



5 November 2015

To: Members of the Greater Cambridge City Deal Joint Assembly:

Councillor Tim Bick	Cambridge City Council (Chairman)
Councillor Roger Hickford	Cambridgeshire County Council (Vice-Chairman)
Councillor David Baigent	Cambridge City Council
Councillor Kevin Price	Cambridge City Council
Councillor Maurice Leeke	Cambridgeshire County Council
Councillor Noel Kavanagh	Cambridgeshire County Council
Councillor Francis Burkitt	South Cambridgeshire District Council
Councillor Bridget Smith	South Cambridgeshire District Council
Councillor Nick Wright	South Cambridgeshire District Council
Claire Ruskin	Cambridge Network
Sir Michael Marshall	Marshall Group
Andy Williams	AstraZeneca
Anne Constantine	Cambridge Regional College
Helen Valentine	Anglia Ruskin University

Dear Sir / Madam

You are invited to attend the next meeting of the **GREATER CAMBRIDGE CITY DEAL JOINT ASSEMBLY**, which will be held in the **COUNCIL CHAMBER**, at **SOUTH CAMBRIDGESHIRE HALL, CAMBOURNE** on **FRIDAY, 13 NOVEMBER 2015** at **2.00 p.m.**

AGENDA

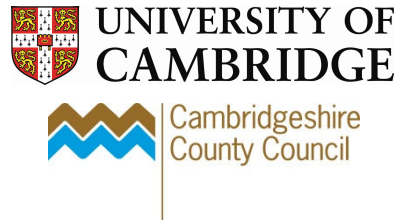
	PAGES
1. Apologies for absence To receive any apologies for absence.	
2. Minutes of the previous meeting To confirm the minutes of the previous meeting held on 7 October 2015 as a correct record.	1 - 12
3. Declarations of interest To receive any declarations of interest by Members of the Joint Assembly.	
4. Questions by members of the public To receive any questions from members of the public. The standard protocol to be observed by public speakers is attached.	13 - 14
5. Petitions To consider any petitions received since the last meeting.	

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| 6. | Western Orbital – options and approval to consult
To consider a report by Graham Hughes, Executive Director (Cambridgeshire County Council), scheduled for consideration by the Executive Board on 3 December 2015. | 15 - 22 |
| 7. | Initial prioritisation of schemes for tranche 2 – report on further economic appraisal
To consider a report by Graham Hughes, Executive Director (Cambridgeshire County Council), scheduled for consideration by the Executive Board on 3 December 2015. | 23 - 28 |
| 8. | Workstream update
To consider a report by Tanya Sheridan, City Deal Programme Director, scheduled for consideration by the Executive Board on 3 December 2015. | 29 - 34 |
| 9. | Six-monthly report on skills
To consider a report by Graham Hughes, Executive Director (Cambridgeshire County Council), scheduled for consideration by the Executive Board on 3 December 2015. | 35 - 40 |
| 10. | Greater Cambridge City Deal Forward Plan
To consider the City Deal Executive Board's Forward Plan, as attached, and the Joint Assembly's work programme. | 41 - 46 |

Future meetings of the Joint Assembly are scheduled to be held as follows:

17 December 2015 – 2pm
12 February 2016 – 2pm
24 March 2016 – 2pm
2 June 2016 – 2pm
7 July 2016 – 2pm
25 August 2016 – 2pm
29 September 2016 – 2pm
3 November 2016 – 2pm
1 December 2016 – 2pm

Agenda Item 2



GREATER CAMBRIDGE CITY DEAL JOINT ASSEMBLY

Minutes of the Greater Cambridge City Deal Joint Assembly held on
Wednesday, 7 October 2015 at 2.00 p.m.

PRESENT:

Members of the Greater Cambridge City Deal Joint Assembly:

Councillor Tim Bick	Cambridge City Council (Chairman)
Councillor Roger Hickford	Cambridgeshire County Council (Vice-Chairman)
Councillor Dave Baigent	Cambridge City Council
Councillor Kevin Price	Cambridge City Council
Councillor Noel Kavanagh	Cambridgeshire County Council
Councillor Maurice Leeke	Cambridgeshire County Council
Councillor Francis Burkitt	South Cambridgeshire District Council
Councillor Bridget Smith	South Cambridgeshire District Council
Sir Michael Marshall	Marshall Group
Claire Ruskin	Cambridge Network
Andy Williams	AstraZeneca
Helen Valentine	Anglia Ruskin University

Members or substitutes of the Greater Cambridge City Deal Executive Board in attendance:

Councillor Ian Bates	Cambridgeshire County Council
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Officers/advisors:

Liz Bisset	Cambridge City Council
Alan Carter	Cambridge City Council
Andrew Limb	Cambridge City Council
Graham Hughes	Cambridgeshire County Council
Chris Malyon	Cambridgeshire County Council
Brian Stinton	Cambridgeshire County Council
Stuart Walmsley	Cambridgeshire County Council
Aaron Blowers	City Deal Partnership
Tanya Sheridan	City Deal Partnership
Dan Clarke	Connecting Cambridgeshire
Adrian Cannard	Greater Cambridge Greater Peterborough Enterprise Partnership
Graham Watts	South Cambridgeshire District Council

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Anne Constantine (Cambridge Regional College) and Councillor Tim Wotherspoon (South Cambridgeshire District Council).

Councillor Tim Bick, Chairman, reported that he had received a letter from Jane Ramsey of Cambridge University Hospitals giving notice of her resignation from the Joint Assembly due to work commitments. The Assembly asked the Chairman to write and thank Mrs Ramsey for her valuable contributions. It was noted that a nomination from the University

of Cambridge would be sought to fill this vacant position on the Joint Assembly.

Councillor Bick took this opportunity to introduce Tanya Sheridan to the Board, who had this week taken up her role as the City Deal Partnership Director.

2. MINUTES OF THE PREVIOUS MEETING

The minutes of the previous meeting held on 16 September 2015 were confirmed as a correct record, subject to the word 'transport' being replaced with the word 'traffic' in resolution (a) of minute number 7.

Councillor Tim Bick, Chairman, provided Joint Assembly Members with an update on the outcome of the Assembly's recommendations following consideration by the Executive Board on 1 October 2015, as follows:

- the Board had welcomed the Assembly's intention to conduct an investigation into the leading models of traffic management to reduce congestion in the city, calling for evidence from experts and advocates of the different models. It proposed that this 'call for evidence' be undertaken jointly by the Board and Assembly and that the City Deal Director and officers would produce an outline for the arrangement. The Chairman of the Board had suggested that the chairing and organisation of the sessions would be shared between the Board and Assembly, with all Members of both bodies invited. A report on the findings would be prepared subsequently by officers and circulated via the Assembly to the Board, leading to wider public consultation;
- the Board had agreed that improvements to Junction 11 of the M11 would be investigated further as an urgent standalone project with Highways England, in terms of initially assessing a business case;
- the legislation requiring changes to facilitate the City Deal moving towards a Combined Authority had been included as part of the Cities and Local Government Devolution Bill. At the last meeting of the Assembly it was agreed that the Chairman should write to local Members of Parliament to seek their support in progressing consideration of this issue, which the Assembly understood had been postponed by Parliament. It was agreed, in view of this issue now forming part of the Cities and Local Government Devolution Bill, that the letter would no longer be necessary.

3. DECLARATIONS OF INTEREST

No declarations of interest were made.

4. QUESTIONS BY MEMBERS OF THE PUBLIC

Questions asked, together with any responses from Members of the Joint Assembly or officers, were noted as follows:

Question by Heike Sowa

Mrs Sowa said that one focus of the City Deal was reducing congestion on the A1307 corridor between Haverhill and Cambridge. She said that Railfuture had analysed the 2011 census travel to work data which showed that the majority of people heading along this corridor worked in Cambridge and the cluster of Science Parks to the South-East of Cambridge. Although some road-based improvements were proposed, she felt that it was the reinstatement of the railway which would provide the long-term and high quality

permanent solution to the problem.

Mrs Sowa claimed that the population of Haverhill was predicted to reach 50,000 in the medium future and the reinstated railway would soon be thriving as it served not just Haverhill but all the main employment centres in Cambridge and South-East Cambridge. She said that the trackbed of the railway was largely unobstructed, making the re-opening relatively straightforward, and added that there was a large amount of support for the scheme.

She acknowledged that this proposal was beyond the individual funding levels provided by tranche one of the City Deal, but was of the opinion that the City Deal could help the scheme happen. She asked for the City Deal to fund a feasibility study to establish the prospects for rail on this corridor and enable a long-term plan to be developed.

Graham Hughes, Executive Director of Economy, Transport and Environment at Cambridgeshire County Council, said that the work requested by Mrs Sowa was already in hand and was one of the aspects of the A1307 study that was scheduled to be submitted to the Executive Board for consideration next year. Mr Hughes wanted to manage expectations in relation to the outcomes of that report so made the point that a railway line would not be able to penetrate the centre of Haverhill, resulting in catchment limitations. Whether or not the scheme included a large catchment area would be a key part of determining the viability of including railway provision. This issue would be investigated as part of the study by the consultants, but officers were of the opinion at this stage that railway provision in this area did not immediately have the makings of a viable scheme.

Councillor Tim Bick, Chairman, reiterated the point that the study requested as part of the question was already taking place, the outcomes of which would be reported to the Joint Assembly and Executive Board in the New Year.

Question by Matthew Danish

Mr Danish spoke as a resident of Histon Road and cycled along the road into Cambridge everyday. He saw many other people cycling and his main concern was seeing them having to manoeuvre around parked cars that obstructed the road at frequent intervals, often in restricted areas. He said that the threats not only came from the moving traffic but also from the possibility of a car door being flung open suddenly. The designs shown in the draft options report seemed to take a step in a better direction by putting additional parking restrictions in place. Mr Danish asked what other steps could be taken to prevent illegal parking in the planned cycle lane.

Mr Hughes reminded Members of the Assembly that whatever restrictions were put in place relied upon motorists obeying them and enforcement. He said that authorities did try to enforce restrictions as much as possible, but this could not occur everywhere across the City everyday. Mr Hughes confirmed that, technically, double or single yellow lines could be placed in cycle lanes to make it clear that restrictions were in place. This had been generally successful in other areas as most people tended to obey these types of restrictions. He also said that if there were specific hotspots where problems with illegal parking in cycle lanes repeatedly occurred, traffic enforcement officers could be directed to those areas to enforce the restrictions which itself would act as a deterrent.

