



Securing future prosperity

26 October 2016

To:	Members of the Greater Cambridge City Deal Joint Assembly:
Councillor Roger Hickford	Cambridgeshire County Council (Chairman)
Councillor Kevin Price	Cambridge City Council (Vice-Chairman)
Councillor David Baigent	Cambridge City Council
Councillor Tim Bick	Cambridge City Council
Councillor Maurice Leeke	Cambridgeshire County Council
Councillor Noel Kavanagh	Cambridgeshire County Council
Councillor Kevin Cuffley	South Cambridgeshire District Council
Councillor Bridget Smith	South Cambridgeshire District Council
Councillor Tim Wotherspoon	South Cambridgeshire District Council
Claire Ruskin	Cambridge Network
Sir Michael Marshall	Marshall Group
Andy Williams	AstraZeneca
Mark Robertson	Cambridge Regional College
Helen Valentine	Anglia Ruskin University
Dr John Wells	Cancer Research UK Cambridge Institute

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, FIRST FLOOR** at South Cambridgeshire Hall on **THURSDAY, 3 NOVEMBER 2016** at 4.00 p.m.

AGENDA

	PAGES
1. Apologies for absence	
To receive any apologies for absence.	
2. Minutes of the previous meeting	1 - 16
To confirm the minutes of the previous meeting held on 29 September 2016 as a correct record.	
3. Declarations of interest	
To receive any declarations of interest from Members of the Joint Assembly.	
4. Public questions	17 - 18
To receive any questions from members of the public. The standard protocol to be observed by public speakers is attached.	

5. Petitions

To receive the following petitions:

- Petition by Pete Howard regarding the Cambridge access and congestion scheme – 9137 signatures.
- Petition entitled ‘keep Cambridge open for business’ by Neil MacKay regarding the Cambridge access and congestion scheme – 507 signatures.

Copies of the full petitions can be found with the agenda pack for this meeting on the City Deal website at www.gccitydeal.co.uk under ‘meetings and minutes’.

6. City Deal Forward Plan

19 - 22

To consider the attached City Deal Forward Plan.

(Changes to the Forward Plan document made since the previous meeting are purposely highlighted using tracked changes).

7. City Deal progress report

23 - 32

To consider the attached progress report.

8. The Chisholm Trail

33 - 40

To consider the attached report.

9. Building a locally responsive skills system - progress update

41 - 98

To consider the attached report.

10. Greater Cambridge Housing Development Agency - six month update

99 - 108

To consider the attached report.

11. City Deal Financial Strategy - 2016/2020

109 - 126

To consider the attached report.

12. City Deal financial monitoring

127 - 132

To consider the attached report.



Securing future prosperity

GREATER CAMBRIDGE CITY DEAL JOINT ASSEMBLY

Minutes of the Greater Cambridge City Deal Joint Assembly held on
Thursday, 29 September 2016 at 4.00 p.m.

PRESENT:

Members of the Greater Cambridge City Deal Joint Assembly:

Councillor Roger Hickford	Cambridgeshire County Council (Chairman)
Councillor Kevin Price	Cambridge City Council (Vice-Chairman)
Councillor Dave Baigent	Cambridge City Council
Councillor Tim Bick	Cambridge City Council
Councillor Noel Kavanagh	Cambridgeshire County Council
Councillor Maurice Leeke	Cambridgeshire County Council
Councillor Kevin Cuffley	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
Dr John Wells	Cancer Research UK Cambridge Institute

Officers/advisors:

Sarah Heywood	Cambridgeshire County Council
Bob Menzies	Cambridgeshire County Council
Stuart Walmsley	Cambridgeshire County Council
Aaron Blowers	City Deal Partnership
Beth Durham	City Deal Partnership
Joanna Harrall	City Deal Partnership
Tanya Sheridan	City Deal Partnership
Graham Watts	South Cambridgeshire District Council

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Mark Robertson and Councillor Tim Wotherspoon.

2. MINUTES OF THE PREVIOUS MEETING

The minutes of the previous meeting held on 25 August 2016 were confirmed and signed by the Chairman as a correct record.

3. DECLARATIONS OF INTEREST

Helen Valentine, in respect of item 8, declared that she had been appointed onto the Joint Assembly by the University of Cambridge but that she was not employed by the University and was not obliged to represent its views.

Dr John Wells declared a disclosable pecuniary interest in item 8 as he was employed by the University of Cambridge. He made the point that he was not in any way involved in the University's decision-making processes regarding this scheme, but intended to leave the meeting room prior to consideration of the item to avoid any perception of undue influence. Dr Wells also declared that he had been appointed onto the Joint Assembly by the University of Cambridge, not as a direct representative of the University, and that he was a resident of Hardwick.

Councillor Bridget Smith, in respect of item 8, declared that she was the Vice-Chairman of the A428 Local Liaison Forum.

4. QUESTIONS BY MEMBERS OF THE PUBLIC

It was noted that all public questions that had been received related to item 8. In view of this, it was agreed that questions would be put as part of considering that item.

5. PETITIONS

No petitions for consideration by the Joint Assembly since the previous meeting had been received.

6. CITY DEAL FORWARD PLAN

The Joint Assembly considered the City Deal Forward Plan.

Tanya Sheridan, City Deal Programme Director, presented the Forward Plan and reported that the City Deal scheme regarding the Chisholm Trail had been considered by the County Council's Economy and Environment Committee, at the same time as the Abbey Chesterton bridge.

The Joint Assembly **NOTED** the City Deal Forward Plan.

7. CITY DEAL PROGRESS REPORT

The Joint Assembly considered the City Deal progress report.

Tanya Sheridan, City Deal Programme Director, presented the report and highlighted that the next stage of public consultation for the Histon Road and Milton Road schemes would need to move to allow community design workshops to take place in advance to inform the proposals and facilitate stakeholder engagement. This meant that the consultations on the detailed design for the two schemes would now take place in the first half of 2017, rather than November and December 2016.

The Joint Assembly **NOTED** the City Deal progress report.

8. A428 CAMBOURNE TO CAMBRIDGE BETTER BUS JOURNEYS: SELECTION OF A CATCHMENT AREA FOR DETAILED SCHEME DEVELOPMENT

NOTE - Dr John Wells, having declared a disclosable pecuniary interest in this item, left the meeting at this stage of proceedings.

The Joint Assembly considered a report which set out the next stage of the A428 Cambourne to Cambridge Better Bus Journeys City Deal scheme and recommended a catchment area and Park and Ride location. The report also sought to develop a specific route alignment within that catchment area, using the Transport Appraisal Guidance,

together with an associated new Park and Ride site and proposed that both of these aspects be approved for public consultation in the summer 2017.

Bob Menzies, Director of Strategy and Development at Cambridgeshire County Council, presented the report and provided a brief presentation to Members. It was noted that this scheme supported a number of significant local policies, including Cambridge City and South Cambridgeshire Local Plans, the Local Transport Plan, the Transport Strategy for Cambridge and South Cambridgeshire and the Long Term Transport Plan.

Mr Menzies reported that the recommended option contained within the report was the best option from the perspective of the City Deal's objectives taking into account the longer term view of the Cambridge and South Cambridgeshire Local Plans, including the significant proposed development at Cambourne, Cambourne West and Bourn Airfield. It represented the fastest and most reliable route, equating to a 28 minute return journey between Cambourne and Cambridge, and was the route best positioned to enable effective transport into the city. The wider economic benefits were estimated as being £679 million over a 30 year period with the scheme estimated to cost £142 million to deliver. He acknowledged that the option proposed was the most expensive option and that there were significant environmental issues to consider, but he believed that the investment would be worthwhile and that the sensitivities regarding the environmental aspects of the scheme could be mitigated against. He highlighted that the route would be designed and developed at ground level and in many areas dug into the ground in order that its visual impact was kept to a minimum.

Referring to the busway aspect of the proposal, Mr Menzies reported that evidence elsewhere in the county suggested that this would encourage development in areas such as Cambourne and be seen as an attractive quality.

Councillor Roger Hickford, Chairman of the Joint Assembly, invited those members of the public who had provided notice to present their questions. Questions were therefore asked and answered as follows:

Question by Dr Hans Hagen

Dr Hans Hagen said that Cambridge Biomedical Campus partners welcomed the Cambourne to Cambridge Better Bus Journeys assessment and saw it as a positive step forward for those staff currently living in the A428 area and the 2,000 new Papworth Hospital and AstraZeneca staff who would be commuting from the west of Cambridge to the Campus from October 2017 onwards.

He asked for clarification as to how the current plans for this scheme would ultimately link to an effective sustainable transport route from the A428 corridor to the Cambridge Biomedical Campus. Dr Hagen also asked for an update on how City Deal tranche 1 plans could enable staff commuting along the A428 corridor to the Cambridge Biomedical Campus from October 2017 to travel by bus.

Mr Menzies confirmed that the issues referred to in the question were part of the City Deal's strategy to build wider links across the city of Cambridge, with the Cambridge Biomedical Campus being a really important part of that. He highlighted that the city centre access proposals were currently being engaged upon with the Western Orbital proposals part of the City Deal's tranche 2 programme. The City Deal would seek to combine these schemes to create a sustainable route from Cambourne to the Cambridge Biomedical Campus and Mr Menzies reported that partners were pushing forward with these schemes as quickly as they reasonably could.

Councillor Hickford asked how people were being kept informed of progress.

Mr Menzies acknowledged that it was challenging to ensure that all interested persons were informed of the progress of specific schemes, but said that a key place was the City Deal website where information relating to all of the City Deal's different projects was published.

Tanya Sheridan, City Deal Programme Director, also referred to a recently launched e-letter and encouraged all Members of the Joint Assembly and members of the public to subscribe to it provide any feedback on it.

Question by Stephen Coates

Stephen Coates referred to a 2008 High Court case on a proposal to allocate land north of Barton Road on the West Fields for housing development, which he stated that the Coton corridor was the most sensitive location on the Western side of the city in terms of its impact on the setting of the historic part of Cambridge. He also referred to extensive heritage and ecological information that had been supplied, which he claimed had been largely ignored, proving that the West Fields would never qualify under the scheme design criteria as a route alignment, given that such a route would harm the landscape and severely impact ecological and heritage assets with a devastating impact on Cambridge as a historical city and potential World Heritage Site. Mr Coates therefore asked the Joint Assembly to narrow the catchment area of option 3a to exclude the West Fields, south of the Coton Footpath, thereby safeguarding the Coton corridor right the way to Grange Road. Accordingly, he asked for Grange Farm and the land either side of the Bin Brook owned by Jesus College to be removed from the catchment area of 3a.

Mr Coates believed that if the route alignment was taken through the West Cambridge site along Charles Babbage Road it should also be possible to route any bus road above the Coton Orchard to preserve the setting of this critical greenbelt village. He shared the concerns of Coton Parish Council and Cambridge Past, Present and Future that the Park and Ride location choice of Madingley Mulch was damaging for the landscape and asked the Joint Assembly to find an alternative, less intrusive location. Mr Coates also called for the Assembly to consider removing the yellow zone of option 3, as illustrated on the plans contained within the report, which may account for southerly locations of the red zone of catchment area 3a.

Mr Coates thought there was risk of judicial review given the extremely sensitive nature of the area and the 2008 High Court judgement relating to the Coton corridor.

Mr Menzies acknowledged that the catchment area had been set quite wide on the basis that partners had to demonstrate that all reasonable routes and options had been fully considered. Detailed work to establish information relating to the environmental issues referred to in the question would take place as part of the scheme's next stage. He therefore advised against restricting the catchment area at this point.

Question by Robin Pellew

Robin Pellew was of the opinion that of all possible sites for locating a new Park and Ride, location 3 on Figure 4 at Chrome Lea must represent one of the worst. It comprised the upper slope and shoulder of Madingley Hill, one of the most prominent landscape features in South-West Cambridgeshire. He said that the Park and Ride would therefore be a ghastly carbuncle on the landscape that would be floodlit at night and felt that it appeared to have been selected purely for transport planning and engineering reasons, with no consideration given to the landscape and environmental damage it would cause. Mr

Pellew, representing Cambridge Past, Present and Future, urged the City Deal not to commit such folly.

He reported that Cambridge Past, Present and Future had highlighted that the whole scheme, including the Park and Ride, must comply with the principles of sustainable development as defined in the National Planning Policy Framework, which he said it manifestly did not at the moment. He therefore asked the Joint Assembly to recommend that the Executive Board instructed its consultants to reconsider all possible sites for the Park and Ride, including around Scotland Farm, but this time to give equal status to the social and environmental considerations as to the access and engineering criteria.

It was noted that Mr Pellew spoke on behalf of the Planning Committee of Cambridge Past, Present and Future.

Mr Menzies responded by saying that there were environmental issues with all potential Park and Ride sites and that this site had been recommended on strategic grounds.

Question by Councillor Rod Cantrill

Councillor Cantrill made the point that this scheme failed to meet the criteria the City Deal had established to assess such schemes on value for money, environmental and social distributional impact and deliverability, only passing the criteria in relation to contribution to objectives. He was of the opinion that this was particularly the case on the part of the scheme that crossed the fields north of Coton and the West Fields of Newnham, stating that the scheme was also in direct contradiction with the position taken by the City Council's Local Plan regarding the status of the West Fields as one of the most sensitive elements of the greenbelt around the city.

Councillor Cantrill therefore called on the Joint Assembly to recommend to the City Deal Executive Board that the proposed scheme was not progressed at this time, but that other options were explored in more detail and that any scheme for the A428/A1303 corridor was considered as part of the City Deal's tranche 2 programme.

Mr Menzies explained that the critical point was that the recommended scheme best met the City Deal's objectives and that the other options, as set out in the report, did not come close to delivering the same benefits. Referring to planning and the relevant planning policies, he reported that it was very clear that transport infrastructure could be built in the greenbelt when properly considered, whereas other development could not. He highlighted a number of existing informal crossing points in the area and the low impact he anticipated this scheme having on the landscape, adding that he did not accept the view that this scheme would lead to significant additional development in the greenbelt.

Tanya Sheridan recalled that the Executive Board had prioritised schemes for the first tranche of City Deal on the basis of their contribution to economic growth, including jobs, housing growth and deliverability. The part of the Cambourne to Cambridge scheme to the east of Madingley Mulch had scored particularly highly and was therefore prioritised for tranche 1, whilst the section to the west was within the tranche 2 programme based on the decision that it made sense to develop the whole scheme together. It was also noted that the value for money criteria did not just depend on the benefit/cost ratio, but also the economic growth benefits which in this case were significant.

Question by Dr Gabriel Fox

Speaking as Vice-Chairman of Coton Parish Council, Dr Gabriel Fox reported that the preferred option routed the busway via Coton village and would pass within ten feet of the nearest houses. He was also concerned that there would be a Park and Ride as big as that in Trumpington next to Coton which would dominate the village day and night and, being on a significant slope, be impossible to screen. Dr Fox said, therefore, that this would cause damage to the village of an almost unimaginable scale.

Dr Fox said that if the proposal was as a result of a rational decision, then it would be slightly easier to accept. However, the preferred option was the most expensive, had the lowest benefit/cost ratio, the highest environmental damage score, wreaked the most social damage and was by far the most opposed by local people. He added that all of this would be to secure a two minute improvement on journey times. Dr Fox indicated that proceeding with this option would leave Coton Parish Council with no option but to seek legal advice on judicial review with immediate effect.

Dr Fox asked why there seemed to have been so little effort in seeking a solution on Madingley Rise. He believed the footprint of the road to be wide enough to accommodate any number of options and that the current bridge could be utilised, citing a number of examples of options which could achieve a couple of minutes saved in journey times but realised at a fraction of the financial and environmental cost. He therefore asked, on behalf of the Parish Council, that further investigation of this, and other options, take place before any decision was taken to proceed further with option 3a.

Mr Menzies reported that he and the team had looked at the potential of using Madingley Rise as an option, as suggested in the question, and disagreed that there was room to provide the necessary infrastructure, stating that complex junctions and issues with access would also need to be taken into consideration. In looking at this as a potential route, the suggested approach would see the route run parallel with the M11 and then cross the motorway, resulting in the need for a very long bridge at least double the size of the bridge included in the recommended option, as well as acquiring some gardens and dwellings to accommodate the route. He therefore recommended against doing that.

Councillor Hickford invited Helen Bradbury, Chairman of the A428 Local Liaison Forum to provide a report on the outcomes of its meeting held on 26 September 2016. Copies of the minutes of that meeting had been circulated to Members of the Joint Assembly and she reported that 19 elected members and three officers had attended the meeting.

It was noted that the Local Liaison Forum did not support the corridor with the catchment area as recommended by officers, stating that it was the most unpopular option having been voted against by residents in June. The Forum was therefore surprised that this had been put forward as the recommended option. In addition, she reiterated the points made by the earlier public speakers that the preferred option was the most expensive, met the least of the City Deal's own criteria, had the most risk attached to it, was the most environmentally damaging and impacted negatively on the most people. She did not think that all of this was worth the estimated two minutes improved journey time that would be delivered as a result of the scheme.

Helen Bradbury also reiterated the points made in relation to the 2008 High Court Order regarding the Coton corridor, stating that the recommended option went against that Order and would therefore be open to legal challenge. She reported that many people believed a transport infrastructure scheme in this area would lead to development and stated that the Local Liaison Forum was supportive of a catchment area north of Coton Orchard.

Helen Bradbury presented the resolutions agreed at the meeting of the Local Liaison Forum as follows:

Resolution one:

"That the Executive Board removes the whole of the A428 busway project from phase 1 to phase 2 in order to give sufficient time for a full assessment to be made of the success, or otherwise, of the current congestion tackling strategy especially in relation to the points at which a busway will join the current road network.

More research is needed into the benefits of the busway and how it will tie in with the Girton Interchange and the Western Orbital route."

Resolution two:

"The Local Liaison Forum accepts the necessity for a public transport corridor on the A428 but has serious reservations about option 3 and option 3a on environmental and social, value for money and public consultation grounds. It asks the City Deal to consider other options where the environmental and social impact criteria are given equal weight within economic benefits and marginally shortened journey times."

Councillor Hickford reported that officers had already responded to the points raised in resolutions one and two in answer to public questions.

Resolution three:

"The Local Liaison Forum cannot support option 3 or 3a while the West Fields area to the south of the footpath, the Coton Countryside Reserve and the area to the south of the Polhill Garden Centre are included in the catchment area."

Councillor Hickford asked officers what the consequences would be of taking these areas out of the catchment area. Mr Menzies said that without fully evaluating all of the options it would not be possible to reach a conclusion and that this would in fact pre-empt the next stage of the process where the significant detail surrounding some of these issues, particularly around environmental impact, would be investigated. Assessment of the different routes was necessary in order that evaluations of route options could take place, the outcomes of which would then go out to public consultation.

It was noted that a resolution four was not presented.

Resolution five:

"This resolution calls on the City Deal and Cambridgeshire County Council to release all documents relating to their negotiations with Highways England, including correspondence, minutes of meetings, survey data and modelling projections that show the vigour with which these negotiations were pursued and which constitute the evidence base for Highways England to take its decision".

It was noted that this resolution related to the Girton Interchange and the fact that its reconfiguration had not been included within the A14 upgrade. Mr Menzies reported that this was a long running issue with the scope of Girton Interchange having been reduced significantly. He agreed to share any previous correspondence and information to the Local Liaison Forum, as requested.

Resolution six:

"The Local Liaison Forum believes that there is sufficient width for a high quality busway and cycle facility to follow the route of the existing road from the A428/A1303 junction to the M11 junction and requests that the City Deal Executive Board explore this option in more detail".

Resolution seven:

"We ask Cambridge University to remove itself from the Board of the City Deal for the Cambourne to Cambridge busway decision only, to reduce the conflict of interest over its land development objectives.

The Local Liaison Forum is concerned that the University is both influencing the route decision and promoting land development to the local inspector".

Councillor Hickford made the point that this was entirely up to the individual Board Member.

Resolution eight:

"The proposal to place the possible new Park and Ride site close to the Madingley Mulch roundabout is not acceptable to Madingley and Coton parishes. It is strongly recommended by both parishes that the County Council reconsider this and we support that the new Park and Ride site should be built at the Scotland Farm junction on the A428.

