by Board on Assembly's advice)
 - (ii) Bus improvement delivery plan
 - (iii) Communications and engagement delivery plan
 - (iv) Cycling provision delivery plan
 - (v) Demand management delivery plan
 - (vi) Parking management delivery plan including a workplace parking levy and on-street parking controls –this includes provision for work on a joined-up parking strategy
 - (vii) Public space & air quality delivery plan including pedestrian infrastructure – partly covered by Spaces and Movement Supplementary Planning Document
 - (viii) Smart technology delivery plan – in the Smart Cities bid
 - (ix) Travel planning delivery plan, to include travel planning for key employment sites, schools etc.
27. It is proposed that this funding be allocated from the 'Early scheme development and tranche 2' budget, which was allocated for the development of future schemes.
28. The proposed increase for the **Programme management and Central Coordination** budget would ensure the Programme has the necessary support to deliver and to develop longer-term strategies that the Assembly and Board are seeking. It covers:
- Funding of democratic services and finance support for the 3 years, as agreed in the November Medium-term financial strategy

- Hiring the services of an Interim Chief Executive for the first half of the financial year to lead the further development of the Programme and a small additional allocation for support to implement the External Assurance review and drive improvement and change in governance and other processes.
29. The proposed increase to the **Community Engagement and Communications** budget is to:
- Invest in online channels and software to improve engagement, customer experience, information management and consistency, including development of a new mobile-optimised website, e-newsletters, news management platform and the necessary licences to maintain these improvements.
 - Improve capacity and expertise to support community and stakeholder engagement for major schemes, stakeholder events and statutory consultation, including to gain the views of under-represented groups.
 - Improve provision and flow of internal information, supporting staff in the delivery of City Deal work and to improve the quality of information available to the public/members.
 - Access to digital design and multi-media skills to improve presentation of complex or technical information and evidence.
30. The proposed increase in funding for the **Smart Cambridge programme** would enable a scale-up to deliver:
- More visible transport information and better data flows for the public, supporting modal shift, for example by providing visualisations to improve journeys;
 - Good data to inform future transport investment plans, supporting both the prioritisation of future investments for the 2020s and longer-term thinking towards 2050
 - Better data for highways management and to inform future transport modelling to improve people’s journey experiences;
 - Capacity to attract significant national and, while still available, European funding for smart technologies funding.
31. The **Skills** work stream could potentially be scaled up to deliver a much more significant increase in apprenticeships, and therefore opportunities for young people, than already planned. At this stage it is too early to assess the potential impact of this, as annual statistics needed to assess the effectiveness of intervention so far are not yet available. A detailed proposal and investment case will be brought to the Board in the summer setting out potential additional skills investments and the case for them. This will need to be developed in tandem with the Combined Authority plans for skills.

Implications

32. 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

33. As set out in the body of the report, the recommended additional allocations are to ensure sufficient resource is available to deliver strategic objectives and ensure that triggers are met for future funding. The overall impact would be that the programme is

overcommitted by £4.9m overall and an exit strategy would be needed if further funding is not forthcoming.

Legal

34. No significant implications

Staffing

35. Proposed additional investment includes some additional staffing. Without an increase in staff resources, there is a very high risk of not delivering on agreed plans.

Risk Management

36. Allocating additional resource as recommended would help to mitigate strategic risks around failure to secure future funding and stakeholder engagement and consultation not being representative of Greater Cambridge [add reference to relevant strategic risks, cross-referencing the risk register]

Equality and Diversity

37. Investing more in engagement and communications will improve ability to reach groups currently less well engaged in proposals, for example younger people.

Climate Change and Environmental

38. The proposed additional investments would support the overall goal of significantly improving public transport and cycling infrastructure, including securing future investment needed to do this. This helps achieve climate change mitigation goals and improvements to air quality. Investing in Cambridge Access project, electric taxi charging points, travel audit to support Cambridge South station and programme management are of particular significance here.

Consultation responses and Communication

39. Reflects internal consultation with senior managers.

Background Papers

List any background papers referred to in writing the report and links or details of where they can be accessed if necessary.

Report Author: Sarah Heywood – Head of Finance and Performance
Telephone: 0345 045 5200

This page is left blank intentionally.

Fit with City Deal objectives

<p>Transport objectives - The City Deal will invest in enhancing transport infrastructure that makes it easier for people to travel between places of work, home or study using sustainable modes of transport, reduce congestion and support our city region's connectivity with regional and national transport networks</p>	<p>Innovation objectives - 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.</p>	<p>Housing objectives - We will accelerate the supply of new homes and create more affordable housing in sustainable locations in Cambridge and South Cambridgeshire, maintaining Cambridge as a compact city.</p>	<p>Skills objectives- 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>
---	---	---	---

Page 59

<p>Gateway Review criteria against which the bids could be evaluated</p>	<p>Outputs - where there is a current / existing workstream, the extent to which this is on time and on budget, and /or has experienced a significant increase in budget profiling in the last financial year. This is Trigger 1 in the 2019 Gateway Review</p>	<p>Standard outcomes (direct benefit realisation) - which could include changes in journey times; increased public transport frequencies; changes in reliability; improved road safety; customer satisfaction, decreased carbon emissions, noise and air quality; numbers of new units e.g. signal or charging units; park and ride spaces; kms of roads/bus lanes/cycleways and lanes - Potential trigger 2 in 2019 Gateway Review</p>	<p>Economic impact - such as increased connectivity, labour catchment within set journey times (heat maps), size of business sector, households data, housing development and employment development. Potential trigger 3 in 2019 Gateway Review</p>
---	---	---	--

<p>Deliverability</p>	<p>What extra will be delivered with the additional funding?</p>	<p>What would happen in less or no funding is provided?</p>	<p>What other funding opportunities are there?</p>
------------------------------	--	---	--

<p>Value for Money</p>	<p>Economic benefits exceed the cost of the investment and future maintenance</p>
-------------------------------	---

