



**GREATER
CAMBRIDGE
CITY DEAL**

Securing future prosperity

22 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

Please find attached the Progress Report, with track changes, for 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

6. City Deal Progress Report

The agenda item includes updates on:

- Update on Work with Combined Authority
- Six-Monthly Report on Strategic Risk Register
- Forward Plan
- Financial monitoring

**PAGES
1 - 22**

This page is left blank intentionally.

Agenda Item 6



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'.

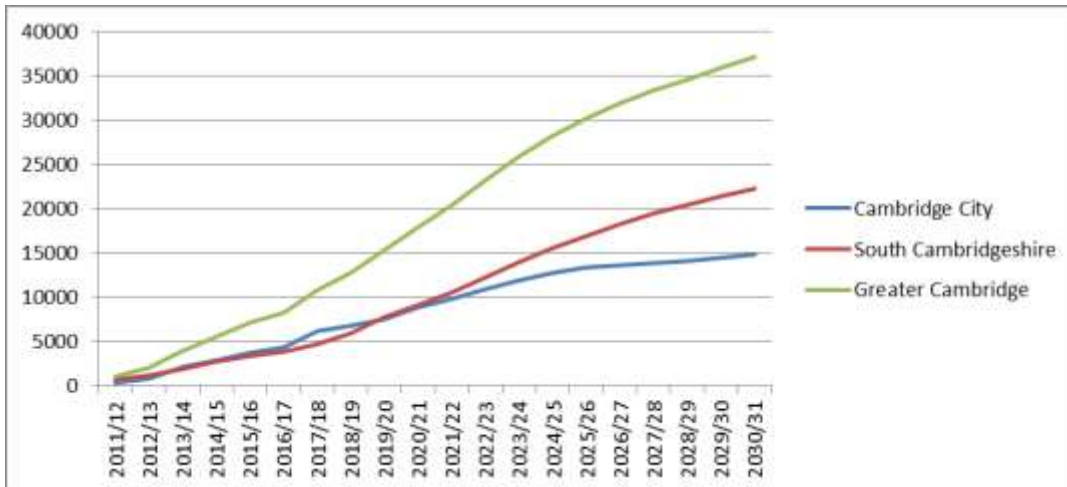


Figure 1: Cumulative housing trajectory in this Local Plan period (2011-31) – actual completions up to 2015/16 and predicted completions from 2016/17 onwards

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.

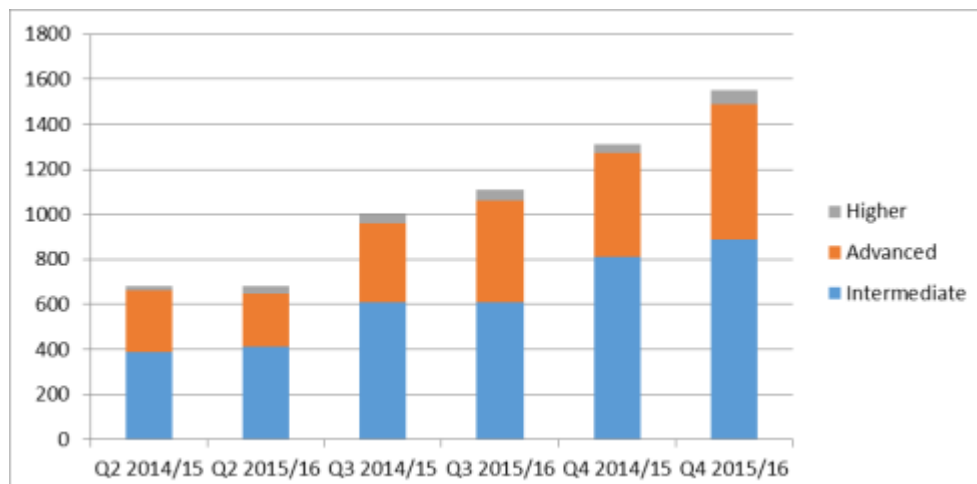


Figure 2: Apprenticeships in Greater Cambridge by quarter of academic year (N.B. Quarter 1 data not available)