If this is not possible, the Local Liaison Forum considers that Park and Ride site 2 would be significantly less damaging and is the only one that it could support."

Resolution nine:

"The Local Liaison Forum requests that the 18 month trial period for road closures as part of the tackling Cambridge congestion proposals must be monitored and measured carefully, before and during the process, to see if introduction of these measures does meet the 15% traffic reduction projected."

Mr Menzies made the point that the scheme was still in the very early stages of its development with the most critical part being the scheme's statutory approval. Measures such as the Peak Congestion Control Points would have been implemented prior to the final decision of this scheme having been made, so the impact of those measures could be taken into account as part of that decision-making process. Stopping this scheme now would push the project back until at least 2030 in terms of its deliverability and anticipated outcomes.

Helen Bradbury referred to the Girton Interchange, saying that this was a main interchange but that it restricted people from going west without having to travel down a narrow hill and wait in traffic to join the road into Cambridge. She found it incredible that this was not being addressed or changed as part of the scheme and reiterated that existing infrastructure could be used in areas such as Madingley Rise.

Discussion ensued on the available width at Madingley Rise, which it was understood ranged from 19 metres at the narrowest point to 25 metres at the widest point. Mr Menzies agreed to undertake further work, including a full topographical survey, in respect of Madingley Rise and share the outcomes with the Local Liaison Forum. He also explained that Highways England was looking at the Girton Interchange in the context of

the Oxford to Cambridge Expressway.

Councillor Hickford referred Members of the Joint Assembly to the report, which recommended that the Executive Board:

- (I) Noted the accompanying Option Assessment Report, the further background papers containing the Outline Strategic Business Case, and the Map Appendix to the report.
- (II) Agreed, in principle, that a segregated route between Cambourne and Cambridge, with a Park & Ride near the Madingley Mulch roundabout, best met the strategic objectives of the City Deal and the City Deal Agreement, given the wider economic benefits.
- (III) Instructed officers to undertake further appraisal on:
 - (a) Possible specific route alignments within catchment Area 3a, with catchment area 3 as an alternative if (but only if) option 3a proved unviable, noting that both would connect with and potentially through Cambridge West.
 - (b) A new Park & Ride at location 3, as set out in the report.
(with (a) and (b) above being in accordance with the scheme design criteria set out in paragraph 12 of the report, and within established environmental and planning policies)
- (IV) Delegated to Cambridgeshire County Council's Executive Director of Economy, Transport and Environment:

Authority to:

- (a) Act with input from the A428/A1303 Local Liaison Forum, the Parish Councils and Residents' Associations along catchment areas 3a and 3, interested members of the Joint Assembly and interested Councillors from the County, City and District Councils.
- (b) Act in consultation with the Chairman and Vice-Chairman of the Executive Board.

Responsibility to:

- (c) Identify a specific route alignment(s) within catchment area 3a (or, if necessary, catchment area 3).
- (d) Identify a footprint for a Park and Ride at location 3.
- (e) Undertake a public consultation on that specific route alignment and Park and Ride location, planned for May-July 2017.
- (f) Subsequent to that public consultation, provide a report to the Joint Assembly and Executive Board, targeted for November 2017, containing a recommendation and full outline business case for a specific route alignment and one Park & Ride location, that would then subsequently be developed in detail and an application made for Statutory Approval in 2018.

Councillor Tim Bick reflected on the key reason behind the City Deal agreement being made, which he felt was to enable homes to be built for people so that they could work in the area and in turn contribute to the growth of the local economy. He surmised, therefore, that the purpose of this scheme was about connecting up communities and emphasised the importance of a joined up approach in this respect, with joint decision making, taking into account Cambridge and South Cambridgeshire's Local Plans being essential. He highlighted the issue of benefit/cost ratios and sought clarity as to why some of the benefit/cost ratios set out in the report were so low and what the realistic prospect was of them increasing.

Mr Menzies explained that there were a number of factors influencing the benefit/cost ratio rates at this stage of the process that had to be taken into account. For example, the ratios accounted for a very conservative level of growth in certain areas as only those figures contained within the Local Plans, and for the plan periods, could be used. This equated to 1,250 homes in West Cambourne, even though the planning application that had been submitted contained double that number. It was noted that the model used for this data was in the process of being updated, with the revised version expected to contain significant differences particularly in respect of large developments that had taken place over the last ten years, such as Cambourne. The Cambridge Access Study had also not been taken into account as part of the benefit/cost ratio analysis. Mr Menzies also explained the process of Optimism Bias that had been added to specific schemes, a factor of the Department for Transport, which in some cases was as high as 38%. As schemes became more refined this Optimism Bias would decrease.

Debating, in general, the recommendations contained within the report, the following points were noted:

- Councillor Bridget Smith highlighted that South Cambridgeshire's Local Plan was predicated on the need to preserve the greenbelt, which was contrary to the recommended option set out in the report. She was concerned that this scheme would cause damage to places where people were currently living and said that the Joint Assembly had to consider what it could do to remove some of that and limit the damage. Councillor Smith added that areas were being put forward that would never be included as part of a final scheme, so called for them to be removed from the process, acknowledging that a lot of people were currently living with uncertainty;
- Councillor Dave Baigent had listened to the arguments regarding journey times and said that the key aspects of journey times that needed to improve were predictability and reliability. People needed to know, accurately, what time buses were due to arrive to pick them up and how long it would take to get to their destinations, so he felt that a direct route was vital. Councillor Baigent agreed that Scotland Farm should be considered further as a possible alternative Park and Ride site and called for other options to be considered north of the American Cemetery. He was also of the view that a bridge over the M11 should be considered, with the opinion that all of these suggestions were credible;
- Councillor Hickford reflected on the views of the Local Liaison Forum in respect of the suggested Park and Ride site at Madingley Mulch and was in agreement that it did seem to him to be the wrong site. With regard to people's views regarding the West Fields, he understood their concerns but also appreciated that all options were being left open;

- Councillor Bick asked how an extra northern bridge over the M11 could be created as part of this scheme. Mr Menzies reported that this suggestion was represented in option 4 of the report and would be challenging due to it being located north of the American Cemetery and would mean the route coming back south via Madingley Road which would mean it was not a direct route. He also cited another difficulty being the route's close proximity to the American Cemetery from an environmental impact perspective. Councillor Bick understood that option 4 in the report did not include the development of a bridge and asked whether it would be worthwhile to consider this. Mr Menzies confirmed that discussions had been held with the American Cemetery and English Heritage who had indicated that they would not be supportive of such a proposal. He also made the point that the bridge would not take traffic anywhere other than into a Park and Ride site, so would not add any benefit;
- Helen Valentine made the point that a segregated route would be the best solution to support the need for journeys to be reliable, adding that significant capacity and resilience was necessary. She was of the opinion that it would not be possible to make a step change in capacity that did not have some adverse impacts;
- Claire Ruskin said that consistency of travel times was more important than reducing journey times and sympathised with the existing infrastructure.

Councillor Bridget Smith proposed an amendment to recommendation (III) (a) of the report so that the paragraph read:

"possible specific route alignments within catchment areas 3a and 4 (with the possibility of a bridge to the north of the existing M11 bridge), noting that both may connect with and potentially go through Cambridge West, in accordance with the scheme design criteria set out in paragraph 12 of the report, and within established environmental and planning policies."

She was of the opinion that this would allow a busway coming to the south of Madingley Road with a less detrimental impact on the West Fields and allowed the route to continue north of Madingley Road as well as via the north-west Cambridge site. Councillor Smith felt that this approach responded to the concerns of local people who had indicated how precious this particular area was.

Councillor Dave Baigent seconded the amendment.

Councillor Maurice Leeke highlighted paragraph 25 of the report which referred to concerns raised in the consultation about the impact of a route north of Madingley Road on the 800 Acre Wood and the American Cemetery and he agreed with these findings, with the view that this would represent a longer and less acceptable route which added problems rather than solving them.

Councillor Baigent responded by saying that this amendment only sought to recommend that these options be worked up, ensuring that more detail became available.

Voting on the amendment, with 8 votes in favour, 3 votes against and 1 abstention, the amendment was carried.

Councillor Smith proposed an amendment to recommendation (IV) (a) of the report so that it referred to catchment areas 3a and 4 rather than catchment area 3.

This amendment was unanimously agreed and was therefore carried.

Councillor Tim Bick proposed an amendment to recommendation (III) (b) of the report so that the paragraph read:

"commissioning an environmental impact assessment of Park and Ride site 3 to bring to the Assembly and Board at the earliest feasible opportunity, enabling a realistic view to be taken about the potential for mitigation; in the meantime holding the other options, including Scotland Farm, under review".

In response to the amendment, Mr Menzies reported that a full environmental impact assessment would be carried out and that this could not be done in isolation and had to be undertaken on a detailed, designed scheme.

Councillor Bick understood why option 3 had been recommended but was concerned that the environmental cost was very high, saying that the danger of allowing the process to continue to take place by that stage could mean that the City Deal was committing itself to option 3. He was therefore of the view that the amendment, as proposed, would assist Members of the Joint Assembly and Executive Board in reaching a decision regarding option 3.

Andy Williams understood why Scotland Farm was a preferred option for a Park and Ride site for this scheme. Rather than exclude option 3 altogether he was keen for a comparison to be made available for all available options, setting out the advantages and disadvantages of each which he felt would then be able to assist in discussions around what compromises people may be prepared to make.

Mr Menzies said that this proposal could be taken to the next stage of environment works and be reported back in the spring 2017, although he emphasised that this would not consist of a full environmental impact assessment.

Councillor Bick, in agreeing with this approach, withdrew his amendment and proposed a further amendment to replace recommendation (III) (b) of the report with the following:

"new Park & Ride locations 1, 2 and 3, as set out in Figure 3 of the report, and also Scotland Farm, via comparison."

This amendment was unanimously agreed and was therefore carried.

Councillor Bridget Smith proposed an amendment to recommendation (II) of the report so that the paragraph read:

"Agree in principle that a wholly or partly segregated bus route between Cambourne and Cambridge, with the possibility of the potential for a segregated, cross country super cycleway running close to or through the key villages between Bourne Airfield and the M11 best meets the strategic objectives of the City Deal and the City Deal Agreement, given the wider economic benefits."

Councillor Maurice Leeke seconded the amendment.

Discussion ensued on the feasibility of developing a segregated cycleway in addition to a segregated busway. Officers agreed to investigate this aspect and inform the Joint Assembly and Executive Board through further reporting as to where this could or could not work.

Voting on the amendment, with 10 votes in favour and 2 abstentions, the amendment was carried.

Councillor Bridget Smith also put forward the following suggestions, for noting:

- to include in the final proposals the continuation of the cycle route from Cambourne West to St Neots main line railway station;
- to include in the final proposal a commitment that buses using the new busway continued on from Cambourne to St Neots main line railway station.

Councillor Bick proposed an amendment to add the following additional recommendation:

"Request officers to:

- (a) Ensure designs for the Western Orbital bus route, the bus route through north-west Cambridge to the Science Park, and the management of buses in the city centre fully integrate with this project.
- (b) Seek to deliver all these schemes as close in time as possible to the eastern section of the A428 Cambridge to Cambourne scheme."

This amendment was unanimously agreed and was therefore carried.

Councillor Bick proposed an amendment to add the following additional recommendation as (c) to recommendation IV of the report:

"Bring back the result of (a) and (b) to the Joint Assembly and Executive Board for approval prior to release for public consultation."

Tanya Sheridan highlighted that it would be necessary to push back the timescales in terms of the scheme's overall project management if the Executive Board accepted this additional recommendation.

This amendment was unanimously agreed and was therefore carried.

Voting on the substantive motion, the Joint Assembly unanimously **RECOMMENDED** that the Executive Board:

- (1) Notes the accompanying Option Assessment Report, the further background papers containing the Outline Strategic Business Case, and the Map Appendix to the Report.
- (2) Agrees in principle that a wholly or partly segregated bus route between Cambourne and Cambridge, with the possibility of the potential for a segregated, cross country super cycleway running close to or through the key villages between Bourne Airfield and the M11 best meets the strategic objectives of the City Deal and the City Deal Agreement, given the wider economic benefits.
- (3) Instructs officers to undertake further appraisal on:
 - (a) possible specific route alignments within Catchment Areas 3a and 4 (with the possibility of a bridge to the north of the existing M11 bridge), noting that both may connect with and potentially go through Cambridge West, in accordance with the scheme design criteria set out in Paragraph 12 of the

- report, and within established environmental and planning policies;
- (b) new Park & Ride locations 1, 2 and 3, as set out in Figure 3 of the report, and also Scotland Farm, via comparison.
- (4) Requests officers to:
- (a) Ensure designs for the Western Orbital bus route, the bus route through North West Cambridge to the Science Park, and the management of buses in the city centre fully integrate with this project.
- (b) Seek to deliver all these schemes as close in time as possible to the eastern section of the A428 Cambridge to Cambourne scheme.
- (5) Delegates to Cambridgeshire County Council's Executive Director of Economy, Transport and Environment:
- (a) Authority to act on input from the A428/A1303 Local Liaison Forum, the Parish Councils and Residents' Associations along Catchment Areas 3a and 4, interested members of the Joint Assembly and interested Councillors from the County, City and District Councils, in consultation with the Chairman and Vice-Chairman of the City Deal Executive Board.
- (b) Responsibility to:
- (i) Identify specific route alignments within Catchment Area 3a and 4.
- (ii) Identify a Park and Ride location.
- (iii) Bring back the result of (i) and (ii) to the Joint Assembly and Executive Board for approval prior to release for public consultation.
- (iv) Undertake a public consultation on those specific route alignments and Park & Ride locations, planned for May to July 2017.
- (v) Subsequent to the above consultation, provide a report to the Joint Assembly and Executive Board, targeted for November 2017, containing a recommendation and Full Outline Business Case for a specific route alignment and one Park & Ride location that would then subsequently be developed in detail and an application made for Statutory Approval in 2018.

9. INDEPENDENT ECONOMIC ASSESSMENT PANEL UPDATE

The Joint Assembly considered a report which provided Members with an update on the procurement of the Independent Economic Assessment Panel, which would undertake the gateway review to which future City Deal tranches were subject. The report also set out relevant background detail regarding the Panel, the gateway review process and the link between these and infrastructure scheme prioritisation.

It was noted that the 2019 gateway review was expected to involve evaluation of the following:

- (a) delivery of prioritised schemes on track and on budget, according to their full business cases;
- (b) realisation of benefits forecast for those schemes that had been delivered in time to measure this, according to their full business cases;
- (c) wider economic impacts.

Councillor Tim Bick made the point that even if schemes were on target it would be difficult to properly assess (a) and (b) above as part of the 2019 review for those schemes in tranche 1 of the City Deal programme. Tanya Sheridan acknowledged this point and said that a realistic assessment would need to be undertaken by the Panel to reflect this, with the issues referred to in (a) and (b) likely to be fully assessed as part of the 2024 review. For tranche 1 she expected the key issue to be whether schemes were being delivered on track and on budget in accordance with their final business cases, adding that the Panel's review would provide useful information to help assess which schemes would best contribute to economic growth.

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

- (1) Notes the overview of the gateway review process for future tranches of funding.
- (2) Notes the progress on the procurement of the Independent Panel on the evaluation of local growth interventions.
- (3) Endorses the preferred tenderer status.
- (4) Notes the links between the Economic Assessment Panel and the prioritisation of City Deal infrastructure investments.

10. CITY DEAL FINANCIAL MONITORING

Consideration was given to a report which provided the Joint Assembly with the financial monitoring position for the period ending 31 August 2016.

Sarah Heywood, Head of Finance and Performance at Cambridgeshire County Council, presented the report and took Members through the summary of expenditure against the profiled budget up to the end of August 2016.

The Joint Assembly **NOTED** the financial position as at 31 August 2016.

11. CITY DEAL STRATEGIC RISK REGISTER

The Joint Assembly considered a report which provided the Joint Assembly with an update on the City Deal Strategic Risk Register.

Aaron Blowers, City Deal Project Manager, presented the report and highlighted that it contained the latest information regarding the City Deal's Strategic Risk Register, including mitigating actions and control measures in place.

Helen Valentine referred to the Risk Register as appended to the report and asked a generic question as to whether the scores felt right. Focusing on risk number four, regarding stakeholder engagement, she questioned whether the likelihood and impact scores under the inherent risk and residual risk were at the correct level. She saw this particular issue, primarily the significant opposition to some schemes, being one of the largest reputational risks to the City Deal programme and made the point that this should be reflected in the Risk Register.

Tanya Sheridan acknowledged that this was a good challenge in terms of assessing what the City Deal was doing to more effectively promote the City Deal's strategic vision.

Councillor Kevin Price agreed with Helen Valentine's point but said that the appointment of the Strategic Communications Manager had significantly addressed an initial problem with public perception and a lack of understanding, accepting however that further work was necessary to improve communication of the City Deal's wider strategy.

Officers agreed to give further consideration to the impact and likelihood of the inherent and residual risks associated with risk number four.

The Joint Assembly **NOTED** the position in regard to the Strategic Risk Register.

The Meeting ended at 7.19 p.m.

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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Greater Cambridge City Deal Executive Board Forward Plan of decisions

Notice is hereby given of:

- Decisions 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?
Joint Assembly: 1 December 2016 Executive Board: 8 December 2016	Reports for each item to be published: 23 November 2016		
<u>Western Orbital – consultation results</u>	<u>To consider the outcomes of the public consultation on the initial options.</u>	<u>Graham Hughes</u>	<u>No</u>
<u>M11 Junction 11</u>	<u>To agree a recommended option for bus priority at junction 11 of the M11 motorway</u>	<u>Graham Hughes</u>	<u>No</u>
<u>Tranche 2 initial prioritisation</u>	<u>To receive an update on work to prioritise schemes for delivery in the second 'tranche' of the infrastructure programme (from 2020) and agree key principles and initial methodology.</u>	<u>Graham Hughes</u>	<u>No</u>

<u>DfT consultation on WebTAG</u>	To consider principles to be incorporated into a combined City Deal response to the Department for Transport's consultation on proposed changes to the estimation of wider economic impacts in transport appraisal guidance and agree future approaches to responding to technical consultations.	<u>Graham Hughes</u>	<u>No</u>
Financial monitoring report	To note the latest financial monitoring information.	Chris Malyon	No
City Deal progress report	To monitor progress across the City Deal workstreams.	Tanya Sheridan	No
Joint Assembly: 18 January 2017 Executive Board: 25 January 2017		Reports for each item to be published: 10 January 2017	
<u>Cambridge-City</u> access and tackling peak-time congestion	To consider consultation responses, decide on delivery of issues around peak-time congestion control points on a trial basis through an Experimental Traffic Regulation Order , decide on <u>the next steps on the</u> development of a Workplace Parking Levy scheme and receive an update on residents' parking policy.	Graham Hughes	Yes
<u>Communications strategy</u>	<u>To agree a refreshed Communications Strategy for the GC City Deal.</u>	<u>Beth Durham</u>	<u>No</u>
<u>Change Control process</u>	<u>To consider and agree the process for change control.</u>	<u>Tanya Sheridan</u>	<u>No</u>
Financial monitoring report	To note the latest financial monitoring information.	Chris Malyon	No
City Deal progress report	To monitor progress across the City Deal workstreams.	Tanya Sheridan	No

Joint Assembly: 1 March 2017 Executive Board: 8 March 2017		Reports for each item to be published: 21 February 2017	
Financial monitoring report and 2017/18 budget setting	To note the latest financial information from and set the City Deal budget for 2017/18.	Chris Malyon	No
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 Strategic Risk Register	To consider the strategic risks to the Programme and mitigations.	Aaron Blowers	No
City Deal progress report	To monitor progress across the City Deal workstreams.	Tanya Sheridan	No
Joint Assembly: 7 June 2017 Executive Board: 15 June 2017		Reports for each item to be published: 30 May 2017	
2016/17 end of year financial monitoring report	To note financial information from the 2016/17 financial year.	Chris Malyon	No
Annual skills review	To note progress made in 2016/17 on delivering the skills workstream and consider any issues arising.	Graham Hughes	No
Annual housing review	To note progress made in 2016/17 on delivering the housing workstream and consider any issues arising	Alex Colyer	No
City Deal progress report	To monitor progress across the City Deal workstreams.	Tanya Sheridan	No

Joint Assembly: 19 July 2017 Executive Board: 26 July 2017		Reports for each item to be published: 11 July 2017	
<u>Cambourne to Cambridge schemes:</u> <ul style="list-style-type: none"> • Madingley Road • A428-M11 • Bourn Airfield / Cambourne busway 	<u>To consider detailed work undertaken since the Board decision in October and approve public consultation on a preferred option.</u>	<u>Graham Hughes</u>	<u>Yes</u>
Financial monitoring report	To note the latest financial monitoring information.	Chris Malyon	No
City Deal progress report	To monitor progress across the City Deal workstreams.	Tanya Sheridan	No

Greater Cambridge City Deal Executive Board

10 November 2016 – City Deal progress report

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.		
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.	<ul style="list-style-type: none"> Public consultation on initial options for the route closed on 1 August. Over 1,400 responses were received. 	<ul style="list-style-type: none"> Development of a preferred option to be recommended to the Executive Board, incorporating the outcomes of the public consultation on initial options. 8 March 2017: Executive Board to consider the outcomes of public consultation and select a preferred option.
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.	<ul style="list-style-type: none"> The Executive Board on 13 October instructed officers to undertake further appraisal on specific route alignments for a bus road and cycleway off the public highway to the South of the A428/A1303, to do a topographical survey to establish whether a 2-way bus route, road and cycleway could fit into the existing A1303 Madingley Rise road alignment and to further assess Park and Ride options. The Outcomes are to be brought back to the Joint Assembly and Executive Board ahead of the next round of public consultation. 	<ul style="list-style-type: none"> December Next Local Liaison Forum meeting 26 July 2017: Executive Board to consider detailed work undertaken since the October Board decision and approve public consultation. (est.) Autumn 2017: (Assuming Board approval) Public consultation on preferred option.