<p>Quality</p>

Investment evaluation against criteria

Investment and description	Evaluation against objectives	Evaluation against criteria	Deliverability and key milestones	Alternatives explored and consequences of no funding.	Overall views / recommendation
<p>Greenways - Developing up to 12 cycling 'greenways' in South Cambridgeshire</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 60</p>	<p>Potential impact against transport objectives</p> <p>a) Safer, more direct, pleasant and convenient routes for cycling and walking in to Cambridge - measured in decreased number of police road casualty reports and cycle and pedestrian counts;</p> <p>b) Improved access to Cambridge City, employment areas, retail sites, green spaces, schools, leisure facilities and residential centres - measured in user perceptions surveys;</p> <p>c) Routes suitable for horses, subject to landowners' permission or other issues</p> <p>d) Enhancements to the environment, streetscape and air quality - measured through on-going pollution monitoring.</p> <p>e) Improved opportunities to access public transport</p> <p>f) No negative impacts on motor traffic</p> <p>Provided evidence of where a similar scheme has worked and compares villages with good cycling link and those with less and comparator cycling rates.</p>	<p>i) Cycling is an area that has experienced an uplift in budget recently.</p> <p>ii) The cycling team have recently reported a growth in numbers against standard outcomes.</p> <p>iii) Advanced funding for feasibility work (rather than waiting for feasibility work to start following any tranche 2 prioritisation) could contribute to a positive result for schemes achieving the outcomes forecast in their final business case within one year of opening (Trigger 2).</p>	<p>i) This is evaluation work for an existing project within an existing workstream.</p> <p>ii) There is no direct crossover with the City Access cycling schemes. The staff requested for this work are separate but are projects that would need to work closely together.</p> <p>iii) Greenways is more about discussion with parish councils and landowners, liaising with ramblers, horse owners and rural organisations bringing people into the City and then City Access take over from the ring road (so current gap).</p> <p>iv) The feasibility work could result in future spending commitments of up to £20 million if all of the 12 Greenways projects were taken forward. Therefore consideration to the likelihood of £20 million being available prior to considering whether to spend £480,000 on feasibility work. Cycling team's assessment is that past experience shows it is likely.</p> <p>v) Need to see whether Greenways is included on the long list of tranche 2 prioritisation and how this links with tranche 2 prioritisation work as funding Greenways would result in some work on the ground alongside tranche 2.</p> <p>vi) Key milestones - complete consultation on first 6 routes and report back to Exec Board in March 2018. Complete consultation on final 6 routes and report back to Exec Board - March 2019</p>	<p>i) The PID states that there is an allocation of up to £50,000 as of November 2016 for development work, with a recognition that further funding will be required for delivery. The work is currently being funded by the City Deal early scheme development budget. There could be consideration for some further funding from this pot but would not be able to fund the full £480k.</p> <p>ii) A cost benefit analysis is being undertaken of each of the 12 routes which will be available 1st March 2017 which will highlight VFM. This will inform which of the 6 routes are to be taken forward first.</p> <p>iii) Feasibility work will happen regardless of funding but relies on how quickly funds are available to progress the work.</p> <p>iv) If there was no funding provided from the 2017/2018 budget then the impact would be a delay in delivery (if prioritised for future City deal investment strategy) or that schemes aren't developed. If achieved funding now all preparation work could be undertaken so that future funds (City Deal or other) could be spent directly on works rather than starting the feasibility work</p>	<p>Decision to be taken whether wish to wait until the tranche 2 prioritisation is complete and see how much of the £20 million is awarded but this will result in a delay in the work starting on the ground as the feasibility work will not have started yet.</p> <p>The Board may wish to 'invest to accelerate' so that outcomes from the business case could be realised quickly to meet Trigger 2 in the Gateway Review but should note the risk that funding for delivery may not be available.</p>
<p>Residents Parking - consultation of and potentially one-off costs for implementation of Residents' Parking Schemes within Cambridge City</p>	<p>Proposal to fund consultation on the introduction of Residents' Parking Zones and, where supported, their one-off implementation costs. The Board has expressed willingness in principle to do this, subject to business case.</p> <p>Supports transport objectives as part of a joined up approach to parking and traffic management.</p>	<p>i) Could increase the quality of life and potentially road safety for residents where on-street parking negatively impacts their access to and from their houses, thus increasing customer satisfaction (Trigger 2 outcome)</p> <p>ii) Could disadvantage those who on lower wages / students if they cannot afford to pay parking charges and alternative transport is not available (negating potential impact against trigger 2 outcomes)</p> <p>iii) Cost neutral once implemented</p> <p>iv) 6 schemes are already in the pipeline and could be implemented by March 2019 with follow up and surveys by March 2020 - too late for 2019 Gateway Review</p>	<p>i) The bid is for funding for feasibility work for a delivery plan that has been submitted with the business case and would cover all 26 of the schemes in the delivery plan. The money covers the implementation costs with residents paying only the annual costs.</p> <p>ii) It is recommended that this is preceded by a small piece of work assessing how to align all parking activity across the city in its totality, which includes looking at what activities will add to parking displacement onto residential streets and the impact across the city and beyond of taking parking away from residential streets. This should be undertaken as part of the Cambridge Access project.</p> <p>iii) Key milestones are: Consultation completed all areas, results presented to City Deal Board & CJAC by March 2018; Drafting/advertising the Traffic Regulation Orders by May 2018; Objections considered June 2018; Implementation of all agreed schemes by March 2019; Follow up surveys and any minor changes implemented by March 2020</p>	<p>i) The recommended work on aligning parking activity would provide a better assessment of the potential contribution to the funding triggers and City Deal objectives and of the consequences of not funding; ii) If funding is not provided, residents' parking zones could still be consulted on and implemented, but this is likely to be slower and implementation costs would need to be paid by residents; iii) there is some risk that money would be spent consulting on residents' parking schemes but none were implemented and benefits could not be realised - an initial piece of work on overall strategy would help to mitigate this risk.</p>	<p>Potential option for the Board to consider whether ring-fencing funds for parking related activities and then subject to work on further alignment and timetabling of parking activities, then releasing funds if this work is satisfactory.</p>