Question by Edward Leigh

Mr Leigh said that the Better City Deal campaign group had noted the Executive Board's approval to publicly examine the various ideas proposed for tackling congestion in the City. He was concerned about the inconsistency of conducting such a consultation in

parallel with consultations on specific schemes that were based on a belief that bus lanes were the best and most cost-effective way to get people out of cars. Mr Leigh said that transportation was a connected system and changes required a coherent and comprehensive plan, which had not yet been produced.

He added that Council officers and external consultants were churning out detailed assessment reports and proposals for public consultation, most of which were inter-dependent. In particular, he said what measures were most appropriate to get more people onto buses, trains and bicycles would depend crucially on what measures were adopted to mitigate congestion in the City. Mr Leigh felt that it would be a huge mistake to rush into building expensive infrastructure that had an expected life of at least 50 years and would change the landscape and City environment irreversibly.

Mr Leigh suggested that the Joint Assembly and Executive Board should acknowledge that the City Deal timetable was unrealistic for the transportation workstream and that a request should be made to the Government for a pause of 12 to 24 months, with the explicit aim of using that time and part of the £20 million instalment to:

- conduct a series of sessions across the region to explain the City Deal and invite the public to contribute constructive ideas;
- conclude consultations on congestion and traffic generators in the City;
- create the necessary joint-authority governance structures and staff-up sufficiently to deliver the City Deal effectively and efficiently;
- draw up and put out for consideration a coherent outline 15-year transport strategy for the region, and a comprehensive 5-year transport plan for the City Deal programme;
- put in place the 'smart cities' infrastructure needed to gather and analyse traffic and journey data, and to improve the quality and timeliness of information available to travellers;
- conduct research, studies and trials of traffic management, access controls and bus routing.

Mr Leigh asked if the Joint Assembly would make this recommendation to the Executive Board.

Mr Hughes explained that there was strong evidence from around the world in respect of making changes to urban environments which supported the need to both provide alternatives to the use of private vehicles and improve key strategic radial routes. He said that by doing one of these things without the other would simply not solve the congestion problems in Cambridge and added that the City Deal programme very clearly set out schemes which addressed both. Schemes such as the A428 and Western Orbital were cited as examples of those key routes that would be improved, together with provision that was being put in place to offer people alternative modes of transport to that of the private car. The programme also included a clear plan for liaising with local people and traffic generators in respect of the congestion issue in Cambridge, prior to moving to public consultation. He also reported that the Cambridge Access Study was currently ongoing, which monitored and managed traffic movements.

Mr Hughes said that the City Deal programme was very joined up and that it had to be delivered and managed in a way that accommodated the profile in which funding was being received by the Government. He added that even if all of the City Deal money was received at this stage, it would still not be possible to deliver everything at once.

Councillor Tim Bick asked whether Members should be worried about delivery over the period of the first tranche of funding. Mr Hughes reminded the Assembly that the Executive Board had allocated approximately £180 million of schemes with £100 million of City Deal funding available, with the balance coming from other funding such as developer contributions and additional external sources. He added that this over-profiling would account for the fact that this was a complex programme and, in reality, some schemes may be delayed or changed during the development stages. He was confident that £100 million of schemes from City Deal funding would be delivered, and was also confident that they would bring with them significant benefits, so did not feel that Members should be worried about delivery.

Mr Hughes added that a 15% to 20% reduction in traffic would be needed to improve congestion in Cambridge, which needed to be addressed by doing a number of things. This was exactly what the City Deal programme was working towards.

Councillor Francis Burkitt responded to the request to recommend that the City Deal be paused for 12 to 24 months. He said that almost everything asked for as part of the question by Mr Leigh was being done already, that consultations were beginning to take place and that the City Deal was really beginning to move forward, citing the Executive Board's Forward Plan as an example of what was coming up. He endorsed everything that Mr Hughes had said and felt that by asking the Government for a break would make things much worse.

The Joint Assembly did not agree with the request to make the recommendation to the Executive Board, but noted Mr Leigh's comments.

Question by Roxanne De Beaux

Ms De Beaux, in respect of the Histon Road scheme, stated that the Cambridge Cycling Campaign welcomed proposals to improve cycling along Histon Road, crucially separating people on bikes from motor traffic and from pedestrians. She added, however, that the limited space on Histon Road meant that this could not be an option along the full length. Ms De Beaux asked what additional studies would be undertaken to explore options for ways to reduce through-traffic along these roads, such that bus lanes would not be required whilst still allowing reliable bus journeys, reduced air pollution and safer walking and cycling routes.

In terms of the Milton Road scheme, Ms De Beaux was of the view that this proposal had started with the narrow focus of improving bus services without trying to understand and solve the root causes of the congestion problems in Cambridge. As such, it was mostly an assumption that the best solution for moving the most number of people with the fastest, most reliable journey times, and in the most sustainable way, was achieved by buses with bus lanes. The Campaign thought this was a rash approach and that more should be done to reduce the overall level of traffic so that all transportation options could be safe and viable. She added that, in the Campaign's opinion, the current proposals were just bus lanes with cycling provision tacked on.

The Campaign urged the Joint Assembly to recommend that these plans be pushed back to ensure a more comprehensive proposal could be made and that if this was not possible it should strongly encourage the 'do maximum' option to ensure that cycling facilities were not compromised as part of the scheme.

Ms De Beaux said that the Campaign had identified a number of ways the proposal could be improved and asked whether it would be possible to meet with the consultants to share the Campaign's views.

Mr Hughes, in responding to the comments regarding Histon Road, referred to a call for evidence that was being managed to engage with people to consider their ideas for addressing the congestion problems in Cambridge. He said that officers had always been clear that there would be a two-pronged approach to the transport infrastructure aspect of the City Deal, as set out in answer to Mr Leigh's question earlier, with regard to offering alternative modes of transportation and addressing key radial routes. He added that other specific measures were already in place, such as the Cambridge Access Study, which would continue to look at improved movement and traffic flow, particularly for the benefit of pedestrians, cyclists and buses.

In terms of Milton Road, Mr Hughes said that the Campaign's comments were understandably focussed on the perspective of cyclists, but officers had to balance the needs of all users. Officers were seeking to put forward something that supported vulnerable users, making them safe, but also allowing for other modes of transport. In terms of the radial routes, Mr Hughes made the point that many people used these as a way of getting into Cambridge where cycling simply was not an option for them. Mr Hughes made it clear, however, that there was a commitment to improve cycling as part of these schemes.

Mr Hughes said that, as with the A428 Madingley Road corridor scheme previously considered by the Assembly and Board, the schemes at Histon Road and Milton Road at this stage set out indicative options for the purpose of an initial consultation process. He expected a range of comments to be submitted as part of the consultation exercise and welcomed support or hybrids of the options contained within the documentation that would be published, together with any other options put forward as part of that process. Much more detailed proposals could then be developed around the views received which would be judged against the needs of all users.

Councillor Bridget Smith, in response to the request from the Cambridge Cycling Campaign to meet with the consultants to share their ideas, asked why this could not occur. Mr Hughes highlighted that a number of stakeholder meetings on both schemes had been held, which the Cycling Campaign was involved in, so assured the Assembly that these discussions had already taken place. He reiterated that all points of view from all user groups had to be taken into account when developing these schemes.

5. PETITIONS

No petitions had been received.

6. REPORTS SCHEDULED TO BE CONSIDERED BY THE GREATER CAMBRIDGE CITY DEAL EXECUTIVE BOARD

6 (a) Histon Road bus priority walking and cycling measures: approval to consult

Councillor Tim Bick, Chairman, agreed to facilitate the consideration of this item and the following item at minute number 6(b) in respect of Milton Road as one debate.

Two reports were considered which set out a range of measures that had emerged from an initial technical study of Histon Road and Milton Road. The reports explained the background to the development work in each case and sought approval to carry out a public consultation on these measures to inform the development of preferred proposals.

Stuart Walmsley, Head of Major Infrastructure Development at Cambridgeshire County Council, presented the two reports and reminded Members of the Assembly that these were well defined projects that had been within the County Council's long term Transport

Strategy for some time. It was well known that the two routes suffered from congestion and that bus times along the routes were unreliable, with delays very frequent at bus stops and junctions. City Deal schemes for the two routes provided an opportunity to look at them in a broader sense and consider a radical approach. The width and geometry of the two roads changed quite dramatically, but officers were confident that they could develop options to provide the best possible mixture of solutions to support all modes of transport.

Mr Walmsley emphasised that these schemes would seek to include innovative and real-time 'smart' infrastructure and that there would be opportunities to incorporate this along the entire length of both routes. He noted that there were issues from a public realm perspective, in terms of trees, grass verges and the environmental impact, all of which would be properly considered as part of the process moving forward. The purpose of this initial consultation for both schemes was to understand what was achievable and acceptable along those corridors. Subject to approval, consultation documentation was scheduled to be published in December 2015, with exhibitions to be held in January 2016.

Claire Ruskin proposed an amendment to recommendation (b) of both reports by adding the words 'and encourages all other ideas to be properly considered' at the end of the sentence to ensure that it was clear that all ideas would be given due consideration. The Joint Assembly unanimously supported this proposal.

In answer to a question as to whether there was any danger of options for these schemes being unaffordable, it was noted that all options would be properly costed for delivery with the funding available. Mr Walmsley highlighted that costs in relation to these two schemes would be high as a result of the anticipated complexities and issues that arose from working in urban areas, together with the technology and signals intended to be put in place. Provision would be made in the costings of each option for contingencies and risk mitigation.

Responding to questions regarding the consultants appointed to lead these projects, Mr Walmsley reported that they had been appointed through a tendering process, with quality and cost being key specifications. The chosen consultants had experience of working on similar projects and had demonstrated very good levels of engagement, leaving officers with no question that the right people had been appointed to lead these schemes. He added, by way of reassurance, that Greater Cambridge City Deal transport schemes were attracting interest from high-quality, international consultants.

It was suggested that an aspect missing from the report was an understanding of what people were using these corridors for in terms of where they were travelling to and from. Brian Stinton, Team Leader for Major Works from Cambridgeshire County Council, said that work was underway on traffic modelling to establish and identify the origin and destination of people using those routes.

It was noted that members of the public would appreciate specific dates in terms of when consultation processes were due to commence and when certain reports would be considered by the Joint Assembly and Executive Board. Mr Walmsley acknowledged this point and confirmed that consultation documentation should be available for publication on 15 December 2015, with exhibitions taking place in the middle of January 2016 and an update report being submitted to the Executive Board on 16 June 2016.

Discussion ensued on the loss of trees and vegetation, specifically in relation to Milton Road but also the scheme at Histon Road and urban transport infrastructure schemes in general. It was noted that Cambridge City Council, from a landscaping perspective, formed part of the stakeholder group and its expertise would be utilised to address this issue and help shape the project. Councillor Maurice Leeke referred to a number of

innovative measures that could be put in place to maintain or replace greenery or vegetation in such circumstances and suggested inviting an expert or consultant on landscaping to a future meeting of the Joint Assembly. This was unanimously supported.