<p>Chisholm Trail cycle links</p> <p>A high quality strategic cycle route from Cambridge Station in the south of the city through to the new [Cambridge North] Station, providing connections between the Science and Business Parks in the north and the commercial hub around Cambridge Station and the Biomedical Campus.</p>	<ul style="list-style-type: none"> The planning application for the Chisholm Trail Phase 1 is currently being considered. The Chisholm Trail Phase 1 planning application is the subject of a petition against and a petition in favour, which means a Development Control Forum needs to be held – this is due to take place on 26 October. 	<ul style="list-style-type: none"> 26 October: Development Control Forum. If the Executive Board approves the recommendations, submit application to Secretary of State for Commons consent, work towards finalisation of land agreements and appoint contractor.
<p>City centre capacity improvements</p> <p>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.</p>	<ul style="list-style-type: none"> Public engagement on the proposed access and congestion package closed on 10 October, with over 10,000 responses received. Work is currently being undertaken to analyse the responses to this engagement, ahead of consideration by the Joint Assembly and Executive Board in January. The Executive Board issued an update following the end of the consultation period on 20 October. 	<ul style="list-style-type: none"> 25 January 2017: Executive Board to consider responses and feedback, and next steps.
<p>Cross-city cycle improvements and A10 Cycle scheme</p> <p>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.</p>	<ul style="list-style-type: none"> Construction is complete on phase 1 of the Arbury Road scheme. Detailed development is progressing on the other four schemes, for construction beginning in 2017. The Hills Road/Long Road scheme is due to commence in February 2017. Construction on the Frog End to Melbourn cycleway started 24th October 	<ul style="list-style-type: none"> 2017: Construction of the remaining schemes.

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"> Detailed work is being undertaken on the preferred measures in preparation for public consultation, working with Local Liaison Forums and including engaging with stakeholders. Workshops are taking place to inform the public consultation. 	
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"> Work is currently being undertaken to: <ul style="list-style-type: none"> Review the methodological approach in the light of changes since the tranche 1 programme was prioritised. Scope out further potential technical work needed to inform tranche 2 prioritisation. Review connections between tranche 2 prioritisation and wider City Deal themes. 	<ul style="list-style-type: none"> 8 December 2016: Executive Board to receive an update on work to prioritise schemes for delivery in the second 'tranche' of the infrastructure programme (from 2020) and agree key principles and initial methodology.
OTHER WORKSTREAMS		
Communications Communicate the vision and aims of the City Deal to a range of audiences	<ul style="list-style-type: none"> Six-weekly meeting cycle of City Deal Communications Group – strategy/commissioning. Support for Tackling Peak-Time Congestion engagement – press releases, website content, graphics and multimedia products including PCCP animation. Briefing events have been conducted on key issues. Live tweeting of City Deal meetings to ensure that updates are communicated quickly and effectively to the wider public. 	<ul style="list-style-type: none"> Completion of the stakeholder/communications strategy and delivery plans; brand guidelines. January: Refreshed Communications Strategy to Assembly and Board. Quarterly briefing and process communique. Transport vision and updated maps. New social media channels. Events marketing kit to support engagement. Support for ongoing consultations. Channel content review. Resource review.

<p>Economic development and promotion</p> <p>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: helping bring wanted private sector investment into the region and aligning appropriate activities that support existing businesses to develop. The Cambridge Promotion Agency has responded to 125 enquiries in just over a year. Over \$10M has been invested following CPA actions. It is progressing with a 'press office' function. Currently working on three >£M investment leads, potentially >200 jobs. 	
<p>Finance</p> <p>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"> The Government consultation on the future of New Homes Bonus has closed and responses are being reviewed. It is not clear when an update will be published. A medium-term financial strategy is to be considered at this meeting. 	<ul style="list-style-type: none"> March Assembly and Board: annual Budget setting for GC City Deal.
<p>Governance</p> <p>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 closely to support economic development.</p>	<ul style="list-style-type: none"> At the time of writing a proposed Devolution Deal for Cambridgeshire and Peterborough is being considered by all Councils, following consultation over the summer. In practice if the Devolution Deal is to go ahead, with a Combined Authority established for Cambridgeshire and Peterborough, this would mean that a Combined Authority for Greater Cambridge would not be created. 	<ul style="list-style-type: none"> November: Councils to consider outcomes of consultation on proposed devolution deal and take final decisions. Work with the Councils to understand the implications of a Combined Authority, and how that fits with the City Deal.
<p>Housing</p> <p>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 has commenced on a Communications Strategy, which will lead into creating a brand for the Greater Cambridge Housing Development Agency (GCHDA) The GCHDA are continuing work on numerous schemes. The GCHDA Management Board have agreed the SCDC self-build vanguard will be managed through the GCHDA. 	<ul style="list-style-type: none">

	<ul style="list-style-type: none"> The GCHDA team is continuing to staff up, with a Technical & Construction Lead to be advertised shortly. This is the subject of a fuller report on this meeting's agenda. 	
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.	<ul style="list-style-type: none"> Officers are working with counterparts from several city-regions around the UK to procure the economic assessment panel, which will serve the city-regions' payment-by-results mechanisms up to 2021. At the time of writing the framework contract is in the process of being confirmed, and is due to be finalised imminently. 	<ul style="list-style-type: none"> Work with the panel to develop the generic and local evaluation frameworks.
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.	<ul style="list-style-type: none"> 'Form the Future' is reporting good progress against the KPIs in the contract for the City Deal Skills Service. This is the subject of a fuller report on the agenda for this meeting. 	<ul style="list-style-type: none">
Smart Cambridge Explore, in partnership with academic and business expertise, technological opportunities to complement the aims of the infrastructure investment programme and improve the functioning of the Greater Cambridge economy, finding smart solutions to a series of issues constraining the economic growth potential of the area and positioning the area as a Smart Cities leader.	<ul style="list-style-type: none"> Please see the appended note on Smart Cambridge. 	<ul style="list-style-type: none">

<p>Strategic planning</p> <p>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"> • Joint hearings on the Local Plans held in June 2016 with hearings on housing numbers, housing supply, the joint housing trajectory and Green Belt. • Hearings took place on the Cambridge Local Plan held between June and September 2016. 	<ul style="list-style-type: none"> • November/December: Hearings specifically into the South Cambridgeshire Local Plan begin. • Further details of Local Plan hearings are to be confirmed by the inspectors.
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Extended report on Smart Cambridge

1). Background

This update follows the Smart City Management Platform progress report and approval of the “First steps to Intelligent Mobility” work streams by the Executive Board in July 2016.

2). Overview

- The Smart Cambridge work stream is supporting City Deal objectives by bringing together data on travel in the Greater Cambridge area to help residents and businesses make more informed travel choices; and to utilise emerging technology to make moving around the area by sustainable modes easier, quicker and more reliable. Further information in the [Smart Cambridge brochure](#).
- Overall progress is good, and the work is in budget and on track to meet milestones set out in the forward plan in July ([Report July 16 Board](#)) , which includes the completion of the first phase of the Smart City Management Platform development in early 2017.
- Two of the three Intelligent Mobility work packages are underway, the third is currently on hold (see below for details).
- There has been a good level of engagement from businesses working in this field and high levels of interest when we have gone to the market to commission goods and services as part of the programme.
- The Smart Cambridge joint delivery team is now in place – with technical resources hosted and managed by the University of Cambridge Computing Service and programme management undertaken from within the Connecting Cambridgeshire team.
- Collaboration and discussion with local Cambridge businesses continues to be positive and productive. Joint work includes development of collaborative bids to the Government’s Innovate UK Centre for Connected and Autonomous Vehicles (CCAV) and Internet of Things(IoT) UK funding competitions.

- The Smart Cambridge programme is increasingly attracting national and international attention from other locations with leading edge Smart City ambitions.

3). Progress summary across all work streams (CMP = Smart City Management Platform, IM = first steps to Intelligent Mobility, O= other related work streams and opportunities)

No	Area	Work stream description/status	Progress/activities to date
1	CMP	<p>“Internet of things” capable network and a sensor deployment plan and test-bed.</p> <p>ON TRACK</p>	<ul style="list-style-type: none"> Deployment of the “Lo-Ra” network (the communications layer that transfers data from sensors to the hub) is proceeding well to date. Hardware purchased, first gateway device installed and in test. Further 9 base station deployments planned, some in collaboration with local tech businesses. Mid-range air quality sensor trial almost complete and good quality data successfully obtained. Longer term options being considered and next stage plans being developed, including potential low cost sensor trial. Funding proposal submitted to Government (Department for Transport – DfT) for sensor deployment trial scheme to optimise coach parking and use of loading bays.
2	CMP	<p>Data hub & associated tools/website</p> <p>ON TRACK</p>	<ul style="list-style-type: none"> The contract to develop the data hub has been awarded to ITO world and work is underway. Initial data sets identified discussions underway with Cambridgeshire Highways systems suppliers to identify and agree further data sets. Discussions on-going with Stagecoach to agree access to data. “Beta” website under construction to collate data sets and is available at: http://smartcambridge.org/

3	CMP	<p>Test-bed applications (including a trial travel-related mobile phone App)</p> <p>ON TRACK</p>	<ul style="list-style-type: none"> Procurement complete and local Cambridge based company appointed (Building Intellect). Work has started with an alpha version due early 2017 with a beta version available by mid-2017. This will initially concentrate on sustainable modes of transport and encouraging modal shift. Further iterations will follow with more functionality and user feedback will be sought to refine the product.
4	IM	<p>Feasibility study on the potential for autonomous vehicle trials</p> <p>ON TRACK</p>	<ul style="list-style-type: none"> Autonomous vehicle specialists at Cambridge University Engineering Department commissioned to undertake study. CCAV competition bid being prioritised to meet November deadline. Report outlining opportunities and feasibility of running autonomous vehicle trails due early 2017.
5	IM	<p>Integrated ticketing and on-line ticket purchase</p> <p>ON TRACK</p>	<ul style="list-style-type: none"> Report on the opportunities/barriers/issues associated with integrated ticketing and online ticket purchase has been procured and is due to be delivered early 2017.
6	IM	<p>Research/ data-gathering about transport choices</p> <p>ON HOLD</p>	<ul style="list-style-type: none"> The Cambridge Access Study consultation and engagement process has generated a very significant number of responses which could provide a valuable insight into traveller choices. This means there is a risk of duplication of effort. This work package has therefore been put on hold, and efforts redeployed to other activities, until the Access Study consultation responses have been analysed and will be restarted as required if gaps in research data remain.

7	O	Digital wayfinding at Cambridge station. <i>IN PROGRESS</i>	<ul style="list-style-type: none">The Smart Cambridge team is collaborating with and contributing to the development of the digital wayfinding work stream for Cambridge station. Following the award of the franchise for the two Cambridge stations to Abellio a project has been underway to agree a station travel plan. Discussions are ongoing to agree the provision of digital travel information screens and integration of appropriate travel data sets to provide better information to travellers about their journeys
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Agenda Item 8



Securing future prosperity

Report To: Greater Cambridge City Deal Executive Board 10 November 2016

Lead Officer: Graham Hughes, Executive Director, Cambridgeshire County Council

The Chisholm Trail

Purpose

1. This report summarises the progress being made to deliver The Chisholm Trail, and seeks approval to construct Phase 1 (subject to planning permission being granted).

Recommendations

2. The Board is asked to:
 - a) Note the scheme progress being made in terms of planning approval, land procurement and stakeholder engagement;
 - b) Give approval to construct Phase 1 of the scheme, subject to gaining planning permission;
 - c) Delegate powers to approve the construction contract and selection of contractor for Phase 1; and,
 - d) Support the continuation of land negotiations.

Reasons for Recommendations

- a) Safer, direct and more convenient largely off-road route for cycling and walking;
- b) Improved access and reliability of journey times to employment areas, educational establishments, retail sites and residential centres;
- c) Links into a network of existing cycle routes;
- d) Minimal impact on motor traffic and public transport journey times;
- e) Provision of safe, convenient, direct, non-car access to the main Cambridge railway station and to the new Cambridge North rail station;
- f) Create more capacity for sustainable trips along the rail corridor;
- g) Links to strategic priorities for City Deal Cross City cycle improvements;
- h) All of the above contributing to a positive economic impact; and,
- i) Enhancement of the environment, streetscape and air quality, as well as improved access and linkages to open spaces.
- j) The scheme offers high cost/benefit.

Background

3. In January 2015 the Greater Cambridge City Deal Executive Board agreed that The Chisholm Trail should be part of the City Deal prioritised programme. In August 2015 the Board gave approval to consult on the proposed route, and then on 3 March 2016 the consultation results were reported and approval was obtained to submit a planning application.
4. Full details of the project can be viewed by selecting the option 'The Chisholm Trail' at this link: www.tinyurl.com/hxcv7ms. The strategic and policy basis for progressing the scheme are set out in a previous report, which can be seen at this link www.tinyurl.com/h6lsm5o. **Plan 1** shows the proposed route.
5. Since the project was considered by the Executive Board in August 2015, discussions have been progressing with the landowners, including Cambridge Past Present & Future and Network Rail. Signs are encouraging that some form of agreement can be made in each case. Obtaining planning consent is likely to be a catalyst in finalising the land deals.
6. Land agreements however remain as the highest risk item. Given the project's linear nature, failure to conclude one deal is likely to result in a delay in allowing works to commence, or worse the need to reconsider the route, possibly diluting the benefits in terms of directness, safety and/or pleasantness. Officers will continue to engage closely with landowners in a bid to finalise the land agreements.
7. £8.4m of City Deal funding has been allocated to the project. Although a significant figure, this is still felt to be an appropriate budget given the extensive engineering work required on some elements such as Newmarket Road underpass, the difficulties of construction access, and the likelihood of having to relocate statutory undertakers and Network Rail apparatus. Early work exploring construction, programme and costs has been undertaken with three contractors to test the budget.
8. The project is being developed in two phases, with Phase 1 being progressed through to planning and construction ahead of Phase 2. This is due to development dependencies associated with the Ridgeons (Cromwell Road) site, the City Council depot and Network Rail land. Phase 1 relates to the section north of Cromwell Road, and Phase 2 is south of Cromwell Road. **Plan 2** shows the phasing.
9. To complete the Chisholm Trail and to make the onward link to the new station and Busway route to St Ives, a crossing over the River Cam is needed. A planning application to build the Abbey-Chesterton Bridge is being considered by Cambridgeshire County Council's Planning Committee on 15th December. The delivery of this bridge, subject to gaining planning consent and the necessary land, is anticipated in 2018.
10. A Local Liaison Forum (LLF) is now established which combines The Chisholm Trail and Abbey-Chesterton bridge. The LLF has met twice in public, following an initial set up meeting. Generally the public and stakeholders are supportive of the project.

Value for money case

11. Initially The Chisholm Trail was assessed alongside other potential Tranche One City Deal projects and was found to offer good economic benefits within the long list of schemes being considered. The narrative around improved journey ambience and improved linkages to key destinations has been tested further by independent

consultants, and has been found to give a cost benefit ratio of 3.04:1. This is based upon the Department for Transport's Active Mode Appraisal Toolkit, and as such the scheme can be regarded as having a high benefit cost ratio.

Planning and Commons Consent

12. A planning application for Phase 1 of The Chisholm Trail (Coldhams Lane to the river) was submitted in late July and (validated in mid August). The planning application can be viewed at www.tinyurl.com/hsuy492. A number of matters of clarification and additional information relating to ecology, drainage and transport were required. These have led to some delays in the process.
13. A petition objecting to the scheme was submitted along with one of support, resulting in a Development Control Forum (DCF), which is to be held on 26th October. The purpose of the DCF is to try to reach a compromise with objectors. The application will be determined by the Joint Development Control Committee in January. The planning process will test the environmental impacts of the scheme and consider the mitigation measures proposed.
14. To widen paths on Coldham's Common, consent from the Secretary of State is required. The County Council have recently completed this process for works on Midsummer Common, but in this case at least one objection is likely from a local group opposed to any development on the common. A Public Inquiry may therefore be required.
15. A public Inquiry would have a minimal impact on the programme, as works on Coldham's Common could take place after the construction of the Newmarket Road underpass, however there is a risk that permission to widen paths is not obtained, and thus the onward link from the underpass and the routing of the trail would be less direct. A more conservative approach would be to await Commons Consent before building the underpass, but this would give a delay of 3-5 months with work not commencing until early 2018.

Phase 1 Construction Procurement

16. Processes to procure a contractor to build the scheme are underway. A 'mini tender' will be undertaken through the County Council's Eastern Highways Framework contract. Six companies will have the opportunity to bid for the work based on a 60/40 quality/cost split. Officers will evaluate the tenders, and a moderation exercise will then be undertaken by Procurement staff.
17. The preferred tenderer will emerge as the company with the highest score from the quality/cost process. It is recommended that the final decision to award the contract be delegated to the Executive Director of Economy, Transport and Environment, Cambridgeshire County Council, in consultation with the Chair and Vice Chair of the Greater Cambridge City Deal Executive Board.
18. It may be possible to combine Phase 1 of The Chisholm Trail and Abbey-Chesterton bridge into one construction project which could give efficiencies. Approval to construct Abbey Chesterton bridge is a decision for Cambridgeshire County Council's Economy and Environment Committee. The decision is currently programmed for the meeting on 12 January 2017.

Phase 2 Development

19. The current plan is still to deliver routes on the east and west side of the rail line from Coldhams Lane to link up to Cambridge Railway station. This requires the use of lightly trafficked roads, Network Rail land and development land associated with Ridgeons and the City Depot site. Planning consent is not needed for on road sections.
20. In trying to progress plans for Phase 2 the Project Team is effectively constrained by the pace of developments, and by Network Rail's potential future aspirations for its land, possibly to be retained for rail purposes such as overnight storage of Crossrail rolling stock. A possible solution would be to consider an alternative means of taking the Trail to the station by the use of a new bridge over the rail line between Mill Road bridge and Coldhams Lane. The idea of a new bridge linking Romsey with Petersfield was raised during the public consultation on the Ridgeons development, and as a result of safety concerns around cycling on Mill Road bridge. **Plan 3** shows the area in question. In due course, and with population and employment growth, the current Phase 2 proposals as well as the bridge, would be worthy of consideration in ensuring a comprehensive and convenient network for pedestrians and cyclists in the Romsey and Petersfield areas.
21. The initial Phase 2 proposals included a ramp or bridge link to Carter Bridge. Officers are working up some options for improvements to Carter Bridge that include making it easier to maintain in future.

