

Report To: Greater Cambridge Partnership Executive Board 26 July 2017

Lead Officer: Niamh Matthews – Strategic Programme and Commissioning Manager

Quarterly progress report

Purpose

1. An update for Executive Board members on progress across the Greater Cambridge Partnership (GCP) programme since the last report in March 2017. The report covers:
 - (a) 2016/17 end of year financial outturn report
 - (b) Financial monitoring May 2017
 - (c) Six-monthly report on Smart Cambridge
 - (d) Update on the independent economic assessment panel
 - (e) Update on the implementation of the Mouchel report recommendations
 - (f) The Executive Board forward plan of decisions

Recommendations

2. The Executive Board is recommended to:
 - (a) Approve a net increase in the operational budget of £104k to be funded from drawing additional funding from the New Homes Bonus resource [Para. 3-5].
 - (b) Approve an increase of the budget for the independent economic assessment panel work by £30k from drawing additional funding from the New Homes Bonus resource [Appendix 4].
 - (c) Delegate authority to the Interim Chief Executive, in consultation with the Chairperson of the Executive Board and the Economy and Environment Portfolio Holder, to sign off the Locality Evaluation Framework and Outline Evaluation Plan [Appendix 4].

Programme finance overview (to end of May 2017)

Funding type	2017/18 budget (£000)	Expenditure to date (£000)	Forecast outturn (£000)	Forecast variance (£000)	Status*
Capital – Grant (see ‘transport’ section for further details’)	11,095	842	9,802	-1,293	
Revenue – New Homes Bonus	4,963	248	5,067	+104	

*Please note, RAG explanations on page 6 of this report

Operating Budget – New Homes Bonus

3. In January 2017 the Executive Board agreed that an interim Chief Executive should be appointed for a six-to-nine month period in order to significantly increase leadership capacity across the programme.

4. It is clear that the additional leadership capacity needs to be maintained in order to ensure we keep pace on delivery and programme momentum.
5. Having consulted with the leaders and Chief Executives of the three Local Authorities the Section 151 Officer has used his delegated decision making authority to extend this assignment to the end of the current financial year. The cost of the extension is £144k. £40k has been identified within the current base operations budget. To fully meet costs, the Board is asked to approve a net increase of £104k, funded from New Homes Bonus resource.

Housing

“Accelerating housing delivery and homes for all”

Indicator	Target	Progress	Status	Long-term target	Timing	Anticipated delivery**	Status
Housing Development Agency – new homes completed (2016/17)	250	274		N/A – ongoing target of average 250 units per year			
Delivering 1,000 additional affordable homes (On rural exception sites and 5 year land supply sites in the rural area)	N/A – no annualised target			1,000	2031	792	

**Based on housing commitments as at 19 June 2017

6. Further detail on the activities and plans of the Housing Development Agency can be found in the following documents:

- (a) Annual Review 2016/17:
https://www.cambridge.gov.uk/sites/default/files/hda_annual_review_2016.17_0.pdf
- (b) Business Plan 2017/18:
https://www.cambridge.gov.uk/sites/default/files/hda_business_plan_2017_18_1.pdf

Delivering 1,000 additional affordable homes

7. The table above shows that it is already anticipated on the basis of decisions on specific planning applications that 792 additional affordable homes will be completed towards the target of 1,000 by 2031, consistent with the approach to monitoring agreed by the Executive Board in September 2016. In practice this means that we already expect to be able to deliver 79% of the target on the basis of current decisions alone. However, this is shown as Amber because the projection for practical reasons is drawn only from those sites with planning permission or with a resolution to grant planning permission. The profile of these sites is shown in the graph below.
8. Additional sites will continue to come forward, providing additional affordable homes that will count towards this target. However, due to the nature of rural exception sites and windfall sites these cannot be robustly forecast up to 2031. Historically, there is good evidence of delivering rural exception sites at a rate of around 50 dwellings per year, and therefore we can be confident that the target will be achieved.

Towards 2050 – Strategic Planning & Transport Framework

9. The GCP sponsored project to establish a context for the next joint Local Plan is being reviewed in the context of Combined Authority aspirations. The retained consultant for the project, Vincent Goodstadt, and the Joint Planning Unit are continuing to participate in the economic modelling being undertaken by the University of Cambridge with Cambridge Ahead, which will result in the development of potential future growth scenarios for the future. As the programme for the Non-Statutory Spatial Plan, and the role of Greater Cambridge in the development of that strategy becomes more clearly defined under the leadership of the Combined Authority Strategic Planning Portfolio Holder Cllr Herbert, the ‘local’ expression of a long term strategy for Greater Cambridge will become clearer and officers expect to report later in the year on a re-defined project outline.

Skills

“Inspiring and developing our future workforce, so that businesses can grow”

Indicator	Target/ profile	Progress	Status
Employability events supported for 11-16 year olds	95	119	
Employability events supported in Primary Schools	0	11	
Employability events supported for 16-18 year olds	27	43	
Engaging in briefings about work experience	16	15	
Young people engaged in briefings about work experience	1,000	1,791	
Employers using STEP UP website to connect to schools	100	55	
Schools using STEP UP website to connect to employers	22	18	
Providing information on the local labour market	8	18	

September 2015-April 2017

STEP UP website

- The LEP and Cambridge Ahead are undertaking a review of why usage of the STEP UP website (www.timetostepup.co.uk) has not been as successful as was hoped. This is an online platform that is designed to assist employers and schools to connect, and has not impacted on the overall level of engagement. The review of its usage is assessing if the usage levels are a result of the design of the website, or simply that schools and businesses are not keen to connect via this medium. This will be included in the final evaluation.

Apprenticeships

- The total number of apprenticeships in Greater Cambridge in the 2015/16 academic year was 1,550 – **an 18% increase against the 2014/15 total of 1,310**. Whilst we can't directly relate the increase solely to GCP activity, the increase does correlate with the start of GCP's activity on skills. This growth is reflected across all levels of apprenticeship: higher, advanced and intermediate.
- The Board continues to acknowledge the complex and challenging local skills landscape and wants to ensure that any future activity is specifically targeted on adding value to current delivery across the partnership area. Through the task and finish group process the Board is reviewing the current GCP activity on skills to make sure future activity is delivered in partnership with local stakeholders and delivers specifically targeted outputs that add value and do not duplicate current activity.

Smart

“Harnessing and developing smart technology, to support transport, housing and skills”

Project	Target completion date	Forecast completion date	Status
Establishment of an Intelligent City Platform (ICP)	Completed		
ICP Early Adopters	Autumn 2017	December 2017	
Digital wayfinding at Cambridge Station	TBC	TBC	
First steps to Intelligent Mobility	Completed		
Phase 2	2020	2020	

Digital wayfinding at Cambridge Station

13. As described in the extended report in Appendix 3, progress has been made including the development of a brief for self-service screens and the identification of sites and Section 106 funding. The stakeholders required to progress this initiative have been identified, and next steps are to convene that group to sign off the brief and agree a schedule. At this time, there is no agreed schedule and this is the reason for the 'red' status.