During discussion it was agreed that further clarity needed to be provided in the documentation that would be published as part of the public consultation regarding the dotted lines in the maps relating to potential bus routes, explaining what these represented, together with a definition of each of the 'advisory', 'mandatory' and 'segregated' cycleway categories. It was also highlighted that cycling, as well as bus use, needed to be reflected as a priority as part of both projects.

The Joint Assembly unanimously **RECOMMENDED** that the Executive Board:

- (a) Notes the findings from the initial assessment and technical study.
- (b) Approves public consultation on the illustrative measures as set out in the report and as shown on the accompanying plans, and encourages all other ideas to be properly considered.
- (c) Agrees to receive a report on consultation in late spring of 2016 on a preferred set of measures.

6 (b) Milton Road bus priority, walking and cycling measures: approval to consult

This item was considered and debated as part of the previous item at minute number 6(a).

The Joint Assembly unanimously **RECOMMENDED** that the Executive Board:

- (a) Notes the findings from the initial assessment and technical study.
- (b) Approves public consultation on the illustrative measures as set out in the report and as shown on the accompanying plans, including consideration of further walking and cycling improvements at Mitcham's Corner, and encourages all other ideas to be properly considered.
- (c) Supports the consideration of changes to the Science Park-Cowley Road junction following the completion of a wider A10 corridor transport study.
- (d) Agrees to receive a report on consultation in mid-2016 on a preferred set of measures.

The Joint Assembly unanimously **AGREED** that an expert or consultant on landscaping should be invited to a future meeting to discuss innovative ways in which greenery and vegetation could be maintained or replaced amongst significant transport infrastructure schemes, and asked the Chairman and Vice-Chairman to add this to the Assembly's work programme.

6 (c) Smarter Cambridgeshire update and investment proposal

The Joint Assembly considered a report which provided an update on the progress of the Smarter Cambridgeshire workstream and outlined a proposal for the implementation of a 'smart' technology platform to facilitate the Smart Cities approach within the City Deal programme.

Andrew Limb, Head of Corporate Strategy at Cambridge City Council, presented the report and highlighted the following updates from the workstream:

- the Smarter Cambridgeshire Project Board, comprising officers representing the five participating organisations, had been established and was now overseeing the multiple strands of the Smarter Cambridgeshire work stream;
- the wider Smarter Cambridgeshire Advisory Group, with representation from both Universities and local technology companies, had met and further workshops were planned;
- a 'hack' event, to encourage wider community engagement in the Smart Cities agenda, had been provisionally planned for the end of October;
- work was progressing in support of a number of demonstrator test bed work packages, including:
 - a planning workshop for identifying the key components for a 'Smart A14';
 - outline agreement for station gateway way finding improvements;
 - enabling work packages to support the development of a dynamic journey planner;
- a collaborative joint bid was being developed for the 'Innovate UK Internet of Things' competition, which involved joint working with Milton Keynes and Leeds City Councils, with support BT and the involvement of several other commercial organisations.

In terms of the Smart City technology platform, it was reported that an outline proposal had now been developed for the implementation of a platform to support the delivery of the Smarter Cambridgeshire workstream within the City Deal programme. This comprised a city management network, a data hub and sensor deployment plan and was the result of work undertaken to create a smart architecture blueprint. Further details relating to the platform were set out in the report.

Mr Limb reported that the £280,000 of further investment being sought was to set up the foundations in order to allow the platform and related aspects of the workstream to develop further. He said that this was a relatively small investment in terms of the wider City Deal programme and the market being invested in, however, it would be enough to ensure that things started progressing. He reminded the Assembly that the workstream did not want to invest in the wrong technology in view of its high cost and ever-changing landscape, so it was key for the City Deal workstream to be in an agile position with regard to what it sought to invest in and implement.

Members welcomed the report, but asked that future reports made it clear what the funding would actually be used for, noting in this case that it would be for the procurement of necessary hardware and software.

The Joint Assembly **RECOMMENDED** that the Executive Board:

- (a) Notes the progress of the Smarter Cambridgeshire workstream to date.
- (b) Agrees, in principle, to support the investment of up to £280,000 to implement a Smart Technology Platform subject to a more detailed investment proposal in early 2016.

6 (d) 2015/16 Quarter 2 financial monitoring report

The Joint Assembly considered a report which provided an update on the financial monitoring position for the City Deal for the period ending 30 September 2015.

Chris Malyon, Chief Finance Officer at Cambridgeshire County Council, presented the report and took Members of the Assembly through the City Deal programme costs incurred to the end of September 2015, together with revenue and the non-project resource pool.

Assembly Members noted that there was still approximately £2.2 million of funding unallocated within the non-project resources pool, which was made up of New Homes Bonus contributions from the three partner Councils. It was reported, however, that the future of the New Homes Bonus was unclear ahead of the Comprehensive Spending Review. It was anticipated that more clarity would be provided as part of the Autumn Statement, with any decision as to how this non-project resources pool would be used being at the discretion of the Executive Board.

A question was raised as to whether partner Councils would be able to retain their New Homes Bonus contributions if there was any underspend and the resource remained unallocated. It was noted that this decision would also be at the discretion of the Board.

A request was made for further financial reports to reflect the additional funding that could be available for schemes within the programme, such as from developer contributions for example. It was noted that this information would be included in the comprehensive financial report scheduled to be submitted to the Joint Assembly and Executive Board in the New Year as part of the 2016/17 City Deal budget.

The Joint Assembly **RECOMMENDED** that the Executive Board notes the report.

6 (e) Six-monthly report on housing

The Joint Assembly considered a report which provided an update on progress with the Housing workstream.

Alan Carter, Head of Strategic Housing at Cambridge City Council, presented the report which outlined governance around the Housing Development Agency that had been established, together with information on schemes and anticipated numbers of new housing.

A supplementary report was also considered, setting out the latest developments with regard to affordable housing in light of radically changing national housing, planning and welfare policy. It was reported that the requirement for registered providers and stock retaining local authorities to reduce rents by 1% per annum each year for four years was in the Welfare Reform and Work Bill going through Parliament, with a view for the rent reductions to be implemented from April 2016. Other government proposals, such as the extension of the Right to Buy to tenants of housing associations funded by the sale of high value Council housing, would either be introduced by Regulation or in a Housing Bill scheduled to be published in October 2015.

Mr Carter explained that the consequence for Cambridge City Council and South Cambridgeshire District Council was dramatic, with significant projected losses for both authorities from their long term housing business plans.

It was noted that the Shadow Officer Board for the Housing Development Agency had recently met for the first time. It had concluded that a 'soft' approach to the establishment of the Housing Development Agency as a shared service would be favourable at this stage. This would entail current employees remaining with their respective employers with a view to moving direct to a company model by the end of 2016. The Officer Board had welcomed the establishment of a Member Reference Group to oversee development of the Housing Development Agency.

Liz Bissett, Director of Customer and Community Services at Cambridge City Council, said that the City Deal's housing workstream still had a significant programme that could be developed and delivered over the medium term.

A comment was expressed that there was not enough information contained within the report, in view of the fact that it was a six-monthly update. It was agreed that future update reports on this workstream would be more comprehensive.

The Joint Assembly **RECOMMENDED** that the Executive Board notes the report.

7. GREATER CAMBRIDGE CITY DEAL FORWARD PLAN

The Joint Assembly considered the City Deal forward plan and its schedule of meetings.

It was noted that the item on the A1307 corridor had moved from the December cycle of meetings to the January 2016 cycle of meetings.

The Joint Assembly **NOTED** the City Deal forward plan and its schedule of meetings.

The Meeting ended at 4.15 p.m.

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Agenda Item 4

Questions by the public and public speaking

At the discretion of the Chairman, members of the public may ask questions at meetings of the Joint Assembly. This standard protocol is to be observed by public speakers:

- (a) notice of the question should be given to the Democratic Services team at South Cambridgeshire District Council (as administering authority) by 10am the day before the meeting;
- (b) questioners will not be permitted to raise the competence or performance of a member, officer or representative of any partner on the Joint Assembly, nor any matter involving exempt information (normally considered as 'confidential');
- (c) questioners cannot make any abusive or defamatory comments;
- (d) if any clarification of what the questioner has said is required, the Chairman will have the discretion to allow other Assembly members to ask questions;
- (e) the questioner will not be permitted to participate in any subsequent discussion and will not be entitled to vote;
- (f) the Chairman will decide when and what time will be set aside for questions depending on the amount of business on the agenda for the meeting. Normally questions will be received as the first substantive item of the meeting;
- (g) individual questioners will be permitted to speak for a maximum of three minutes;
- (h) in the event of questions considered by the Chairman as duplicating one another, it may be necessary for a spokesperson to be nominated to put forward the question on behalf of other questioners. If a spokesperson cannot be nominated or agreed, the questioner of the first such question received will be entitled to put forward their question.

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Agenda Item 6



Report To: Greater Cambridge City Deal Executive Board

3 December 2015

Lead Officer: Graham Hughes, Executive Director of Economy, Transport and Environment, Cambridgeshire County Council

Western Orbital

Purpose

- 1 The list of priority schemes for Tranche 1 of the City Deal was agreed at the Executive Board meeting of 28 January 2015. The Western Orbital was not in the list of prioritised schemes but was approved for early development as a Tranche 2 scheme.
- 2 There are strategic links between the Western Orbital and the A428/A1303 scheme. This suggests a case for bringing forward work for the Western Orbital so that full consideration is given to the preferred option for each scheme.
- 3 This paper reports on the early development work for the Western Orbital project and recommends a timetable for further work to link with the emerging A428/A1303 scheme.
- 4 The Board has asked officers to assess options for bus priority around Junction 11 of the M11. This is a stand-alone project and an update is provided as a background paper.

Recommendations

5. The Board is asked to:-
 - a) Note the findings from the early Western Orbital technical report;
 - b) Approve the development of further work on the scheme for public consultation in February and March 2016 on the basis of the options set out in Appendix 1.
 - c) Note the progress made on assessing stand alone bus priority options for M11 J11.