Summary

22. It is recommended that the City Deal Board endorses the officer recommendations to progress the project to construction.
23. The following table provides outline dates for delivery:

#	Milestone or Phase	Date
1	Initiation – Project Initiation Document and preparation	Complete
2	Route profiling and outline phasing	Complete
3	Public consultation and exhibitions	Complete
4	Land negotiations, and Phase 1 Planning Application submission	Complete
5	Board approval to construct Phase 1 scheme	Autumn 2016
6	Detailed design, preparation of contract documents and appointment of contractor for Phase 1	Summer 2016 to Spring 2017
7	Finalise necessary land and permissions for Phase 1 and mobilise contractor.	Summer 2017 to Autumn 2017
8	Finalise Phase 2 in readiness for Planning Application	Summer 2016 to Spring 2018
9	Construction of standalone phases (those north of Coldhams Lane first, as they are not dependant upon development sites)	2017 to 2020

Implications

24. 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

The current budget of £8.4m is felt to be appropriate

Legal

No significant legal implications have been identified at this stage, although they may emerge as the project progresses through statutory processes.

Staffing

Project management is undertaken by Cambridgeshire County Council's Major Infrastructure Delivery Team.

Risk Management

A comprehensive project risk register is available.

Climate Change and Environmental

The proposed measures have the potential to reduce congestion and improve air quality in the longer term through encouraging a shift towards sustainable transport modes.

Consultation Responses and Communication

Extensive public consultation has been undertaken. A Local Liaison Forum has been established.

Community Safety

The largely traffic free nature of the new route will make for safer journeys away from motor traffic.

Background papers

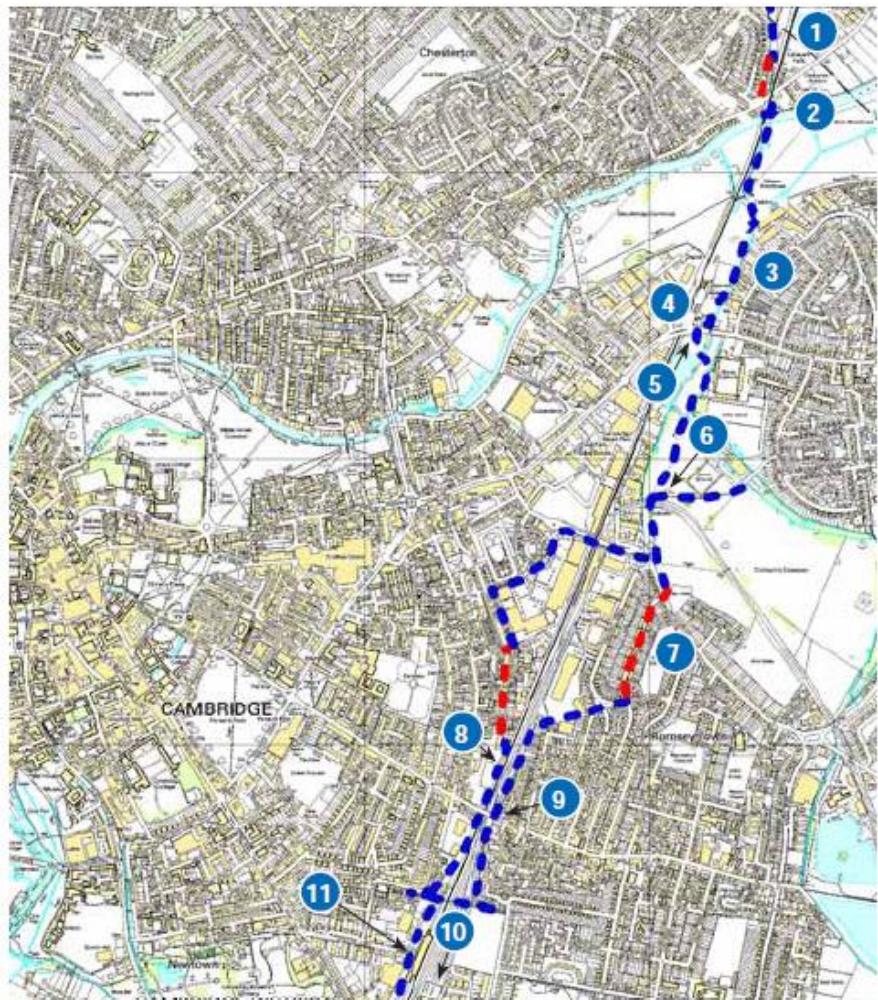
No background papers were relied upon in the writing of this report.

Report Author: Mike Davies – Team Leader (Cycling Projects), Cambridgeshire County Council
Telephone: 01223 699913

PLAN 1 – Proposed route

The outline of the route can be described as follows:

1. Planned link to new rail station at Chesterton and The Busway cycle and pedestrian route to St Ives.
2. New bridge over the Cam alongside the mainline railway bridge (a separately funded project).
3. Cambridge, Past, Present and Future's land makes the crucial link between Coldham's Common and Ditton Meadows.
4. The Leper Chapel (Chapel of St Mary Magdalene) would become a focus of the route and enhanced by landscaping.
5. New access under Newmarket Road.
6. Existing underpass under Ipswich Line.
7. From Coldham's Common along Brampton Road or Cromwell Road and through the planned Ridgeon site development.
8. The route to the west of the railway line crossing the existing cycling bridge, links through the Beehive Centre, along Ainsworth Rd and along the edge of the City Council's Mill Road Depot.
9. Pass under Mill Road side arches on both sides of the railway, thereby avoiding dangerous crossings.
10. Along the railway line to the Carter Bridge from Devonshire Road to Rustat Road.
11. From Carter Bridge to The Busway via the main Rail Station

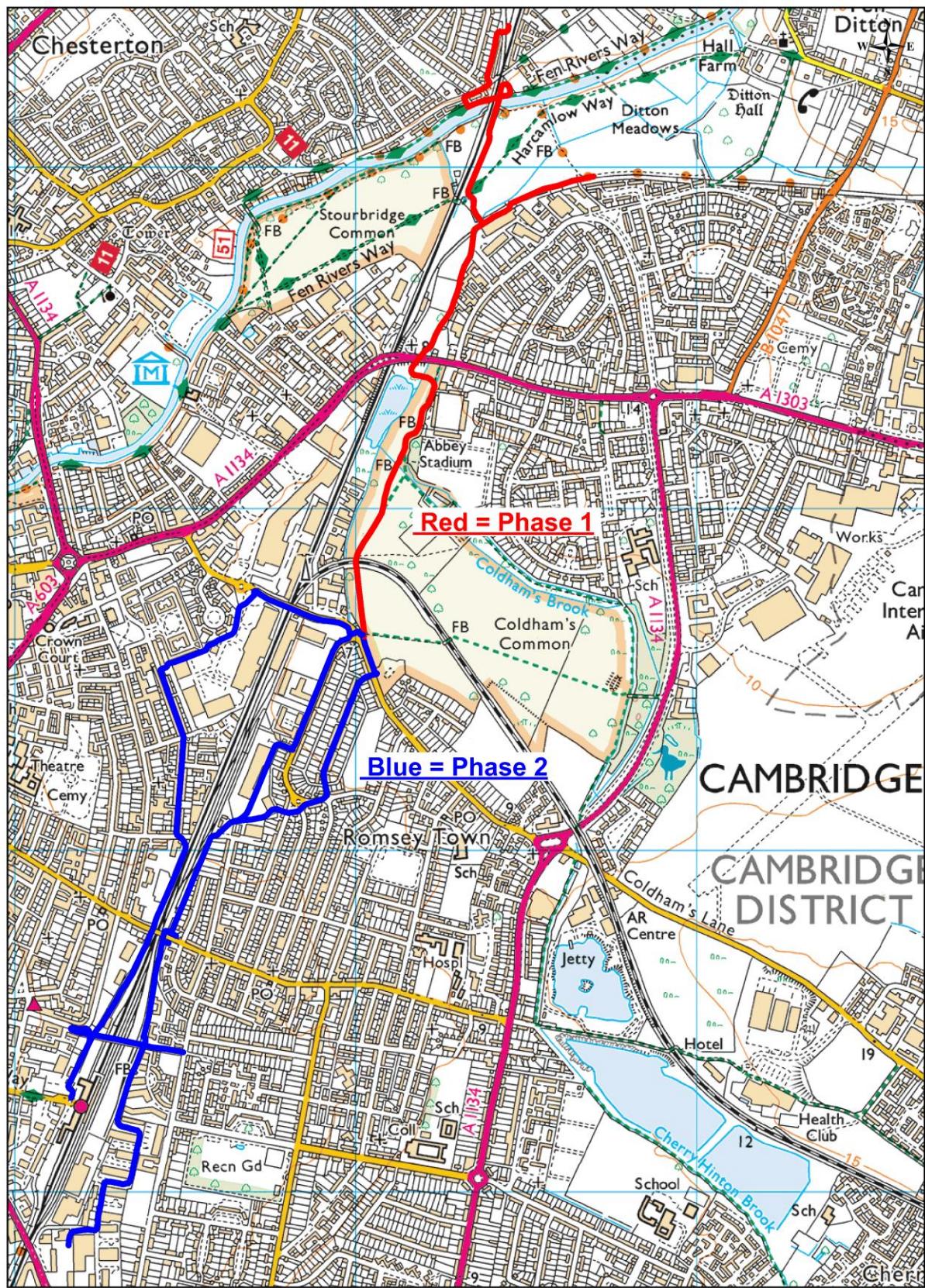


Map showing the proposed route of the Chisholm Trail from Cambridge Central Station to the planned Cambridge North Station at Chesterton

KEY

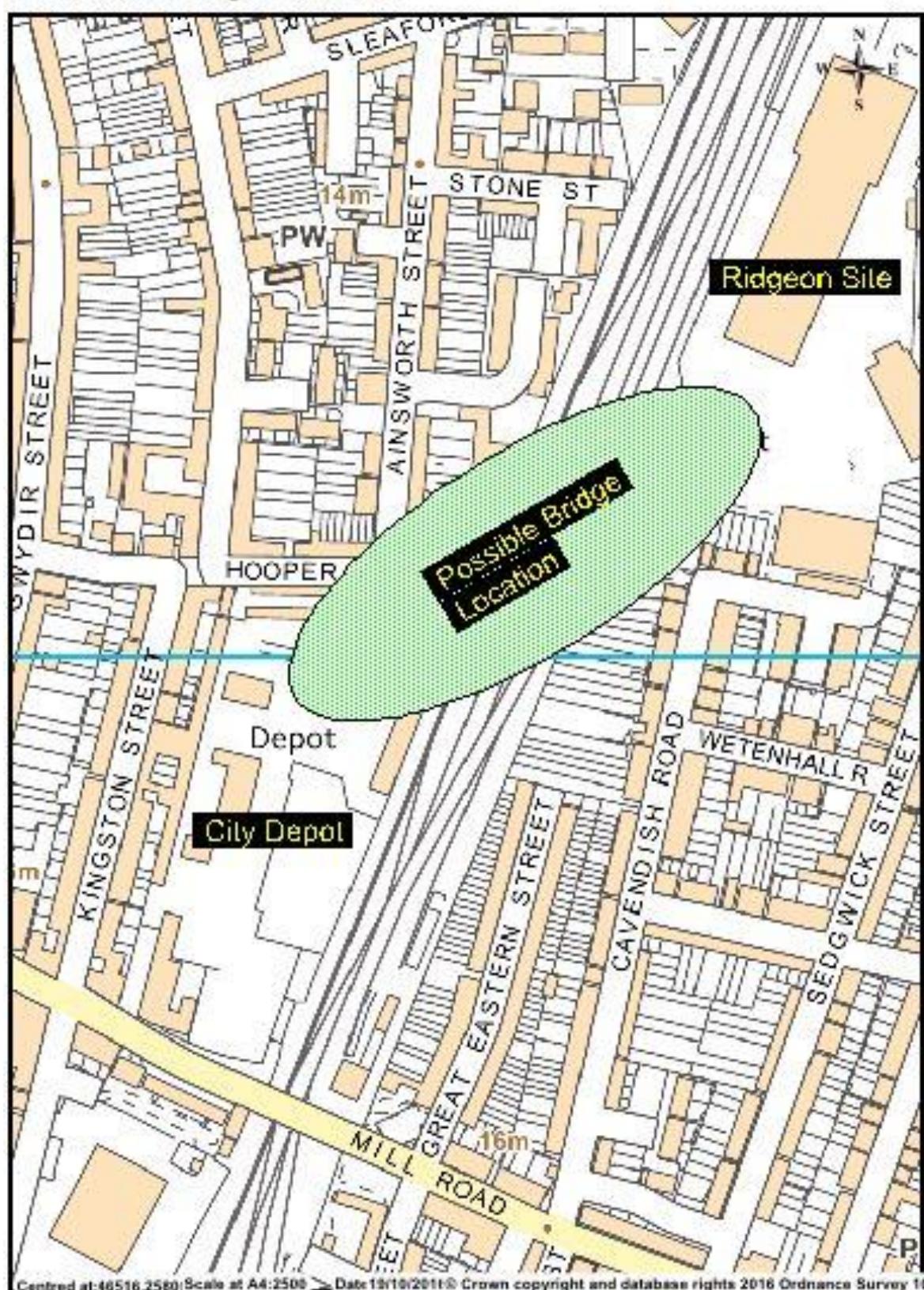
- On quiet roads
- Traffic free sections and paths

PLAN 2 – Scheme Phasing



PLAN 3

Possible Bridge Location



Agenda Item 9



Securing future prosperity

Report To: Greater Cambridge City Deal Executive Board 10 November 2016
Lead Officer: Stella Cockerill, Skills Lead – City Deal Partnership

Building a locally responsive skills system - progress update

Purpose

1. This report seeks to review the progress that we have made from September 2015 to August 2016 against the skills related commitments that are articulated in the City Deal. Specifically, it focuses on three key areas; firstly, a review of the performance of the Local Skills Service (Form the Future), secondly, a review of our progress against the skills related commitments in the City Deal (including recommendations for future activity) and finally, a review and recommendations about the way we measure our progress moving forward.
2. We set out to enable a new wave of innovation-led growth by investing in the infrastructure, housing and skills that will facilitate the continued growth of the Cambridge Phenomenon. To achieve this, we need to develop a locally responsive skills system that will drive business growth in our STEM based priority sectors (professional scientific, bio-medical, clean-tech, technology, and advanced manufacturing). However, our ambitions are also to enable the wider population of Greater Cambridge and the surrounding area, to benefit economically from that growth. Therefore, our approach to skills must be wide enough to impact on all our businesses and provide an appropriate workforce to support growth, whilst at the same time continuing to place an emphasis on our all-important growth sectors, which define the unique nature of Greater Cambridgeshire.
3. To successfully develop a locally responsive skills system we need to focus on the three areas below.
 - **Stimulating the demand from businesses, ensuring they can articulate their skills needs**
 - **Providers able to offer high quality training to meet the skills needs of businesses**
 - **Supply of an appropriately skilled workforce**

In addition, what is vital is that we are developing a strong connectivity between employers, providers and young people (the potential workforce) ensuring that the career aspirations and skills of our residents are aligned to the needs of our local businesses.

4. It is useful to remind ourselves about the skills related commitments that we undertook. These activities are general as opposed to being focused on our STEM based growth sectors alone. Extracts from the City Deal can be found in Annex A but they can briefly be summarised as follows;
 - Create locally funded skills teams to work with Small Medium and Enterprises in the area to develop training plans and to act as co-ordinators to ensure training aligns with employer need
 - Establish a skills action plan for each of the priority sectors including identifying the Apprenticeship framework offer
 - Create locally funded Adult careers teams to enhance Information Advice and Guidance in growth sectors based on strong Labour Market Information
 - Develop Labour Market Intelligence to inform the provision of information, advice and guidance for young people, providers, parents and employers
 - To work closely with the National Careers Service local offer
5. In response to the activity we proposed the SFA and BIS (as it then was) made a financial commitment to support the growth of apprenticeships (the funding model is a lagged model so significant growth would require a commitment from the SFA that funding would be made available to providers) and that the National Careers Service would work with us to align local activity. These are the skills outcomes that the City Deal agreement identifies;

Over 5 years from 2014/15

- 420 additional Apprenticeships to support growth sectors (baseline of 113 from final year data 2012)
 - 50 more employers engaging with schools and colleges
 - 25 more employers engaging with traineeships
 - 150 more employers raised awareness of apprenticeships
6. In September 2015, we set up our own local skills service to cover the City Deal area. The current contract runs until August 2017 and is delivered by Form the Future. This service provides brokerage between businesses and educational partners to support the development of young people's employability skills. It does seek to promote the growth sectors but provides a broader service for all young people. It also focuses on promoting apprenticeships to young people and will refer employers to training providers where an employer requires information or support to identify their skills needs or requires help to find an appropriate training provider. The local skills service does not develop curriculum nor is it approved to deliver training or apprenticeships. Their focus is primarily about bringing employers and schools closer together to support young people to be aware of, aspire towards and be ready for the opportunities in the local job market. The design of the local skills service is such that it would seek to hit the latter three skills targets above but it would not on its own increase the number of apprenticeship starts. Its role does include the promotion of apprenticeships to young people in schools. A summary of the performance of the local skills service's first year can be found in the rationale for recommendations. The Board might also wish to refer to the interim evaluation of the Form the Future contact.

Recommendations

7. We are seeking the Board's endorsement for the following eight recommendations;

LOCAL SKILLS SERVICE

- i. To extend Form the Future's contract for another 12 months (September 2017- August 2018). The contract for 2017/18 will place more emphasis on outcomes as opposed

to activity and we will be benchmarking the service to ensure we are achieving value for money. The evaluation at the end of year 2 will provide an opportunity to assess the impact of the local skills service. The contract is meeting its targets, and the demand from schools appears to be high, but it is too early to assess the full impact. However, we expect there to be a continued need for brokerage support. A full evaluation will be undertaken at the end of the academic year 2016/17 to review impact and value for money. We will in 2017 need to look at the longer-term funding position and sustainability of the service.

- ii. To set aside £160,000 for the academic year 2017/18 and assume a continuation of funding for a brokerage service in 2018/19 at approximately the same funding level.
- iii. To review the focus and targets for the period of 2017/18 and begin contract negotiation along these lines. The contracted figure is based on 30 schools with an average of £5,000 worth of support for each. We will also review funding rates to ensure they are in line with current market rates for similar services and there will be a greater emphasis on outcomes and impact rather than activity. The nature of the contract will be refocused slightly to ensure that we are focusing on the feedback from schools and businesses. We will continue to place an emphasis on the numbers of businesses engaged with an emphasis placed on encouraging businesses from the growth sectors to get involved.
- iv. Set aside £35,000 for the period January- December 2017 and assume a continuation of this into 2018, to develop Career Champions in schools to develop their capacity to engage with the Local Skills Service and support the careers conversation with young people in line with our economic needs.

