



10 November 2014

To: Members of the Greater Cambridge City Deal Shadow Board:  
Councillor Lewis Herbert, Cambridge City Council (in the Chair)  
Councillor Steve Count, Cambridgeshire County Council  
Councillor Ray Manning, South Cambridgeshire District Council  
Neil Darwin, Greater Cambridge Greater Peterborough Enterprise Partnership  
Jeremy Sanders, University of Cambridge

Other attendees:

Aaron Blowers, Cambridgeshire County Council  
Alex Colyer, South Cambridgeshire District Council  
Graham Hughes, Cambridgeshire County Council  
Jean Hunter, South Cambridgeshire District Council  
Antoinette Jackson, Cambridge City Council  
Andrew Limb, Cambridge City Council  
Mark Lloyd, Cambridgeshire County Council  
Chris Malyon, Cambridgeshire County Council  
Graham Watts, South Cambridgeshire District Council

Dear Sir / Madam

You are invited to attend the next meeting of the **GREATER CAMBRIDGE CITY DEAL SHADOW BOARD**, which will be held in **COMMITTEE ROOM 1 AND 2, THE GUILDHALL, MARKET SQUARE, CAMBRIDGE, CB2 3QJ** on **TUESDAY, 18 NOVEMBER 2014** at **2.00 p.m.**

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## AGENDA

	PAGES
1. <b>Welcome and introductions</b>	
2. <b>Apologies for absence</b> An apology for absence has been received from Councillor Steve Count, Cambridgeshire County Council. Councillor Ian Bates will attend the meeting on his behalf.	
3. <b>Notes of the previous meeting held on 15 October 2014</b>	1 - 6
4. <b>Economic assessment update</b>	
5. <b>Communications Strategy</b>	7 - 12
6. <b>Update on progress with other work streams</b>	13 - 14
7. <b>Forward plan</b>	15 - 16

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# Agenda Item 3



## GREATER CAMBRIDGE CITY DEAL SHADOW BOARD

Minutes of a meeting of the Greater Cambridge City Deal Shadow Board held on Wednesday, 15 October 2014 at 3.30 p.m.

- PRESENT:** Jeremy Sanders (University of Cambridge) in the Chair
- Board Members:** Adrian Cannard (Greater Cambridge Greater Peterborough Enterprise Partnership), Councillor Steve Count (Cambridgeshire County Council), Councillor Simon Edwards (South Cambridgeshire District Council) and Councillor Lewis Herbert (Cambridge City Council).
- Officers:**
- |                    |                                       |
|--------------------|---------------------------------------|
| Aaron Blowers      | Cambridgeshire County Council         |
| Alex Colyer        | South Cambridgeshire District Council |
| Debbie Goodland    | Cambridgeshire County Council         |
| Graham Hughes      | Cambridgeshire County Council         |
| Jean Hunter        | South Cambridgeshire District Council |
| Antoinette Jackson | Cambridge City Council                |
| Andrew Limb        | Cambridge City Council                |
| Heather Topel      | University of Cambridge               |
| Graham Watts       | South Cambridgeshire District Council |

### 1. WELCOME AND INTRODUCTIONS

Jeremy Sanders, Pro-Vice-Chancellor for Institutional Affairs at the University of Cambridge, welcomed members of the Shadow Board and supporting officers to the University's North West Cambridge Office on Gravel Hill Farm.

### 2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Neil Darwin (Greater Cambridge Greater Peterborough Enterprise Partnership), Mark Lloyd (Cambridgeshire County Council) and Councillor Ray Manning (South Cambridgeshire District Council).

Adrian Cannard and Councillor Simon Edwards were in attendance as substitutes for Neil Darwin and Councillor Ray Manning, respectively.

### 3. NOTES OF THE PREVIOUS MEETING HELD ON 10 SEPTEMBER 2014

The notes of the previous meeting held on 10 September 2014 were **AGREED** as a correct record.

It was noted that the next meeting of the Shadow Board, scheduled to be held on 18 November 2014, would be the first meeting of the Board to be held in public.

The Shadow Board was reminded that reports on proposed governance arrangements and outline scheme prioritisation for the City Deal would be considered by the three partner Councils very shortly, commencing with South Cambridgeshire District Council's meeting of Cabinet on 16 October 2014.