Reasons for Recommendations

- A) The Western Orbital is an important proposal within the Local Transport Plan (LTP) 2011-2026. The objective is to provide orbital bus movements to the west of Cambridge linking key sites for housing and growth. It specifically supports the following City Deal objectives:

- Support the delivery of new homes
 - Support access to key employment locations and job creation
 - Enhance local public transport infrastructure and potentially support additional investment from third parties
- B) In January 2015 the Executive Board agreed that work on the Western Orbital Project should proceed. This work has generated 4 initial options.
- C) The Western Orbital has a direct link with developing Tranche 1 schemes in particular the A428/A1303 project.
- D) The housing and employment sites along the western corridor and the A428/A1303 City Deal scheme are progressing at a rapid pace. There is a risk that if project planning lags behind then opportunities for the Western Orbital scheme may no longer be deliverable because of potential development constraining route selection. This may impact on the overall effectiveness of this scheme to deliver its objectives.
- E) As such it is advisable to progress work on the Western Orbital, including public consultation, to ensure it supports the related schemes.
- F) At the technical level there is a risk of unnecessary costs being incurred if the Western Orbital is not developed further as the work to date may be superseded by implementation of City Deal and other developments. There is also some potential for shared costs between the A428 and Western Orbital schemes in terms of development, design and future implementation of the projects. The City Deal as a programme should seek to capture these shared benefits.
- G) Separately in September 2015, the Board requested an evaluation of potential bus priority measures at J11 of the M11. Given that the Board wishes to see specific consideration of J11 it is essential to ensure that the Western Orbital project is also taken forward.

Background

- 6 Figure 1, taken from the LTP, shows the key locations within the Western Orbital study area:

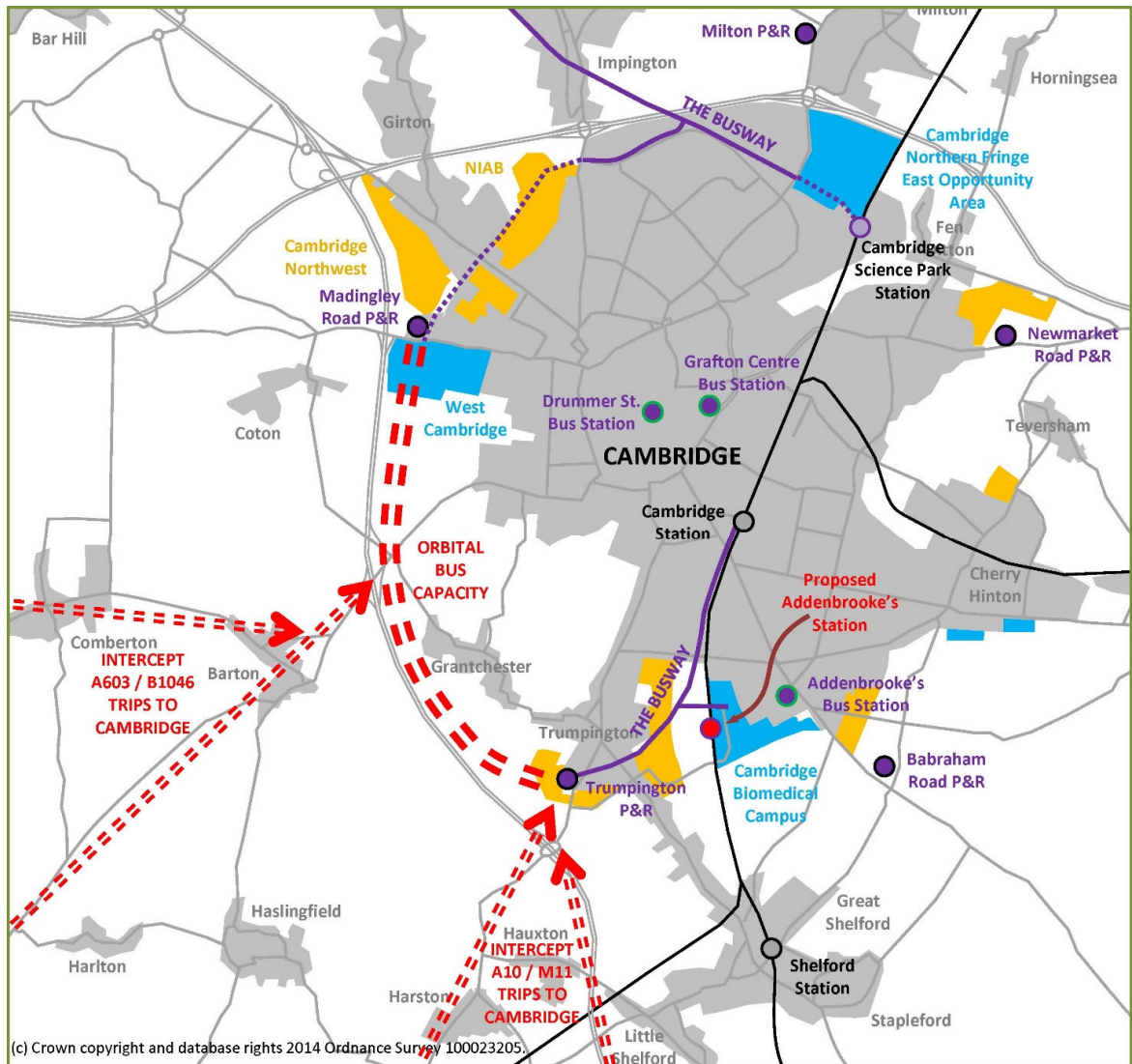


Figure 1: Key locations in the Western Orbital Study Area

- 7 This corridor is currently experiencing considerable growth, particularly in relation to development at Trumpington Clay Farm (housing), Addenbrookes Biomedical Campus (employment), Cambridge West (employment and education) and North West Cambridge (housing and employment).
- 8 Currently the most congested sections of the study area are exiting the M11 in the AM peak at Junction 11 and 13 and the PM peak at Junction 13. At present the journey north from J12 and along the off slip road at Junction 13 takes approximately 50% longer in the morning peak. This also causes unsafe queuing back onto the M11. This issue is mirrored exiting at J13 in the AM peak and PM peak.
- 9 The Draft Local Plan envisages levels of growth that will increase the traffic using the Western Orbital route by up to 21% in the AM period, with similar levels expected in the PM period.

Considerations

- 10 Early work has identified 4 short listed options (A to D) that are considered suitable for further investigation. These are summarised in Appendix 1.

- 11 Detailed feasibility assessment would form part of the next stage including a consultation on the principles of the scheme and further stakeholder engagement. It should be noted that at this early stage consultation will be on the principles of the need for the proposals, not the specifics, such as whether the buses will utilise the M11 or a new link. The outcome of this consultation would be reported to the Board in September 2016.
- 12 All of the options include a new Park and Ride at J11. The study also assumes that both the existing Madingley and Trumpington P&R sites are retained. The A428/A1303 project envisages an additional P&R close to Madingley Mulch roundabout. The next stage of Western Orbital work will need to consider how to optimise the existing and proposed P&R sites within both study areas.
- 13 At this stage it is not possible to give an idea of the cost of each set of proposals but an initial assessment based on typical engineering costs is provided in the 'Option Summary Table' in Appendix 1.
- 14 Separately the Executive Board requested that officers investigate the business case for improvements to Junction 11 of the M11 as soon as possible with an update at the December Board meeting. Given the short time scale between Board's decision and the time of writing report Officers have agreed a methodology of assessment and proposed a brief to consultants (see Background Paper).
- 15 There are clear overlaps with the Western Orbital project with the work that has been requested at Junction 11 in particular the link between the alignment of the Western Orbital and how it intersects with J11 and also the impact of any new P&R on how buses may wish to use J11 in the future.
- 16 There is a close geographical link between the Western Orbital project and the A428/1303 project and there could therefore be potential for a 'linked construction' programme at the start of City Deal Tranche 2 where the construction of the A428/A1303 could be rolled on to the Western Orbital. This may result in savings in terms of procurement, timescales and financial costs.

Options

- 17 The recommended option is as follows:
- To undertake the next stage of the Western Orbital project in more detail and in particular to more fully assess costs and benefits.
 - To undertake a consultation on the options within this paper.
- 18 Appendix 2 sets out a revised development timetable for the Western Orbital project. This timetable proposes completion of all development work including statutory permissions during Tranche 1 to allow for immediate implementation at the start of Tranche 2 of City Deal.
- 19 Figure 2 below sets out a summary flow chart of the short and long term project development steps.

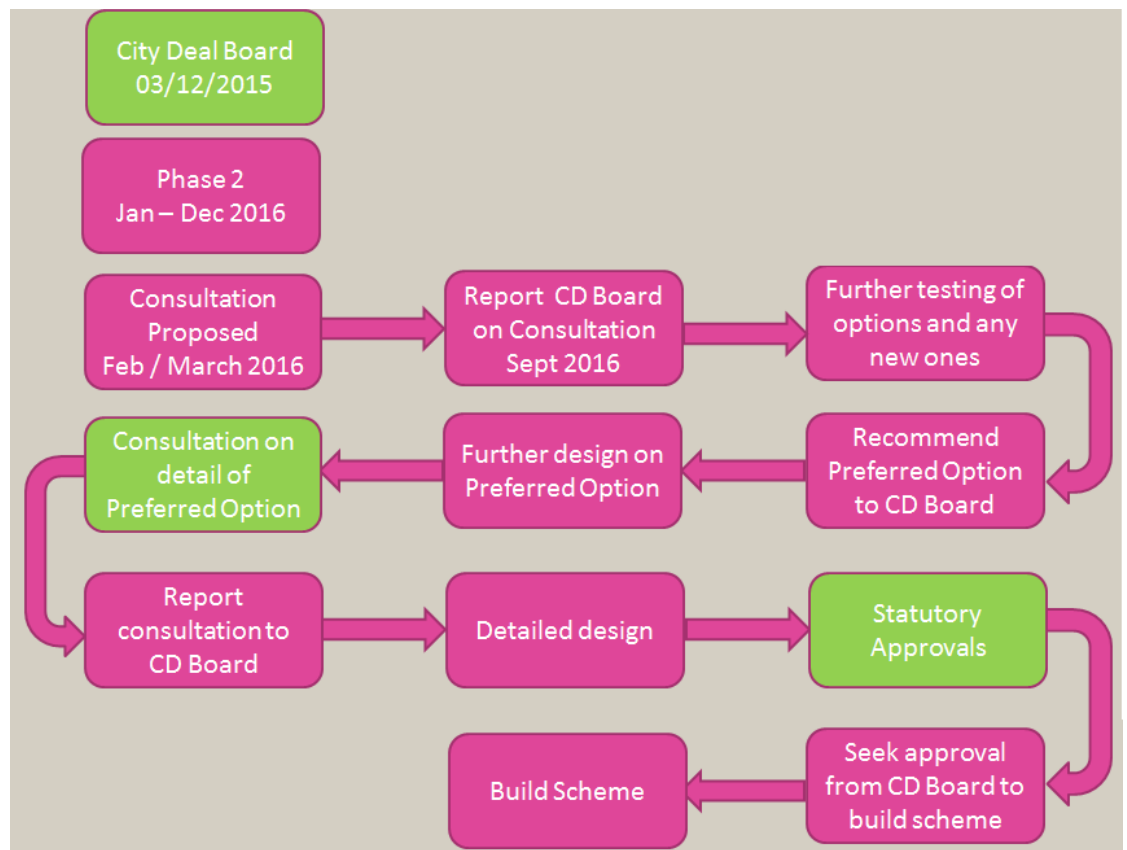


Figure 2: Summary of Scheme Development Process

- 20 An alternative approach would be to now stop any further project development until further decisions have been made on the Tranche 2 delivery priorities. This would avoid any abortive scheme development expenditure should the Western Orbital not be determined a priority scheme. However, it could result in a restricted set of options for an eventual Western Orbital scheme as other key decisions on the corridor would have been already made. In addition it possible that some of those the other projects and development e.g A428/A1303, would be better informed by agreement of a preferred option for the Western Orbital.