Investment and description	Evaluation against objectives	Evaluation against criteria	Deliverability and key milestones	Alternatives explored and consequences of no funding.	Overall views / recommendation
<p>Rapid Charge for taxis -co-investment in electric vehicle charging points across Cambridge</p>	<p>Potential impact against transport objectives through enhancing the transport infrastructure using sustainable modes of transport.</p>	<p>Potential impact against decreased carbon emissions and air quality (Standard outcomes for Trigger 2)</p> <p>i) The move from diesel taxis to Electric taxis will cut local emissions of Nitrogen oxides and Particulate matter by up to 50%;</p> <p>ii) Using treasury 'damage cost approach' the financial benefits of this intervention can be estimated on the basis of the reduction in the tonnes of polluting emissions. On this basis and using data for Nitrogen oxides reductions from feasibility studies, emissions will be reduced by 1 to 2.5 tonnes giving a potential annual economic benefit of between £10,100 for a low uptake scenario and £101,010 for a high uptake scenario;</p> <p>iii) The target of 250 private hire and locally operating taxis will be fully electric or plug in hybrid gives an opportunity for the local car market and numbers of such vehicles could be monitored for impact.</p>	<p>i) The aim is to procure to a private company to run the charging stations with a small amount of revenue recouped to cover costs but also ensuring that using the charging points is not cost prohibitive to the relevant drivers.</p> <p>ii) Some links to City Access project but this funding is separate to the funding requested by City Access.</p> <p>iii) If at the same time car dealerships could be encouraged to offer incentives with electric or hybrid car sales, then could maximise impact.</p> <p>iv) Key milestones - consultation on necessary Taxi licencing policy changes in Cambridge City has already taken place during the Summer of 2016. Further consultation on the individual charge point installations will be subject to normal planning regulation and will be consulted on as appropriate.</p>	<p>i) City Deal funding is required to 'unlock' the remaining bit of OLEV (Office for Low Emission Vehicles) funding of £538,000. As a result of Cambridge City Council committing £100k funding over 4 years, this enables 4 charging points to be installed and is also enough to trigger a maximum of £300k funding from OLEV to provide an additional 9-12 charge points (combined total of 13 - 16 points). If the city can contribute a further £100,000 then this would be classed as total matching funding of around 25% of the total cost and would enable the release of a further £238,000 from OLEV. This further £338,000 would facilitate a further 25 fast and rapid charging points (total 19 fast and 25 rapid charging points across the City).</p>	<p>Well advanced delivery project whereby impact will depend on the cumulative funding secured.</p> <p>Would meet a number of Trigger 2 standard outcomes and with the first phase due to be completed by mid 2018, these could be monitored for the Gateway Review.</p> <p>Recommend funding.</p>
<p>Travel audit on future transport requirements for the Biomedical Campus, including Cambridge South Station</p>	<p>Potential enablers of impact against transport objectives</p> <p>i) Would provide the information to understand the necessary transport infrastructure and services required to serve the sites including a Cambridge South train station, which is identified in the Transport Strategy and plans;</p> <p>ii) The study would also provide essential information for building the transport connections between the CBC and other key businesses and employers, such as the University of Cambridge and the Science and research clusters to the south of the city.</p> <p>Potential impact against skills objective</p> <p>i) Would facilitate a high level of jobs growth as the site would be a more attractive and successful employment site and allow the high tech and biomedical research sector to flourish</p>	<p>This is enabler work that would provide the intelligence and detail to inform future work. On its own it will not deliver direct benefits but would contribute towards existing workstreams and would enable future transport schemes that would have a long term economic benefit, assisting with trigger 3.</p>	<p>i) Funding could be available from Astra Zeneca and so this would be some matching funding against this. A question to be asked whether there are any other companies who would also be willing to contribute towards this work?</p> <p>ii) This work could result in significant spending commitments if the train station is taken forward and the total amount of private sector funding was not forthcoming Therefore consideration to be given whether the Board would consider funding a train station prior to considering whether to spend £150,000 on feasibility work</p> <p>iii) Key project milestones - Data collection - surveys, staff home postcodes, current conditions, travel patterns and service provision; LEP discussions with CBC partners, discussions with John Laing and A1307 project lead; Data analysis of stage 1 surveys and assessment/modelling of local transport impacts of Cambridge South Station; Draft Report; Production of Travel Audit Report and Outline Business Case for Cambridge South Station</p>	<p>There are already studies underway around this area 1) City Deal is already undertaking a study looking at the A1307 corridor which connects to the front of the CBC site and 2) John Laing is also undertaking a study looking at the feasibility of a Cambridge South railway station to serve the site. This piece of work would provide intelligence that neither study is currently looking at, which is the transport patterns of now and potentially the future.</p> <p>Doing the work early in 2017 would match the pace of the station study and could form part of the tranche 2 programme.</p>	<p>This is an enabler project with no direct or short term delivery outcomes but will facilitate future delivery outcomes and tranche 2 projects that would inform later Gateways. Would be an investment in intelligence to inform current, planned and future work and the board would be minded to recommend funding.</p>

Investment and description	Evaluation against objectives	Evaluation against criteria	Deliverability and key milestones	Alternatives explored and consequences of no funding.	Overall views / recommendation
<p>Cambridge Promotions Agency - an organisation to help get the people and employers into the region who will continue the desired economic growth. One further year of funding.</p>	<p>The aim is to bring private sector funding into the wider region to secure and create local jobs as part of the 44,000 target by 2031.</p>	<p>Contributes towards Trigger 3 (economic growth indicators) i) Between July 2015 and the end of 2016, the CPA (managed by Cambridge Network) has recorded over 130 new relationships (average of 7.2 per month), resulting in 20 known investments of various sizes (15% conversation rate). ii) The business case gave specific four examples of investment that could be attributed to Cambridge Network and CPA. States at least 25 jobs with potential to increase to over 200.</p>	<p>i) Investment in a press office is focused on international awareness raising and driving traffic to the website. ii) Based on minimum of same levels of enquiries of 7.2 per month (though would expect to grow if increasing press coverage), then same conversation rate would be 1.08 enquires converted into investment per month. iii) If take the individual \$10million (£8.3million) investment alone from one company, the £150,000 initial investment is just 1.8% of investment gained and more than adequately covers the initial investment made.</p>	<p>i) SLA stated no further funding beyond initial funding. However, the current context is different context to that when the SLA was first developed, including Brexit and focus from a changed government. Also, the originally proposed funding model, whereby potential inward investors pay for services, has been found to be unachievable as they will not do so and other 'competitor' locations would not charge; ii) City Deal is one of several funders of the Cambridge Promotions Agency. Not providing further funding would mean activities would be scaled back - an extra year's funding would provide time to realise the benefits of investment in the 'press office' function.</p>	<p>Despite the original SLA stating no further funding, there would be merit in the Board considering funding for at least one year as the original investment has shown a significant return. This would enable CPA and Cambridge Network to continue with the work and at the same time identify a suitable mechanism to continue the work or alternative funding stream.</p>
<p>Central Programme Team - strengthening programme management, governance, strategy and coordination capacity and funding finance and Democratic Services support</p>	<p>The function is there to support good decision making and ensure that the right programme is delivered that drives growth. As such, it supports the delivery of all objectives and of the monitoring and reporting needed to secure future investment.</p>	<p>This is enabler work that would be central to the success of the 2019 Gateway Review process and future funding. The Programme Team oversees delivery and is ensuring that issues addressed in the recent external assurance report are being addressed. The increased funding is partly to meet earlier commitments to fund finance and democratic services support for the GC City Deal, as agreed in November 2016.</p>	<p>i) This is an existing workstream that has experienced an increase in budget expenditure in the last quarter of 2016/2017 and will continue this increase in the first half of 2017/2018 as a result of strengthening the senior and strategic management structure of the team. ii) As a result of this increase in expenditure, the programme will have the experience of an interim chief executive who will provide strong leadership, direction and clarity to the programme, enhancing its reputation, implementing the Mouchel report in its entirety and ensuring that the second tranche of funding is paid. The funds for which have been previously agreed as per delegated powers and need to be added into the programme budget formally. The programme manager is focused on delivery and strategic management of the City Programme as a whole and is responsible for looking longer term (up to 2030 and beyond). Plus there would be specific capacity to focus on the organisational consequences of the Mouchel report and maximising how City Deal reports on economic growth indicators for the Gateway Reviews. iii) A challenge process has reduced this bid by £114k over the 3 years by removing a specific economic growth post and instead providing a small provision for commissioning focused, short term consultancy support as required iv) Key milestones - Interim Chief Executive in place from early January through to September 2017.</p>	<p>i) Without increased funding, the level of central support for the Programme would need to be cut significantly, programme management, finance and democratic services provision, as well as programme leadership, would be affected. The demands on senior staff in all the City deal partner organisations would be increased, hampering their ability to deliver Council and other City deal partner objectives.</p>	<p>This is an enabler project which acts as a co-ordination and enabling function for City Deal workstreams and the overall governance structure. Would suggest the Board considers funding to ensure City Deal programme is well developed and on track and to secure a good outcome for the 2019 Gateway Review.</p>