Transport

“Creating better and greener transport networks, connecting people to homes, jobs, study and opportunity”

Project		Delivery stage	Target completion date	Forecast completion date	Status
Tranche 1 schemes					
Histon Road bus priority		Design	2022	2022	
Milton Road bus priority		Design	2021	2021	
Chisholm Trail cycle links	Phase 1	Design	2018	2018	
	Phase 2	Design	2020	2020	
Cambourne to Cambridge / A428 Corridor		Design	2023	2023	
City Centre Capacity Improvements [“City Centre Access Project”]		Design	TBC	TBC	N/A
A1307 Bus Priority		Design	2020	2020	
Cross-city cycle improvements	Fulbourn / Cherry Hinton Eastern Access	Construction	2018	2018	
	Hills Road / Addenbrooke’s corridor	Construction	2017	2017	
	Links to East Cambridge & NCN11 / Fen Ditton	Construction	2017	2018	
	Arbury Road corridor	Construction	2018	2018	
	Links to Cambridge North Station & Science Park	Construction	2018	2018	
A10 cycle route (Shepreth to Melbourn)		Completed			
2020+ scheme development					
Western Orbital		Preferred option design			
A10 North Study & initial works		Options development			
Greenways		Options development			
South Cambridgeshire rural hubs		Options development			

Delivery

- The start date for the Links to East Cambridge & NCN11 / Fen Ditton scheme has had to be moved from September 2017 to January 2018 to enable the contractors, Skanska, to appropriately resource all five cross-city cycle improvement schemes, and to ensure that road space booking is appropriately managed to avoid having works on a large number of major routes into Cambridge at the same time. On that basis, it is recommended that the target date is revised from 2017 to 2018 as part of facilitating effective delivery of the cross-city cycle improvements as a whole.

Transport finance overview (to end May 2017)

Project	Total Budget £'000	2017-18 Budget £'000	Expenditure to date £'000	Forecast Spend – Outturn £'000	Forecast Variance – Outturn £'000	2017-18 budget status
Histon Road Bus Priority	4,280	200	1	163	-37	
Milton Road Bus Priority	23,040	800	22	242	-558	
Chisholm Trail	8,400	2,025	85	1,525	-500	
Cambourne to Cambridge / A428 Corridor	59,040	1,200	70	1,200	0	
Programme management & Early scheme development	4,950	950	65	950	0	
A1307 Bus Priority	39,000	1,000	25	1,000	0	
Cross-City Cycle Improvements	8,000	3,537	477	3,300	-237	
Western Orbital	5,900	600	70	600	0	
A10 North Study & initial works	2,600	783	21	783	0	
A10 cycle route (Shepreth to Melbourn)	550	0	6	39	+39	
City Centre Access Project	8,045	1,426	48	1,426	0	
Total	163,805	12,521	890	11,228	-1,293	

15. The A10 cycle route (Shepreth to Melbourn) scheme opened in March and is slightly under overall scheme budget. The finance table shows £39k expenditure in 2017-18 against a £0 budget for this year, which is the result of delay in payment of a final bill that was expected to be finalised in 2016-17, but does not constitute an over-spend on the overall project

Strategic Partnership working

16. GCP Board members and officers have very strong relationships with Government agencies, meet with Network Rail on a regular basis and have met the Chief Executive of Highways England on a number of occasions this year. GCP is working closely with HE across all its transport schemes to ensure that local and national investment is fully aligned to deliver and maximise benefits for local people.

Improving the M11

17. The M11 between junctions 10-14 has for some time been considered in need of improvement, to address both safety and congestion issues. Encouragingly, Highways England has also recognised this need in the publication of their Route Strategy: London-Leeds. Initial proposals which are being considered include a 'Technology Upgrade' for this section. The Greater Cambridge Partnership is committed to providing evidence that shows why this part of the M11 would benefit from a fuller upgrade to a 'Smart Motorway' with use of the hard shoulder as an additional third lane in peak times. A fuller report will come to the September Board including a proposed response to Highways England. The timing is aimed to feed into the HE's development of the Road Investment Strategy for the period 2020-25 which they will be submitting to Government (Dept for Transport) in late autumn prior to wider consultation on the priorities.
18. In addition, officers are working with Highways England on junction improvements for this stretch of the M11 and the Board will also be updated on the outcome of this work in September.

Mouchel report update (see Appendix 6 for a full update)

19. Out of 40 actions within the Mouchel review action plan, 38 actions have commenced. One of the two remaining actions is not scheduled to start until later this year (recruitment of a permanent Transport Director – action 7). The refresh of the transport strategy (action 24) cannot start until completion of a Strategic Economic Plan refresh (action 26), and is scheduled to start in spring 2018. Thus all percentages below are based on 38 actions. Out of the 38 actions, 26 (68.4%) have been completed or are progressing as expected and progress is shaded blue or green to show this. There are 10 (26.3%) actions which are on track but may not yet be fully embedded as business as usual. These are shown as shaded yellow for progress. All 7 actions are expected to progress as expected and/or be completed by the time of the next update.
20. There are just 2 actions (5.2%) which have been delayed (shaded amber for progress). Action 20 was delayed as a decision was taken to use an external critical friend to review the guide at no cost to the GCP. The guide has since been completed and disseminated but the embedding into practice was as a result delayed. The evidence base for action 26, (the refresh of the Strategic Economic Plan by the LEP) has been taken to the June LEP Board rather than the March Board, which resulted in a small delay for the completion of this action. This delay will as a result affect the start of the transport strategy refresh (action 24).
21. 9 actions (24%) show resulting impact that is meeting expectations and are shaded green in the plan. There are 19 actions (50%) where impact is heading in the right direction but has not yet been fully realised at this stage, (shaded yellow), and 9 actions (24%) where the impact can only just start to be seen and so is shaded amber. There is just 1 action (2%) where impact is not yet being realised because the action has only just been completed (LEP GCP liaison post holder in place), and therefore we would not yet expect to see impact. These calculations do not include the two actions that have not yet commenced as detailed above.

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END OF REPORT

Note to reader – RAG Explanations

Finance tables

- Green: Projected to come in on or under budget
- Amber: Projected to come in over budget, but with measures proposed/in place to bring it in under budget
- Red: Projected to come in over budget, without clear measures currently proposed/in place

Indicator tables

- Green: Forecasting or realising achieving/exceeding target
- Amber: Forecasting or realising a slight underachievement of target
- Red: Forecasting or realising a significant underachievement of target

Project delivery tables

- Green: Delivery projected on or before target date
- Amber: Delivery projected after target date, but with measures in place to meet the target date (this may include redefining the target date to respond to emerging issues/information)
- Red: Delivery projected after target date, without clear measures proposed/in place to meet the target date

APPENDICIES

- Appendix 1: 2016/17 End-of-year financial outturn report
- Appendix 2: Financial monitoring May 2017
- Appendix 3: Six-monthly report on Smart Cambridge
- Appendix 4: Update on the independent economic assessment panel
- Appendix 5: Executive Board forward plan
- Appendix 6: Update on the implementation of the Mouchel report recommendations

Greater Cambridge Partnership Financial Outturn 2016/17

1. Programme Budget

- 1.1 A summary of the expenditure for 2016/17 against the budget for the year is set out in the table below:-

Project Description	Total Budget £'000	2016-17 Budget £'000	2016-17 Expenditure £'000	Variance £'000
Histon Road Bus Priority	4,280	280	181	-99
Milton Road Bus Priority	23,040	297	238	-59
Chisholm Trail	8,400	1,040	679	-361
Cambourne to Cambridge / A428 Corridor	59,040	500	1,485	+985
Programme management & Early scheme development	10,450	1,940	781	-1,159
City Centre Capacity Improvements	3,000	300	566	+266
A1307 Bus Priority	39,000	500	175	-325
Cross-City Cycle Improvements	8,000	900	864	-36
Western Orbital	5,900	600	416	-184
A10 North Study	2,600	500	72	-428
A10 cycle route (Shepreth to Melbourn)	550	550	511	-39
Total	164,260	7,407	5,968	-1,439

- 1.2 The explanation for variances is set out below.

