



**Report To:** Greater Cambridge Partnership  
Executive Board

20 September 2017

**Lead Officer:** Rachel Stopard – Interim Chief Executive

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## **Developing a 10 year (2020 – 2030) Future Investment Strategy (FIS)**

### **Purpose**

1. This paper starts the process of developing a 10 year Future Investment Strategy for the Greater Cambridge Partnership. Whilst the funding of this City Deal agreement is subject to a number of 'gateway reviews', the Partnership needs to focus its ambition on its long terms vision for economic growth and align its resources accordingly.
2. In addition, the paper sets out the plan for a 'big conversation' with stakeholders, residents and businesses to assist in developing those priorities for investment over the longer term.

### **Recommendations**

3. It is recommended that the Executive Board:
  - (a) Develop a 10 year Future Investment Strategy (FIS) and the process set out in paragraphs 11-15 for agreeing priorities;
  - (b) Undertake a significant engagement exercise (called Our Big Conversation) in order that the views of stakeholders, residents and businesses can be included in the development of the FIS.

### **Reasons for Recommendations**

4. There is an agreed list of spending commitments for the funding provided in tranche 1 of the City Deal, but no firm plans for the remaining period of the agreement. Whilst some delivery of schemes funded in the early years would be funded from the allocation beyond 2020, there is a benefit from understanding now what outcomes are sought by the end of the government funding period (2030) and indicating how they would be prioritised for funding.
5. At the same time, there is the opportunity by starting this process now, to have the space to have a conversation with stakeholders, residents and businesses about what interventions should be prioritised to ensure additional growth is achieved in a way that is sustainable, shares prosperity and improves the quality of life for those living and working in Greater Cambridge.

### **Background**

6. The Board and Assembly have spent time in recent months defining the vision for the Greater Cambridge Partnership, as well as the ambition for what can be delivered in each of the workstreams: housing, transport, smart places and skills. These are set out in appendix 1.

7. A number of 'task & finish' groups made up of Board and Assembly Members have then been considering what the long term interventions may be in order to achieve those outcomes. It is intended that this part of the process is concluded by the end of September 2017.
8. The next stage is to have a wider conversation with the public, residents and stakeholders about those priorities so that a fully costed package of investments can be brought forward to improve understanding of what will be spent, by when, over the course of the City Deal investment period. With big aspirations comes a big price tag. It is therefore likely that funds available from the 'deal' will be insufficient to meet those aspirations. Therefore running alongside the development of the programme of priorities, the Executive Board will need to consider funding models that maximise the resource that it has at its disposal.

### **Considerations**

9. The current profile of spend for the first 5 years' investment (known as tranche 1) is set out elsewhere on the agenda (within the GCP Quarterly Progress Report). It is worth noting that whilst currently profiling an over-commitment of resources, many of the major infrastructure projects are not programmed for completion until beyond 2020 (the timescale known previously as tranche 2). Therefore, there is likely to be an element of the FIS that builds in existing commitments in order to see schemes through to completion.
10. Whilst government funding of up to £500 million is not secured and is the subject of five yearly reviews, it is felt that a refreshed view on future investment that builds on previous investment priorities is the right approach. This improved clarity of vision and ambition, with clearly articulated outcomes for 2030 and beyond which deliver either additional or accelerated economic growth, will strengthen the Partnership's case.
11. In developing a FIS, consideration will also be given as to whether more can be achieved by seeing the government funding as a potential investment opportunity, in order to maximise the value that can be achieved from the government grant.
12. It is also critical that in shaping investment priorities over the coming months, the work is closely aligned with the Economic Commission being established by the Cambridgeshire & Peterborough Combined Authority (CA); the non-statutory spatial strategy and Local Transport Plan, also being developed by the CA; as well as the new Local Plan for Cambridge and South Cambridgeshire. In addition, the work being done to build constructive relationships with agencies such as Highways England, Department for Transport, the National Infrastructure Commission and Network Rail will also be important in the development of priorities.
13. The engagement with residents, stakeholders and businesses aims to:
  - Discuss the benefits and challenges and barriers to sustaining future levels of growth and quality of life;
  - The role the Partnership and investment opportunities can play in addressing these challenges;
  - Encouraging active involvement in developing solutions.
14. Whilst the engagement will take place across all workstreams of the Partnership, there will be a specific focus included on transport in order to promote an extensive and evidence-building travel survey of residents and employees.

15. Once concluded, it is envisaged that the Future Investment Strategy will provide a transparent and objective basis on which future decision making can take place, with clear criteria for evaluating proposals whilst avoiding inflexible and over prescriptive processes.

### **Options**

16. An alternative to what is proposed would be to work in yearly or five yearly cycles moving forward, rather than articulating the outcomes for the end point and creating a programme which works backwards from that point. This risks not getting to the desired outcomes or having resources aligned in a prioritised way, but could still deliver incremental benefits.

### **Implications**

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

#### ***Financial and other resources***

18. The level of grant available to the Greater Cambridge Partnership is clear. The spending power it brings however erodes with the passage of time. Furthermore, as set out above, it is likely that the funds available will be insufficient to meet the aspirations of the Partnership. The Greater Cambridge Partnership will therefore need to consider how the resource at its disposal can be used effectively and innovatively to maximise the outcomes for Greater Cambridge. This could be using the grant mechanism to support upfront borrowing and/or as a mechanism to attract private sector financial investment to support the delivery programme.

#### ***Risk Management***

19. The most significant risk is that government does not continue with the planned funding following the gateway review currently due in 2019/20. However, it is considered that a strong and evidence-based FIS will mitigate this risk.

#### ***Equality and Diversity***

20. The 'Big Conversation' will aim to ensure that voices are heard from all sections of the community as well as people who travel into the area for work. Current 'mosaic' data suggests there are gaps in groups who engage in consultations on schemes the Partnership proposes, so this process will aim to ensure that more people have the opportunity to share their views.

#### ***Climate Change and Environmental***

21. Overall the Future Investment Strategy is likely to strengthen the priority the Partnership makes to achieve improved air quality and more sustainable communities by the interventions it recommends.

### **Consultation responses and Communication**

22. The Assembly has been involved in discussing longer term priorities to deliver the vision and ambition they have set out with the Board, but this initial thinking will now be subject to extensive engagement over the autumn period named 'Our Big Conversation' which will take place from mid-September through to November.
23. During this time we will be creating opportunities to have as many conversations as we can with the public, residents and businesses about the Greater Cambridge

growth story, how this affects people and businesses, how the Greater Cambridge Partnership could help, and most importantly, listen to everyone's thoughts for the future of the area. Everyone can make their views count by joining our Big Conversation in a number of ways and they can find out more at <https://www.greatercambridge.org.uk/about-city-deal/the-big-conversation/>

### **Next steps**

24. The feedback from this widescale engagement will then be considered by the Working Groups of the Board and Assembly before final proposals are made in a draft Future Investment Strategy being presented to the Board for agreement in March 2018.

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**GREATER  
CAMBRIDGE  
PARTNERSHIP**

**Growing and sharing prosperity**

Delivering our City Deal

# OUR VISION

Working together to grow and share prosperity and improve quality of life, now and in the future.



## Transport

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



## Housing

Accelerating housing delivery and homes for all.



## Skills

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



## Smart

Harnessing and developing smart technology, to support transport, housing and skills.