Implications

- 21 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: The Board has already agreed to release £9m funding from Tranche 1 for the early development of Tranche 2 projects including the Western Orbital
 - Legal: There are no legal implications in this report.
 - Staffing: Project management is undertaken by the Cambridgeshire County Council Major Infrastructure Delivery team.
 - Risk; A full project risk register has been developed.
 - Equality & Diversity There are no equality or diversity implications in this report.
 - Climate Change: There are no climate change implications in this report.
 - Community Safety: There are no community safety implications in this report.

APPENDICES

1: Option Summary Table

2: Scheme Development Timetable

Background Papers

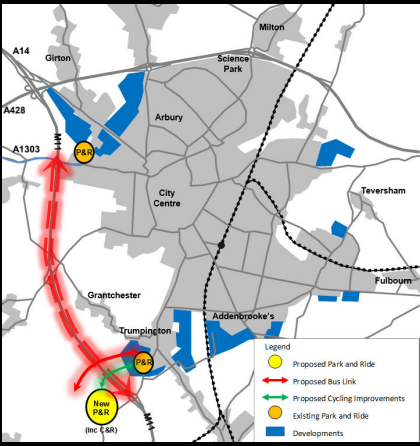
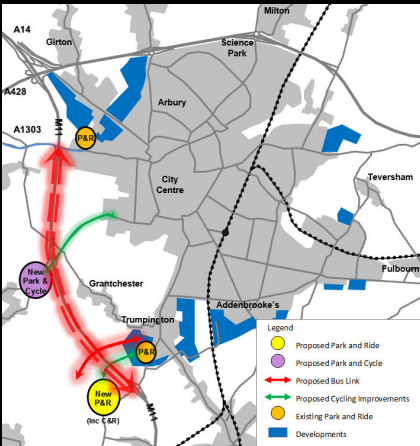
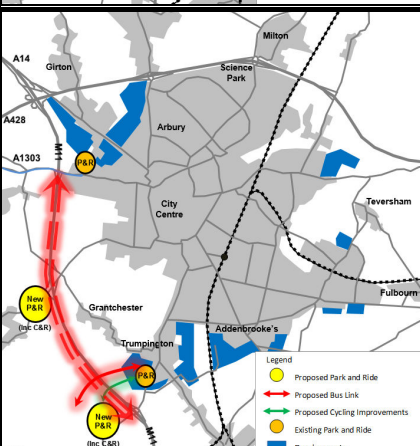
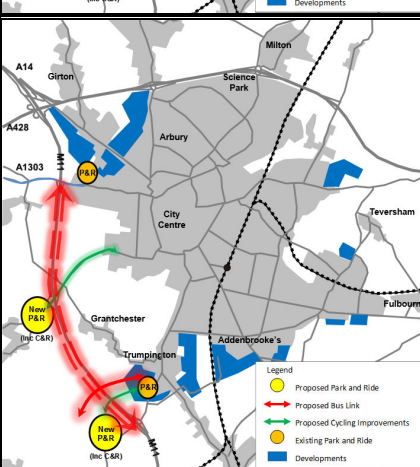
M11 J11 Brief to Consultants and business case assessment method

Western Orbital Study – Phase 1 End Stage Report

<http://www.cambridgeshire.gov.uk/citydeal/info/2/transport/1/transport/11>

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Appendix 1: Option Summary Table (for a more detailed description and larger plans see Technical Report)

Plan	Option Description Summary:	Key Benefits	Early Estimated indicative Costs
<p>A</p> 	<ul style="list-style-type: none"> • New Park & Ride west of M11 Junction 11. • This new P&R will be linked across the M11 with the new busway at Trumpington. • Bus link between J11 and J13 of the M11 which may be online or offline (further work is required to determine journey time reliability forecasts for the M11) 	<ul style="list-style-type: none"> • Traffic from M11 northbound and A10 would not have to cross M11 Junction 11 to access P&R • Traffic would be removed from the M11 before reaching the junction. Uncongested bus travel between J11 and J13 on the M11 (exact infrastructure required to be determined). • Connection to existing Busway enables journeys to Addenbrookes and City Centre. Cycle link connects proposed Park and Ride to existing busway, providing a cycle route which starts west of the M11. • Provides orbital bus connection between peripheral employment hubs. • Potential to run some services from Madingley Mulch P&R to the Science Park and Cambridge North station via new developments. • Potential to link all three peripheral employment sites through a circular bus service. 	<p>Estimated between £7m and £45.5m.</p> <p>Infrastructure required for lowest estimate only includes new J11 Park and Ride provision.</p> <p>Infrastructure required for upper estimate includes new J11 Park and Ride, new bus only route alongside the M11, New structure over M11 and slip roads off M11.</p>
<p>B</p> 	<ul style="list-style-type: none"> • This option has all the improvements included in Option A. • Park & Cycle at Junction 12, • Cycling improvements on Barton Road. • However, no bus improvements are proposed on Barton Road at present as early forecasts suggest that it would be more expedient to continue on the bus to Trumpington 	<ul style="list-style-type: none"> • As Option A plus: • Park and Cycle at J12 will intercept some traffic bound for Barton Road by encouraging travellers to cycle for the last part of their journey into the City. Bus services using the M11 would not stop at J12, hence journey times would not be affected. • Providing a Park and Cycle at J12 may encourage travellers to cycle for the last part of their journey into the City, reducing congestion on Barton Road • Locating Park and Cycle to the east of the M11 would reduce the distance to travel by cycle from the P&C to the city centre, while locating it to the west may abstract traffic from the road earlier, and reduce queues on approach to Junction 12 from Barton. 	<p>Estimated between £10m and £50m.</p> <p>Infrastructure required for lowest estimate only includes new J11 Park and Ride and J12 Park and Cycle provision.</p> <p>Infrastructure required for upper estimate includes new J11 Park and Ride and J12 Park and Cycle, new bus only route alongside the M11, New structure over M11, slip roads off M11 and Barton Road improvements.</p>
<p>C</p> 	<ul style="list-style-type: none"> • This option has all the improvements included in Option A. • P&R at Junction 12 (which includes cycle provision). • Bus services would include a stop at the P&R at J12 and passengers using this stop would be able to travel to the employment hubs in the north west and south of the City using the bus. • There could be a potential link between a P&R at J12 and a southern route of the A428/A1303 scheme should this be taken forward to provide a segregated bus route through to the city centre. 	<ul style="list-style-type: none"> • As Option A plus: • Intercepting journeys from A603/B1046 (although the additional stop at J12 may increase journey times). • Intercepts south bound M11 traffic which cannot access Madingley Rise P&R. • This would allow traffic approaching the City from Barton to be intercepted before adding to the congestion on the approach to J12 and on Barton Road. 	<p>Estimated between £14m and £48.5m.</p> <p>Infrastructure required for lowest estimate only includes new J11 and J12 Park and Ride provision.</p> <p>Infrastructure required for upper estimate includes new J11 and J12 Park and Cycle, new bus only route alongside the M11, New structure over M11 and slip roads off M11.</p>
<p>D</p> 	<ul style="list-style-type: none"> • This option has all the improvements included in Option A and C. • Cycle improvements along Barton Road. 	<ul style="list-style-type: none"> • As Option A and C plus: • users which may not find it convenient to travel to the City Centre via an orbital route will have the option of cycling using a more direct, radial, route along Barton Road. 	<p>Estimated between £14m and £50m.</p> <p>Infrastructure required for lowest estimate only includes new J11 and J12 Park and Ride provision.</p> <p>Infrastructure required for upper estimate includes new J11 and J12 Park and Cycle, new bus only route alongside the M11, New structure over M11, slip roads off M11 and Barton Road improvements</p>

Appendix 2: Scheme Development Timetable

Target Completion Date	December 2015	September 2016 ¹	May 2017 ²	October 2017	April 2018	December 2019	April 2020 ³	August 2022
Stage								
Approval City Deal Board for outline options in Phase 1(Key Decision 2)	☑							
City Deal Board report on Public Consultation as Part of Phase 2		☑						
Approval City Deal Board for preferred option at end of Phase 2 (Key Decision 3)			☑					
City Deal Board report on further Public Consultation on detailed proposals				☑				
Approval City Deal Board for final scheme (Key Decision 4)					☑			
Completion of all necessary statutory approvals						☑		
Approval City Deal Board for commencement of works (Key Decision 5)							☑	
Possible Completion of Construction								☑

Planning Phase

Construction Phase



Notes:¹ It is intended to bring a report on the Preferred Option for the A428/1303 to this Board
² It is intended to bring a report on the full business case for the A428/1303 to this Board
³ This approval would be dependent on agreement to proceed with Tranche 2

Agenda Item 7



Report To: Greater Cambridge City Deal Executive Board 3 December 2015

Lead Officer: Graham Hughes, Executive Director: Economy, Transport and Environment, Cambridgeshire County Council

The process for Tranche 2 prioritisation

Purpose

1. This paper outlines the proposed process and timescale for making decisions on priority schemes for Tranche 2 of the City Deal Infrastructure Programme. The proposed process will enable schemes to be progressed and implementation to commence without delay in the Tranche 2 period from April 2020.

Recommendations

2. The Executive Board is recommended to:
 - (a) Approve the process and timescales for agreeing the Tranche 2 prioritised infrastructure investment programme.
 - (b) Approve preparatory work to support and inform Tranche 2 decisions, including scheme assessment and interim work for the Local Plans regarding Cambridge Northern Fringe East (CNFE), and approve funding from the prioritised 'Tranche 2 programme development' budget to cover 1/3 of the cost of the CNFE work (estimated at £70,000) as part of the pipeline work.