1.3 Histon Road – Bus Priority

The focus of attention due to staff resources has been on the Milton Road Scheme which has led to the under spend in 2016/17. Revised date to review scheme design is now set for 20th September 2017 Executive Board. The current delivery plans assume two further rounds of consultation in early 2019 and mid 2019; public consultation on the detailed designs followed by a statutory consultation on draft traffic regulation orders.

1.4 Milton Road – Bus Priority

Delays in gaining agreement to the scheme has resulted in a slight underspend. Revised date to review scheme design is now set for 26th July 2017 Executive Board. The current delivery plans assume two further rounds of consultation in mid-2018 and late 2018; public consultation on the detailed designs followed by a statutory consultation on draft traffic regulation orders.

1.5 Chisholm Trail:

Lower than expected spend in 2016/17 was as a result of a delayed planning application for Phase One of the scheme. A delay in planning impacted on the ability to finalise land deals and to let the construction contract.

The spend profile was regularly reviewed and amended, and this was reported to the Board via finance reports. In December 2016 the spend profile was reduced from £1,040,000 to £840,000, and then in January 2017 it was reduced further to £580,000, so by end of financial year the actual spend achieved was higher reflecting additional resources being brought in to progress the scheme as much as possible whilst planning was still being resolved.

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. It is hoped that Phase One will be determined by JDCC in July following the need to produce more ecological information and the identified need for some further verified views of the area around the Leper Chapel Meadow.

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.

1.6 Cambourne to Cambridge / A428 Corridor

The overall profile of the scheme budget is higher due to both the increased scope of the scheme development from Cambourne to Cambridge including on highway and off highway options and additional analysis required carried out since October 2016 regarding alignments and P&R considerations.

The project is still within early design stages to establish an approved route alignment as well as further analysis on highway options. There has been further instruction to undertake additional analysis on route options and Park & Ride locations arising from concerns expressed at the Local Liaison Forum. 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 GCP Executive Board key decision of 13th October.

1.7 Programme management & early scheme development

The main reason for the underspend is that the Tranche 2 development work that was anticipated to have started has now evolved into a wider piece of work looking at the GCP's overall Future Investment Strategy for 2020 onwards. Work that was anticipated to have begun by now on potential transport schemes, e.g. developing initial proposals for Newmarket Road/Eastern Orbital, has therefore yet to commence.

1.8 City Centre Capacity

Explanation for variance of +£266k from the £300k budget forecast for 2016/17.

The £300k budget was set before there was a scope for what is now the 8 point plan for City Access. The budget was very much an outline as 10% of the £3m allocated for this work within Tranche 1. Clearer definition and positive activity resulted in the variance, namely:

- Introduction of a City Access team that grew from zero to six during the financial year.
- Further development of the demand management options with Mott MacDonald as consultants, commissioning of the Bus Network Review, and work to complete the surveys of on street and off street parking. Included running the traffic model to take into account the demand management options.

1.9 A1307 Bus Priority

Changes in project team and lack of resources to progress delivery resulted in an underspend of £325k in the 2016/17 year. Further resources have been allocated to develop the project. The project will return to profile spend during the course of 2017, and is on programme for delivery

1.10 Cross-City Cycle Improvements

Of the five projects, construction work commenced on Hills Road/ Addenbrooke's and Links to Cambridge North Station in 2016/17. For the other three schemes detailed design, utility diversions, localised consultations and advertisement of traffic regulation orders are underway with construction work due to commence later this year.

Spend in 2016/17 was just slightly below budget.

1.11 Western Orbital

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 costs in 2016/2017.

1.12 A10 North Study Tranche 2

The use of the CSRM2 is a critical element of the study and this was delayed due to the delay in the CSRM 2 update project. The spend in 16/17 is made up of planning work, developing the initial evidence base, stakeholder engagement and initial coding of background schemes / scenarios to be modelled. The modelling work and subsequent reporting of results / preparation of options reports and recommendations will be undertaken in 17/18. The majority of expenditure for this project will be made in 17/18. The study is due to complete end of July 2017.

1.13 A10 cycle route (Shepreth to Melbourn)

On 9th June 2016 the GCP Board approved expenditure of £550,000 for the A10 Cambridge to Royston cycle route (Shepreth to Melbourn section). Work on site commenced in November and the scheme was completed by mid-March 2017. Final work elements such as signs, road markings and grass seeding have recently completed, and the final contractor bill has to be settled. The final scheme cost is expected to be just under the £550,000 allocated.

2. Operations Budget

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

2.2 The actual expenditure incurred in 2016-17 is as follows:-

Activity	Budget £000	Actual £000	Variance £000
Programme Central Co-Ordination Function	268.5	300.2	31.7
Strategic Communications	137.7	90.5	-47.2
Skills	190.0	187.5	-2.5
Economic Assessment	10.0	0.0	-10.0
Smart Cambridge	220.0	216.2	-3.8
Cambridge Promotions Agency	90.0	90.0	0.0
Housing	200.0	200.0	0.0
Affordable Housing	50.0	10.0	-40.0
Intelligent Mobility	200.0	55.0	-145.0
Total	1,366.2	1,149.5	-216.7

2.3 The following items will be required to be rolled forward into 2017/18:-

- £10k budgeted for Economic Assessment will need to be carried forward to cover costs in 2017/18.
- £3.8k budgeted for Smart Cambridge will need to be carried forward to cover costs in 2017/18.
- £40k budgeted for Affordable Housing will need to be carried forward to cover costs in 2017/18.
- £145k budgeted for Intelligent Mobility will need to be carried forward to cover costs in 2017/18.
- The balance of £18.0k will be carried forward to fund costs in future years.

- 2.4 The funding of the Operations expenditure in 2016/17 will be based on a pro-rata basis of the New Homes bonus received by the 3 authorities.

Authority	NHB funding £000	% split	Charge to each authority £000
Cambridge City Council	3,009	42	482.6
South Cambridgeshire District Council	2,727	38	436.6
Cambridgeshire County Council	1,434	20.0	230.3
Total	7,170	100.0	1,149.5

Greater Cambridge Partnership Finance – May 2017

1. Programme Budget

1.1 A summary of the expenditure to May 2017 against the budget for the year is set out in the table below:-

Project Description	Total Budget £'000	2017-18 Budget £'000	Expenditure to date £'000	Forecast Spend - Outturn £'000	Forecast Variance – Outturn £'000
Histon Road Bus Priority	4,280	200	1	163	-37
Milton Road Bus Priority	23,040	800	22	242	-558
Chisholm Trail	8,400	2,025	85	1,525	-500
Cambourne to Cambridge / A428 Corridor	59,040	1,200	70	1,200	0
Programme management & Early scheme development	4,950	950	65	950	0
A1307 Bus Priority	39,000	1,000	25	1,000	0
Cross-City Cycle Improvements	8,000	3,537	477	3,300	-237
Western Orbital	5,900	600	70	600	0
A10 North Study & initial work	2,600	783	21	783	0
A10 cycle route (Shepreth to Melbourn)	550	0	6	39	+39
City Centre Access Project	8,045	1,426	48	1,426	0
Total	163,805	12,521	890	11,228	-1,293

1.2 The explanation for variances is set out below.

1.3 Histon Road – Bus Priority

Revised date to review scheme concept design is aiming for the November 2017 Executive Board. The current delivery plans assume two further rounds of consultation in late 2018 and mid 2019; public consultation on the detailed designs followed by a statutory consultation on draft traffic regulation orders.