STIMULATING THE DEMAND FROM BUSINESSES AND ENSURING PROVIDERS CAN DELIVER THE TRAINING BUSINESSES NEED

- v. To endorse the approach to progressing with the development of Labour Market Information to inform the Information Advice and Guidance for young people adults, providers, parents and employers and support the work of the Local Skills Service and National Carers Service. There is no cost to the City Deal as the costs are being met by GCGP and Cambridgeshire County Council as part of their wider work on Signpost2Skills and the Area Review.
- vi. To begin negotiations with Cambridge Regional College to develop an outcome based activity plan that will support businesses to understand the changes in relation to apprenticeships and the levy and carry out Training Needs Analysis (TNA) to help businesses to identify their skills needs. We ask the Board to set aside £60,000 from January – December 2017 with an assumption of continuation at the same level into 2018/19. There will be a focus on developing stronger engagement with all employers in the growth sectors to enable us to aggregate skills demand creating a greater chance of financial viability to invest in developing new curriculum areas (Apprenticeship Standards). Funding will be activity based and outcomes will be articulated by the number of employers receiving information about apprenticeships, number of employers receiving a TNA, new Apprenticeship Standards added to the curriculum offer or in development and employers recruited to the Apprenticeship Ambassador and Enterprise Adviser Networks. There will be an expectation that Cambridge Regional College will draw on and broker to the GCGP provider network if appropriate. A skills action plan will be developed for the following sectors;
 - Advanced Manufacturing
 - IT
 - Construction & Infrastructure

- Engineering
- Health and Science/Life Sciences

MEASURING OUR PROGRESS

- vii. To endorse a revised approach to how we measure progress towards the 420 Apprenticeship starts and gain agreement from the SFA and BEIS to our approach.
- viii. To endorse our approach to recording and monitoring the additional skills related outcomes in the City Deal

Reasons for Recommendations

Local Skills Service Year 1 Performance update- the continued need for brokerage support to develop employability skills and promote apprenticeships

8. There has been a significant engagement with the brokerage service by both employers and schools and the contracted outcomes have in the main been achieved or in some instances we are ahead of the contracted profile of activity. The contract for the Skills Service is primarily about brokering employer contacts into schools to support a range of events or activities. There is also a need to develop young people's aspiration in a way that reflects the needs of industry and they are supported to make good career decisions based on robust information. Young people and adults (particularly those not currently employed) need to better understand what employers want and what the different pathways are to support their chosen career path, as well as being clear which employers might provide those job/career opportunities. It is too early to be able to assess the impact of the Local Skills Service but the outputs in the contracts are performing well. We are mindful of the fact that schools are currently booking activity two terms in advance and hence we will need to be able to confirm the position post September 2017 by January 2017 at the latest, hence the request now to extend the contract for another year pending a fuller evaluation. Activity of the Local Skills Service will broadly remain the same in 2017/18 but there will be a greater emphasis on the engagement of all schools and a focus on those areas that have been proven to be successful and or that schools are demanding.
9. Form the Future have completed their own end of year evaluation (see Annex C). GCGP has also been working with the Head Teachers and Principals to understand their views of the service. These discussions have informed the recommendations around the need to add capacity in schools to engage with the Local Skills Service. We are also aware that there is limited ability to assess the impact of the events that the City Deal is supporting. GCGP has offered to work with all schools to develop their strategic plans and an aspect of this will look at how they can more effectively evaluate interventions and understand which activities are having the biggest impact. This will take two or three years to embed and obtain useful data sets but it will help us to understand which activities the Local Skills Service should focus on in 2017/18.
10. We have also observed that the level and type of Labour Market Information (LMI) needs to be enhanced. GCGP is working alongside the County Council to develop the Labour Market Information that will support the Careers Conversation. We are refreshing the economic analysis as part of the Area Review. We will be consulting with schools and colleges about the best way to collate this data and how to ensure staff are aware of the local economy and able to feed this data into the careers conversation.
11. Strengthening the Local Skills Service offer by providing additional funding to develop the capacity of schools to fully engage with the Local Skills Service and provide 'career coaching support' to young people to help them to make sense of the employer

interventions that the Local Skills Service delivers. Teachers play a pivotal role in influencing the career decisions and we want to ensure teachers are informed about the local job market, different pathways such as apprenticeships and who the local employers are that have entry point jobs. This is to ensure young people are appropriately supported to make informed decisions about their career pathway and that their aspirations and choices are fully informed by Labour Market Information (including aspirational sectors, and identification of the opportunities generated by the infrastructure and housing developments and the creation of 44,000 additional jobs across the City Deal area). The proposal includes upskilling staff to Level 6 in careers related qualifications and training teachers/staff in schools to support young people through a careers coaching model. We plan to work with 8-12 schools on pilot basis.

12. The Careers Enterprise Company has released a mentoring fund and we are awaiting the outcomes of that tendering process. We will seek to direct some provision towards the City Deal area (schools have registered an interest in this type of support) but this may not be delivered by our Local Skills Service.
13. The funding for the Skills Service in Greater Cambridge area can be reduced for several reasons;

- To allow for the fact that East Cambridgeshire is now being supported via GCGP from another Skills Service. The current contract that Form the Future have is mainly funded by City Deal with a contribution from GCGP. This reduction in the funding to the local skills service does not represent a reduction in the resource available for Greater Cambridge schools.
- GCGP is funding a full-time member of staff to support the work in the City Deal area and develop strategic plans with all schools as well as also providing support for businesses engagement.
- GCGP is currently working with the SFA Ambassador Network and the SFA's approved provider to develop apprenticeship information events for schools supported by a network of existing apprentices and the GCGP provider network. This will be free to schools.
- To bring the costs of this Local Skills Service more in line with comparative services.
- GCGP has commissioned a Careers & Competition Fair (June 2017) in partnership with World Skills UK and the Chamber of Commerce which will be available to all schools. There are also a series of jobs fairs that will be delivered across the LEP area and this will complement the offer locally and be available to City Deal schools free of charge. We expect to continue with the LEP wide approach in 2017/18.

BUSINESSES NEED TO BE ABLE TO IDENTIFY HOW THEIR INVESTMENT FOR SKILLS WILL SUPPORT THEM TO GROW

14. Our focus is to provide better connectivity between employers, providers and young people, creating a balance of supply and demand. We have focused so far on the relationship between schools and employers. This needs to continue but there is a need for us to also invest our efforts in supporting businesses to identify and articulate their skills needs and for the provider base to develop its offer in response to the needs of businesses and prepare for the change from apprenticeship Frameworks to Standards. With the changes to both the curriculum content of apprenticeships (move from Frameworks to Standards) and the way apprenticeships are funded there is a need to

change the way providers develop their offer. With most employers being small and medium sized they are unable to commission providers on their own as they will not be wanting high volumes of apprenticeship starts. We need therefore, to focus on the aggregation of skills needs from several small employers to generate sufficient interest at any one time to make it viable for providers to deliver the required training.

15. Employers might need support to identify exactly what skills they need, who can deliver it and how they can ensure a continued supply of appropriately skilled workforce. They need high quality providers that can deliver what they need when they need it. Changes to public funding for skills and the introduction of the levy coupled with the changes from apprenticeship frameworks to standards mean many employers are left confused and in need of information. They will all need to develop strong relationships with providers to ensure someone can deliver the training they need, to a high standard and for an acceptable cost.
16. We had expected that there would be an ESF funded contract that would support the development of Training Needs Analysis. This activity was delayed for various reasons by the SFA but the contract has recently been agreed. GCGP will be meeting with the successful provider to understand and influence what might be delivered in the City Deal area to support our objectives. However, this may not be sufficient and is likely to focus on higher skills and may not cover all the sector areas we wish to cover. It is, therefore, recommended that we instigate our own local activity. The current Local Skills Service does not, nor was it expected, to deliver this type of activity. We would need use SFA approved training providers/colleges.
17. It is recognised that many employers are confused by changes in the skills system and there is a need to support them to understand more fully what the changes can mean for them. There is momentum for this and the GCGP provider network is developing resources that they will use with their employers and make available to groups such as Cambridge Ahead to promote amongst the business community. However, we need to ensure that the employers that are not currently engaged also receive this information and we need to target the sectors we wish to grow. We also need to ensure that this connection with employers identifies the skills needs from employers as well as cascading information.

PROVIDERS NEED TO UNDERSTAND WHAT EMPLOYERS WANT AND NEED

18. They need to gather this intelligence effectively and robustly to enable them to plan their curriculum development. This is even more critical considering policy changes that will, from April 2017, direct funding to employers rather than to providers. There are huge opportunities for providers to work with employers to tailor their offer of training but the new model does create risks for providers to develop new areas of curriculum. They need to be able to develop their offer with a clear understanding of which employers will need it and that there is a sufficient demand for it to make delivery financially viable.
19. We need to encourage and support the provider base to explore and develop the curriculum offer in relation to our growth sectors. We need to ensure that our local providers can deliver a relevant range of Apprenticeship Standards that meet the needs of businesses in our priority sectors. We are currently doing work as part of the Area Review to understand the gaps in more detail but know that we will need to strengthen our offer in our priority sectors if we are to see the type of growth we need to deliver. In short we must develop the offer.

20. We will develop Skills action plans in five of the STEM based growth sectors that will support economic growth, which are;

- Advanced Manufacturing
- IT
- Engineering
- Health and Science/Life Science
- Construction.

This is a new addition because whilst it is not a STEM based growth sector as such it is critical to the plans for economic growth across the priority sectors and in Greater Cambridge. The planned developments for the A14 and housing will have a huge impact on skills demand in construction and failure to respond to this will impact on the wider success of the City Deal.

21. The outcomes will be;

- Businesses provided with information about Apprenticeship Standards and the levy
- Training Needs Analysis carried out on businesses in the five sectors identified above
- Apprenticeship Ambassadors identified and recruited to support us to engage more employers
- Enterprise Advisers recruited to support strategic work in schools
- New Apprenticeship Standards developed or in process of development
- Top employers for entry point jobs from the priority sectors identified (shared via newsletter, job fairs and GCGP top employer booklets)

Measuring success

22. The table below provides details of current activity for generic non-apprenticeships targets that are in the City Deal area. The Local Skills Service (Form the Future) will provide the evidence behind many of these, but not all.

Target	Progress	Comment
420 Apprenticeship starts	Q3 Aug- Apr 2015-16 Apprenticeships all sectors under 24 year olds 360 L2 apprenticeships 250 L3 apprenticeships 20 L4 apprenticeships Total= 630	Need to agree approach i.e. what we include then we can run a progress report Apprenticeships by sector across all ages Levels 2-4 180 in Engineering 40 in IT None in Science and Mathematics BIGGEST sector areas for apprenticeship delivery are Business Admin = 290 Retail & Commercial Enterprise = 250 Health and Public are = 200
Development of Skills Action Plans	No current activity but included in recommendations	
Development of LMI to inform Careers and Information Advice and Guidance	In progress	GCGP LEP wide activity driven by Area Review
Launch Local Skills Service	Broadly met but the remit/coverage is not as full as we described it in the City Deal Document	Note we have not included the remit of helping businesses to do TNA and develop new apprenticeships but this has been added in the recommendations
Launch Adult Careers Service	No activity	Would require a separate review and suggestions as to potential costings. LMI activity will enhance the National Careers Service offer but not add resource to deliver it

Target	Progress	Comment
		Could extend this Career Coaching to staff supporting adults if it is successful. There is a question mark about whether we need to invest more resource for staff supporting adults. Requires further investigation
25 Traineeships	Zero baseline 2014/15	Activity can be picked up via GCGP and CRC normal activity. There is not likely to be much demand for Traineeships in the growth sectors.
150 Employers made aware of Apprenticeships	Need to start afresh to ensure being made aware in the light of changes, particularly the apprenticeship levy	Included in the recommendations We are awaiting final guidance on the levy in October and providers have been holding communicating to employers until the detail has been confirmed. GCGP provider network planning an event January 2017
50 More employers engaged with schools	Data for this baseline is not collected by DfE or Local Authorities	Employer engagement is strong with Local Skills Service with over 250 businesses

23. Having reflected on the range of outcomes that we are expected to deliver it is recommended that we review our approach to measuring our progress and impact. The City Deal agreement places an emphasis on the number of apprenticeship starts as a means of assessing our impact on the wider skills agenda. We are tasked with supporting the existing businesses and creating 44,000 additional jobs. If we choose to only focus on apprenticeships in the priority growth sectors we will fail in our attempts, to meet the skill needs that these 44,000 jobs will generate, because the additional 44,000 jobs will be across a range of sectors and occupations. The people employed will represent a mixture of skills levels and age ranges. We need to focus on the areas that will enable us to drive the Cambridge Phenomenon without ignoring other areas. For example, the impact of the housing and infrastructure planned on the demand for skills in construction will be significant. Currently we have not included construction related occupations such as plumbers, electricians and bricklayers in our apprenticeship targets but we will need to supply the demand here if the construction companies are to deliver on that agenda.
24. If our focus is in part to enable the population of Greater Cambridge to benefit from the Cambridge Phenomenon we need to be cognisant of the fact that we will need to include a wider range of apprenticeships than just the STEM related occupations and jobs if we are to have an impact on the wider community.
25. The SFA have not prescribed which sectors they expect to see the 420 apprenticeships in, the agreement refers to the 'apprenticeships that support the growth sectors'. Arguably all employment impacts on inward investment decisions and businesses ability to attract the workforce they need to the area. For example, if we do not have good schools and leisure facilities employers of growth sectors will not want to move to the area. If we do not have bus drivers we cannot transport the workers to work. The system is all interlinked.
26. The growth sectors will demand an offer at level 3 and above. It makes little sense to not include higher apprenticeships (at Level 4). We propose to seek SFA agreement that these apprenticeships should be included, given their benefits to the wider economy.
27. We are targeted to deliver 50 Traineeships. These will be almost impossible to achieve via the growth sectors as there will be little employer demand for below level 2 jobs.
28. It is proposed that we will present the SFA with a list of what we propose to include in the Apprenticeship categories but they will follow the broad principles below. The reason for including all apprenticeships in the target is quite simply that apprenticeships are business

led. If businesses are investing in jobs and skills they are doing it because there is a need, why then would we not count every start as a success. However, by retaining the breakdown we can evaluate our impact on those areas that we are seeking a step change in. The target for 44,000 jobs is not restricted to STEM or priority sectors; we are proposing that we are consistent with our approach to apprenticeship jobs. We will provide a breakdown of actual starts by framework/standard in the categories, high, medium and low (see the section 31 table below).

29. We want to achieve the 420 target in a way that supports growth sectors, promotes opportunity and supports the Cambridge Phenomenon. If we restrict this to the growth sectors alone we are in danger of missing skills and occupations that vital to supporting the growth sector but they are generic in their title. For example, Leadership and Management, Sales and Accountancy. We cannot identify from the apprenticeship data which sector these generic apprenticeships relate to. Further, if the Board wishes to retain a priority sector focus in terms of what we include in the target, we will need to invest considerably greater sums in the development of the offer and the stimulation of demand for apprenticeships from businesses.
30. The table below provides an outline as to how we would report our impact on apprenticeships to the City Deal. Shaded areas represent what we would include in the target provided by the BIS/SFA now the DfE. Our initial conversation with DfE and the SFA indicates this approach would be acceptable. We will add the STEM based frameworks and standards as high priority. Those apprenticeships that are in cross cutting occupation will be classed as medium because there is the added complication that we cannot identify from the apprenticeship description which sector the worker is employed. For example, an accountancy apprentice could be working in Retail, Finance or a Life Science organisation. Business growth will require skills across functions such as accountancy, management and leadership, marketing and sales to support their growth. We will add Construction here as it is key to the housing and infrastructure plans for the City Deal. We will categorise those with the least impact on the growth sectors as low priority. We will not have been seeking to direct resource towards these areas but will seek to count and record our progress with these. They are all important in terms of sustaining vibrant and diverse communities.
31. We will provide DfE and the SFA with a brief update on our activity and progress against the skills related outcomes in the plan. We will present our methodology and rationale for measuring the 420 apprenticeship starts for formal written sign off.

Type of apprenticeship framework or standard	16-18	19-23	24+		Apprenticeship Category
				We will measure apprenticeship starts in the City Deal area as identified by the Postcode of delivery on the ILR. This will be the provider location or employer location	<p>High Occupations that are relevant to the growth sectors</p> <ul style="list-style-type: none"> • STEM • Clean Tech • Life Sciences, Health & Science • Engineering • IT
					<p>Medium <i>Non-growth sector but key to underpin City Deal Ambitions</i></p> <p><i>Unable to identify the sector by the apprenticeship title</i></p> <ul style="list-style-type: none"> • Construction • Management and Leadership • Customer Service and Business administration • Marketing and Sales • Accountancy

					Low	<ul style="list-style-type: none"> • Hair & beauty • Hospitality • Health and Care • Education <p><i>Not an exhaustive list</i></p>
Traineeships	x	x				
L2	x	x	x			
L3	x	x	x			
L4 and above		x	x			

Options for measuring the 420 Apprenticeship starts

- If the Board wished it could seek to only include those Apprenticeships in the growth sectors. This would be a challenging target and would require significantly more investment and engagement with businesses (Training Needs Analysis) than has been factored into the funding request in this report. It would require the development of several new Apprenticeships Standards. Challenges associated with this would include; the time it takes to develop a New Standard (on average 18 months) and the cost of releasing staffing to undertake this activity (this is an issue if providers do not already have a relationship with the employers in this area. This would be a high-risk investment for a provider). We would expect providers to be continuously developing their offer but they will need to balance that with delivering services where the income stream is more established and therefore certain.
- The Board might wish to only include the high and medium priority apprenticeships but exclude those that sit firmly in vocational areas that are not the growth sectors. The impact of this would be that we will not be capturing the skills activity generated by the targeted 44,000 jobs or recognising the impact that the education, health and leisure facilities make to employers when choosing where to locate their businesses.

Considerations

32. DfE and the SFA have been consulted by both Cambridgeshire County Council and GCGP and we have taken their guidance into account in proposing the amendments to our approach and the method of measuring our impact and success in relation to the apprenticeship target.
33. GCGP has undertaken discussion with Cambridge Regional College to understand their current offer and plans for curriculum development and employer engagement. However, we would need to agree with them the detail behind the proposal's that identify them but there is an expectation that we might want them to increase activity and a clear willingness for them to respond to the direction of the City Deal Board. The detail of the funding and the outcomes we would be looking for has not been discussed.
34. GCGP has had conversations with Form the Future and there is a desire on their part to continue to deliver for another year but the detailed conversation about what the focus of activity would be and the funding has not started.

Background Papers

- Annex A - Extracts from the City Deal agreement
- Annex B - GCGP Summary of Skills Service Contract Performance
- Annex C - The Local Skills Service - Form the Future's Self Evaluation of the first year

Report Author: Stella Cockerill – Skills Lead GCGP
Telephone: 07715 640107

Annex A – City Deal Agreement Extract

A locally responsive skills system that will support Greater Cambridge's growing sectors

To maximise the potential of the area, City Deal partners want to create a locally responsive skills system that will maximise the impact of public investment, forge stronger links between employers and the education system and drive growth across Greater Cambridge. There are three aspects of an integrated programme that will support growth sectors (professional scientific, bio-medical, clean-tech, technology, and advanced manufacturing) and deliver the next wave of the Cambridge Phenomenon:

1) Supporting employers to increase training

Greater Cambridge will create and locally fund Local Skills Teams to work with small and medium-sized businesses in the area to support development of their training plans, including a five year funding commitment from the employer. Local skills teams would provide a co-ordination and brokerage role between businesses, training providers and the local community, bringing together providers and businesses to jointly develop training that meets employers' needs and supports growth.

2) Enhancing Information, Advice and Guidance in growth sectors

City Deal partners will build on a successful model established in early 2013 by the Cambridge Area Partnership, in which local businesses aim to provide support for all schools and colleges in the area. Greater Cambridge will accelerate the programme using independent advisors to offer information and advice on careers in growth sectors, creating and locally funding Adult Career Team Advisors. It will work in partnership with the National Careers Service so as to avoid duplication and align services delivered locally through the National Careers Service to provide up-to-date Greater Cambridge-centric careers advice and guidance based on local labour market information about growth sectors, and will raise awareness amongst young people of science, technology, engineering and maths career choices. It will also broker more strategic links between business and the education sector to encourage more business involvement in schools and colleges, and greater uptake of training such as traineeships and Apprenticeships, in line with the Government's objectives.