Reasons for Recommendations

3. Many schemes in the City Deal programme aim to support growth at specific sites included in the Cambridge and South Cambridgeshire Local Plans. The process and timescales proposed for agreeing the Tranche 2 prioritised infrastructure investment programme represents the best balance between waiting for further Local Plan information to emerge and moving at a pace that allows delivery from early on in the Tranche 2 period. It would ensure that the programme was capable of allowing implementation of any Tranche 2 scheme to commence from April 2020.
4. On the CNFE a number of options for potentially very high levels of growth need to have their transport impacts tested. The CNFE is on the southern end of the A10(N) corridor between Ely and Cambridge, where the City Deal prioritises investment to support the proposed new town to the north of Waterbeach.
5. The scale of work involved means that it is considered prudent to bring forward Tranche 2 development work for the A10(N) corridor earlier than for the rest of the Tranche 2 candidate schemes, alongside and integrated with the transport study to inform the Area Action Plan for CNFE. This would allow the A10(N) schemes to be included in the proposed prioritisation exercise in autumn 2017 on the same basis as all of the other schemes.

Background

6. The City Deal indicative programme was developed based on the Transport Strategy for Cambridge and South Cambridgeshire (TSCSC), which is aimed at supporting planned growth in the Local Plans to 2031, and the continued economic prosperity of the Greater Cambridge area. The programme includes a £1 billion long list of high-level proposals for new and improved transport infrastructure to support growth. The following processes were used to produce a ranked list of priority schemes, which was considered by the Executive Board in January 2015:
 - Initial assessment of the programme using the Department for Transport's Early Assessment and Sifting Tool (EAST), which assesses and ranks schemes on the basis of their performance against five business cases – economic, commercial, management, deliverability and value for money. This approach is required to comply with the Assurance Framework that was agreed with Government.
 - An independent economic prioritisation was also undertaken to assess which schemes best support the City Deal objectives.
 - County Council officers separately assessed the deliverability of each of the transport infrastructure schemes.
7. From the ranked list, the Executive Board agreed to prioritise £180 million worth of projects in the Tranche 1 period (2015/16-2019/20) of the City Deal programme for the £100 million of grant funding available over that time. This includes £24 million to support 'year 1 to 5 pipeline development', 'year 6 to 10 programme development', programme management and early scheme development.
8. The schemes that remain from the initial long list that were not prioritised for investment in Tranche 1 are:
 - A10 dualling and junctions
 - A14/A10 Milton Interchange
 - Addenbrooke's to Newmarket Road bus priority
 - Bourn Airfield / Cambourne busway (being developed alongside the two Tranche 1 schemes on the A428 corridor, but not prioritised for delivery in Tranche 1)
 - Bourn Airfield/Cambourne pedestrian/cycle route programme
 - Cambridge to Royston cycle link
 - Foxton Level Crossing and Interchange
 - Hauxton Park & Ride
 - Hauxton-Trumpington busway
 - Newmarket Road bus priority phase 1 – Elizabeth Way to Abbey Stadium
 - Newmarket Road bus priority phase 2 – Abbey Stadium to Airport Way
 - Newmarket Road bus priority phase 3 – Airport Way Park & Ride
 - Newmarket Road to Cambridge Science Park Station bus priority
 - Saffron Walden/Haverhill corridor pedestrian/cycle route programme
 - Waterbeach Barracks to North Cambridge busway
 - Waterbeach new station
 - Waterbeach Park & Ride
 - Waterbeach pedestrian/cycle route programme
 - Western Orbital
9. In addition to the schemes listed above, other proposals or schemes may come forward from work underway looking at city centre capacity (Cambridge Access Study) or from Smart Cities work. Any such proposals will be assessed alongside the rest of the programme and assessed against the five EAST business cases.

Considerations

10. A key aim of the City Deal is supporting the delivery of planned growth. Therefore in order to take decisions on the Tranche 2 investment programme, it will be necessary to have clarity on the adopted growth strategy for the Greater Cambridge area. This will ensure that the agreed priority schemes are those that best support the delivery of the planned growth, and help to mitigate its impacts and support the area's continued economic prosperity.
11. The Cambridge and South Cambridgeshire Local Plans are not yet adopted and work is currently underway to respond to the Examination Inspector's requirements. Consultation is planned in December, and the Examination into the plans is expected to resume in the summer of 2016. Provided that all issues are resolved, and the Inspector is content, it is thought the plans could be adopted in the summer of 2017.
12. Additional work related to the Local Plans is also being commissioned to support the Cambridgeshire Northern Fringe Easy (CNFE) Area Action Plan. The CNFE is a key area where a significant uplift in housing and employment numbers is being considered, and the transport implications of this need to be better understood.
13. A transport study is being commissioned to provide clarity on the likely impacts of CNFE and measures required to help mitigate its impacts. This work will also consider the Tranche 2 schemes associated with the proposed new town north of Waterbeach, which addresses the same parts of the strategic transport network as the CNFE. The results will be used to both inform the Area Action Plan and update the list of candidate schemes for Tranche 2 investment. This work is expected to be finished by mid-2016.
14. Since the work links heavily to the City Deal's objectives around supporting and driving economic growth in Greater Cambridge, Executive Board approval is sought for funding to cover the costs of 1/3 of this work (estimated at £70,000), with the remainder covered by the Local Authorities and developers.
15. At the same time, it will be important to ensure momentum is maintained so that schemes are ready for implementation from 2020. In addition, the prioritised Tranche 2 programme will need to fit with the Tranche 1 schemes, and to be planned and delivered in a sequence that allows decisions to be made in a timely manner and on the basis of all relevant information. It is therefore proposed to undertake an initial assessment of the long list in autumn 2016, which will enable preparatory work to develop schemes through their 'options assessment' stage. For reference, this is the stage that Tranche 1 schemes have been through recently, with initial options being developed before public consultation.
16. It is then proposed to undertake a 'stock take' in autumn 2017 to review progress and current funding commitments, and to assess the schemes' fit with City Deal and Local Plan objectives and timescales. This would then inform recommendations on the prioritised Tranche 2 investment programme, for Executive Board approval in winter 2017, and help to ensure that the prioritised schemes can be progressed for consultation and implementation from 2020.

Options

17. The proposed approach and timeline for Tranche 2 programme prioritisation is shown in Table 1.

Table 1: Proposed approach and timeline for tranche 2 programme prioritisation

Autumn 2015 – Summer 2016	Undertake Local Plans-related work (CNFE/A10(N)) to assess the likely implications of growth and identify the transport requirements to support and mitigate impacts.
Summer 2016	Review study outputs/recommendations for infrastructure, and review and update the long list of candidate schemes for the Tranche 2 investment programme.
Autumn 2016	Initial sift and assessment of the long list of schemes, and ranking using EAST and a re-run of the economic impacts model that was used for Tranche 1 prioritisation.
Winter 2016	Results of assessment and recommendation of initial priorities for preparatory work to develop to 'Options Assessment' stage.
Autumn 2017	Re-run assessment of schemes in relation to fit with City Deal objectives, adopted Local Plans and deliverability consideration, in light of the information available following options assessment work.
Winter 2017	Results of assessment and recommendation of priorities for progressing to public consultation on options, and further development to preferred option status.

18. Alternative options for the Executive Board, and a brief summary of their implications are:
- (a) Earlier prioritisation of tranche 2 schemes may lead to aborted work should that prioritisation not reflect the Local Plans, given that they will not have been adopted by this time. This could lead to wasted resource and public perception to be skewed. -
 - (b) At the other end of the scale we could wait until the Local Plans have been adopted before prioritising schemes for options assessment – This would mean that the initial decision is taken with the benefit of complete knowledge of the Local Plans, ensuring that the work is not in anyway misdirected. However, it would mean that programme and scheme development work does not begin in earnest until 2018, which would mean that most of the candidate schemes may not be in a position in April 2020 for the Executive Board to approve implementation.

Implications

19. 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

20. The recommendations would see around £70,000 spent on the CNFE/A10(N) transport study work, alongside funding from the Local Authorities and developers. This would come from the Tranche 1 programme's 'Tranche 2 programme development' budget.

Consultation responses and Communication

21. The proposed approach has been developed in collaboration by officers from all three partner Local Authorities.

Background Papers

None.

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Greater Cambridge City Deal Executive Board

3 December 2015 – Workstream update

Workstream	Update	Upcoming milestones
INFRASTRUCTURE PROGRAMME		
Create and deliver an infrastructure investment programme that draws together national and local funding streams to invest in infrastructure that will drive economic growth in the area.		
<p>A1307 corridor to include bus priority / A1307 additional Park & Ride Achieve faster and more reliable bus journey times between Haverhill, Cambridge and key areas in between, through bus priority at key congestion points on the A1307 and provision of an outer Park & Ride site on the corridor.</p>	<ul style="list-style-type: none"> Initial options assessment study work has looked into all transport mode options in the corridor and identified those that are likely to be of most benefit – further work is needed to develop this into a full range of options for consideration. It has also been identified that some of the options that may be most effective will not be deliverable within tranche 1, although could be delivered early in tranche 2. It is proposed to bring a report to the Joint Assembly and Executive Board advising on this and seeking authority to proceed in a more limited range of options. 	<ul style="list-style-type: none"> 17 December / 15 January: Joint Assembly / Executive Board to review the outcome of options development work and to consider proceeding with further work in a more limited range of options.
<p>A428-M11 segregated bus route / A428 corridor Park & Ride / Madingley Road bus priority Ensure that bus journeys between Cambourne and Cambridge are direct and unaffected by congestion by providing high quality bus priority measures between the A428/A1303 junction and Queen’s Road, Cambridge and one or more Park & Ride or rural interchange sites on the corridor.</p>	<ul style="list-style-type: none"> Public consultation is ongoing on the initial options for the route. 	<ul style="list-style-type: none"> 23 November 2015: Public consultation on initial options closes.
<p>Chisholm Trail cycle links A high quality strategic cycle route from Cambridge Station in the south of the city</p>	<ul style="list-style-type: none"> Public consultation is ongoing on the preferred route proposal. 	<ul style="list-style-type: none"> 30 November 2015: Public consultation on the preferred route proposal closes.