1.4 Milton Road – Bus Priority

Revised date to review scheme design is now set for 15th June 2017 Executive Board. The current delivery plans assume two further rounds of consultation in early-2018 and late 2018; public consultation on the detailed designs followed by a statutory consultation on draft traffic regulation orders.

1.5 Chisholm Trail:

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. Phase One is expected to be determined by JDCC on 22 July.

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.

1.6 Cambourne to Cambridge / A428 Corridor

The project is still within early design stages to establish an approved route alignment as well as further analysis on highway options. There has been further instruction to undertake additional analysis on route options and Park & Ride locations arising from concerns expressed at the Local Liaison Forum. 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 GCP Executive Board key decision of 13th October.

1.7 Programme management & early scheme development

Initial resources for work on the prioritisation of CSRM2 (Transport Modelling) Modelling work to develop Tranche 2 have now been allocated, and are accounted for in this figure.

1.8 A1307 Bus Priority

Additional resource was allocated to the project towards the end of 2016. The scheme is currently on programme for delivery in 2020.

1.9 Cross-City Cycle Improvements

Of the five projects, construction work has commenced on two of them. For the other three schemes detailed design, utility diversions, localised consultations and advertisement of traffic regulation orders are underway.

Work on site has commenced on the first of three phases of Links to Cambridge North Station.

1.10 Western Orbital

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 costs in 2016/2017.

1.11 A10 North Study & initial work (Tranche 2)

The issues that were being experienced with the Cambridge Sub-Regional Model (CSRM) have now been resolved and work is underway on this Study. A Project Board has been established to provide oversight and direction to the work. The costs and programme are currently being revised and evaluated to take account of previous delays and changes. The Study is now updating the project plan, developing and assessing the initial evidence base, and undertaking modelling work to inform the development of outline options. The subsequent reporting of results/preparation of options reports and recommendations will then be undertaken.

1.12 A10 cycle route (Shepreth to Melbourn)

The scheme opened in March and is coming in slightly under the overall scheme budget. The finance table shows £39,000 expenditure in 2017-18 against a £0 budget for this year, which is the result of delay in payment of a final bill that was expected to be finalised in 2016-17, so does not constitute an over-spend on the overall project.

1.13 City Centre Access project

This project is no longer funded by the GCP capital grant and is now funded by New Homes Bonus funding. However as the scheme is related to infrastructure it has been included within this section.

2. Operations Budget

- 2.1 This budgets include the carry forward of funding for Economic Assessment (£10k), Smart Cambridge (£3.8k), Affordable Housing (£40k) and Intelligent Mobility (£145k) from 2016/17 underspends.
- 2.2 The actual expenditure incurred in 2017-18 is as follows:-

Activity	Budget £000	Budget to date £000	Actual to date £000	Forecast Outturn £000	Forecast Variance £000
Programme Central Co-Ordination Function	500	83	59	644	+144
Strategic Communications	303	84	56	303	0
Skills	190	48	48	190	0
Economic Assessment	20	0	0	20	0
Smart Cambridge	734	121	-5	734	0
Housing	200	0	0	200	0
Affordable Housing	40	0	-10	0	0
Intelligent Mobility	275	22	-1	275	0
Local Authority Administration Costs	111	40	40	71	-40
Developing 12 cycling greenways	200	33	13	200	0
Electric Vehicle charging	25	0	0	25	0
Travel Audit	150	0	0	150	0
Travel Hubs	100	0	0	100	0
Cambridge Promotions	40	0	0	40	0
Towards 2050- Strategic Planning & Transport framework	230	0	0	230	0
City Centre Movement & Spaces	150	0	0	150	0
Residents Parking Implementation	269	7	0	269	0
Total	3,537	438	200	3,641	+104

2.3 Increase in funding

In January 2017 the Executive Board confirmed the need for the deployment of additional executive resources to support the GCP Programme, and agreed a budget allocation in the 2017/18 budget setting process. This was in recognition that pace and momentum was being affected by the fact there was no single point of focus or accountability, and that trying to deliver the programme 'on top of the day job' was simply not sustainable. It was agreed that an interim Chief Executive should be in place for a six-to-nine month period which would then be subject to a review.

As we approach that point it is generally believed by key stakeholders that the Chief Executive has added value, and rigour, to the governance, stakeholder engagement and overall programme focus during this period. There is however still much to do. It is therefore important that this impetus is maintained in order that the outcomes and priorities that the GCP has set are delivered.

Having consulted with the Leaders and Chief executives of the three Local Authorities the Section 151 Officer has used his delegated decision making authority to extend the assignment to the end of the current financial year. The cost of extending this assignment will be £144k. There is no provision for this sum within the base revenue budget however £40k has been identified within the base operations budget as not being required within the current financial year. It is hoped that further opportunities will be identified as the financial year progresses but at this stage the Board are asked

to approve a net increase in the operational budget in the sum of £104k that will be funded from drawing additional funding from the New Homes Bonus resource.

Six-monthly report on Smart Cambridge

1) **Background**

This update follows the progress report provided to the GCP Executive Board on 10 Nov 16 and the decision made on 8 March 2017 to support a further phase as follows:

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 GCP 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*

2) **Overview**

- Overall progress is good, and the work is within budget.
- The Intelligent City Platform (ICP) which includes a sensor network, a data platform together with web access is operational. It is being used to provide real time information for a variety of applications including the MotionMap travel app and a competition funded by IoT Boost in which SMEs are solving city challenges using the sensors and data.
- The MotionMap travel app Beta version is being used by volunteers and a wider trial is planned for Sep 2017. Assuming the trial stage goes according to plan, it is anticipated that the app will be available for download from app stores by end 2017.
- Feasibility studies for Autonomous Vehicles (AVs) on the guided busway and Affordable Very Rapid Transit have been completed and funding for a third which will explore AVs and the Greater Cambridge research campuses has been secured. A report on integrated ticketing and payments was carried out by Arup.
- An EU Urban Innovative Actions fund (UIA) bid has been submitted which aims to achieve lasting congestion reduction through modal shift from private car to public, shared and sustainable transport through implementation of an innovative digital transport product (Mobility as a Service pilot). The bid process is a competitive one and we expect to be advised of the outcome during autumn/winter 2017.
- Collaboration with several University of Cambridge departments, local authorities and businesses has been positive and productive. We have engaged residents by running two 'hack' events as well as speaking at a number of meet-up groups in Cambridge
- The Smart Cambridge programme continues to attract national and international attention from other locations with leading edge Smart City ambitions.