#### 4. HOUSING

Alex Colyer, Executive Director (Corporate Services) at South Cambridgeshire District Council, provided the Shadow Board with a verbal update on housing.

Mr Colyer mentioned examples of possible sites where housing development could potentially be taken forward in partnership. Within the context of those developments, proposals already included an approach based on the landowning partner retaining ownership of those sites and generating an income. Business cases had been worked up and would be taken through the relevant Council's decision making process in due course.

South Cambridgeshire District Council's next phase of business plans would include a commitment to build a significant number of council houses over the next 30 years, with the City Council's business plans including a similar commitment. Additional homes would also be delivered as part of the City Deal and a housing delivery vehicle was being developed to take that forward. The District Council made a decision last week to appoint a senior manager to lead the housing development vehicle and discussions with the City Council were progressing to ascertain whether or not this should be a shared post.

Jeremy Sanders, Pro-Vice-Chancellor for Institutional Affairs at the University of Cambridge, had recently met with Mr Colyer and Ms Bisset to consider how the University could get involved and how it might invest in affordable housing. The model proposed was a joint venture which would be managed as a commercial operation by whichever partners became involved. Professor Sanders subsequently took a paper to the University's Finance Committee where a commitment was given to explore a significant investment for this purpose, subject to adequate business plans, management and governance being in place.

In discussing combined public sector land assets, a question was raised as to whether it would be appropriate to enter into discussions with the University as to what land assets, if any, it had available. Professor Sanders reported that the University had very little land compared to the Colleges of Cambridge. He was happy to initiate discussions with the Colleges on that basis.

The Shadow Board **AGREED** to request that Mr Colyer pursued delivery of the housing delivery vehicle and asked Professor Sanders to commence discussions with Colleges regarding land assets.

#### 5. SKILLS

Graham Hughes, Executive Director of Economy, Transport and Environment at Cambridgeshire County Council, provided a verbal update on skills and reminded the Shadow Board that the two key strands relating to skills in the City Deal agreement were:

- the creation of 420 extra apprenticeships over the first five year period of the City Deal;
- to work with employers and training providers to ensure that the training provided was more directed towards the needs of local businesses and employers.

Reflecting on the current learner-led market, Mr Hughes reported that the offer as part of the City Deal would be to set up a process whereby spend on skills could be shaped around what was required by employers in the local area. Work was already taking place on this issue by the County Council's Head of Service for Adult Learning and Skills and the Local Skills Board to see how existing arrangements could be used as much as possible to support this approach.

Mr Hughes also referred to the creation of a skills service, which he reported was already operating in other parts of the Local Enterprise Partnership area. This saw people go into schools and talk to students to bridge the gap between the school and local employers, but also make individuals aware of the opportunities available to them locally and get them thinking more about their future careers.

In discussing the skills agenda, it was noted that the University would be willing to run open days or workshops for 14/15 year olds in respect of future apprenticeship schemes. Similar events were already taking place across the county so it was agreed that this offer by the University would be a helpful addition.

The Board was in agreement that the Local Enterprise Partnership had a key role to play in identifying potential gaps in skills for the local area in future years. Adrian Cannard, Director of Strategy and Planning for the Local Enterprise Partnership, reported that the government was looking to the Partnership to recommend where capital money should be spent in relation to skills and that it would be able to influence the European Social Fund via the Skills Funding Agency. He informed the Shadow Board that the Partnership now had access to a range of data regarding further education outputs which would be made available for sharing with local authority partners. In addition to this, job application 'data mining' was being undertaken to identify the key words, key job titles and key sectors of the posts that people were applying for. This had already identified C++ programmers as being one of the most applied for posts in the Cambridge area. Mr Cannard was happy to feed this work into the programme going forward where necessary.

A further report on specific recommendations would be presented to the Board in due course.

## **6. STAKEHOLDER ENGAGEMENT**

Debbie Goodland, Community Engagement and Business Support Manager at Cambridgeshire County Council, presented a report on proposed early engagement initiatives for the City Deal.