Investment and description	Evaluation against objectives	Evaluation against criteria	Deliverability and key milestones	Alternatives explored and consequences of no funding.	Overall views / recommendation
<p>Strategic planning & transport framework - Preparation of a non statutory joint strategic framework for the development of the Greater Cambridge area ahead of the preparation of a statutory joint Local Plan for Greater Cambridge</p>	<p>Potential impact towards transport, housing and skills objectives - i) Direct impact by providing capacity for the Single Local Plan commitment in the City Deal agreement and to drive the join-up between economic growth, housing and planning; ii) Also provides indirect impact by supporting the development of longer-term strategies and ensuring investment is aligned to those; would inform as to the scale of issues and development which needs to be addressed to influence the ongoing and imminent housing and job projects, and therefore meet these workstream's objectives. ii) The additional planning resource will provide timely input to City Deal scheme development and would therefore contribute towards workstream achieving individual outcomes.</p>	<p>This is an enabler project that fits in with longer term objectives beyond 2030 and to 2050. Would not fit with 2019 Gateway Review but would be expected to support trigger 3 for later review. Also supports objectives of developing the economic growth partnership.</p>	<p>i) This is not an existing workstream but is about increasing the resource in a current team to address extra work that is required and without additional resourcing will not happen. ii) Bid covers two distinct aspects 1) Thinking strategically about delivering growth and bringing forward infrastructure now and in the future, especially beyond 2030 so that key opportunities and projects are not missed because the right information is not available to make informed decisions. 2) An increase in planning capacity for the City Deal to embed planning into scheme development iii) Key milestones - Secure funding; Scope out brief; Appointment of consultants; Stage 1: Position Statement, understanding key influences and issues - winter/spring 2017 - this involves pulling together existing information and key influences, understanding key programmes and initiatives, informing a statement of the joint strategic priorities for investment. Stage 2: Developing the evidence and moving towards options - summer/autumn 2017 - establishing the vision for future growth, and what evidence may be required to assist with establishing the vision, and exploring how that vision and evidence start to influence initial thinking on spatial options. This would involve developing a degree of census from stakeholders. Stage 3: Develop spatial growth options as a basis for engagement - winter 2017/2018 - based on the outputs from Stages 1 and 2, a number of spatial options and/or a</p>	<p>i) Significant links with development of Local Plans and Combined Authority activity. There is a risk in waiting for the current Local Plans to be adopted, where opportunity to influence strategic thinking could be lost if there was delays. ii) This bid covers resource from the Joint Strategic Planning Unit, which provides the right skills for the work and would otherwise not be funded. The only funding avenue for this work is Councils and there is no other funding stream available. iii) City Deal agreement includes a commitment to prepare a joint local plan for Greater Cambridge in 2019 and the resource is needed to do this. iv) If a decision was taken to not fund this work, the development of the framework would not happen, or if it was taken forward would be significantly scaled down and developed over a longer timeframe which means that opportunities could be missed.</p>	<p>This is an enabling piece of work that the Board should consider investing in to accelerate the preparation for the Local Plan review in 2019 and City deal commitment to a single local plan for Greater Cambridge, which should combined housing and transport. This work also supports development of longer term vision and strategy.</p>
<p>Space & Movement Supplementary planning document - city Centre spaces and movement framework</p>	<p>Potential impact towards transport and jobs objectives i) Outcome will be a comprehensive strategy that encompasses public spaces and the effective management of movement patterns will be created ii) The strategy will ensure that key spaces and the quality of those spaces are recognised alongside key transport improvements. iii) Would assisting in develop some key positive messages so focus is also on access and not just tackling congestion iv) Will help to deliver the jobs and homes set out in the Local Plans for Cambridge and South Cambridgeshire, which together form the Spatial Strategy for Greater Cambridge up to 2031.</p>	<p>On its own it will not deliver direct benefits but would assist other workstream to deliver wider benefits that could be measured as part of trigger 2 (standard outcomes) in later Gateway Reviews.</p>	<p>i) Not a current workstream but more an enabler for additionality in the short, medium and long term which ensures that the public realm is considered when looking at opportunities and options. ii) Aligned with strategic planning and transport framework and also City Access work, so could lead to a separate workstream or fit into an current workstream iii) Funding would pay for combination of staffing and internationally renowned consultancy and without funding those would not happen. iv) Key milestones - Secure funding, scope out brief; Appointment of consultants; Undertake work linking to City Centre Access; Prepare draft Spaces and Movement SPD for consultation; Finalise SPD by March 2018</p>	<p>i) City Council already committed to funding for SPD as well as City Deal funding. There is currently some consideration as to whether there are other funding opportunities e.g. the LEP which could contribute to this work. ii) Cambridge Local Plan sets out a requirement for a City Centre Public Realm Strategy which would be part of this supplementary planning document iii) If a decision was taken to not fund this work, the development of the SPD would happen anyway, but would not be able to address the economic growth and transport aspects linked to the Cambridge access project.</p>	<p>This is an enabler piece of work that links with two other projects requesting funding. The Board to consider investing in this work as it will provide the information and intelligence to inform long term decisions about space, movement and public realm.</p>