3) Progress summary across all workstreams

No.	Workstream description/ status	Progress/activities to date
1	Establishment of an Intelligent City Platform (ICP) COMPLETE	<ul style="list-style-type: none"> The ICP has been established and is operational. It is connected via a low power, long range LoRaWAN network and includes 10 base stations. Basic testing of the infrastructure and data has been completed.# The ICP covers the city and significant parts of South Cambs. The data contained in the ICP has been visualised in a variety of ways including maps and graphs.
1(b)	ICP Early Adopters ON TRACK	<ul style="list-style-type: none"> Real time bus information is now live as part of the Google transit transport planning application. The MotionMap travel app Beta version is being used by volunteers and a wider trial is planned for Sep 2017. Assuming the trial stage goes according to plan, it is anticipated that the app will be available for download from app stores by end 2017. Smart Cambridge has engaged with the University of Cambridge Department of Chemistry on an air quality trial which evaluated a new and more effective type of sensor. IoTUK Boost funding is supporting a competition between 10 SME's to develop products or services that utilise the ICP to solve city challenges.
	Digital wayfinding at Cambridge Station IN PROGRESS	<ul style="list-style-type: none"> A brief for self-service screens and an outline of their contents has been delivered. Two potential sites have been identified, ducting to support power and connectivity is in place and S106 monies have been identified. The stakeholders required to progress this initiative have been identified, and next steps are to convene that group to sign off the brief and agree a schedule.
	First steps to Intelligent Mobility COMPLETE	<p>Three feasibility studies were agreed as part of this workstream, namely:</p> <ul style="list-style-type: none"> Autonomous vehicles (AVs) on the Guided Busway (completed) Affordable Very Rapid Transit (completed) A further feasibility study on AVs and the Greater Cambridge research campuses (funding secured and planned to complete in July 2018). <p>A research report on integrated ticketing and payment was commissioned and carried out by Arup to identify market and technology trends.</p> <p>An EU Urban Innovative Actions fund (UIA) bid has been submitted which aims to achieve lasting congestion reduction</p>

4) Next steps: This section identifies the initiatives agreed to date

Enhance the ICP: enhancements have been agreed as follows:

- Two further bases stations will be added to the 10 already in use with the possibility of further base stations being required from time to time to ensure appropriate network coverage.
- A resourcing plan will be defined for the ICP's support and further enhancement.
- A strategy and roadmap will be developed to test the predictive capability of artificial intelligence in the context of the ICP and the datasets it contains.

- Data feeds and Application Programming Interfaces (APIs) will be provided to enable employers, academics and developers to access and use the data. Examples of uses of the data include tailored screens containing transport information and the development of new apps.

Develop the data/evidence base: enriching the data available and ensuring it is used and visualised as widely as possible to further the aims of the programme.

- An approach will be defined to undertaking a data audit to consider the data requirements of all GCP's programmes. The audit will identify the data already available together with gaps and data issues.
- Usage of the ICP by third party data users, community groups and businesses of different types will be promoted. This work will include defining rules of use and will help these groups to add new types of sensors, utilise the data etc.
- A number of specific initiatives will be investigated to make the data visible and tangible, namely Variable Message Signs (VMS), Big Screens, Digital Wayfinding and the MotionMap App Phase 2.
- New sensor applications will be investigated including sensors in dog waste bins which indicate when they require emptying and sensors on bin lorries which can be used to detect their location potentially with an app to allow householders to access this information and report missing collections. Other applications will also be investigated.

Support GCP's air quality initiatives:

- Support will be provided to the NERC funding bid team. If the bid is successful, Smart Cambridge will provide support for the data infrastructure.

Car Parking Initiatives: Providing better information about car parking in the city can help to reduce congestion, improve air quality and encourage shifts to more sustainable means of travel. Specific initiatives include:

- Connectivity issues which have resulted in poor parking space availability data will be investigated and remedies proposed.
- Data about car parks and on street parking is currently limited. For example, drivers cannot find out about car parking queueing times so there is no opportunity for them to make alternative travel choices. This initiative will identify what other parking data could be gathered to reduce congestion and will propose how the data can be obtained and used.
- Coaches and lorries have very limited information about where there is space for them to pick up/drop off or unload resulting in congestion and/or hazards for other road users. This initiative will evaluate options for ameliorating this situation through the use of information and technology and will propose a roadmap for implementation.
- We have supported a bid to Innovate UK led by Appy Parking to use technology to improve parking payment mechanisms as a means to influence behaviour. Innovate UK should advise whether the bid has been successful or not by Sep 17. If successful, Smart Cambridge will participate as appropriate.

Mobility as a Services (MaaS):

- If the EU Urban Innovative Actions fund (UIA) bid described above is successful, Smart Cambridge will participate as appropriate. If it is not, a new approach and plan will be developed.

Autonomous Vehicles (AVs):

- As described above, a further feasibility study on AVs and the Greater Cambridge research campuses is due for completion in July 2018. This study will explore a system of fare-paying, connected, autonomous mini-buses.

Smart Cambridge Engagement and Communications

- There is a provisional Smart Cambridge plan to hold a 'future of transport' conference in Cambridge and it is understood the Mayor is also keen. It is proposed to explore whether a single high-profile event could be mutually beneficial.
- The Smart Cambridge Collective will be developed as an engagement approach with a broad range of citizens, businesses and other groups to explore the opportunities and provide a basis for future collaboration.

Programme gateway review:

- An innovation framework is being developed to support the delivery of the Smart Cambridge programme. This includes a number of [Smart Cambridge] gateway reviews the first of which is provisionally planned for early 2018, and therefore preparation will take place from autumn 2017.

Appendix 4

Update on independent economic assessment panel

Overview of gateway review process

The Greater Cambridge Partnership's City Deal is one of a number of 'Gainshare' deals between Government and groups of local partners: the Cambridgeshire and Peterborough Devolution Deal is another. The aim of 'Gainshare' deals is that Government agrees to invest in an area, for the economic benefit of that area and the UK as a whole. A condition of the Greater Cambridge City Deal agreement – and all other Gain share deals – is that a Gateway Review is conducted every 5 years by an Independent Economic Assessment Panel, to inform future funding decisions.

Central Government funding under the GCP's City Deal Agreement (all in equal annual instalments) is:

- £100 million for 2015/16-2019/20
- Up to £200 million for 2020/21-2024/25, depending on the outcome of the 2019 Gateway review
- Up to £200 million per year for 2025-35 (or 2025 to 2030 if we can deliver quickly), depending on the outcome of the 2024 Gateway review.

The 2019 Gateway review is expected to evaluate whether we are delivering on track and on budget, whether our investments are realising the expected benefits, the added value from our partnership and, if they can be identified as early as 2019, the wider economic benefits.

The economic assessment work provides an opportunity to ensure that the Greater Cambridge Partnership's work is evidence-driven and to assist us in continuously improving the performance monitoring and evaluation of Greater Cambridge Partnership investments. The Cambridgeshire and Peterborough Combined Authority agreed at its last meeting to establish an independent economic commission, whose work would be available to the Greater Cambridge Partnership to inform its decision-making.

Progress since last update

The Independent Economic Assessment Panel is now up and running, overseen by a Steering Group of the Locality Partnerships with Gain Share deals, as well as Government representatives. This shares lessons between Localities and oversees the work on an overarching National Framework for the economic assessments. The Economic Assessment Panel is developing this, as well as individual Locality Frameworks for each Locality Partnership with a Gain share deal.

- The National Framework effectively provides a menu from which the Locality Frameworks are developed.
- The Locality Frameworks tailor the National Framework to local circumstances and the details of the individual Deals, recognising that local factors will be key in evaluation.

Officers from the GCP Team have been working closely with those from the Combined Authority to take a consistent approach to working with the panel, including for instance sending single consolidated feedback.

Current position

The panel has now completed the National Framework, and is focusing on the Locality Frameworks. GCP officers are engaging regularly with the panel to develop our Locality Framework, to ensure it develops in a way that suits the needs and details of the GCP City Deal.

The panel's work is being broken down into three phases:

1. Design – broken down into three further stages:
 - a) Development of the National Evaluation Framework
 - b) Co-production of Locality Evaluation Frameworks
 - c) Development of Outline Evaluation Plans for each Locality Framework
2. Implementation

3. Reporting

The phase 1 work has a cost due from the GCP of £30k for that work. In October it was noted that the budget for this work was uncertain and that an allocation of £10k per year had previously been agreed by the Executive Board.