The aim was to carry out early engagement with key stakeholders and the public to try and achieve buy-in on the aspirations and motivations of the City Deal, as well as identify the key sensitivities and drivers of stakeholders so that potential issues could be highlighted going forward. Early engagement activities set out in the report included:

- a web presence, consisting of a City Deal microsite;
- a press release to be sent to local media announcing local engagement work;
- a live web-chat with the Leaders of the three partner Councils and University and Local Enterprise Partnership representatives;
- breakfast and evening briefings with groups of key stakeholders in a question and answer format;
- static displays in libraries;
- district magazine articles;
- direct mail to stakeholders.

The Board supported development of these proposals.

The report recommended that the Board developed its own branding to be used across all authorities and partners to promote and inform the public on City Deal projects. It was agreed that, at this stage, the partnership aspect of the City Deal was working well in terms of the involvement of each partner organisation and the use of their respective logos on associated paperwork should be continued rather than the creation of a separate brand, for the time being. Councillor Steve Count, Leader of Cambridgeshire County Council, was not comfortable with creating an entity of its own for the City Deal at this point in time and preferred to maintain the current approach. Councillor Lewis Herbert, Leader of Cambridge City Council, agreed and was of the opinion that the City Deal was a brand in itself which needed to be carried through into the Combined Authority should such an arrangement be established.

Reflecting on transport, housing and skills as the three key themes of the City Deal, it was suggested that names of Board Members and supporting officers should be allocated to each in order that there was some accountability as to who was responsible for leading and managing them. The Board was also keen for a plan to be developed outlining details of specific engagement events and other publicity for the next two years, which would assist in estimating the cost and allocating an appropriate budget.

The Board **AGREED** to ask officers to develop and implement the early engagement strategy outlined in the report.

## **7. UPDATE ON ECONOMIC ASSESSMENT/TRIGGERS**

Andrew Limb, Head of Corporate Strategy at Cambridge City Council, provided the Shadow Board with an update since the last meeting on economic assessment triggers for the City Deal.

Proposals were submitted to the government two weeks ago, including a proposed trigger relating to delivery of the extra homes on rural exception sites in South Cambridgeshire. A meeting with representatives from the government had also been requested, but responses to both had not yet been received.

Partners had committed to agree economic assessment triggers for the 2019 gateway by the end of December 2014, together with triggers for 2024 being agreed by 2019. Local partners were keen for the triggers for the 2024 gateway to be agreed by Christmas 2014 in addition to the triggers for 2019.

The Board was informed that Professor Peter Tyler's work from the Department of Land Economy at the University of Cambridge had been very valuable and meant that a proposal could be put forward regarding a methodology. It was noted that this had been resourced by the University.

## **8. FEEDBACK ON MEMBER SESSIONS**

The Shadow Board reflected on the two briefing sessions for elected Members held at South Cambridgeshire Hall in Cambourne on 2 October 2014 and Shire Hall in Cambridge on 10 October 2014.

It was noted that they were very helpful sessions, with comments of general support received at the Cambourne session and more in-depth discussions taking place about specific transport schemes and governance at the Cambridge session. It was clear from both sessions that some elected Members were keen to know more about the City Deal and what it was seeking to deliver. The Shadow Board agreed that the general public might be in a similar position, meaning that stakeholder engagement work would be very important.

## **9. PUBLIC TRANSPORT IMPROVEMENTS TO COMPLEMENT PROGRAMME**

Jeremy Sanders, Pro-Vice-Chancellor for Institutional Affairs at the University of Cambridge, introduced this item and suggested that the Greater Cambridge area had a bus service which many people were not happy with due to the cost, the customer service experience and the insufficient services offered. He added that the University put a subsidy in place for the Uni4 bus route and wondered whether it would be worthwhile for representatives of the University and the three Councils to hold joint discussions with Stagecoach, as the main bus provider, by way of negotiating a more co-ordinated approach and better value for money. Multi-employer sites, such as the Science Park and the bio-medical campus could also be invited to be involved in such discussions.

It was **AGREED** that an engagement meeting would be arranged between representatives of the University, businesses and the three partner Councils and Stagecoach.