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 led 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

																			taken to consultation on infrastructure schemes to ensure that it is as effective and efficient as it can be.
4	Delivery of long-term objectives and the City Deal vision is restricted by insufficient focus on strategic issues and domination of short-term ones.	3	4	12	Tanya Sheridan	<ol style="list-style-type: none"> 1. There is a consensus on the Local Plans and the Transport Strategy for Cambridge and South Cambridgeshire, as well as clear support for partnership working and for delivering much-needed infrastructure. 2. Guidance is in place for officers to ensure that decisions and reports are grounded in the strategic context and are clear on what is needed to move forward at pace. 	2	4	8	<>	<ol style="list-style-type: none"> 1. Ensure that key Members are adequately engaged in scheme progress. 2. Make sure that existing and new Executive Board and Joint Assembly members have good quality information. 3. Ensure that the strategic picture is properly considered and effectively communicated throughout programme delivery. 4. Ensure consistency in communicating the wider vision across communications activity. 5. Develop the longer-term investment strategy for tranche 2 and beyond. 								
5	Missed opportunities to drive economic growth locally as a result of insufficient engagement with other organisations driving economic growth locally.	3	3	9	Tanya Sheridan	<ol style="list-style-type: none"> 1. The GCGP LEP is part of the partnership and nominates three members of the Joint Assembly. 2. Regular meetings with officers setting up the Cambridgeshire and Peterborough Combined 	2	3	6	<>	<ol style="list-style-type: none"> 1. Build and maintain relationships with key people and organisations working to drive economic growth. 2. Work with and through the LEP's network, particularly the network 								

						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"> Prompt recruitment to vacancies as they arise, prioritisation of effort based on impact on delivering the City Deal agreement. 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"> Consider staffing need across the City Deal partnership to deliver the City Deal, including recruitment campaign. Establish links with a range of organisations who might provide secondees. 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.

Page 15

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										
Cross City Cycling	Mobilisation/construction												
A10 cycle link	Mobilisation/construction												
Milton Road bus priority		Decision point	Consultation	Decision point									
Histon Road bus priority		Decision point			Decision point	Consultation		Decision point					
A1307 Three Campuses to Cambridge	Consultation	Decision point		Decision point					Decision point				
City Access		Decision point	Consultation	Decision point									
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 19

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	
A10(N) study	To consider the outcomes of the study into the A10 corridor north of Cambridge and agree next steps.	Graham Hughes	No
Tranche 2 prioritisation Future Investment Strategy for Tranche 2 and beyond	To consider the prioritisation methodology and criteria and long list process for investments , as well as the potential for synergies with the Combined Authority and other bodies	Graham Hughes 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
2016/17 end of year financial monitoring report	To note financial information from the 2016/17 financial year.	Chris Malyon	No
Six monthly report on Smart Cambridge	To note progress made on delivering the Smart Cambridge workstream and consider any issues arising.	Noelle Godfrey	No
Six monthly report on skills	To note progress made on delivering the skills workstream and consider any issues arising.	Graham Hughes	No
Six monthly report on housing	To note progress made on delivering the housing workstream and	Alex Colyer	No

	consider any issues arising		
City Deal progress report, including extended update on payment-by-results mechanism	To monitor progress across the City Deal workstreams, and to provide an extended update on the payment-by-results mechanism and independent economic assessment panel including: <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. 	Tanya Sheridan	No
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
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
City Access congestion reduction proposals	To update on latest work on the City Access congestion reduction proposals	Graham Hughes	No
Financial monitoring report	To note the latest financial monitoring information.	Chris Malyon	No
City Deal progress report	To monitor progress across the City Deal workstreams, 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	
Tranche 2 prioritisation Future	To consider the proposed long list of potential schemes, along with the	Graham Hughes	No

Formatted: Bulleted + Level: 1 +
Aligned at: 0.63 cm + Indent at: 1.27 cm

Investment Strategy for Tranche 2 and beyond	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.		
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
Six-monthly report on Strategic Risk Register	To consider the strategic risks to the Programme and mitigations.	Aaron Blowers	No
Financial monitoring report	To note the latest financial monitoring information.	Chris Malyon	No
City Deal progress report	To monitor progress across the City Deal workstreams, 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	
Six-monthly report on Smart Cambridge	To note progress made on delivering the Smart Cambridge workstream and consider any issues arising.	Noelle Godfrey	No
Six-monthly report on skills	To note progress made on delivering the skills workstream and consider any issues arising.	Graham Hughes	No
Six-monthly report on housing	To note progress made on delivering the housing workstream and consider any issues arising.	Graham Hughes	No
Financial monitoring report	To note the latest financial monitoring information.	Chris Malyon	No
City Deal progress report	To monitor progress across the City Deal workstreams, 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

Formatted: Bulleted + Level: 1 +
Aligned at: 0.63 cm + Indent at: 1.27 cm

This page is left blank intentionally.