Investment and description	Evaluation against objectives	Evaluation against criteria	Deliverability and key milestones	Alternatives explored and consequences of no funding.	Overall views / recommendation
<p>Community Engagement and communications - strengthening public engagement and communications by investing in better systems, capacity and expertise</p>	<p>The communications function supports the delivery of all objectives. Good, timely professional community engagement is necessary to deliver transport objectives in particular, as the proposed changes affect local people. The direct impact that could be seen is as follows:</p> <p>i) Increased internal and external communication capability and capacity for the wider programme, including strategic and tactical support that will improve both public and internal communications and understanding. Tangible benefits will include, for example, regular and tailored City Deal briefings, events and newsletters, for both internal and external audiences, and support for stakeholder engagement in the wider vision and mission of the programme.</p> <p>ii) Investment in tools to improve work-flow and improve the overall customer experience. Tangible benefits will include access to and consistency of messaging across the programme, for both internal and external audiences, a new and mobile-optimised website and where required specific, external communications support.</p>	<p>This is enabler work that would be central to the success of the 2019 Gateway Review process and future funding by promoting successes, awareness and a better customer experience of City Deal both internally and externally. It is a vital enabler for all triggers.</p>	<p>The investment would strengthen and improve public engagement and communications by investing in better systems, capacity and expertise (£338k over 3 years).</p> <p>ii) Key milestones: movement of line management of City Deal communications to Programme Co-ordination Team in February 2017; Recruitment to Media & Communications Officer role in February 2017</p>	<p>i) This follows a communications review which mapped what was already in existence and the gaps that needed to be resourced. Where possible and appropriate, communications resource is being funded from transport project budgets</p> <p>ii) There is significant cross over with other projects e.g. City Access and SMART Cambridge and all bids which have requested communications resources have been challenged to check no duplication of effort.</p> <p>iii) Without additional funding, the existing central communications resource would be stretched and would not be able to deliver a professional communications service using timesaving communication mechanisms (timesaving for both staff and the public). This risks increasing costs elsewhere, for example other staff, external contractors.</p>	<p>This is an enabler project which adds value to the City Deal programme and enhances the reputation of the partnership. Recommend the Board funds to increase the capacity and capability of both internal and external communications.</p>
<p>City Access - the delivery of the eight point plan.</p>	<p>Potential impact on transport objectives</p> <p>i) If all work progresses it will seek to address the issue of accommodating the expected 25-30% increase in the people-carrying capacity of the City's transport network by 2031 while reducing the amount of traffic by 10-15% from a 2011 baseline.</p> <p>ii) Will enable the investment in the quality of the experience of our public spaces, including streetscapes which links in the with SPD framework above.</p> <p>iii) Support travel options that are low carbon, non-polluting and involve daily physical activity.</p>	<p>The costs of work has firmed up as the project has developed and increased funding is needed to deliver against agreed objectives. Would contribute towards both Trigger 1 and Trigger 2 outcomes for the Gateway review by ensuring the project is on track and on budget and the project can deliver transport benefits including reliability, bus journey time savings, customer satisfaction, air quality and climate change objectives.</p>	<p>i) An existing workstream which has been given approval by Executive Board to progress a series of activities as per the recommendations but the paper did not consider how this work would be funded or if any funding was required.</p> <p>ii) Funding totals £5.045m million, set out in a detailed delivery document.</p> <p>iii) City Access has cross dependencies across the whole of the City Deal and with many other business cases. All of which have been scrutinised to check if there are any duplications in terms of staffing, activity and therefore costs.</p> <p>iv) Key milestones - During the 2017/2018 financial year to complete feasibility works for each of the delivery plans and recruit required staff; From spring 2018, implement the delivery plans.</p>	<p>i) This business case has been subject to robust challenge and was revised as a result of this challenge, which reduced the costs by 10%</p> <p>ii) The parking activities need to be part of a wider piece of work that aligns all parking activity across the city in its totality as set out under 'residents' parking', which includes looking at what activities will add to parking displacement onto residential streets and the impact across the city and beyond.</p> <p>iii) Consideration could be given to funding this work as a totality or in parts e.g. staffing for all 3 years and just year 1 of work (mainly feasibility work)</p> <p>iv) Consideration needs to be given to what the level of risk would be if all of the funding is not given, how many of the recommendations would not be able to be delivered and how many would be delivered but to a lesser extend.</p>	<p>The Executive Board has given agreement to the recommendations contained in this report, so some level of funding is required and the Board may wish to fund the work in its entirety and get an impact update as part of the 2018/2019 budget setting profile to check that all funding is still required and will deliver the impact expected, or fund just year 1 work and all 3 years of staffing so that staff can be recruited quickly. The latter does bring uncertainty and would require additional work by the officer in terms of both an impact report and a further bid and so the board is recommended to consider funding the work in its entirety but to include a detailed 'sense check' in the 2018/2019 budget setting process.</p>

Investment and description	Evaluation against objectives	Evaluation against criteria	Deliverability and key milestones	Alternatives explored and consequences of no funding.	Overall views / recommendation
<p>Skills - scaling up original pilot skills work on stimulating business demand for apprenticeships and improving careers advice in schools into second phase of activity and investing in a wider reach</p>	<p>Potential impact against skills objectives i) Increase in the number of apprenticeships ii) Stronger links with employers and skills providers through careers champion pilot</p>	<p>Would contribute towards both Trigger 1 and Trigger 2 outcomes for the Gateway review by being an existing workstream that will be experiencing a significant uplift to its budget if this funding is agreed. It will also be able to provide some specific standard outcomes which can form part of the City Deal's evidence for the 2019 Gateway Review.</p>	<p>i) An existing workstream that will be requesting additional funding to upscale its pilot activity to increase impact, although the exact amount is not yet clear. ii) Has received a small amount of funding in the past and the Board will need to consider investing to accelerate the impact of this work if real results are to be achieved. iii) Key milestones: Progress and impact data to Executive Board June 2017.</p>	<p>i) Bid process is slightly too early for this workstream as it does not get annual statistics until Feb/March each year and hence why it provides its main update reports in June. ii) Until can see the impact of the previous pilot work, would be unable to say whether the additional funding would provide a decent return on investment. Therefore the recommended option is to 'ring-fence' this funding and then subject to the impact report in June 2017 clearly evidences what previous investment has achieved, then consideration can be given to what additional funding is given.</p>	<p>Recommended to ring-fence funding, then subject to a suitable update report that clearly evidenced impact of previous investment, business case and how it is additional to other work, then the Board can decide on whether to invest further funds.</p>
<p>SMART Cambridge - scaling up the Smart Cambridge programme and attracting further investment in data and technologies</p>	<p>Potential impact against innovation objectives: i) More visible transport information and better data flow for the public to help with modal shifts ii) More secure on future transport options iii) Better data for highways management and to inform future modelling.</p>	<p>Would contribute towards standard outcomes (Trigger 2) in the 2019 Gateway Review. The longer term future transport options would assist with longer term economic growth indicators (trigger 3)</p>	<p>i) This is an existing workstream that does require increased funding. ii) City Deal doesn't fund any full time Smart staff (part funded with Connecting Cambridge and Smart Cambridge) and needs staffing to be able to write bids to access both national and European funding opportunities (European is likely to be time limited over the next couple of years and needs to be accesses as soon as available), and also take advantage of the opportunities that networking would bring and progress work. iii) Would also fund the technical resource in the university which provides complex, technical knowledge to inform the work. iv) Key Milestones - The first phase of the Intelligent City Platform, including the Lo-Ra network deployment and the transport data hub, is due to be completed by mid-March 2017. Following on from a launch event, if the scale-up proposal is agreed, the next steps will be to establish the expanded programme and technical delivery teams and generate a detailed forward programme plan from April 2017 in collaboration with the City Access Project team.</p>	<p>i) Does link with City Access but both bids have taken consideration of each other. Only potential cross over would be with communications as there is a request for a part-time stakeholder / engagement / communication and the workstream lead has been requested to liaise with the Strategic Communications Manager to ensure no cross-over between communications tasks. ii) Would be a front-loading programme which operationalises activity in the 3rd year and so there would be impact that could be monitored for the 2019 Gateway Review. iii) Risk to delivery as a result of no funding would be that objectives would not be met</p>	<p>This workstream does need further resourcing and the Board may wish to 'invest to accelerate' upscale work and attract other funding streams.</p>