3) Increasing the uptake of Apprenticeships in growing sectors

By working more closely with employers and young people, City Deal partners will generate increased demand for an additional 420 Level 2 and 3 Apprenticeships over five years in areas aligned to Greater Cambridge's growth sectors. In return, Government commits to ensuring that funding is made available within the skills system over the five years of City Deal from 2014/15, in line with the level of demand brought forward from employers. Usual Adult Skill Budget funding parameters will apply and this additional capacity will be drawn down when demand outstrips existing local budget capacity. Subject to affordability and meeting performance and quality thresholds, additional funding will be available to support increases in 16-23 year old Apprenticeships through the growth process.

Through the City Deal, partners commit to greater alignment of learner demand with employer need, making the skills system more responsive locally:

- delivering 1,556 apprenticeships aligned to local growth sectors; 420 of which are additional;
- supporting local growth in SMEs and larger employers in growth sectors; and
- and supporting industries linked to the central government's Industrial Strategy.

The locally responsive skills system

Greater Cambridge commitments	Central Government commitments
<ul style="list-style-type: none">• Create locally-funded local skills teams to work with small and medium-sized businesses in the area to develop training plans and to act as co-ordinators to ensure training provision aligns with employer need.• Establish skills plan/ action plan for each of the priority sectors including identifying the Apprenticeships framework offer.• Create locally-funded Adult careers teams to enhance the delivery of information, advice and guidance in growth sectors – based on local labour market intelligence provision and working with local businesses.• Develop local labour market intelligence to inform the provision of information, advice and guidance for young people, providers, parents and employers;• To work closely with the National Careers Service and schools careers advisers to enable a localised careers offer and ensure that this complements the National Careers Service local offer.	<ul style="list-style-type: none">• That Government commits to ensuring that funding, within Adult Skills Budget parameters, is made available as needed to meet additional demand within the skills system over the five years of city deal from 2014/15 to support the growth in provision of Apprenticeships (for 16-23 year olds) brought forward by city deal partners: 420 Apprenticeships over five years in growth sectors;• The National Careers Service commits to working with Greater Cambridge to align local activity through the contracted service offer.

Annex B - GCGP Summary of Local Skills Service Contract Performance Year 1

CITY DEAL YEAR 1 Performance			Profile Yr 1	Actual Yr 1	Variance volume
GCGP comment	KPI Description	Volume contract	Quarter 4		
	Number of events for KS3 & KS4	100	50	58	8
	Number of events for Primary schools	10	5	4	-1
	Number of events for KS 5 (post 16)	30	15	15	0
	Number of students involved (some double counting if they take part in more than one event)	20000	10000	11931	1931
Level of engagement is variable across schools would like to improve this	Number of schools engaged	30	15	29	14
This is not an employer supported activity thus value of this is under review	Number of schools using work experience preparation support	16	8	9	1
Schools are paying for part of this service (health and safety checks) but this is reported on to show impact of the preparation events. Schools want help finding the employers that offer work experience and this is not part of the existing offer	Number of young people taking up work experience because of the above KPI (note schools pay for placement support outside of this contract)	1500	750	888	138
GCGP is offering this service free of charge to all schools across the LEP now so will not continue in 2017/18	Brokering strategic relationships with businesses and schools	8	4	4	0
Too early to review impact and value (late start affected performance)	STEP UP KPI 1- no of employers using site	100	50	38	-12
Too early to review impact and value	STEP UP KPI 2 - 80% of 28 schools using the site	22	11	16	5

CITY DEAL YEAR 1 Performance				Profile Yr 1	Actual Yr 1	Variance volume
GCGP has plans to support this with the SFA's Apprenticeship Ambassador network and make use of the free support offered nationally	Apprenticeships KPI 1 - Apprenticeship events interactions (B2B, Students, parents)	48	24	27	3	
GCGP provider network with SFA Ambassadors network developing this free of charge to reflect the changes.	Apprenticeships KPI 2 - Change staff awareness CPD pack produced	2	1	1	0	
This has been enhanced in the Careers Champion request	Apprenticeships KPI 3 -CPD (no of schools)	20	10	16	6	
GCGP has commissioned jobs fairs across the patch to support this will expect skills service to connect in their employers	Apprenticeships KPI 4 - Recruitment Assistance	30	15	12	-3	
This has been enhanced in the request to support CRC to work with employers	Apprenticeships KPI 5 - Enable Business Apprentice Employer Interaction	30	10	16	6	
GCGP will take this on as part of their connection to the broader provider network would expect CRC to act as key contact too.	Apprenticeships KPI 6 - Provider referral	30	10	5	-5	
GCGP funding a single newsletter across the area embedding LMI from 2017	Newsletter LMI shared	8	4	10	6	

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Securing future prosperity

Update to the Greater Cambridge City Deal

Evaluation of year 1 of the Skills programme

Delivered by Form the Future on behalf of the Greater Cambridge Greater Peterborough Enterprise Partnership

October 2016



1. Overview

At the end of the first year of the 23-month contract, we can report significant success in delivering a skills programme which will benefit economic development in the region. It's highly valued by schools as this quote from a school leader indicates –

"Form the Future provide an invaluable support network for schools engaging with business partners at all levels"

Head of Careers, secondary school

- and with businesses as well who want to engage the next generation of employees.

"I would like to thank you for inviting me to the event this morning. I was very impressed with the organisation. The opportunity created for the young students is simply fantastic. Please let me know if I could be of any assistance in the future."

CEO of Epoch Wires Ltd, Cambridge

This report provides an overview of the strategy we have developed, the actions we've taken, the results to date and how the programme has been received by its stakeholders.

Objectives

This is the stated aim of the City Deal skills programme:

"For businesses to invest and grow, it is vital they can access the right people with the skills they need. The Greater Cambridge economy has a particular need for skills in professional science, bio-medical,

clean-tech, technology, and advanced manufacturing. Often referred to as the STEM subjects – science, technology, engineering and maths – these skills are in high demand. City Deal aims to help young people secure the skills and they need to succeed in the Greater Cambridge 21st century economy, and create job opportunities."

Greater Cambridge City Deal

Our over-arching goal is to contribute to a substantial increase in the numbers of STEM apprenticeships with employers in Greater Cambridge by transforming how careers education is provided in schools..

Our approach

We do this through a range of activities all of which are designed to improve students' employability and to better align their interests and career objectives with the opportunities that will be available to them in the near future. Our approach is to bring people from industry into schools so that students, teachers and parents learn directly from people doing the roles and working in the industries where there are the greatest opportunities for future employment. We also support students to connect with and learn from employers through work experience placements. And we actively promote apprenticeships to students, teachers, parents and to companies who are not yet offering apprenticeships.

The City Deal funding allows us to work with schools as a trusted partner to their careers programme, delivering work-related learning activities with support from our large and growing network of employers.

This has the benefit of reducing employers'

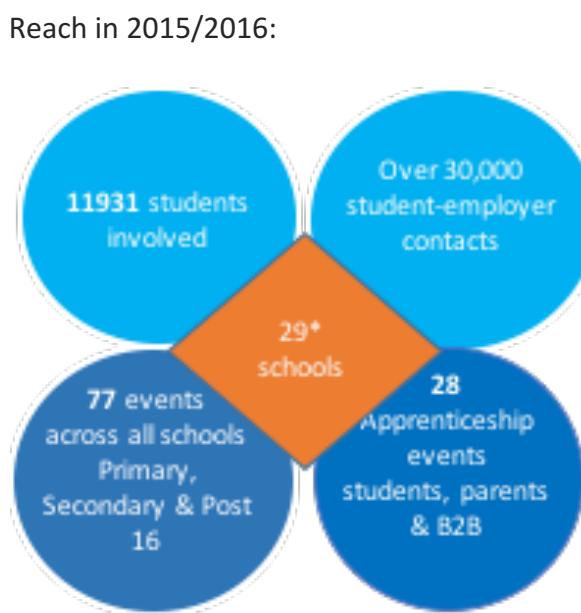
skills shortages, ensuring more young people move into successful and sustainable employment and improving economic growth in the region.

Form the Future's model for providing careers support to schools is unique in so many ways: an impressive breadth and depth of engagement with employers and schools; a creative and effective programme of events; and a hearts and minds commitment of all those involved - employers and individual professionals, school staff and the students involved.

Elisabeth Goodman, RiverRhee Consulting

We are making excellent progress towards this objective.

- We are well established as the 'go to' employability and careers partner for schools in the area. The growing demand for our services is evidence of this.



*see 4. Schools involved

- Our activities are highly effective in opening students' eyes to the career possibilities on their doorstep. Their

feedback on the event effectiveness proves this approach is working.

"It prepared us for the future"

student feedback 2016

- We believe their career management skills are improving, too, with our mock interview and CV writing sessions building their confidence and ability to make successful applications, as their feedback demonstrates.

81% of students reported an increase in careers awareness including different pathways.

- Finally, we have firmly established Apprenticeships alongside FE and HE as an option for young people after GCSEs or A levels. At every event – and we are delivering an increasing number – whether for students, staff or parents, we have recorded an increased level of knowledge, understanding and interest.

Achieving a complex change such as the objective to grow STEM apprenticeships doesn't happen by turning a switch. It requires sustained effort over time, through multiple activities, with a range of audiences.

We are on track. (see KPI overview Attachment 1)



2. Impact on students

Methodology

We produce a survey after every event and ask students to rate the different activities they participate in and the benefits they derive. Samples of the questionnaires can be found in the appendices. They respond with comments like:

"I know what I need to do to improve my chances of getting a job in the future"

They also offer constructive criticism such as they'd like more time for these activities or to meet with more and different employers.

Overall students tell us that they feel more knowledgeable about career opportunities and better prepared to enter the job market as the result of these activities.

81%* of students reported a gain in understanding of the academic and other requirements to get a job.

80%* of students started to think about their future because of our events

Our approach builds students 'social capital': enabling them to build a network of contacts that goes far beyond that which their own family can provide. After our events they can say "I know a civil engineer and she helped build the Gherkin" or "I know the different kinds of law and which one I'm most interested in."

They have a wider frame of reference with which to make those difficult decisions about course choices, continuing education or entering employment.

They also have practical career-management skills and start to consider how the effort they make now can pay dividends in the future, building their general self-efficacy.

"Students have their first ever experience of an interview. They will be interviewed about 6 months after this for their college places and will of course face interviews for jobs/apprenticeships after this. Almost every student comes in terrified, but they leave every time with so much more confidence. They have had a chance to speak to adults in an interview situation for the first time and discovered they have something to say and that the adults aren't so scary! This has a specific impact on those students who don't go on work experience, as it is one of their only opportunities to come in contact with employers 1:1."

Careers manager, Soham Village Collage

However, despite seeking feedback for every event schools aren't always able to comply. For this year we had responses from 650 students which is far fewer than we would have expected. We are experimenting with capturing data in other ways and helping schools to understand that providing feedback is a condition of receiving this funded service.

We are eager to do more detailed impact assessments, working with schools or central datasets to measure the impact of our interventions on levels of attainment and progression.

3. Evaluation

We routinely ask schools, students and employers to share their experience of our work and many do so regularly and unprompted. However, for this evaluation we sent a survey to headteachers at all schools and colleges during the last week of term. 12 completed the anonymous survey. (See appendices for the full report.)

This told us that schools score our work highly and with one exception, a large sixth form college where they describe themselves as having a large team leading on careers, rely on us heavily to meet their obligations.

Here's a sample of school and college responses:

"Very helpful, well informed and supportive staff."

"Thanks for the offers, but with a large Careers department that has been checked against DfE and Ofsted requirements we do not need the support that is necessary for small schools."

"Form the Future has been a life saver this year. The high level of service provided by all its staff has been really noticeable, in contrast to some others operating in this sector."

When asked to put a price tag on the services, schools expressed some frustration and reluctance to do so, either indicating they'd be willing to pay more than the highest price point we offered or saying that money was so tight they'd never be able to pay for these services.

"I think that the service that Form the Future offer is excellent. If it were to be paid for by schools directly it is likely that in the current economic environment schools would reduce the amount of CIAG they engage in."

Certainly the current model of a funded service available on request seems to be appreciated by staff who might struggle to make the case for using resources in this way. To quote a headteacher:

"If I have extra budget am I going to spend it on a careers teacher or a maths teacher? It's obvious."

The implication was that careers was not going to get any additional investment.

As we finalised this evaluation we put out another call for feedback from schools and employers. Many of the quotes in this report have come from the responses we received or through the regular feedback that schools provide. We have summarized these comments in the appendices. The questions we asked are:

1. What did the schools think about the support?
2. What did employers think about your activities?
3. What impact did it have & why should the City Deal continue to fund you? Was it value for money?
4. Are there any new areas you think you need to be developing, stopping or changing.

"ARM has worked with FTF on a number of occasions and the experience has always been positive. They are delivering a critical service for the young people of Cambridgeshire in a way that is

collaborative and inclusive of other initiatives being driven by businesses and schools.”

CSR Manager, ARM

“FTF are excellent at making the interaction between schools and businesses as easy and straightforward as possible, genuinely helping to bridge the gap between business and education.”

Policy Manager, Cambridgeshire Chambers of Commerce

From the constant feedback, comments and discussion with schools and businesses we believe we are valued not just for what we do but how we do it. We've recruited a team that delivers to high standards, takes great care to find innovative solutions and meets the needs of all parties. The following sections provide more detail on how we've addressed the contract KPIs and overall objectives.

4. School events (KPIs 1-3)

Target: 70 events across secondary schools, sixth-forms/FE and primary schools.

Delivered: 77 events.

“Without the support of Form the Future we would not have the expertise, contacts and skills required to deliver careers guidance that we do. If Form the Future are involved in organising an event we are confident that it will be of high quality and deliver exactly what is required. We cannot recommend the support that we get from Form the Future highly enough.”

Director of Science, UTC Cambridge

The events programme accounts for half of the available budget. It's designed to put students in direct contact with employers so that they understand what different people do in different jobs and industries and how to get into those careers. The employers send in staff who can motivate and inspire young people while offering insight and sharing their experience. It's based on the principle of building social capital: giving young people opportunities to interact with new people from environments they would otherwise not have access to. Although our focus is on STEM based careers and employers offering Apprenticeships, we believe working with whole year groups requires us to offer an insight into a wider range of career pathways and industries so our events will also include people from other professions, like law and uniformed services, shortage sectors like social care, teaching and construction and sectors like the arts and culture where they are eager to build a more diverse workforce.

We have delivered two flagship events: one at Ely Cathedral for East Cambridgeshire schools and Opportunities Ahead at the Guildhall which was open to all schools, including primaries. At each event, we had around 50 employers seeing between 700 and 1000 students.

We also run regular events where professionals help students understand the role of the CV and how to produce their own and how to perform well at interviews, with the chance for a mock interview and feedback on their performance. These employability skills events are highly valued by students who take the process very seriously, often getting extremely nervous ahead of their mock interview and feeling a huge sense of achievement afterwards. Many of our volunteers come from recruitment and HR functions so they are experts in these areas, something the students really value. This

highly practical support can make a real difference in young people's ability to secure employment. The process of considering themselves as candidates forces valuable self-reflection that can lead to greater effort and engagement at school.

Another event that we're delivering more frequently is the Enterprise Day. In this students work in teams to develop products or services, acting as entrepreneurs for a day. They get coaching and support from real entrepreneurs and business leaders who share their own experiences and coach them to think creatively and work productively. Finally they present their ideas to classmates, teachers and 'dragons' in a test of their presentation skills. It's an excellent introduction to business and the skills that employers value: team working, leadership, creative problem solving and communication. It can also be highly motivating for students who don't succeed in the academic arena. Again, we often have entrepreneurs with a STEM background, showcasing businesses within IT, Engineering and science more generally.



5. Students involved (KPI 4)

Target: Work with 10,000 students.
Delivered: 11,931 students met employers; total interactions c. 36,000

We have successfully linked 11,931 students with employers. Each of these students have

seen at least three employers which presents us with a total number of student-employer interactions of nearly 36,000. This is three times the agreed KPI and one of our most outstanding successes this year.

6. Schools (KPI 5)

Target: work with 15 different schools
Delivered: worked with 29.

Our target was to work with 15 different schools. We actually worked with 29. We have been active in all secondary schools and 75% of sixth-forms and FE colleges. This was the first year we had attempted to work with primary schools and we missed our target of five schools by one, working with four schools only, but we have plans underway for increasing our links with primary schools in 2016/17. (List of schools see Appendix 2.)

Schools engage in varying levels, either because they have other support in place, other priorities or perhaps aren't fully aware of everything we do and the quality of our operation. What we have found is that the more a school uses our services, the more they want to do with us. This tells us we're providing a service they value, an assumption backed up by their feedback and survey results.

"Form the Future are a vital, integral part of our strategic plan to improve our CEIAG delivery at IVC."

Head of Careers, Impington Village College

In schools where engagement is limited to only one or two types of intervention it's often because the headteacher hasn't fully appreciated what we offer or has prioritized academic input over careers input. Our goal is to ensure all schools benefit fully. However, we are already operating at the limit of our capacity, so increasing demand further will

put pressure on ability to deliver a high quality service.

"The support we have received from Form the Future has been excellent and simply the best help in providing quality IAG I have experience of."

Assistant Principal, Comberton Village College

7. Work Experience (WEX KPI 1-2)

Target: Support 8 schools and 750 students

Delivered: Supported 9 schools and 888 students

We have exceeded both of these KPIs having prepared and directly supported 888 students from nine schools for placements this year. Work experience is on the rise again. After the demise of Connexions, many schools discontinued or reduced their work experience programmes. Form the Future supports a number of schools to offer a work experience programme for year 10 students, providing guidance in how to apply for and secure a placement as well as the health and safety checks and administration of the placements. The numbers are growing and more students are getting the work experience so essential to securing employment in the future and to aiding their choices about further study or employment.

"Excellent support with work experience, assembly before the students got their placements and small support groups for those who were struggling to find placements. Very efficient with the H&S checked. It is extremely important that funding continues as help is needed now that schools no longer have Connexions"

support for work experience."
Careers manager, Parkside Federation

8. Step Up (KPI 1 -2)

Step Up is a website linking schools and businesses to enable direct communication, facilitating Work Experience, Apprenticeship openings communications and much more. We manage this website and are responsible to drive its uptake. As the site has only been launched in February with an agreed contract being in place in May, followed by further negotiations around technical support, we have not yet fully delivered this KPI. We hope to be able to recover the difference caused by the delay of the contract and launch.

We have, however, some concerns about the site's limitations and are exploring opening it up directly to students rather than through school staff only.

9. Partnership brokerage (KPI 1)

Target: 4 school – business partnerships established.

Delivered: 4

We set out to match employers with schools where they could establish long term strategic partnerships. The focus would be on sharing skills and experience where there areas of mutual interest.

These partnerships take time to establish and are dependent on finding the right fit at the right time. One example is MediaTek who we were able to link with Cambourne Village College. MediaTek supports the college with 'real life' projects for their students, enabling them to understand what Technology looks like in the workplace. This encourages

younger students to imagine a future working for a tech company.

However, since we were set this target, the LEP has been commissioned by the Careers & Enterprise Company to recruit Enterprise Advisors, a role that can be similar to our business partners. We are now in discussions as to how we can collaborate on this target as there's a risk of duplication and confusion.

We regularly share details of new apprenticeships on behalf of local employers via email to schools, in our newsletters and on Step Up. We know that young people have secured roles as a result:

"One of our students has accepted an apprenticeship offer as a result, and others have had offers thanks to Form the Future."

Head of Careers, Secondary School

10. Apprenticeships

The apprenticeships targets linked to this contract mean that we are constantly looking for ways to profile the apprenticeship pathway whether that's to students, teachers, parents or employers.

Some highlights from this year have been:

- the parents evening at Long Road Sixth Form College where our four oversubscribed workshops received the highest rating of any of the external speakers. One of the parents said in the evaluation:

"At last we're talking about apprenticeships again!"

- Workshops with whole year groups at schools like Sawston and Bottisham which resulted in students moving from very low levels of awareness or interest (1-2 per group) to over half the class expressing interest in pursuing an apprenticeship, after GCSEs or after college.
- Ensuring apprentice employers attend all post-GCSE options evenings for year 11 students and parents so that apprenticeships are considered alongside A levels and other FE options.