The budget required for phases 2 and 3 will be determined following the completion of phase 1 and will be reported back to the Executive Board at that point. In lieu of a certain figure for that work, it is prudent to make an indicative allocation of £20k for each of 2018/19 and 2019/20, which might need to be reviewed once further certainty is available, but should provide a realistic budget envelope. This would mean the budget for this work is as illustrated below.

Financial year	Current budget	Proposed budget
2017/18	£20,000	£30,000
2018/19	£10,000	£20,000
2019/20	£10,000	£20,000
Total	£40,000	£70,000

Next steps

Phase 1 is expected to be completed by the end of October. It is recommended that the Executive Board delegates authority to the Interim Chief Executive, in consultation with the Chairperson of the Executive Board and the Economy and Environment Portfolio Holder, to sign off the Locality Evaluation Framework and Outline Evaluation Plan.

Once it is complete, we will be able to agree a clear timeframe for the 2019 gateway review, which will then be reported back to the Executive Board.

Executive Board forward plan

Notice is hereby given of:

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

A 'key decision' is one that is likely:

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

Item title	Summary of decision (including notice of confidential or exempt information, if appropriate)	Officer lead(s)	Key decision?
Joint Assembly: 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 GCP's Future Investment Strategy for the period 2020 onwards.	Tanya Sheridan	No
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 decisions in October 2016, a revised update on the programme, and approve public consultation on option(s).	Chris Tunstall	Yes
Western Orbital	To consider options for Park & Ride capacity enhancements at J11 of the M11 and to seek approval on developing a business case	Chris Tunstall	No
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
GCP quarterly progress report	To monitor progress across the GCP workstreams, including: <ul style="list-style-type: none"> • The latest financial monitoring information • Six-monthly report on the Strategic Risk Register • Six-monthly report on housing • Six-monthly report on skills 	Tanya Sheridan	No
Joint Assembly: 15 November 2017 Executive Board: 22 November 2017		Reports for each item to be published: 3 November 2017	
Histon Road bus priority	To consider the 'final concept' design as a basis for detailed design work and the preparation of an interim business case, to facilitate further public and statutory consultation.	Chris Tunstall	Yes
A1307 Three Campuses to	To consider and approve the revised options for the scheme following LLF workshops.	Chris	No

Cambridge		Tunstall	
GCP quarterly progress report	To monitor progress across the GCP workstreams, including: <ul style="list-style-type: none"> • The latest financial monitoring information. • Six-monthly report on Smart Cambridge. 	Tanya Sheridan	No

Update on the implementation of the Mouchel report recommendations

Purpose

This document sets out the GCP's Interim Chief Executive's plan for implementing the key recommendations of the Mouchel Report. This has been prepared in consultation with the GCP Executive Board.

Background

The Board sought external, independent advice on the evolution and leadership of a dedicated GCP transport team. The GCP Programme Director commissioned Mouchel Consultants in Autumn 2016 to review the delivery of the GCP transport work stream and provide independent, external assurance, in line with good practice for large programmes.

A total of 24 recommendations were made in the Mouchel Report and the GCP Executive Board is progressing with 21 of these recommendations. The following plan sets out how these 21 recommendations are being or will be implemented and includes the reasons for why three of the recommendations are not being progressed.

The GCP welcomes the Mouchel Report and its recommendations, and is grateful to them for this thorough piece of work.

Governance, Assurance and Measuring Impact

The plan will be overseen by the GCP team which is chaired by the Interim Chief Executive and is held monthly. Additional scrutiny is provided by the GCP Executive Board, which is a bi-monthly public meeting chaired by an elected member and with representatives of each local authority (Cambridge City, Cambridge County Council and South Cambridgeshire Council) as well as the University of Cambridge and the Local Enterprise Partnership (LEP).

The GCP has an assurance framework due to be reviewed in 2017 but is the current mechanism by which progress, outcomes and impact are being measured for the four GCP workstreams, one of which is transport.

Actions will be RAG rated individually for outcome and impact as follows :

RED	Outcome: Task timescales have slipped and need attention. Impact cannot start to be measured yet but should be have been
AMBER	Outcome: Tasks are not fully on track but plans are place to ensure progress by an identifiable timescale Impact of outcomes can start to be seen and measured, but are not met.
YELLOW	Outcome: Tasks are on track, but may not yet be fully embedded as business as usual Impact: Impact can be measured, is heading in the right direction but not yet meeting targets
GREEN	Outcome: Tasks are progressing as expected and are deemed to be on target or business as usual Impact of outcomes is meeting expectations / targets

BLUE	Completed
GREY	Process: Not yet started - action is not scheduled to start in this period. Impact not yet expected to be realised (i.e. actions in progress/not started).

Recommendation One

- a) Undertake a workforce planning exercise of the current and future GCP transport resources which includes; a skills audit of current technical and project capability.
- b) Undertake an analysis of the age profile in relation to succession planning and the scope for graduate training and apprenticeships.

	Actions	Timescale	Lead	Progress	Impact
1	A workforce planning exercise to be scheduled to map the skills within the team.	By July 2017	Lyndsay Fulcher	Exercise completed. Skills and capability matrix developed to assist with gap analysis and inform future recruitment need	Staff with the right skills work for CCC; Projects are on track and on budget and deliver all identified business case needs;
2	Complete an analysis on the future technical resources required to deliver the GCP's City Deal	Completion by the end of January 2017	Steve Dickinson	Overall analysis complete and recruitment to newly developed structure currently in progress	Projects are on track, on budget and deliver identified business case needs;

Recommendation Two

Review the current approach to recruitment and develop a targeted campaign for attracting specific resources to the GCP transport work stream recognising the need to reflect the market conditions.

	Actions	Timescale	Lead	Progress	Impact
3	Establish strategies with relevant organisations to attract professionals with the right skills and experience to bolster the broader GCP team.	To start in January 2017	Chris Tunstall; Graham Hughes and Michelle Gwyther	Recruitment processes started early June across ETE through the recruitment microsite; Skills and capability matrix outcomes to assist with recruitment.	Staff with the right skills are attracted to work for CCC; Projects are on track and on budget and deliver all identified business case needs;

Recommendation Three

Establish a separate dedicated co-located GCP transport core team that is responsible for delivery of the agreed GCP transport projects, draws on a range of transport expertise and is co-located with the Smart Cambridge work stream.

If a Cambridgeshire and Peterborough Devolution Combined Authority is established in November, consider how this may be aligned with any Transport programme it agrees and where there is scope to share services etc.

	Actions	Timescale	Lead	Progress	Impact
4	Creation of a dedicated, co-located team which focuses	Start from April 2017	Graham Hughes and Chris	A GCP transport team structure was developed and staff started working	Better project control and direction to deliver projects on

	entirely on the GCP projects, which will also ensure the County Council remains well placed to deliver non- GCP transport projects.		Tunstall	under the new structure from 4 th April 2017.	track, on budget and achieving identified business case outcomes; Increased sense of a team, and strategic direction.
5	Close working between the GCP and the impending Combined Authority leaders to understand, consider, and take advantage of alignment opportunities.	On-going from November 2016	Rachel Stopard	CD assurance framework refresh sighted on CA assurance framework; Work to align Gateway reviews	A joint strategy for delivery across all economic investment strands that spans across the GCP, the Combined Authority and LEP.

Recommendation Four

4. Appoint a full-time senior officer who is the dedicated transport lead i.e. a GCP Transport Director who is accountable to the GCP partnership and Executive Board.