Investment and description	Evaluation against objectives	Evaluation against criteria	Deliverability and key milestones	Alternatives explored and consequences of no funding.	Overall views / recommendation
Rural Transport Hubs - initial feasibility work on South Cambridgeshire Travel Hubs	Potential impact against transport objectives - i) Would be easier for people to travel between places of work, home or study from locations in S Cambridgeshire ii) Would support region's connectivity with regional and national transport networks	This is enabler work that would provide the intelligence and detail to inform future work. On its own it will not deliver direct benefits but would contribute towards existing and future workstreams.	i) This is not an existing workstream but there is a potential that is could be incorporated into existing transport workstreams. ii) The funding is a one off request to investigate and report on the economic and transport "additionality" and benefits of a Rural Transport Hub network for the Greater Cambridge City Deal area iii) This work could result in additional spending commitments on either current or future transport projects. Therefore, consideration to be given whether the Board would consider funding further work on rural transport hubs before spending £50,000 on feasibility work. iv) Key Milestones - February 2017 - City Deal Board agrees funding for investigation; April 2017 - Procurement / appointment of research resource; April - September 2017 - Research undertaken; November 2017 - Final report & recommendations to City Deal	i) Need to ensure that this is not undertaken in isolation and both informs and is informed by current workstreams and feasibility work so that everything is aligned and all implications are fully understood. ii) An alternative option would be to incorporate into existing workstreams, however this would probably mean slower delivery.	This is an enabler project that will inform current and future projects that if approved would in turn would inform later Gateways. The board to consider funding.

Appendix 2 - Existing City Deal Budget allocations and proposed allocations

Prioritised City Deal programme - Forecast Spend 2015/2020

	Total Cost	Actual Spend 2015/16	Forecast Spend 2016/17	Forecast Spend 2017/18	Forecast Spend 2018/19	Forecast Spend 2019/20	Later Years
	£000	£000	£000	£000	£000	£000	£000
Infrastructure Programme Investment Budget							
Milton Road bus priority	23,040	188	265	800	5,300	11,400	5,087
Histon Road bus priority	4,280	199	181	200	300	300	3,100
A428 Madingley Mulch to Grange Road segregated bus route including Park & Ride bus priority - Tranche 1 development/delivery	55,640	268	900	1,200	3,000	3,000	47,272
A428 Cambourne to Madingley Mulch segregated bus priority - Tranche 2 development	3,400						3,400
Cross-city cycle improvements	8,000	257	700	3,537	3,206	300	
A1307 corridor to include bus priority / A1307 additional Park & Ride	39,000	157	250	1,000	1,500	10,000	26,093
Chisholm Trail cycle links	8,400	235	580	2,025	4,100	1,460	
Programme management and early scheme development	4,950	355	500	950	1,500	1,645	
Western Orbital	5,900	240	400	600	600	600	3460
A10 North study	2,600	67	250	783	500	1,000	
A10 Cycle route - Frog End Melbourn	550		550				
Total	155,760	1,966	4,576	11,095	20,006	29,705	88,412

Funding

City Deal grant	100,000	1,966	0	8,171	15,006	74,857	
S106 contributions already received	4,000					4,000	
Possible S106 contributions	40,500		4,576	2,924	5,000	7,500	20,500
Total funding	144,500	1,966	4,576	11,095	20,006	86,357	20,500
Net Infrastructure Budget	-11,260	0	0	0	0	56,652	-67,912

Operational Investment Budget	Total Cost	Actual Spend 2015/16	Forecast Spend 2016/17	Forecast Spend 2017/18	Forecast Spend 2018/19	Forecast Spend 2019/20	Later Years
	£000	£000	£000	£000	£000	£000	£000
Programme Central Co-ordination	1,752	111	406	410	412	413	
Skills	807	47	190	190	190	190	
Economic Assessment	40		10	10	10	10	
Smarter Cambridge	300		220	80			
Cambridge Promotions Agency	150	60	90				
Housing Delivery Agency	400		200	200			
Affordable Housing	50		50				
Intelligent Mobility	330		200	130			
Cambridgeshire County Council costs	93			31	31	31	
Cambridge City Council costs	120			40	40	40	
South Cambridgeshire District Council costs	120			40	40	40	
City centre capacity improvements (existing)	3,000	255	600	639	856	650	
NEW PROPOSALS							
Developing 12 cycling greenways	480			200	280		
City Centre Access Project	5,045			785	1900	2360	
Electric Vehicle Charging	100			25	25	25	25
Travel Audit - South Station and biomedical campus	150			150			
Travel Hubs	100			100			
Programme Management	339			232	54	53	
Engagement & Communications	338			160	89	89	
Cambridge Promotions	40			40			
Towards 2050	230			230			
City Centre spaces & movement	150			150			
Smart Cambridge	1,640			650	650	340	
Residents Parking implementation	1,000			269	530	201	
Skills (additional)	2,100			550	1050	500	

Total	18,874	473	1,966	5,311	6,157	4,942	25
--------------	--------	-----	-------	-------	-------	-------	----

Funding

New Homes Bonus							0
NHB - Cambridge City	11,728	1,986	3,154	2,385	2,164	2,039	
NHB - South Cambs	8,413	1,683	2,673	1,570	1,215	1,272	
NHB - CCC	4,879	917	1,457	1,023	756	726	
Interest accrued on grant funding	268		89	101	78		
Total funding	25,288	4,586	7,373	5,079	4,213	4,036	0

Net Operational Budget	6,414	4,113	5,407	-232	-1,944	-906	-25
-------------------------------	-------	-------	-------	------	--------	------	-----

NET OVERALL CITY DEAL BUDGET	-4,846	4,113	5,407	-232	-1,944	55,746	-67,937
-------------------------------------	---------------	--------------	--------------	-------------	---------------	---------------	----------------

This page is left blank intentionally.

Agenda Item 9



**GREATER
CAMBRIDGE
CITY DEAL**

Securing future prosperity

Report To: Greater Cambridge City Deal Executive Board

08 March 2017

Lead Officer: Rachel Stopard, City Deal Interim Chief Executive

Greater Cambridge Response to the Government's Industrial Strategy

Purpose

1. This report seeks input to help shape the key themes that Greater Cambridge partners wish to emphasise in response to the Government's Industrial Strategy.

Recommendations

2. It is recommended that the Executive Board:
 - (a) Identify any key themes or issues that should be emphasised in the Greater Cambridge response to the Government's Green Paper "Building our Industrial Strategy"
 - (b) Delegate authority to the City Deal Interim Chief Executive, in consultation with the Executive Board, to work with partners and stakeholders to develop a response to be submitted to Government by 17th April 2017.