11. B2B, students and parents (KPI 1 Apprenticeship events and KPI 3 CPD events)

Both KPIs have been over achieved.

We have a subsection of events completely dedicated to Apprenticeships.

We arrange for apprentice employers to attend the year 11 post GCSE options evenings at all secondary schools so that students and their parents can consider the apprenticeship pathway alongside the other post-16 options like A levels, BTECs and the IB. Although apprenticeships have always been promoted by Cambridge Regional College at these events, we believe that linking them to the employers offering opportunities encourages students and their parents to see them as real jobs with training, which they are. We also highlight employers not typically associated with apprenticeships like Cambridge University, the NHS, IT companies and life sciences.

'This year's year 11 has been a record year for students leaving to go onto

apprenticeships. We haven't had all destinations reported yet, however I believe 5% of our students went on to apprenticeships."

Careers manager, Soham Village College

We run workshops with students to ensure that all year 10s and 11s understand what an apprenticeship is, the huge variety on offer, how they compare to college and university and to challenge common misconceptions. At one such event at Bottisham Village College, from having very low levels of understanding – less than 10% - the students' interest increased considerably to the point where more than half said they would seriously consider an apprenticeship in the future.

"Apprenticeship workshops on 29th Sept were incredibly helpful. The amount of students whose attitudes towards apprenticeships had changed by the end of the workshop was astonishing."

Assistant Principal, The Netherhall School

If we want to increase the numbers applying for apprenticeships, direct interventions like these are essential.

"Form the Future, being a group aiming to bring employers and schools together without bias towards particular routes or fields, has helped me form relationships with schools and present apprenticeship information to students without appearing to be threatening. There have even been a few schools who flat out refused to have anything to do with apprenticeships, who I have been able to visit and help through the work of Form the Future."

Apprenticeship Intake, 3AAA

We have also delivered workshops to parents at Sixth Forms and to school staff, helping parents and staff to better understand Apprenticeships and promote this pathway to their children and students.

"Thank you so much for a really informative evening tonight – I think we all learned a lot about the new apprenticeships and feel more confident discussing them with students and parents."

Head of Careers, Impington Village College

We also introduce businesses to Apprentice employers, to learn from each other's experience and to be motivated to offer more and new Apprenticeships.

12. Change staff awareness (Apprenticeship KPI 2)

We have developed a resource on Apprenticeships for school staff, to inform and enable them to better advise students on the apprenticeship pathway. The pack has been distributed as a beta version this year so we can get feedback on its usefulness and it will be updated, finalized and fully delivered next year.

One deputy head recently shared that prior to seeing this resource she had believed you could only do an apprenticeship by enrolling at Cambridge Regional College – something her post-16 students were resistant to doing. Discovering that the learning content came in a wide variety of formats and locations, depending on the employer, has persuaded

her that this could be a viable pathway for her students.

13. Recruitment

Assistance

(Apprenticeship KPI 4)

Although the details of all the Apprenticeship KPIs were only agreed in quarter 3, we have missed this target by only 3 (completing 12 of the targeted 15). We are very confident we will deliver against the full KPI by the end of the year.

It's not always possible to know which apprenticeships have been created or recruited to directly as a result of our efforts but employers have reported that they have directly recruited as a result of our work together.

14. Enable Business - Apprentice Employer Interaction

(Apprenticeship KPI 5)

The objective here is to get more STEM businesses offering apprenticeships. One way we do this is by getting existing apprentice employers to share their experience with prospective apprentice employers. We have over delivered this KPI having been able to facilitate communication between Apprentice employers and employers interested in offering similar Apprenticeships.

An example of this is Abcam who were looking to get started with apprenticeships. We introduced them to LGC Group and Carl Zeiss Microscopy who were able to share insights, experience and contacts leading to Abcam offering two technical apprenticeships for the first time.

15. Provider referral

(Apprenticeship KPI 6)

Although this was another KPI only agreed in quarter 3, we achieved 50% of our targeted interactions. The goal of this KPI is to connect potential apprentice employers with training providers who could deliver the learning. In many cases employers are unaware of the range of training providers available or they have attempted to get information but had no response. We make introductions and ensure the information is provided. We have already put measures in place to secure the full KPI target by the end of the year.

One example of where this has worked: two schools now run IT apprenticeships working with the provider we introduced.





16. LMI

Target: 4 updates in newsletters
Delivered: 10 updates

Local labour market intelligence is crucial to our approach. By working closely with leading employers and employer organisations, we keep our LMI knowledge current and relevant to our local area. We also search out information from national datasets and request information from the LEP who subscribe to a service that analyses job vacancies. We share this information with schools through our regular newsletters, through staff training and directly with students.

Helping students, staff and parents understand labour market trends enables them to make choices about courses and curricula and set their career aspirations in line with future opportunities.

17. Companies involved

We work with an excellent range of companies, covering all the targeted sectors as well as others. 212 companies contributed with more than 500 volunteers to our event programme. 115 are from the target STEM sectors. Yet we have worked with more than 300 companies on our general agenda, some of which engage with schools in other ways.

Another 500 companies provide work experience places.

One example of other engagement is MathWorks who we established as a partner of Hills Road Sixth Form College. They run a computing enrichment programme and a range of other activities for students and staff. This results in students continuing to study maths, physics and computing at degree level and acquiring the skills that local tech employers say are in short supply.

Turner Logistics has built strong relationships with Soham Village College and their Foundation Learners, enabling them to thrive by contributing to their curriculum with site visits, mock interviews and much more. They also work with Long Road Sixth Form to inspire Maths students showcasing how a logistics company is in need of logical thinkers and mathematicians. This encourages students to continue to study maths and it helps Turners to recruit. They have had applications for their apprenticeships as a result.

We've been able to persuade companies of the benefits of engaging with young people at pre-employment stage and have been pleased to see new companies coming on board with the programme continuously. Prior to getting involved, some employers have expressed doubts about whether it's worth their time to talk to young people who may be a few years away from the job market, but once they're involved they recognize how essential this work is if we are to build a future talent pipeline. Some companies balked at the idea of engaging with primary schools but, once they've experienced it, many believe that's the most important age to influence to build aspirations and challenge gender stereotypes.

Companies like AVEVA Technology have explained that working with schools raises

their profile with potential employees and helps them with future recruitment.

Other companies have told us they previously struggled to attract students to their apprenticeships but see the difference that regular engagement at schools can make to the quantity and quality of applicants.

Most companies believe their staff develop personally and professionally by taking part in our activities, whether it's leading a workshop, presenting at a careers fair, mock interviewing or hosting a student on work experience.

We had our own experience of this when we asked our Administrator, a recent graduate who has not previously had management experience, to supervise our work experience student for two weeks. He learned a lot from this experience and proved to us that he was capable of managing people which gave us confidence to progress with our plans to take on an apprentice under the direction of this colleague.

“Cambridge University Press is an educational publisher, with staff that are interested in being involved in local community outreach opportunities, so we really value an organisation like Form the Future being at the heart of our interactions with schools. The relationships they develop and their understanding of student needs across the region are beneficial for a broad range of employers, ourselves included, and schools benefit also from having such reliable access to local employers.”

Head of Community Engagement, Cambridge University Press

18. Future activity

By the end of the academic year 2015/16 we had 82 events already planned for the coming academic year, with planning underway for a new multi-school careers event just for primaries and for a joint multi-school event with Inspiring the Future.

Some schools have requested planning meetings in September so we anticipate this number will increase further. [Note: as of October 2016 we have over 100 events planned.]

We are clearly meeting a huge need and our year-on-year growth is evidence of the quality of our provision.

We have also been able to establish new partnerships with business communities such as the Federation of Small Businesses, which enables us to further push the Apprenticeship agenda in a B2B environment.

We have concerns, however, about our ability to meet the growing demand with fixed resources. We are trying to secure additional funding to meet the growth in demand. We do not want to reject schools' requests for support but without more staff we are at risk of not being able to deliver the high-quality service that schools and employers have come to expect. This was one of the comments flagged by schools as well:

“Sometimes it seems as if they have grown in the schools they are supporting and not grown enough in the resources they have in terms of people and funding. To support the wide area they are supporting perhaps they need better funding.”

Careers manager, Soham Village College

Appendices:

- Appendix 1: KPI Overview
- Appendix 2: List of Schools 2015/16
- Appendix 3: Student survey questions
- Appendix 4: School survey
- Appendix 5: Additional school feedback
- Appendix 6: Employer feedback
- Appendix 7: List of Companies involved in events



KPI Overview

Signpost2Skills Form the Future KPI Monitoring Actual against profile	Profile	Actual	Variance
KPI's Profile	Volume contract	Sept -Aug 2016	
Events KP1- No of secondary schools/UTC's KS3 & KS4 events (excluding App KPI 1)	100	50	58
Events KPI 2 No of primary schools	10	5	4
Events KPI 3- no.of post 16 (KS 5) events run in schools or UTC's	30	15	15
Events KPI 4- no of students involved	20000	10000	11931
Events KPI 5 schools	30	15	29
WEX KPI 1- Schools	16	8	9
WEX KPI 2- young people	1500	750	888
Partnership Brokerage Schools partnerships established KPI 1	8	4	4
STEP UP KPI 1- no of employers using site	100	50	38
STEP UP KPI 2 - 80% of 28 schools using the site	22	11	16
Apprenticeships KPI 1 - Apprenticeship events interactions(B2B, Students, parents)	48	24	27
Apprenticeships KPI 2 - Change staff awareness CPD pack produced	2	1	1
Apprenticeships KPI 3 -CPD (no of schools)	20	10	16
Apprenticeships KPI 4 - Recruitment Assistance	30	15	12
Apprenticeships KPI 5 - Enable Business Apprentice Employer Interaction	30	10	16
Apprenticeships KPI 6 - Provider referral	30	10	5
LMI	8	4	10
STEP UP Evaluation and Measurements and funders	2	1	1
Reporting, Evaluation and Measurements to funders	2	1	1

10 KPIs over delivered on 10 KPIs.
 16% over-delivery on secondary school events,
 19% more students reached than planned,
 12% more Apprenticeship events

Appendix 2 List of Schools 2015/16

Secondary Schools

Name of schools 2015/16	Total Number Events	Total Number Apprenticeship events	Cumulative Number of students
Secondary Schools			
Bassingbourn Village College	8	1	718
Bottisham Village College	2	2	260
Cambridge Village College	3		490
Chatterton Community College	4		425
Colbridge Community College	3	1	200
Comberton Village College	5	1	1258
Cottenham Village College	1	1	50
Ely College	2	2	250
Impington Village College	2	1	150
Linton Village College	2	1	152
Melbourn Village College	6	1	635
Netherhall School	1	1	50
North Cambridge Academy	2	2	75

Name of schools 2015/16	Total Number Events	Total Number Apprenticeship events	Cumulative Number of students
Parkside Community College	3	1	156
Sawston Village College	6	2	975
Soham Village College	5	2	598
St Bedes Inter-Church School	6	1	359
Swavesey Village College	4	2	366
Witchford Village College	1	1	50
UTC Cambridge	5		405
MSE - STEM Careers Day at Murray Edwards	2		100
MSE - East Cambs Careers Fair, Ely Cathedral	4		900
MSE - Opportunities Ahead, The Guildhall	3		184
MSE - Eyes on the Prize, ARU	3		1500

Sixth Forms and Primary Schools

Name of schools 2015/16	Total Number Events	Total Number Apprenticeship events	Cumulative Number of students
Sixth Forms and FE			
MSE - East Cambs Careers Fair, Ely Cathedral	1		100
MSE - Opportunities Ahead, The Guildhall	4		135
Long Road Sixth Form College	1	1	500
Parkside Sixth Form	1		12
Hills Road Sixth Form College	2	1	450
Cambridge Regional College	1		7
Impington Sixth Form	2	2	156
UTC	5		150
Primary Schools			
MSE - Opportunities Ahead, The Guildhall	0		115

Appendix 3: Student survey questions

1. Did you learn about any careers that you didn't know about?

Yes No

2. Of the careers you were already aware of, did you learn anything new?

Yes
 No

Other (please specify)

3. Did you see an Employer offering Apprenticeships?

Yes
 No

4. If you answered 'YES' to Question 3: Did this increase your awareness of Apprenticeships? If you answered 'No' please go to Question 5.

Yes
 No

5. Did you gain a better understanding of academic and other requirements needed for the careers you have seen?

Yes
 No

6. Did the event help you think about your future career?

Not at all Maybe Yes Definitely

1. How did you feel about interviews prior to this event? Can choose more than one.

- Very nervous
- Unprepared
- Ok
- Looking forward to it
- Have lots of experience

2. As a result of the mock interview...(please choose all that apply)

- I feel more prepared for a real interview
- I feel less nervous about going to an interview
- I know what I need to do to be better prepared for an interview
- I know what I need to do to improve my chances of getting a job in the future
- I didn't find the experience helpful. If so, please say why.
- Other (please specify)

3. Did you find it useful being interviewed by a business professional

- No, not at all
- Yes it was helpful
- Yes very much so

4. Do you think we should repeat this activity?

- Yes, I would like another chance to do this
- Yes, for other year groups
- No, it's not a good use of time

1. Please rate the various elements of the session based on your experience:

	Excellent / very useful	Good	Fair	Poor / unhelpful
Important Elements in a CV	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What makes a good / bad CV?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Drafting a CV	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify)	<input type="text"/>			

2. As a result of the CV writing workshop ...(please choose all that apply)

- I feel more prepared for writing a CV
- I feel less nervous about preparing my own CV
- I know what I need to do to be better prepared for a job application
- I didn't find the experience helpful. If so, please say why below.

Other (please specify)

3. Do you think we should repeat this activity?...(please choose all that apply)

- Yes, I would like another chance to do events like this
- Yes, for other year groups
- Yes, for year 11s next year
- No, it's not a good use of time

Other (please specify)

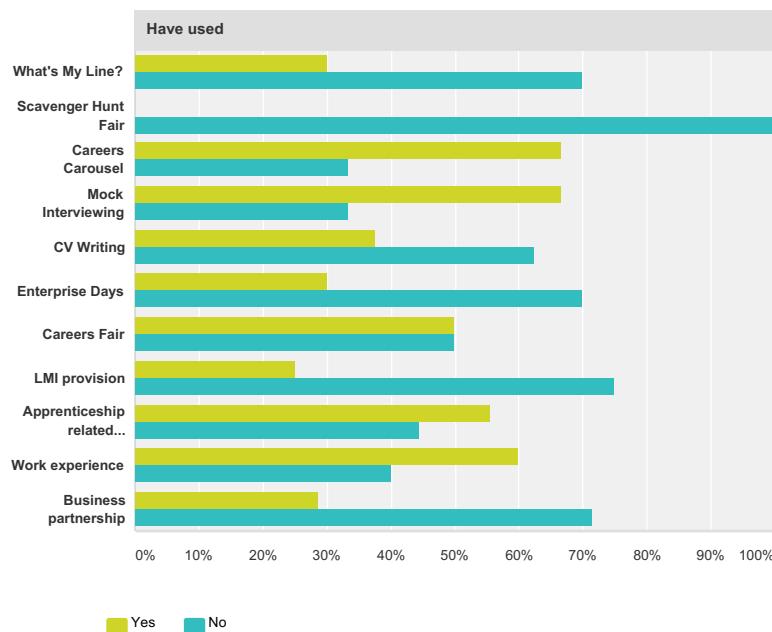
Appendix 4: School survey

Interim evaluation

SurveyMonkey

Q1 To assess the quality and impact of the CEIAG services we provide, could you indicate which of the following you have used and rate the activities' quality and impact on a scale from 1-4, where 1 is low and 4 is high. By impact we mean a change in students' awareness, attitude or skills.

Answered: 12 Skipped: 0



Yellow = Yes Teal = No

	0-250	251-500	501-1,000	1,001 - 1,500	1,501 - 2,000	Total
What's My Line?	33.33% 2	33.33% 2	33.33% 2	0.00% 0	0.00% 0	6
Scavenger Hunt fair	25.00% 1	25.00% 1	25.00% 1	25.00% 1	0.00% 0	4
Careers carousel	25.00% 2	37.50% 3	25.00% 2	12.50% 1	0.00% 0	8
Mock interviewing	40.00% 2	0.00% 0	40.00% 2	0.00% 0	20.00% 1	5
CV writing	40.00% 2	20.00% 1	20.00% 1	20.00% 1	0.00% 0	5
Enterprise Days	14.29% 1	42.86% 3	14.29% 1	0.00% 0	28.57% 2	7
Careers Fairs	28.57% 2	14.29% 1	28.57% 2	0.00% 0	28.57% 2	7
LMI provision	20.00% 1	20.00% 1	60.00% 3	0.00% 0	0.00% 0	5
Apprenticeship related activities	33.33% 2	16.67% 1	33.33% 2	0.00% 0	16.67% 1	6
Work experience - student preparation	28.57% 2	14.29% 1	28.57% 2	0.00% 0	28.57% 2	7
Business partnerships	25.00% 1	25.00% 1	25.00% 1	0.00% 0	25.00% 1	4

Q2 What other services would you like us to offer in the future?

Answered: 3 Skipped: 9

#	Responses	Date
1	More input into Business Studies	7/12/2016 9:38 AM
2	Character Days - helping students understand the importance of this to having a successful working life.	7/5/2016 6:24 PM
3	We've discussed the business partnership idea. When I have time, I'd like to see what the possibilities would be.	7/5/2016 11:51 AM

Q3 Our programme is funded until August 2017. GCGP LEP is considering how to ensure ongoing funding and would like to know the value you place on the following services. Please indicate what you believe they are worth (£):

Answered: 10 Skipped: 2

	0-250	251-500	501-1,000	1,001 - 1,500	1,501 - 2,000	Total
What's My Line?	33.33% 2	33.33% 2	33.33% 2	0.00% 0	0.00% 0	6
Scavenger Hunt fair	25.00% 1	25.00% 1	25.00% 1	25.00% 1	0.00% 0	4
Careers carousel	25.00% 2	37.50% 3	25.00% 2	12.50% 1	0.00% 0	8
Mock interviewing	40.00% 2	0.00% 0	40.00% 2	0.00% 0	20.00% 1	5
CV writing	40.00% 2	20.00% 1	20.00% 1	20.00% 1	0.00% 0	5
Enterprise Days	14.29% 1	42.86% 3	14.29% 1	0.00% 0	28.57% 2	7
Careers Fairs	28.57% 2	14.29% 1	28.57% 2	0.00% 0	28.57% 2	7
LMI provision	20.00% 1	20.00% 1	60.00% 3	0.00% 0	0.00% 0	5
Apprenticeship related activities	33.33% 2	16.67% 1	33.33% 2	0.00% 0	16.67% 1	6
Work experience - student preparation	28.57% 2	14.29% 1	28.57% 2	0.00% 0	28.57% 2	7
Business partnerships	25.00% 1	25.00% 1	25.00% 1	0.00% 0	25.00% 1	4

Q4 We would like to understand how you use the information on Apprenticeship openings we have sent to you either via our newsletter or via individual emails. Please indicate by ticking all that are relevant

	not noticed them	not used them	passed them on to relevant subject teachers	passed them in to interested students	published them on school Intranet	used them as examples in general career education	Total	Weighted Average
Openings via Newsletter	0.00% 0	18.18% 2	27.27% 3	54.55% 6	0.00% 0	0.00% 0	11	3.36
Openings via E-mail	0.00% 0	18.18% 2	27.27% 3	45.45% 5	9.09% 1	0.00% 0	11	3.45

Interim evaluation

SurveyMonkey

Q5 What impact has this had? What could we do differently?