## **10. ANY OTHER BUSINESS**

The following item was considered under any other business:

### **i) First formal meetings of the Executive Board and Assembly**

Due to the importance of the first formal meetings of the Executive Board and Assembly, it was noted that more time than was usually allocated for Shadow Board meetings may be necessary for these meetings, to allow detailed consideration of the decisions around project prioritisation.

Leaders and representatives of partners on the Shadow Board had been meeting for some time and as a result had developed a full understanding of the City Deal and what it was seeking to deliver. In contrast, the membership of the Assembly would consist of representatives who did not necessarily have the same knowledge and understanding. In view of this, it was proposed that an induction session be held for members of the Assembly with regard to the Greater Cambridge City Deal. This approach was **AGREED** and would be built into the programme going forward.

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**The Meeting ended at 5.10 p.m.**

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# Agenda Item 5

Greater Cambridge City Deal Shadow Board meeting  
Tuesday 18 November 2014

## Communications Strategy

### 1. Purpose

- 1.1 To present the proposed Communications Strategy for the Greater Cambridge City Deal (shown in Appendix A) to the Shadow Board for discussion and approval.
- 1.2 A Communications Strategy is needed in order to ensure that communications carried out as part of the Greater Cambridge City Deal are done consistently and smoothly, with the right messages being communicated to the public and stakeholders.

### 2. Recommendations

- 2.1 The Shadow Board is recommended to:
  - Agree the general approach to communications for the City Deal;
  - Agree the protocol, key messages and methods for engaging; and
  - Note that the issue of communications resource will be included in a later paper on resources that may be needed to deliver the City Deal.

## GREATER CAMBRIDGE CITY DEAL – COMMUNICATIONS STRATEGY

### 1. AIM

- 1.1 To ensure all partners (Cambridgeshire County Council, Cambridge City Council, South Cambridgeshire District Council, Cambridge University and the Greater Cambridge Greater Peterborough Enterprise Partnership) work together to actively engage in the purpose, process and progress of the City Deal partnership.
- 1.2 Engaging with all stakeholders in a timely and open manner is important and will help build trust and support for decisions as well as ensuring that projects are able to take all views and opinions on board. Good engagement takes time, planning and resource, but overall leads to a better outcome for everyone involved.
- 1.3 High standards of consultation must also be met for transport and housing schemes and be shown in Statements of Community Involvement, to go through the democratic decision making and Planning Authority processes.

### 2. CHALLENGES

- 2.1 There is no doubt that a venture of this size and scope, carried out by several different authorities, with differing processes for approvals, decision making, and political make-up will carry challenges for communications. Some of these are outlined below.
- 2.2 **Internal communications** – It will be vital for partners to be open and honest with each other, keeping everyone involved, informed and up-to-date. Processes and protocols may need to be developed to ensure this happens.
- 2.3 **Transparency** – Meetings of the Shadow/Executive Board and Assembly will be open to the public, and so information will need to be timely and clear..
- 2.4 **Managing expectations** – The large budget for the City Deal could lead to inflated expectations around what can be funded. The reality is that the funding is not sufficient to deliver all expectations, and the focus must be on prioritising schemes that deliver the greatest economic benefits. Managing expectations regarding future tranches of funding dependent on economic assessments in 2019 and 2024 will also be important as there is a possibility of no funding being made available if those assessments do not demonstrate sufficient economic benefits.
- 2.5 **Time** - Time for communications and consultation will need to be built in to delivery plans to ensure full engagement can be carried out. We will also need timely decision making and a rapid system for achieving sign off on communications. To this end a communications protocol has been included with the strategy below.

### 3. WHAT AND HOW WILL WE COMMUNICATE?

- 3.1 A wide range of techniques could be used to effectively engage with different audiences. The communications strategy will need to take into account which tool is appropriate for the job taking into account time, audience, budget and probable outcome. These include:

- Online consultation
- Use of social media
- Dissemination of visualisations and video walkthroughs
- Workshops
- Briefings and meetings
- Direct marketing (mail and e-mail)
- Roadshows and exhibitions
- Advertising
- Media relations