Reasons for Recommendations

3. The Government's Industrial Strategy document is a Green Paper which invites input on a range of themes (ten "pillars") and questions. Greater Cambridge is a functional economic area with a clearly defined international strength in the science, research and innovation sectors that have the potential to underpin the UK economy in the future.
4. The City Deal partnership is a broad partnership of academic, business and council partners which has been created specifically to facilitate further sustainable growth of the Cambridge Cluster. It is therefore well-placed to bring together the views of a range of partners and make a well-evidenced input to Government's thinking on industrial strategy.
5. The Green Paper was launched in late January, with a deadline for responses of 17 April. The timing of City Deal meetings is such that it has not been possible to draft a detailed response at this stage. This report rather seeks to highlight some possible key themes for a Greater Cambridge response, and to invite input from partners to develop a more detailed response in time to submit by mid-April.
6. Subject to Board approval, officers would welcome contributions and conversations with business and academic partners to ensure that the Greater Cambridge response reflects the genuine concerns and aspirations of those partners and to facilitate

alignment with responses from the Greater Cambridge Greater Peterborough Local Enterprise Partnership and potentially other partners in the area.

Executive Summary

7. The Government is inviting responses to its industrial strategy. Greater Cambridge partners are recommended to develop and submit a response which emphasises:
 - (a) the importance of Greater Cambridge's globally competitive cluster to the UK economy,
 - (b) the potential wealth that could flow to other parts of Greater Cambridge Greater Peterborough and the wider UK from innovations and research that takes place in Greater Cambridge, and
 - (c) the need to underpin that research and innovation strength through continued support for infrastructure investment (transport, utilities, digital), access to skilled labour (including from abroad, and including through housing that is more affordable and of an appropriate tenure mix) and research funding.
8. Officers propose to work with business and academic institutions and networks to develop a more detailed response in the month before the deadline for submission.

Background

9. Although the UK economy has grown in recent years, there are structural challenges which have created gaps between the UK and its international competitors in terms of investment and productivity, and gaps within the UK between the more prosperous places (mostly in London and the South East) and other cities and regions.
10. The UK economy is still seeking to rebalance from an over-reliance on London in general and the financial services sector in particular. In the context of the EU Referendum result, the Government has launched its industrial strategy as "a critical part of our plan for post-Brexit Britain."
11. The industrial strategy is a green paper which Government has emphasised it is keen to see as a genuine consultation "in order to make the industrial strategy effective in delivering an economy that works for everyone."
12. The Greater Cambridge City Deal was negotiated by local partners as a way of creating a cross-sectoral partnership with strong and streamlined decision-making powers, and access to funding, to tackle the key barriers that the business and academic community were identifying to further economic growth in the Cambridge Cluster. Those barriers were identified as connectivity, housing affordability and skills.
13. The City Deal has developed a programme, based on the strategic vision in the Local Plans for Cambridge and South Cambridgeshire, and the Transport Strategy that was developed to underpin those Local Plans. This programme is starting to be delivered, and will be complemented by investments due to come through the Cambridge and Peterborough Combined Authority and the Greater Cambridge Greater Peterborough Enterprise Partnership.
14. While recent data gathered by the University of Cambridge for Cambridge Ahead suggests rapid growth in employment in the area within 25 miles of Cambridge, business leaders have voiced concerns that the challenges of connectivity (both transport and digital), housing affordability and access to skilled labour remain.

15. Indeed, with the Greater Cambridge economy having benefited from European funding and skilled labour from Europe, there is a risk going forward that Government needs to be cognisant of in its post-Brexit policy-making, to ensure the conditions for the continued growth of Cambridge Cluster remain strong.
16. **With the right conditions and investment in infrastructure, research, and access to skilled labour (including housing), Greater Cambridge can play a key role in generating the ideas and the wealth that can be spread and shared across neighbouring areas and the wider UK.**
17. The green paper is structured around ten “pillars”, listed at Appendix A. They are: science, research and innovation; skills; infrastructure, business growth and investment; procurement; trade and investment; procurement; affordable energy; sectoral policies; driving growth across the whole country; and creating the right institutions to bring together sectors and places.
18. The green paper also asks a number of specific questions against each theme, but makes clear that the themes and questions “are there to provoke debate, not to constrain it”. Officers recommend that the Greater Cambridge response does not attempt to answer each point in detail, or even necessarily give a detailed response against each theme. Rather officers suggest that greater impact will be achieved by focussing on those themes and issues most relevant to the Greater Cambridge economy in the round, and the purpose that the City Deal has in creating the conditions for sustainable growth of that economy.
19. Those key themes would appear to include the following, although input from the Board and Assembly is welcomed on whether there are alternative or additional issues that the Greater Cambridge response should focus on as a priority.
 - (a) Access to skilled labour
 - (i) Greater Cambridge has global strengths in knowledge intensive business sectors (KIBS) stemming from the presence of a world leading university with an unparalleled track record in science, research and discovery. The global pre-eminence of this cluster has been boosted significantly throughout history by the arrival and contribution of leading scientists, researchers, innovators and entrepreneurs from around the world. Those who are here and want to stay need to have that opportunity, for our business and research institutions to continue to flourish.
 - (ii) In the light of the EU Referendum result, for Cambridge to continue to genuinely be at the forefront of the global market, it will need policy arrangements that allow (potentially relatively small numbers of) the brightest and best talent to come to Cambridge and to ensure that skills interventions can help address inequality, so all local people can share prosperity.
 - (iii) The Greater Cambridge economy also needs skilled labour to work as technicians and in the care and other sectors.
 - (iv) Greater Cambridge partners have demonstrated an awareness of the skills challenge and an ambition to address it through the establishment under the City Deal of the Skills Service, working alongside the GCGP. To ensure that we meet business needs for skilled labour, and to ensure that we involve young people from the area and its neighbouring communities (sharing prosperity and creating wealth for all, in all places), it will be imperative that the Government’s skills policy supports the continuation and deepening of this kind of approach.