through to the new [Cambridge North] Station, providing connections between the Science and Business Parks in the north and the commercial hub around Cambridge Station and the Biomedical Campus.		
City centre capacity improvements Improve the reliability of, and capacity for public transport, cycling and walking movements in the city centre through a variety of potential measures to relieve congestion and manage the city's transport network.	<ul style="list-style-type: none"> • The Cambridge Access and Capacity Study is currently being undertaken. • Call for evidence is currently running, with hearings planned for November. 	<ul style="list-style-type: none"> • November 2015: Call for evidence hearings to take place. • 17 December / 15 January: Joint Assembly / Executive Board to receive feedback from call for evidence hearings and session with traffic generators, and consider next steps.
Cross-city cycle improvements Facilitate continued growth and an increased proportion of cycling trips in Cambridge, lifting cycling levels to around 40% by enhancing the connectivity, accessibility and safety of the cycling network.	<ul style="list-style-type: none"> • Public consultation on options for the programme of improvements is due to take place in January and February. 	<ul style="list-style-type: none"> • Early-January 2016: Public consultation opens. • Mid-February 2016: Public consultation closes.
Histon Road bus priority / Milton Road bus priority Ensure that bus journeys along Histon and Milton Roads are direct and unaffected by congestion through the provision of high quality on-line bus priority measures between the Histon and Milton Interchanges and Cambridge city centre.	<ul style="list-style-type: none"> • Papers on these two schemes have been considered by the Joint Assembly. 	<ul style="list-style-type: none"> • 3 November 2015: Executive Board to consider options and approve public consultation. • Mid-December 2015: Public consultation expected to open. • Late-January 2016: Public consultation expected to close.
Tranche 2 programme development Develop a prioritised programme of infrastructure investments, informed by an analysis of their anticipated economic impacts, to be delivered during the tranche 2 period (2020/21-2024/25).	<ul style="list-style-type: none"> • A timeline and approach for prioritising and developing the tranche 2 programme has been developed. • It had been envisaged that initial scheme choices would be made at this point. However, in the light of delays on the Local Plans, it is considered too early to recommend particular schemes at this stage. 	<ul style="list-style-type: none"> • Joint Assembly on 17 December to advise on and Executive Board to decide whether to agree the recommended approach on 15 January.

	<ul style="list-style-type: none"> The proposed timetable would still allow for tranche 2 schemes to start construction in 2020 if the funding is available and the Executive Board agrees the timing. 	
OTHER WORKSTREAMS		
<p>Communications Communicate the vision and aims of the City Deal to a range of audiences</p>	<ul style="list-style-type: none"> Recruitment is ongoing for the Strategic Communications Manager. There has been a delay in filling this post due to the previous recruitment exercise being unsuccessful. 	<ul style="list-style-type: none"> November 2015: Recruit Strategic Communications Manager. Refresh and further develop communications strategy once the post is filled.
<p>Economic development and promotion Enhance the alignment of public and private sector partners in Greater Cambridge to enhance the attractiveness and promotion of the Greater Cambridge economy to high-value investors around the world, and align appropriate activities that support existing businesses to develop.</p>	<ul style="list-style-type: none"> Cambridge Promotion Agency (CPA) director appointed. Sponsorship has been raised for the first two years of the CPA. A Steering Group has been established for the CPA. The 'Case for Cambridge' was launched on 9 October. 	<ul style="list-style-type: none"> 10 November 2015: City Deal Director meeting CPA Director to discuss CPA work plan and metrics. January 2016: Steering Group to meet to review progress on milestones due by year end.
<p>Finance Manage and monitor the delivery of the infrastructure investment programme and relevant City Deal-related expenditure, and bring together appropriate local funding streams to complement and enhance the delivery of City Deal objectives.</p>	<ul style="list-style-type: none"> Work is ongoing to define potential areas for the investment of outstanding pooled New Homes Bonus contribution, as per the Executive Board decision in October. The future of New Homes Bonus, and therefore the extent of future City Deal revenue funding, remains uncertain – this is likely to be addressed in the upcoming Autumn Statement. 	<ul style="list-style-type: none"> 25 November 2015: Autumn Statement.
<p>Governance Create a governance arrangement for joint decision making between the local Councils that provides a coordinated approach to the overall strategic vision, including exploring the creation of a Combined Authority to allow the Councils to collaborate more</p>	<ul style="list-style-type: none"> The Cities and Local Government Devolution Bill, which contains among others a provision to allow a County Council to join a Combined Authority for a part of its area, is currently going through Parliament. Discussions around a prospective devolution deal, which could have significant implications 	<ul style="list-style-type: none"> End December 2015: Cities and Local Government Devolution Bill is anticipated to receive Royal Assent.

closely to support economic development.	<p>for City Deal governance, are ongoing.</p> <ul style="list-style-type: none"> • In this context, different models of City Deal governance are being considered. 	
<p>Housing Explore the creation of a joint venture to drive quicker delivery of 2,000 of the affordable new homes envisaged in the draft Local Plans, potentially drawing in land holdings from the partners and external investment to deliver more affordable housing, and deliver 1,000 extra new homes on rural exception sites.</p>	<ul style="list-style-type: none"> • Work is ongoing to implement the Housing Development Agency. • Shadow Officer Board has been established. • Government announcements of rent caps and requirements to sell high-value Council housing to fund the Right To Buy for social housing tenants will have an impact on the HDA – this is still being worked through. 	<ul style="list-style-type: none"> • By end March 2016: Establish a Member Reference Group and produce a business plan for the HDA for 2016/17 that indicates the number of schemes that the HDA will delivery and its operational costs.
<p>Payment-by-results mechanism Implement a payment-by-results mechanism where Greater Cambridge is rewarded for prioritising and investing in projects that deliver the greatest economic impact over 15 years, commencing in 2015-16.</p>	<ul style="list-style-type: none"> • Officers are working with counterparts from Glasgow/Clyde Valley, Greater Manchester and West Yorkshire to undertake a combined procurement exercise for the economic assessment panel, which will serve all four city-regions' payment-by-results mechanisms up to 2020. 	<ul style="list-style-type: none"> • December 2015: Anticipated launch of tendering period. • January 2016: Anticipated closure of tendering period.
<p>Skills Create a locally responsive skills system that maximises the impact of public investment, forges stronger links between employers and skills providers, and drives growth across Greater Cambridge, including delivering 420 additional apprenticeships in growth sectors over five years.</p>	<ul style="list-style-type: none"> • 'Form the Future' have been commissioned to deliver the Skills Service. 	<ul style="list-style-type: none"> •
<p>Smart/digital Explore, in partnership with academic and business expertise, technological opportunities to complement the aims of the infrastructure investment programme and improve the functioning of the Greater Cambridge economy, finding smart</p>	<ul style="list-style-type: none"> • #hackCambridge on 31 October 2015 looks to engage residents and businesses in looking at how technology can help address city challenges. • A14 workshop held and agreed to hold a series of more focussed workshops to look at different elements – these are due to take 	<ul style="list-style-type: none"> • By end January 2016: Anticipated completion of work to develop the data and communications plan to inform the request for City Deal funding.

<p>solutions to a series of issues constraining the economic growth potential of the area and positioning the area as a Smart Cities leader.</p>	<p>place in December 2015.</p>	
<p>Strategic planning Underpin and accelerate the delivery of the Cambridge City and South Cambridgeshire Local Plans, including undertaking an early review of the Local Plans beginning in 2019 to take into account the anticipated changed infrastructure landscape, and work towards developing a combined Local Plan that includes other relevant economic levers.</p>	<ul style="list-style-type: none"> • Local Plans' Examinations have been suspended until March 2016. • Further work ongoing to address the Inspectors' comments. • Delays in the Local Plans' Examinations, and the need to undertake further work, has delayed the adoption and implementation of the Local Plans. This will not necessarily impact upon the undertaking to start to review the Local Plans in 2019. 	<ul style="list-style-type: none"> • 30 November: South Cambridgeshire District Council and Cambridge City Councils to decide on proposed Local Plan modifications. • December 2015-January 2016: Anticipated public consultation on proposed modifications as a result of the further work being undertaken. • March 2016: Councils to submit the further work and proposed modifications to the Inspectors and examination resumes.

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Agenda Item 9



Report To: Greater Cambridge City Deal Executive Board 3 December 2015

Lead Officer: Graham Hughes, Executive Director: Economy, Transport and Environment, Cambridgeshire County Council

Six monthly report on the City Deal Skills Service

Purpose

1. This report outlines progress towards a Skills Service for the Greater Cambridge area. The Skills Service will help to achieve the City Deal objective of promoting at least an additional 420 apprenticeships in key areas of need over the first five years of the deal and generally increase the employability of young people.

Recommendations

2. The Executive Board is recommended to review the progress towards the establishment of a Greater Cambridgeshire Skills Service.

Background

3. The Executive Board agreed at its meeting on 18 June 2015:
 - (a) To adopt the model of the Skills Service and its governance described in the report at that meeting; and
 - (b) To request that officers establish it so that it can start work at the beginning of the next academic year (September 2015).

Considerations

Progress

4. At the end of July the LEP published a Tender Opportunity for the delivery of the skills Service and that process concluded with the issuing of a contract to the bid winners at the end of September.
5. The tender applicants were interviewed by a panel on the 2nd September, the panel included representatives from the LEP, the City Deal Assembly, Cambridgeshire Business and a local authority.
6. The successful applicants, "**Form the Future**", are preparing to launch the service now that the contract has been signed. Work has already begun supported by the LEP through Cambridge Area Partnership (CAP) to fulfil the requirements of the Skills Service until the new organisation can take over.

Appointment of City Deal Skills Service – Background Information

7. Form the Future is a newly established Social Enterprise set up by the team that ran the Employer Links Programme for the Cambridge Area 14-19 Partnership in Cambridge, South Cambridgeshire and East Cambridgeshire. The directors are Anne Bailey and Michaela Eschbach.
8. The new work will be expanded to include activities beyond the secondary and sixth form schools into primary schools and other post 16 providers.
9. Form the Future is also supported by two non-executive advisors. Professor Alan Barrell visiting Professor of Enterprise at the Judge Business School and Chris Bunney, a recently retired director of Marshall Aerospace and Defence Group and now a mentor and coach for Social Incubator East and the Associate Programme at the Judge Business School.
10. The required roles for this contract are filled as follows:
 - Senior Business Manager: Anne Bailey
 - Primary Business Development Manager: Michaela Eschbach
 - Second Business Development Manager: to be recruited within 3-6 months
 - Administrator: to be recruited within 3-6 months
11. Form the Future has been successfully running a similar programme to that of the City Deal Skills Service for the last 2.5 years. The Employer Links Programme worked with 450 business volunteers at over 50 events with schools in Cambridge in the last academic year.

Mechanisms for engagement

12. As Form the Future grew out of the Cambridge Area Partnership it has a strong relationship with the staff in the schools in the area. It has also built an extensive network of business supporters ranging from leading companies such as ARM, Marshall Aerospace and Astra Zeneca to small start-ups as well as public sector bodies and the Universities.