	Actions	Timescale	Lead	Progress	Impact
6	Recruitment of an interim GCP Transport Director who reports directly to the GCP Chief Executive.	By February 2017	Rachel Stopard	Completed. Chris Tunstall started on 23 rd February 2017	Core resources identified for dedicated team; Better project control and direction to deliver projects on track, to budget and achieving identified business case outcomes; Increased sense of a team and strategic direction
7	Recruitment of a permanent, dedicated GCP Transport Director who reports directly to the GCP Chief Executive.	By April October 2017	Rachel Stopard	To commence summer 2017	

Recommendation Five

Adopt a mechanism to secure a long term relationship with a single multi-disciplinary transport consultancy which can provide dedicated specialist resources to be co-located within the client organisation.

	Actions	Timescale	Lead	Progress	Impact
8	County Council to undertake pre-procurement exercises to identify a suitable transport consultancy.	Winter 2016 to Spring 2017	Richard Lumley/Stuart Walmsley	The ETE Highways contract has been awarded and work is underway to ensure the transport consultancy compliments the	

				existing highways contract; Information gathering and visits to LA's across England have been undertaken to investigate different models;	Procurement of a multiple disciplinary transport supply chain that can respond to identified need
9	Complete the procurement of a suitable transport consultancy	From Spring 2017 to Summer 2018	Stuart Walmsley	A draft business case is being prepared to be taken forward	

Recommendation Six

Adopt a comprehensive approach to programme management across the entire transport work stream ensuring all project managers have the appropriate skills and all projects have a business case, a project initiation document and a project plan and that project objectives are agreed at inception and regularly communicated.

	Actions	Timescale	Lead	Progress	Impact
10	Appointment of a transport infrastructure Programme Manager	September 2016	Tanya Sheridan	Completed. Tanya Pascual in post	More reliable and consistent reporting on programmes, enabling early identification of issues, change control and forward decision making
11	Programme and project management expert is building capacity and catalysing continuous improvement.	From October 2016 Spring 2017	Steve Dickinson	Completed. Programme management expert has an influencing and shaping the organising role; Steve is working with senior managers to implement regular and robust risk, finance and project/programme reporting;	More reliable and consistent reporting on projects and programmes, enabling early identification of issues, change control and forward planning and decision making
12	Implementation of consistent and best practice approach to programme management	From January 2017 onwards	Steve Dickinson/ Tanya Pascual	Programme management is being coordinated by the Programme Manager for GCP projects. Compliance and consistency across project delivery teams is developing and ongoing.	More reliable and consistent reporting on projects and programmes, enabling early identification of issues, change control and forward planning and decision making

Recommendation Seven

Accelerate the roll out of the ASTA comprehensive programming tool which provides an early warning escalation process when there is slippage that may affect key milestones being met with a clear change control mechanism in place.					
	Actions	Timescale	Lead	Progress	Impact
13	Roll out of ASTA across the GCP project team	End of April 2017	Steve Dickinson/ Tanya Pascual	Process for reporting GCP programme status by Programme Manager to the GCP Infrastructure Director is developing and ongoing.	More reliable and consistent reporting on programmes, enabling early identification of issues, change control and forward planning and decision making

Recommendation Eight					
Improve the quality control of all the Board reports to ensure they are fit for purpose i.e. they are of the right quality, substance, technical jargon is avoided, a link between how a specific project contributes to the overall objective is highlighted and there is appropriate sign off.					
	Actions	Timescale	Lead	Progress	Impact
14	Clarification of processes and timescales for Boards	Autumn 2016	Aaron Blowers	Completed, but this is an iterative process whereby reporting timescales are regularly reinforced.	Clearer timescales enable better reports and brief to be developed, resulting in the early identification of any issues and potential solutions; Supports improved forward planning and decision making.
15	Produce and distribute training and guidance for Project Leaders.	December 2016	Tanya Sheridan	Completed, but this is on-going work to continually improve reporting to the Board.	Less demand on officers to provide the same detail in multiple formats; More reliable and consistent reporting on programmes, enabling early identification of issues, change control and forward planning and decision making
16	Develop and roll out presentation training	March 2017	Debbie Goodland/ Beth Durham Tanya Pascual	6 project leads /managers attended a 2 day training course in November 2016; A second course will be scheduled once first wave of new staff are in post.	More succinct and relevant presentations that focus on the right project aspects to facilitate productive discussions and swift decision making.

Recommendation Nine					
Consider having a SharePoint system or equivalent to enable all the GCP documents to be held in one place and be readily accessible to the appropriate people.					
	Actions	Timescale	Lead	Progress	Impact
17	Consolidation of all GCP information consolidated into a single internal system.	December 2016 to Spring 2017 By September 2017	Aaron Blowers	Current shared file system is being reviewed and where required tidied; Work is underway to investigate the most suitable option for a filing system across the programme	GCP documents are accessible by all officers; Documents are saved in a consistent and coherent way; Supports better version control of documents.

Recommendation Ten					
Develop and disseminate a project manager's good practice guide describing all the key stages in delivering a transport project which can be regularly reviewed following a formal debrief and lessons learnt process. This should if possible be harmonised across Transport programmes.					
	Actions	Timescale	Lead	Progress	Impact
18	Development of a good practice guide.	February June 2017	Aaron Blowers	The guide has been developed.	Consistent and early identification of issues, change control; Improved forward planning and decision making
19	Dissemination of the guide to managers throughout the GCP and wider transport programmes	February June 2017	Aaron Blowers	Dissemination through a variety of channels is on-going.	
20	Continued embedding of the good practice guide through an agreed action owner	February June 2017 onwards	Aaron Blowers / Tanya Pascual	This will be an iterative process and will be issued to new staff as they start	

Recommendation Eleven					
Introduce and disseminate better guidance to officers on what is expected from them when presenting at the Assembly and Executive Board and on key GCP processes they should follow.					
	Actions	Timescale	Lead	Progress	Impact
21	Development of guidance for officers	November 2016	Tanya Sheridan	Completed. To be re-issued to new staff recruited via the recruitment microsite	More succinct and relevant presentations that focus on the right project aspects to facilitate productive discussions and swift decision making.
22	Distribution of guidance for officers	December 2016	Beth Durham		
23	Development of regular, informal staff briefings to facilitate more effective presentations to Assembly and Executive Board.	From Spring 2017	Beth Durham	Officers to be part of Board briefings as appropriate to further develop skills in presenting to members.	

Recommendation Twelve					
Consideration needs to be given as to when to undertake a refresh of the transport strategy for Cambridge and South Cambridgeshire to ensure it is up-to-date and reflects the impact of any latest development patterns and other relevant changes.					
	Actions	Timescale	Lead	Progress	Impact
24	Refresh the transport strategy once the Strategic Economic Plan has been refreshed by the LEP and the examination of the Cambridge and South Cambridgeshire has concluded so that both inform the transport strategy.	From Spring 2018	Jeremy Smith	SEP refresh work underway but has not been completed and the Local Plan examination is still ongoing.	Too early to see impact as the action has not yet started

Recommendation Thirteen					
More investment to be made to ensure the transport and economic evidence base is up-to-date. Synergies and co-investment opportunities with other bodies e.g. The LEP should be explored.					
	Actions	Timescale	Lead	Progress	Impact
25	Completion of the Cambridge Sub Regional Model (CSRM) update.	January February 2017	Lou Mason- Walsh	Completed Revised model has more up to date data, and is Webtag compliant;	Ability to test local plan allocations and scenarios; Better decision making on key schemes with an ability to understand the impact and required mitigation and how all scenarios fit together and interact; Has been used on three projects.
26	Refresh of the Strategic Economic Plan Local commissioned by the LEP which will provide a valuable addition to the evidence base.	Target completion March July 2017	Adrian Cannard	The Evidence Base went to the LEP Board in June 2017, whereupon they agreed to finalise the work by the beginning of July. The LEP Board are reviewing the next steps at the July 2017 meeting including further consultation. Work will continue with the GCP and the Combined Authority on the emerging proposal for an	A clear vision and shared sense of purpose is in place across the partnership; An increased ability to unlock the potential economic growth within the area.

				independent economic commission.	
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Recommendation Fifteen

Ensure there is a clear decision-making process in place for the Board to demonstrate approval of the programme and projects and that it is followed and effectively communicated and appropriate delegations are put in place.