#### **KEY MESSAGES**

- Key messages should be used in news releases, articles, consultations and promotions to highlight the benefits of the proposals to stakeholders. They will form the basis of communications but will be adjusted for audience and from feedback.
- The Greater Cambridge City Deal (GCCD) brings together 5 organisations in a ground-breaking new partnership to create the conditions necessary to unlock the potential of Greater Cambridge.
- The Deal aims to secure hundreds of millions of pounds of additional funding for investment in transport infrastructure to support high quality economic and housing growth over the coming decades. £100m of funding will be made available in the five years from April 2015. If certain conditions are met, we will be able to secure up to a further £200m from April 2020 onwards and up to a final £200m from April 2025 onwards.
- Significant new investment for transport infrastructure will be brought to the area through the Greater Cambridge City Deal. Funding will be used to make it easier to get to work, and to move between the business and research centres. More sustainable transport methods will be prioritised by increasing road space for pedestrians, cyclists and public transport users and enabling more people to use public transport for at least some of their journey
- The Greater Cambridge City Deal will use its connections in business and higher education to better target investment to the needs of our economy.
- The Greater Cambridge City Deal will help accelerate delivery of the 33,000 new homes and 44,000 new jobs envisaged in the draft local plans and enable the delivery of an extra 1,000 new homes on rural exception sites – creating more homes for people across the region and allowing more of them to live within a reasonable commuting distance of work.
- The Greater Cambridge City Deal will help local young people develop the skills they need to take advantage of job opportunities in local businesses. The City Deal will deliver over 400 new Apprenticeships for young people and create new teams to act as brokers between training providers and businesses, as well as supporting the guidance that is given in schools and colleges to encourage young people to take up vocational careers.

- 3.2 The Corporate Communications team representing the team carrying out the bulk of the work on the project in question, will take responsibility for releasing information (i.e. transport – Cambs County, Local plan/ housing – relevant district authority, skills – Cambs County). Media work should be signed off by the Chairman of the Executive Board, scheme promoter, and potentially a central Communications Lead for the Greater Cambridge City Deal.

#### 4.2 **Media statements and press releases**

##### **The Board Chairman (once appointed)**

The Greater Cambridge City Deal Board Chairman will be quoted in media releases or statements. Such statements will represent the views of the City Deal as a whole (not one organisation or political party) and/or matters of fact. If the Chairman is unavailable, the Vice Chairman will assume this responsibility.

##### **Officers**

In certain circumstances it may be necessary for an officer to front media work in place of the Greater Cambridge City Deal Board Chairman. These circumstances may be when there is a need for technical explanation, on schemes that may not as yet have gone through the correct democratic process or for low priority statements for issues such as small scale road works. However, if these link to Shadow Board/ Executive Board work or decision then the Chairman and Communications Lead will be consulted and a decision made on who should be quoted.

##### **Local Members**

Officers will make every effort to keep Councillors informed of media and communications work relevant to their responsibilities and the electoral divisions they represent, especially regarding strategic or contentious matters, and keeping them informed of any plans for roadworks, etc.

##### **Senior staff and other employees**

Senior officers will alert the Corporate Communications Teams promptly to any issues that may be of media interest. Senior staff will ensure that any direct media contact with their Service is passed on to their media teams immediately and must also ensure the factual accuracy of all information provided for use in any media activity. Officers should not make any comments directly to the media.

#### 4.3 **Producing materials and public information**

Materials and public information will be signed off by the project manager and Corporate Communications team and/or a central Communications Lead for the Greater Cambridge City Deal.

### 5. **RESOURCE CO-ORDINATION**

- 5.1 Given all of the communications tasks required, it is recommended that a dedicated communications resource for the City Deal be considered to lead and co-ordinate on all aspects of communications and oversee the media and engagement work as a whole. This would include forward planning and ensuring communications is delivered in the most effective way. This person could attend/observe (as appropriate) the Shadow/Executive Board, Assembly and project manager meetings to ensure communications align with decisions being made and comment on the impact decisions will make on future communications work.