- (v) Officers would welcome input from the Joint Assembly Skills Sub-Group, the Skills Service, the LEP and the FE sector representatives to finesse and evidence this element of the Greater Cambridge response to the Industrial Strategy.
- (b) Infrastructure
- (i) Connectivity between business and research parks, campuses and institutions remains a high priority. Connectivity between areas where new housing is due to be built, or where existing housing is more affordable (including in the north of the Combined Authority area and to the East of the GCGP area) is also a major issue.
 - (ii) The City Deal, Combined Authority and Enterprise Partnership have infrastructure funding to address some of the key corridors and linkages. But Government will need to play a significant part in addressing the longer range connectivity opportunities in the wider Greater Cambridge Greater Peterborough geography, for instance through rail, road and other modes; and in potentially supporting the development and delivery of innovative solutions to rapidly moving the growing population of Greater Cambridge to and between employment centres.
 - (iii) The Greater Cambridge partnership needs to have a more direct and dynamic two-way relationship with the national infrastructure agencies such as Network Rail and Highways England to ensure that schemes such as East-West Rail, Cambridge South Station, new rail lines and stations to the North and East of the area and road improvements to the A10 and A505 come forward rapidly and connect seamlessly to the existing network and to the improvements the City Deal partnership and others are putting in place.
 - (iv) Local access to more flexible funding, e.g. through a Tax Increment Financing deal or other structures to utilise the significant private patient capital that exists, would enable more rapid and locally-responsive infrastructure investment.
 - (v) Utilities infrastructure also represents a potential constraint. Electricity grid capacity, renewables connections and water supply and treatment all need Government attention including to ensure the regulatory framework does not constrain utility providers from investing in infrastructure capacity that would support or enable further economic and housing growth.
 - (vi) Digital connectivity remains key for almost all businesses and communities too, and Greater Cambridge needs more consistent, high bandwidth broadband and mobile coverage.
- (c) Science, Research and Innovation
- (i) Officers working on this Greater Cambridge response are liaising closely with partners at the University of Cambridge who are co-ordinating an East of England HE response.
 - (ii) We will seek to reflect the key messages coming forward from that sector, and would anticipate that messages around access to research funding would feature, emphasising the need to maintain research excellence in one of the UK's few genuinely globally competitive research clusters.
- (d) Housing
- (i) Although housing is not an explicit theme of the industrial strategy, it is clearly linked to the access to skilled labour point. If workers cannot find or afford housing of the type and tenure that they need, employers will find it increasingly hard to recruit and retain skilled workers.
 - (ii) Officers will liaise with colleagues who are digesting the Government's recent Housing and Planning White Paper and will seek to make

constructive input to the industrial strategy on the types of policy responses that would be required to create the conditions for growth in Greater Cambridge given its particular housing challenges.

- (e) Sectors
 - (i) Officers should seek input from the key sector networks (Cambridge Network, One Nucleus, Cleantech and others) to ensure the Greater Cambridge response reflects the views and needs of these sectors on the questions Government is asking.
- (f) Driving Local Growth
 - (i) Greater Cambridge has much to offer to the Government's aspirations around an economy that works for everyone. Cambridge innovations are being manufactured in other parts of the UK, bringing jobs and wealth to Yorkshire, Glasgow, South Wales and elsewhere. We are keen to see this trend continue, including within the Cambridgeshire and Peterborough area, which it must not be forgotten also contains areas of deprivation and disadvantage (including some within Cambridge itself). In order for this sharing of prosperity to continue and deepen, however, Greater Cambridge itself must be nurtured. Without investment in science and research, infrastructure, housing and access to skilled labour, Greater Cambridge may not continue to produce the innovations that can be commercialised elsewhere. The UK can only realistically support a small number of genuinely world class clusters, and if these are not supported and nurtured, footloose capital and skilled talent may relocate overseas. This would harm the whole of the UK. The Case for Cambridge needs to be well-evidenced and well-understood.
- (g) Institutions
 - (i) Greater Cambridge has a strong track record of innovative ecosystems, collaboration and partnership working. The Cambridge Phenomenon is cited in the green paper as a case study, both in terms of the innovation ecosystem and the economic partnerships that have been put in place in the last five years, including the City Deal and Mayoral Combined Authority. We need to continue to nurture and invest in these institutions, partnerships and networks. Government needs to allow such institutions, both here and in other parts of the country, to be sensitive to local circumstances, and to give those locally responsive institutions the genuine powers (including fiscal devolution) that would allow them to drive their particular economic strengths and potential even further.

20. As mentioned above, these are suggested positions which officers would seek to develop in concert with partner bodies, agencies and networks over the coming month. We would welcome a steer on whether the basic analysis described above is along the right lines, or whether there are other key themes we should be emphasising.

Considerations

21. The deadline of 17 April, and the capacity of officers and partners to collate and present Greater Cambridge's evidence most persuasively is a possible consideration or constraint. Officers would seek to liaise closely with other agencies and institutions in the wider area that may also be planning to submit a response, to ensure that they are coherent and complementary, and ensure we deliver clear messages to Government.

Options

22. The Assembly and Board could helpfully shape the key points to be emphasised in the Greater Cambridge response.
23. The Board could decide not to support a Greater Cambridge response. Having a single response for the whole Combined Authority or GCGP area would be one option. This would have the benefit of a single message to Government, but could have the disbenefit of perhaps not fully reflect the nuanced perspective of the Greater Cambridge partners and the somewhat unique functional economy in this particular geography.

Implications

24. There are no significant financial, legal, staffing, risk, equality, climate change, or community safety implications of the recommendations in this report.

Consultation responses and Communication

25. In the time available, this early paper has been put together by officers of the partner councils, without wide engagement. It is intended to liaise with partner bodies to develop the detailed response.

Background Papers

Building our industrial strategy green paper

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/586626/building-our-industrial-strategy-green-paper.pdf

Appendix A The ten pillars of the Government Industrial Strategy

Report Author: Andrew Limb, - Head of Corporate Strategy, Cambridge City Council
Telephone: 01223 457004

The pillars

- 1. Investing in science, research and innovation** – we must become a more innovative economy and do more to commercialise our world leading science base to drive growth across the UK.
- 2. Developing skills** – we must help people and businesses to thrive by: ensuring everyone has the basic skills needed in a modern economy; building a new system of technical education to benefit the half of young people who do not go to university; boosting STEM (science, technology, engineering and maths) skills, digital skills and numeracy; and by raising skill levels in lagging areas.
- 3. Upgrading infrastructure** – we must upgrade our standards of performance on digital, energy, transport, water and flood defence infrastructure, and better align central government infrastructure investment with local growth priorities.
- 4. Supporting businesses to start and grow** – we must ensure that businesses across the UK can access the finance and management skills they need to grow; and we must create the right conditions for companies to invest for the long term.
- 5. Improving procurement** – we must use strategic government procurement to drive innovation and enable the development of UK supply chains.
- 6. Encouraging trade and inward investment** – government policy can help boost productivity and growth across our economy, including by increasing competition and helping to bring new ways of doing things to the UK.
- 7. Delivering affordable energy and clean growth** – we need to keep costs down for businesses, and secure the economic benefits of the transition to a low-carbon economy.
- 8. Cultivating world-leading sectors** – we must build on our areas of competitive advantage, and help new sectors to flourish, in many cases challenging existing institutions and incumbents.
- 9. Driving growth across the whole country** – we will create a framework to build on the particular strengths of different places and address factors that hold places back – whether it is investing in key infrastructure projects to encourage growth, increasing skill levels, or backing local innovation strengths.
- 10. Creating the right institutions to bring together sectors and places** – we will consider the best structures to support people, industries and places. In some places and sectors there may be missing institutions which we could create, or existing ones we could strengthen, be they local civic or educational institutions, trade associations or financial networks.

This page is left blank intentionally.