	Actions	Timescale	Lead	Progress	Impact
27	Codify and recirculate the change control principles that apply to the GCP programme.	December 2016	Aaron Blowers	Change control principles completed and circulated in January 2017.	More effective management and decision making around requests for modifications to projects in terms of cost, scope or timeframes; Increased recognition of the impacts that for instance a cost change on one project can have on the wider programme; Projects delivered on track and on budget
28	The Joint Assembly and Executive Board to review and agree the issue management and Change Control principles.	January 2017	Tanya Sheridan	The GCP Executive Board on 25 th January 2017 noted and endorsed the codification of the principles used in the GCP City Deal for change control and issue management, as detailed in the printed decision sheet Jan 2017 Exec Board	

Recommendation Sixteen

Ensure that if Board members request changes be made to reports, they only do so through the senior transport lead officer, who will consider whether those are appropriate and clearer rules around the Executive Board seeing and contributing to documents ahead of publication are agreed.

	Actions	Timescale	Lead	Progress	Impact
29	Develop a Board report comment process that is channelled through a single, senior officer, who acts as a single point to consider comments.	November 2016	Tanya Sheridan	Completed. Report writing guidance has been issued to officers. With the interim transport director in post, all reports are being channelled through him for sign off.	All Board and Assembly members have the information they need to advise on and take decisions and to monitor and challenge progress; Officers across the partnership are supported in producing effective reports and papers that receive swift strategic sign off prior to publication; To ensure that papers and reports are accessible to non-technical audiences.
30	Circulate this report comment process and associated guidance to all Board members.	January 2017	Tanya Sheridan		

Recommendation Nineteen

Continue with changes to standing orders and put in place a strategy to improve the management of public questions and public speaking at Assembly and

Board meetings.					
	Actions	Timescale	Lead	Progress	Impact
31	Agree changes to standing orders agreed, giving time for better answers to questions	December 2016	Aaron Blowers	Completed; A public questions log has been developed for Executive Board and Joint Assembly which is published after each meeting on S Cambs website.	A more understandable public questions process that responds to concerns and issues raised by the public, members and officers; For the public there is increased transparency of questions raised and information given in return
32	Develop a protocol on publishing public questions and responses.	January 2017	Aaron Blowers/ Michelle Gwyther	Completed; Protocol completed and circulated to all project leads and reminders are given before each meeting cycle as to requirements.	Officers able to answer public questions appropriately; For the public there is increased transparency of questions raised and information given in return
33	Circulate the protocol on public questions and responses.	January 2017	Aaron Blowers/ Michelle Gwyther		

Recommendation Twenty					
Review the approach to engagement on individual projects and recognising the benefits of local liaison and design forums if they are managed appropriately.					
	Actions	Timescale	Lead	Progress	Impact
34	Refresh the communications strategy and stakeholder engagement plan, informed by stakeholder consultation.	January 2017	Beth Durham	Completed.	Increased ability to meet defined strategic objectives; Increased capacity and capability to deliver a professional communications service capable of flexing to meet organisational needs. Swifter response to public enquiries
35	Complete a review of resource, process and structures to seek the optimum communications model to best support enhanced community engagement.	March 2017	Beth Durham	Completed so communications resources are to GCP projects.	

Recommendation Twenty One					
Both the City Deal and LEP should consider how to improve engagement between the two partnerships.					
	Actions	Timescale	Lead	Progress	Impact
36	This issue was already being addressed and the LEP are in the process of recruiting a permanent member of staff to	By May 2017	Adrian Cannard	Neal Cuttall started in post at the end of May 2017 to be the LEP lead on GCP activity	A clear vision and shared sense of purpose is in place across the partnership;

	serve in a liaison and engagement capacity with the GCP.				
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Recommendation Twenty Two

Consider what actions could be taken to develop confidence and the relationship between officers and members. An away day for Board members to include key transport project staff would help to improve the overall understanding of Board strategy, investment priorities and ensure a mutual appreciation of the challenges involved in delivering major infrastructure projects. Similar relationship and confidence building approaches for the Joint Assembly should also be considered.

	Actions	Timescale	Lead	Progress	Impact
37	Organise an away day for Executive Board members in January 2017	Scheduled for 30 th January 2017.	Tanya Sheridan	Completed. Further away days have been held in March and May 2017 for both Executive Board and Joint Assembly members	Stronger overview and scrutiny; More clarity over roles and responsibilities within and between governance structures; Enhanced understanding of project outcomes and areas that require further support and scrutiny.
38	Organise regular briefing seminars for Board and Joint Assembly members.	From March 2017	Beth Durham	Regular sessions and workshops have been scheduled for Board and Joint Assembly members.	

Recommendation Twenty Three

Review the overall approach to communications by developing a strategy that is joined up across all work streams, articulates the vision (what Greater Cambridge will look like in 2030) and identifies a more proactive approach to how individual projects support the wider programme.

	Actions	Timescale	Lead	Progress	Impact
39	Development and implementation of a revised communication strategy	January 2017	Beth Durham	Communications strategy has been completed and is being implemented.	Increased officer knowledge about GCP to enable them to fulfil their role better; Effective management of stakeholder needs, expectations and ensure a wider representation;

Recommendation Twenty Four

Review and consider integrating the Communications resources across the Transport work stream to ensure they are more joined up and overall skills are more effectively utilised.

	Actions	Timescale	Lead	Progress	Impact
40	Explore the development of a dedicated information, engagement and	March 2017	Beth Durham	Completed. Communications resources aligned in March 2017 to GCP projects;	Better quality communications products and services, leading to increased stakeholder

	communications team to meet the significant requirements of the GCP.				satisfaction; A more consistent service, little or no duplication on communications resulting in increased officer and customer satisfaction.
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Recommendations that are not being progressed		
No.	Recommendation	Rationale why recommendation is not being progressed
14	The legislation under which the Executive Board was set up does not allow the Local Enterprise Partnership or Cambridge University representatives to vote. As future governance arrangements are developed, consider the question of how the Local Enterprise Partnership and, if it wants to, Cambridge University, might be given full voting rights on the Executive Board.	<p>This recommendation will not be progressed at this time as legislation does not allow non-Council representatives on a decision-making Joint Committee to have a vote. Cambridge University is not seeking Executive Board voting rights.</p> <p>However, there will be a continued focus on enhancing business engagement, led by the Local Enterprise Partnership to ensure a strong business voice in GCP decision-making, backed by duty to consider LEP advice at the Executive Board</p>
17	Introduce more frequent briefing meetings for the Executive Board.	This recommendation will not be pursued as it is not considered necessary and that current arrangements are suitable.
18	In order to help expedite projects, there may be a need for a process to be put in place to achieve Board approval outside of the Board's meetings.	No specific process is going to be put in place for Board decisions outside formal meetings but the GCP will explore this recommendation whilst maintaining openness and transparency.