- 5.2 Currently each of the organisations has a team responsible for their corporate communications and media work. Each of these teams has responsibility for their organisations' "brand" and public face. Cambridgeshire County Council also has a Community Engagement team of two and a half people who specifically work on engaging the public with all major transport plans and proposals. All current communications teams already face extremely challenging workloads before taking on extra work for the City Deal.
- 5.3 Adequate resource in staffing and budget will be needed early to ensure a clear strategy is in place from the outset and engagement is of a high standard. It should be remembered that poorly communicated projects may lead to poor support and risk delay or being removed from the programme. It is suggested that extra staff resource will be needed to help carry out communications and engagement work for the Greater Cambridge City Deal.
- 5.4 A paper is expected in the near future that will deal with wider aspects of resourcing City Deal and the communications aspect will be included in that.

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**Greater Cambridge City Deal Shadow Board meeting  
Tuesday 18 November 2014  
Progress update**

Workstream	Lead officer	Update	Upcoming milestones
Communications	Andrew Limb	<ul style="list-style-type: none"> <li>Officers are working on the Communications Strategy, and are implementing a plan for stakeholder engagement to be carried out in November/December.</li> </ul>	<ul style="list-style-type: none"> <li>Breakfast briefings – 2/3 December</li> <li>Evening briefings – 8/10 December</li> </ul>
Finance	Chris Malyon	<ul style="list-style-type: none"> <li>No update.</li> <li>There is an outstanding question about local contributions and pooled budgets, which officers are working on.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
Governance framework	Andrew Limb	<ul style="list-style-type: none"> <li>Reports have been agreed by CCiC Strategy &amp; Resources Scrutiny Committee, SCDC Cabinet, and CCoC Constitution &amp; Ethics and Economy &amp; Environment Committees.</li> </ul>	<ul style="list-style-type: none"> <li>CCiC Council – 6 November</li> <li>SCDC Council – 27 November</li> <li>CCoC Council – 16 December</li> <li>Inaugural meetings – January</li> </ul>
Housing	Alex Colyer	<ul style="list-style-type: none"> <li>Outline business case for City-SCDC-University JV agreed in July.</li> <li>University Investment Committee in October approved in principle investment in this JV.</li> <li>City &amp; SCDC have agreed in principle to form a housing development JV.</li> </ul>	<ul style="list-style-type: none"> <li>Announce first tranche of proposed developments (anticipated) – December</li> </ul>
Investment programme	Graham Hughes	<ul style="list-style-type: none"> <li>Consultants are currently working on a prioritised ranking of the long-list of schemes according to economic impact.</li> <li>Separate work is being undertaken to further assess deliverability.</li> </ul>	<ul style="list-style-type: none"> <li>Consultants final report – early-/mid- December</li> <li>Joint Member Group – mid-/late-December</li> <li>Years 1-5 decision – January</li> </ul>
Payment-by-results mechanism	Andrew Limbs	<ul style="list-style-type: none"> <li>Proposals are being refined with Government for the payment-by-results (PBR) mechanism Gateway 1 (2019), which is due to be agreed by December.</li> </ul>	<ul style="list-style-type: none"> <li>Agreement of Gateway 1 – December</li> </ul>
Skills	Graham Hughes	<ul style="list-style-type: none"> <li>Baseline apprenticeship data has been agreed for the 420 additional apprenticeships in key growth sectors over 5 years.</li> </ul>	<ul style="list-style-type: none"> <li>Establish provider delivery network – January</li> <li>Launch local skills teams – March</li> </ul>
Strategic planning	Graham Hughes	<ul style="list-style-type: none"> <li>Officers from the District Councils have been taking forward discussions around a shared service.</li> <li>Discussions are ongoing between officers, and will be reported back to the Shadow Board as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

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# Agenda Item 7

Item No. 6

**Greater Cambridge City Deal Shadow Board meeting  
Tuesday 18 November 2014  
Shadow Board forward plan**

<b>Date</b>	<b>Location</b>	<b>Item(s)</b>
<b>SHADOW BOARD</b>		
10 December	South Cambridgeshire Hall	<ul style="list-style-type: none"><li>• Assembly workshop</li><li>• Economic assessment update</li><li>• Progress update</li><li>• Skills</li></ul>
<b>ASSEMBLY</b>		
13 January	TBC	<ul style="list-style-type: none"><li>• Years 1-5 infrastructure programme</li></ul>
<b>EXECUTIVE BOARD</b>		
(TBC) January	TBC	<ul style="list-style-type: none"><li>• Years 1-5 infrastructure programme</li></ul>

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