Delivering against Key Objectives

13. Form the Future is well placed to deliver the key objectives of the skills service. Examples of current activity include:
 - A mentor programme for sixth formers.
 - Developing a web based “virtual” platform for learners and employers to share knowledge about jobs.
 - 40 careers events have been developed for 2015/16 with apprentice employers being key clients at these events.
14. Key performance indicators are built into the contract that has been signed.

Key Performance Measures and Operational Objectives

15. The project will facilitate an increase in apprenticeships linked to the growth in key sectors currently determined as being in the STEM subject areas and particularly focussed on the growth of the smart city and its technology skills requirements. The skills service activity needs to escalate the growth of apprenticeships and this will be

measured through the apprenticeship starts data. The target escalation being 420 new apprentices by 2018. Increase of 105 new apprentices in this year to September 2016.

16. This will be achieved by a combination of the work described in more detail in the Key Performance Indicator table attached as Appendix 1. This includes activity that will shape young peoples' career choices and better match skills supply with demand, such as careers events and work experience. The key performance indicators and activities have been designed to ensure the service achieves its performance goals. These KPIs form a part of the contract with the LEP.

Governance

17. As agreed at the June Board meeting the Service will be managed by the LEP.
18. It was also agreed that overall accountability for the service will sit with the Executive Board which will receive regular reports on progress and set overall objectives. Routine monitoring of the progress of the service against the achievement of the core purposes will be undertaken by an Advisory Group comprising the City Deal Assembly sub-group.

Implications

19. 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: -

Risk Management

20. To ensure that there is no loss of momentum in the work with schools and businesses the LEP has agreed to fund the CAP (Cambridge Area Partnership) work until the Skills Service can take over.

Equality and Diversity

21. The Skills Service will aim to increase the life and employment chances of youngsters and so will have a positive impact on equality.

Background papers

No additional background papers were relied upon in the writing of this report.

Report Author: Graham Hughes – Executive Director: Economy, Transport and Environment, Cambridgeshire County Council
Telephone: 01223 715660

Appendix 1

Key Performance Indicator Table

Activity	KPI	Output per annum	Outcome Evidence
Careers exploration activities: careers fairs, carousels, speeches, site visits	<ol style="list-style-type: none"> 1. No. of events run pa at secondary schools 2. No. of events run pa at primary schools 3. No. of events run pa at post 16 4. No. of student employer contacts (only counted once per student and type of event) 5. No. of schools involved 	<ol style="list-style-type: none"> 1. 25 2. 5 3. 10 4. 5,000 5. 15 	<p>Each student involved has at least:</p> <ol style="list-style-type: none"> 1. Seen 3 careers in depth or 10 more briefly. 2. Gained an understanding of academic and other requirements 3. Increased careers awareness 4. Started thinking of own future career prospects
Employability events: Intro to application process, Mock Interviewing, CV writing etc.	<ol style="list-style-type: none"> 1. No. of events run pa at secondary schools 2. No. of events run pa at post 16 3. No. of student-employer contacts (only counted once per student and type of event) 4. No. of schools involved 	<ol style="list-style-type: none"> 1. 25 2. 5 3. 5,000 4. 15 	<p>Each student involved has at least either:</p> <ol style="list-style-type: none"> 1. Understood the main principles and elements of an application process including production of a c.v. or 2. Had a mock interview practising the necessary skills for a real life interview and started to understand how to match personal experiences and achievements to job descriptions
Work Experience	<ol style="list-style-type: none"> 1. No. of schools working with FtF to secure placements 2. No. of students successfully placed 	<ol style="list-style-type: none"> 1. 8 2. 750 	<ol style="list-style-type: none"> 1. Each student placed has had a chance to understand the workplace and started the process of personal reflection. 2. It has increased the student's employability skills
Partnership Brokerage	No. of Employer – School partnerships established	2 per quarter	Enhances mutual understanding of schools and businesses, enabling schools to better prepare their students for careers and businesses to understand the pressures on schools. This enables them to find solutions to increase employer engagement together.
Step Up	1. No. of employers using site to promote opportunities	1. 100	Users report satisfaction with site and increased school-business interactions as a

	2. No. of schools using site to access employers	2. 30	result.
Apprenticeships	<p>No. of new apprenticeship starts in economically important sectors.</p> <p>Final sector list to be agreed with SFA but will include:</p> <ul style="list-style-type: none"> • Life Sciences • Biotechnology • Information Technology • Human Health • AgriTech • CleanTech • Cross cutting occupations 	420 by 2018	<ol style="list-style-type: none"> 1. Apprenticeships promoted to students alongside other progression routes e.g. all post 16 and post 18 events and at all careers exploration activities 2. Proactive education of careers advisors and other school staff on the benefits of apprenticeship route 3. Employers' apprenticeship recruitment efforts supported
Labour Market Intelligence	No. of communications including information about current Labour Market information in general or in specific areas	We will provide one newsletter per quarter to all schools, including current LMI	<ol style="list-style-type: none"> 1. All schools briefed on local LMI to inform CEIAG and course provision 2. Schools CEIAG and course provision reflects current LMI trends

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Greater Cambridge City Deal Executive Board Forward Plan of decisions

Notice is hereby given of:

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

A 'key decision' is one that is likely:

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

Item title	Summary of decision (including notice of confidential or exempt information, if appropriate)	Officer lead(s)	Key decision?
Meeting date: 15 January 2016		Reports for each item to be published: 7 January 2016	
Congestion in Cambridge	To receive feedback on discussions held with key traffic generators in Cambridge and to consider next steps.	Graham Hughes	No
A1307 corridor to include bus priority – options and approval to consult	To review the outcome of options development work and to agree next steps.	Graham Hughes	Yes
Workstream update	To note progress on workstreams not covered by the main agenda items.	Tanya Sheridan	No

Meeting date: 3 March 2016		Reports for each item to be published: 24 February 2016	
<p>Consultation results for schemes along the A428 corridor and coming in to western Cambridge:</p> <ul style="list-style-type: none"> • Madingley Road • A428-M11 • Bourn Airfield / Cambourne busway 	To consider the outcomes of the public consultation on the initial options. These options will be subject to further work over the summer to incorporate the consultation outcomes, and will be brought back to the Executive Board for the selection of a preferred option in September.	Graham Hughes	No
Chisholm Trail – consultation results and approval to progress detailed design of selected route	To consider the outcomes of the public consultation, to approve the recommended route of the Trail for further detailed design and development, and to approve progressing the scheme to a planning application. Give approval for Compulsory Purchase Order powers to secure the land needed.	Graham Hughes	Yes
Cambridge Access and Capacity Study – Progress Report	To consider the results of the initial work of the Cambridge Access and Capacity Study, and to consider the future programme.	Graham Hughes	No
Smarter Cambridge investment business case	To consider the business case that has been developed for investment into the Smarter Cambridge programme and approve funding for the delivery of the detailed schemes proposed.	Graham Hughes	Yes
2015/16 Quarter 3 financial monitoring report	To note financial information from October-December 2015.	Chris Malyon	No
Workstream update	To note progress on workstreams not covered by the main agenda items.	Tanya Sheridan	No

Meeting date: 8 April 2016		Reports for each item to be published: 31 March 2016	
Cross-city cycling – scheme detail and approval to deliver	To consider detailed schemes informed by public consultation, and to approve delivery of the schemes.	Graham Hughes	Yes
Workstream update	To note progress on workstreams not covered by the main agenda items.	Tanya Sheridan	No
Meeting date: 16 June 2016		Reports for each item to be published: 8 June 2016	
Histon Road – consultation results and selection of preferred measures	To consider the outcomes of the public consultation on the initial options and to select a preferred option to develop in greater detail, to be subject to public consultation before being brought back to the Executive Board for approval to progress to detailed design.	Graham Hughes	Yes
Milton Road – consultation results and selection of preferred measures	To consider the outcomes of the public consultation on the initial options and to select a preferred option to develop in greater detail, to be subject to public consultation before being brought back to the Executive Board for approval to progress to detailed design.	Graham Hughes	Yes
Annual skills review	To note progress made in 2015/16 on delivering the skills workstream and consider any issues arising.	Graham Hughes	No
Annual housing review	To note progress made in 2015/16 on delivering the housing workstream and consider any issues arising.	Alex Colyer	No
2015/16 end of year financial monitoring report	To note financial information from the 2015/16 financial year.	Chris Malyon	No

Workstream update	To note progress on workstreams not covered by the main agenda items.	Tanya Sheridan	No
Meeting date: 22 July 2016		Reports for each item to be published: 14 July 2016	
Workstream update	To note progress on workstreams not covered by the main agenda items.	Tanya Sheridan	No
Meeting date: 8 September 2016		Reports for each item to be published: 31 August 2016	
<p>Selection of preferred options for schemes along the A428 corridor and coming in to western Cambridge:</p> <ul style="list-style-type: none"> • Madingley Road • A428-M11 • Bourn Airfield / Cambourne busway 	To select a preferred option for each of the three schemes for Full Business Case preparation and detailed design, to be subject to further consultation once prepared before being brought back to the Executive Board.	Graham Hughes	Yes
Western Orbital – consultation results	To consider the outcomes of the public consultation on the initial options.	Graham Hughes	No
2016/17 Quarter 1 financial monitoring report	To note financial information from April-June 2016.	Chris Malyon	No
Workstream update	To note progress on workstreams not covered by the main agenda items.	Tanya Sheridan	No

Meeting date: 13 October 2016		Reports for each item to be published: 5 October 2016	
Chisholm Trail – approval of construction	To approve construction of the scheme.	Graham Hughes	Yes
Workstream update	To note progress on workstreams not covered by the main agenda items.	Tanya Sheridan	No
Meeting date: 17 November 2016		Reports for each item to be published: 9 November 2016	
A1307 corridor to include bus priority – consultation results and selection of preferred option	To consider the outcomes of the public consultation on the initial options and to select a preferred option to develop in greater detail, to be subject to public consultation before being brought back to the Executive Board for approval to progress to detailed design.	Graham Hughes	Yes
Six-monthly report on skills	To note progress on delivering the skills workstream and consider any issues arising.	Graham Hughes	No
Six-monthly report on housing	To note progress on delivering the housing workstream and consider any issues arising.	Alex Colyer	No
2016/17 Quarter 2 financial monitoring report	To note financial information from July-September 2016.	Chris Malyon	No
Workstream update	To note progress on workstreams not covered by the main agenda items.	Tanya Sheridan	No
Meeting date: 15 December 2016		Reports for each item to be published: 7 December 2016	
Workstream update	To note progress on workstreams not covered by the main agenda items.	Tanya Sheridan	No

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