Answered: 5 Skipped: 7

#	Responses	Date
1	Minimal. Often the students have left by the time information comes through about vacancies. Having a website with all the vacancies on would probably be the most efficient way of doing it. We could then direct students (and their parents) to check the site regularly for vacancies.	7/15/2016 1:58 PM
2	Very useful	7/12/2016 9:38 AM
3	More centralised information, students are keen to be made aware of outstanding apprenticeship opportunities	7/12/2016 9:09 AM
4	One of our students has accepted an apprenticeship offer as a result, and others have had offers thanks to F the F	7/5/2016 6:24 PM
5	Pupils awareness of Apprenticeship opportunities has been heightened.	7/1/2016 4:57 PM

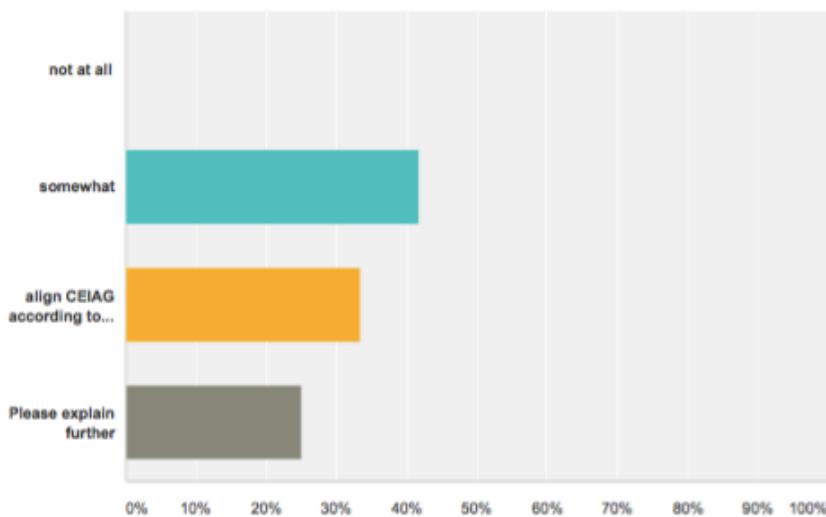
Q6 Do you find the local labour market information we provide useful? Please rate on a scale from 1 (not at all useful) to 4 (extremely useful).

Answered: 10 Skipped: 2

	1	2	3	4	N/A	Total
LMI provided via quarterly newsletter	0.00% 0	10.00% 1	30.00% 3	20.00% 2	40.00% 4	10
LMI provided for student sessions	0.00% 0	0.00% 0	33.33% 3	11.11% 1	55.56% 5	9
LMI provided via staff conferences	0.00% 0	0.00% 0	30.00% 3	20.00% 2	50.00% 5	10

Q7 To what extent does the LMI we provide support your CEIAG?

Answered: 12 Skipped: 0



Q8 Although Step Up, our new website linking businesses and schools, has just been launched, we would like to hear your views. Please tick all that apply.

Answered: 12 Skipped: 0

Answer Choices	Responses
Not signed up yet but plan to	41.67% 5
Interesting idea	50.00% 6
Unaware of it	8.33% 1
Do not see the value	0.00% 0
User friendly	8.33% 1
Hard to navigate	8.33% 1
Interesting opportunities start to appear	8.33% 1
Do not know how to use the information within the school	0.00% 0
Rarely check the site	8.33% 1
Check regularly (at least once per week)	8.33% 1
Other (please specify)	16.67% 2
Total Respondents: 12	

Q9 Is there anything else you would like to comment on?

Answered: 5 Skipped: 7

#	Responses	Date
1	FormtheFurture provide an invaluable support network for schools engaging with business partners at all levels	7/12/2016 9:09 AM
2	Very helpful, well informed and supportive staff.	7/12/2016 9:00 AM
3	Thanks for the offers, but with a large Careers department that has been checked against DfE and Ofsted requirements we do not need the support that is necessary for small schools.	7/8/2016 3:01 PM
4	Form the Future has been a life saver this year. The high level of service provided by all its staff has been really noticeable, in contrast to some others operating in this sector.	7/5/2016 6:24 PM
5	I think that the service that Form the Future offer is excellent. If it were to be paid for by schools directly it is likely that in the current economic environment schools would reduce the amount of CIAG they engage in.	7/1/2016 4:57 PM

Appendix 5: Additional school feedback

Alistair Easterfield, Director of Science, UTC Cambridge

Form the Future has helped us to design and deliver a high quality careers program for our college. The support, professionalism and reliability of Form the Future has had a huge impact on our students in developing their understanding of careers, applying for careers and to the importance of apprenticeships in the modern economy. Form the Future have helped us to plan and deliver a wide range of CEIAG activities both for the students themselves and for their parents, thus giving them the confidence to support their children's career aspirations.

Please see answer above. Without the support of Form the Future we would not have the expertise, contacts and skills required to deliver careers guidance that we do. If Form the Future are involved in organising an event we are confident that it will be of high quality and deliver exactly what is required. We cannot recommend the support that we get from Form the Future highly enough.

We would like slightly more support in developing 1:1 guidance for individual students.

Theone Miller, Lead Teacher: Business, Economics, Enterprise & Careers, Impington Village College

Form the Future are a vital, integral part of our strategic plan to improve our CEIAG delivery at IVC. Most recently they helped us improve our preparation for year 11's UCAS process. Employers

were brought in to the school to talk with year 11 about employability skills and contents of personal statements

Feedback from both staff and pupils was overwhelmingly positive. SLT have said this marks an improvement in the UCAS process over last year.

From an IVC perspective it has had an enormous impact on the motivation of year 11. Their personal statements are of much better quality and it has also given them food for thought on career progression. The school does not have time or the resources to organise events like this without Form the Future and cannot complete the improvement we are seeking without Form the Future.

As Lead for Careers I hope to develop an even stronger working relationship with FtF . So far this academic year they will be helping us on all our Personal Development days through bringing a variety of employers into the college. This is one of the benchmarks of outstanding CEIAG provision and one which cannot be met with FtF.

Lizzie Taylor, head of careers, Comberton Village College

We found this and all the other support Form the Future has offered us to be outstandingly good. They are simply the best organization offering careers provision that we have worked with.

Over the last two days approx. 300 students have been hugely helped to make sense of the careers landscape, develop job

application and employment skills, make contacts with employers and develop ideas about their strengths and possible future careers path.

Over the last year, Form the Future has provided other similar impact to almost all our students through its various careers fairs, enterprise days, work experience support, etc, and our school has approximately 1800 students on roll. I would estimate that up to 1500 students have been helped in one way or another.

Emma Garrett, Soham Village College.

Work Related Learning Days – Form the Future help us each year to find employers who want to come in to interview year 10 students. Work Experience – Form the Future do health and safety checks for our students going on work experience.

Foundation Learning Tier – Turners of Soham contacted Form the Future wanting to get a better relationship with local schools, they are now running an ongoing mentoring project with the Foundation Learners.

Apprenticeship Fair – We decided to run a fair and Form the Future helped us find employers

Post 16 Evening – Form the Future invites apprenticeship employers to our post 16 evening.

East Cambridgeshire Careers & Skills Event – FtF support Ely College with running this event for all of East Cambs.

Work Related Learning Days – Students have their first ever experience of an interview. They will be interviewed about 6 months after this for their college places and will of course face interviews for jobs/ apprenticeships after this. Almost every student comes in terrified, but they leave every time with so much

more confidence. They have had a chance to speak to adults in an interview situation for the first time and discovered they have something to say and that the adults aren't so scary! This has a specific impact on those students who don't go on work experience, as it is one of their only opportunities to come in contact with employers 1:1. We benefit from Form the Future's contacts, as a school we don't have the time to make contacts and keep up relationships, never mind search out new contacts in the area, this is why enterprises like Form the Future are invaluable.

Work Experience – Given the price that Form the Future are able to offer the checks for we were able to keep offering work experience for our students on BTEC courses. This is fantastic for the Health and Social Care Group to get relevant experience, and for our Foundation Learning Tier, who tend not to get on so well with a school environment, are able to gain confidence in a different situation.

Foundation Learning Tier – A comment from the FLT teacher: "More good news :) We had 11AB all day and we had an enterprise and career day run by a representative from Turners. The whole group were amazing! They listened well, participated well and worked well when they had to. It wasn't the easiest day for them, but they conducted themselves very well." The impact is important for these students, who are unlikely to come out of year 11 with many GCSEs. They spend time learning how to communicate in the work place, they see Turners and how the business works, they see inside a company that is so close to them that they may never have considered. Students are also offered the chance to do work experience with Turners and participate in challenges based on real life problems. This has special impact on these students as many of

them respond better to an outsider than to a teacher telling them to think about their futures.

Apprenticeship Fair – Students and parents find out more about apprenticeships. This year's year 11 has been a record year for students leaving to go onto apprenticeships. We haven't had all destinations reported yet, however I believe 5% of our students went on to apprenticeships.

Post 16 Evening – Almost all year 11 students, and many parents (From Head of Year 11: Yr 11 Post 16 evening - 55% attendance– This was well attended with very little standing room available for Presentation in BH (many parents maybe didn't sign in) and Post 16 in the PAC was also busy) attend. For many this is the first time they consider apprenticeships as they see the employers in amongst the well-known college options. Probably another factor in the excellent 5% of year 11 progressing to apprenticeships in the class of 2016.

East Cambridgeshire Careers & Skills Event – A huge majority of students fed back that they did have useful conversations, the only request was for more companies to be there. This is another opportunity for students to have conversations with employers.

Sometimes it seems as if they have grown in the schools they are supporting and not grown enough in the resources they have in terms of people and funding. To support the wide area they are supporting perhaps they need better funding.

Perhaps there could be better online databases for helping employers and schools share the information. I think this is what

the website step up was for, but it doesn't seem to have taken off quite yet.

**Mrs Hilary Burr, School Librarian/Careers Coordinator
SAWSTON VILLAGE COLLEGE**

We have found the employer input organised by Form The Future invaluable for our IAG programme at events such as the Post 16 evening and Careers Fair to support year 11 in their transition to FE.

Andrew Goodwin, Head of Progression, Long Road Sixth Form College

Goal: deliver a broad range of activities to introduce students to employers – last year, we set up a mentoring programme with ftf, and we have now set up a range of careers events for this year, and thus achieved our goal.

Last year, we wanted to provide a mentoring service to a range of our students – FtF helped us to do this, working in partnership with the Police, other schools and a range of mentors. Visiting mentors seemed to enjoy the interaction they had with our students and commented favourably on their experience in the college.

The mentoring activity was successful for a significant number of our students, with positive outcomes including gaining access to university and apprenticeships, (but also *softer* outcomes, including improved employability skills)

Future activities will certainly include continued interaction with employers, with new areas including a desire for more activities

that are available to more students, helping those who wish to access the workplace to get out there!

Dan Burgess, Assistant Principal, Sawston Village College

I think that the level of support that you provide to schools is excellent and I have serious concerns about whether we would be able to offer the level of Careers Information Advice and Guidance that we do if you were not there to act as an intermediary. The contacts you have with in business are an incredibly valuable asset to us, as is the support that you offer during the events that we jointly run. I strongly feel that direct contact with businesses is what really makes an impact on pupils' career choices and this is something that you deliver. From time to time other bodies offer the kind of services that you offer, but these always come at a relatively high cost and I think that this would lead to less direct business experience in schools as many would not be able to afford it. I think that this is a very strong reason to continue to fund you.

**A Tyrrell, Head of Faculty, Business/Computing
Cottenham Village College**

Students visited local enterprise and met an ex-pupil who is now an apprentice for an accounting firm. Our business faculty is small, so it is enormously valuable for teachers to have links with an organisation who can put us in touch with 'real' business people. The students value the opportunity to meet local entrepreneurs and ask questions.

The Year 10s at CVC participated in a series of interactive sessions at The Future Business Centre in Cambridge. We met 8 inspiring business people including: former CVC pupil, S Craddock, who is

now an apprentice at Watermill Accounting; J Willis, Founder and CEO Power2Inspire, which promotes inclusion through sport and A Burman, who has created Rhea m-Health, an online platform to offer advice to young mums. Students really enjoyed it!

The GCSE Business Studies students also visited Potter Logistics in December 2014. CVC students joined Ely College to play the logistics game, which allowed students to understand the complexity of delivering goods & merchandise. They then toured the 30-acre operation. Great to see a local business / operations.

Would love to continue with field trips. The students really enjoy it and it brings the learning into context. Unfortunately, it is not easy to coordinate a day out, due to costs of cover & transport & the time it takes to fill out paperwork. It would be nice if visitors could come to a business lesson instead. Maybe coordinate a 1-hour workshop with an 'expert' (like "how to improve your interview & presentation skills, or money management, or how does pension work?"), anything which could fit nicely during a lesson and could enrich students learning.

Jacqueline Billing, Parkside Federation

Excellent support with work experience, assembly before the students got their placements and small support groups for those who were struggling to find placements. Very efficient with the H&S checked.

It is extremely important that funding continues as help is needed now that schools no longer have Connexions support for work experience.

We would like to have more opportunities for business to come

into school to work with students e.g. CV writing, personal statements, expectations for work experience etc.

Nigel Carrick, Assistant Principal, Comberton Village College

The support we have received from Form the Future has been excellent and simply the best help in providing quality IAG I have experience of.

With work experience Form the Future has been very supportive; providing a quick and accurate service. Increasing numbers of Careers Carousals are providing students with the opportunity to meet employers for a variety of industries and this is proving very useful Plans for mentoring in the future are fully established and very exciting.

We would like to do an increasing numbers of careers carousels and mentoring opportunities.

Daniel Carlson, Assistant Principal, Netherhall School

Apprenticeship workshops on 29th Sept were incredibly helpful. The amount of students whose attitudes towards apprenticeships had changed by the end of the workshop was astonishing.

Finding and sending the employers/apprenticeship providers for our post-16 evening was very useful.

We are looking forward to the careers carousel in November. If it is anything like the event I attended today at NCA, it will be extremely beneficial to our students, opening their eyes to the range of opportunities out there for them.

Other events are all in the future (Yr 12 work experience, Yr 7 Enterprise Day). However, from what we have seen so far, we are confident they will be well organised and well received.

Appendix 6: Employer feedback

Simon Humphrey, CSR Manager, ARM

ARM has worked with FTF on a number of occasions and the experience has always been positive. They are delivering a critical service for the young people of Cambridgeshire in a way that is collaborative and inclusive of other initiatives being driven by businesses and schools. For example, the support and cross-working with the Career Ready programme and the contribution that FTF make to the Cambridge Ahead group's education and skills objectives. It is extremely important that the delivery of skills and career related information, advice and support is coordinated in a way that avoids overlap, duplication and unnecessary administrative burden. FTF ensure that this happens and it is appreciated by ARM, as it makes the most of our time and makes it easier for us to get involved and know that our efforts and being channeled into areas of greatest need.

Impact is difficult to measure in relation to a lot of the work that FTF carry out and coordinate. Outputs and outcomes might be usefully measured, but the actual impact measurement requires a longitudinal approach to reliably assess whether their interventions actually create change. ARM's approach to impact measurement in respect of educational and careers related outreach is to assess the quality of the interactions and reach, in terms of who we reach and their relative needs. Taking that approach and applying it to the work of FTF, means we have confidence that they will have the intended impact over time.

ARM is comfortable with the work that FTF have been delivering in the relatively short time that they have operating. We would be very pleased to see them continue their work in the same way on an ongoing basis. As above, impact in their area of educational and career related outreach is difficult to measure in the short term as single interventions are rarely of

a significant 'impact' in nature, and a programme based approach, with multiple interventions over time is more likely to make real impact and create change. FTF are well positioned to deliver on this if they continue their work in the same ways as they do currently.

Gill Pragnell, Policy Advisor, Cambridgeshire Chambers of Commerce

The team at Form the Future offer a wide range of activities to a large number of schools across Cambridge and South Cambridgeshire and Cambridgeshire Chambers of Commerce has been delighted to work in partnership with them on a number of events. Many of our members have supported careers fairs, mock interviews and CV writing events as well as other activities to help raise the aspirations of young people. FTF are excellent at making the interaction between schools and businesses as easy and straightforward as possible, genuinely helping to bridge the gap between business and education. Whilst most businesses want to ensure a pipeline of talent for the future very few businesses employ individuals dedicated to building sustainable relationships with schools. FTF actively works in partnership with local businesses and schools to build sustainable relationships and ensure the best possible outcomes for young people and making it possible for, even very small, businesses to get involved.

Heidi Mulvey, Head of Community Engagement, Cambridge University Press

At Cambridge University Press, we have found it extremely useful to have access to the work being done with schools via Form the Future. Without their capacity to liaise with such a wide range of organisations, we would find it difficult to enable our colleagues to do schools volunteering. Recently our people have supported with mock interviews and career carousels, and in the near future, a group of our Leadership Development team will be involved in mentoring students from the UTC. We are

looking forward to working with them more in the coming year.

Cambridge University Press is an educational publisher, with staff that are interested in being involved in local community outreach opportunities, so we really value an organisation like Form the Future being at the heart of our interactions with schools. The relationships they develop and their understanding of student needs across the region are beneficial for a broad range of employers, ourselves included, and schools benefit also from having such reliable access to local employers. It makes sense having an organisation like Form the Future, which is able to see the bigger picture of local needs, and match schools and employers appropriately.

Jane Paterson-Todd, CEO, Cambridge Ahead

We have worked with Form the Future since its inception in 2015 through our Skills agenda. Our members constantly tell us that recruiting local people with the right level of skills is one of the biggest challenges they face. We know that some of this relates to the lack of understanding in schools about the world of work and inadequate attention given towards career development.

Form the Future are bridging this gap, running over 100 career related events in schools with local businesses who provide the necessary insight and inspiration into a career within their sectors. Further to this Form the Future have facilitated work experience for 10 schools to give students first-hand experience within a work environment. Form the Future are developing the brand recognition of STEP-UP a co-sponsored website between the GCGP LEP and Cambridge Head which brings together businesses and schools and the opportunities there through an accessible online platform.

Having a local and well respected organisation such as Form the Future is integral to the continued development of the Cambridge skills agenda. We believe Form the Future are making the necessary and impressive

strides forward. Ensuring the next generation are better informed and properly equipped with the skills and qualifications required for which ever field of work they choose and businesses have greater access to a wider pool of locally skilled workers.

Charlotte Steggall, Apprentice Intake (Cambridge), 3AAA

I have found Form the Future's work to be invaluable for 3aaa. With apprenticeships being a new and booming field, schools are wary of providers like us coming into their schools to convince their students to take non-traditional routes, away from 6th form and uni. They are also confused about this new educational option and don't know enough to be able to give their students the correct advice and guidance.

When I started this role at 3aaa I found it very challenging to get responses from schools I contacted because they saw us as a threat; they didn't understand what we were about and they weren't happy for me to speak with their students. Form the Future, being a group aiming to bring employers and schools together without bias towards particular routes or fields, has helped me form relationships with schools and present apprenticeship information to students without appearing to be threatening. There have even been a few schools who flat out refused to have anything to do with apprenticeships, who I have been able to visit and help through the work of Form the Future. This has enabled me to help many more students onto apprenticeships than I would have done working by myself.

From the student side, I think it is hugely important for them to know their options and also understand the reality of the job-hunting world. It is not enough for students to have good grades anymore; they need to be equipped with knowledge about different sectors, and with skills to help them find employment after education. Through the work of Form the Future the students in the Cambridgeshire area have been given so much more help and guidance than I was ever given when I was a student;

whether it's the opportunity to sit and speak with employers from various fields, learning employability skills, receiving advice on different routes or even having a little push towards STEM careers. Students have a greater understanding of the skills they need to get ahead, and I believe are a lot more focused on their aims and goals thanks to the work of Form the Future.

Without Form the Future, the bridge between companies and schools simply would not exist and I believe the students in the local area would be a lot worse off. We have a great skills shortage in Cambridge, despite it being a tech hub, and I hope that with your backing and help, Form the Future will be able to guide young people towards fantastic careers, boosting Cambridge's economy.

Tom Kerchiss, Managing Director, RK PrintCoat Instruments Ltd, UK

We whole heartedly support Form the Future with all the various projects that you have started.

Over the last 6 years we had contacted Bassingbourn Village College advising that we could offer work experience & apprenticeships on 10 or more occasions. We never received a reply!! So we are extremely pleased to now be actively engaging with our local schools thanks to Form the Future.

Madeleine Reynolds, Ion Science

I think it is highly valuable, being a one-person department (HR) it is very useful to have been informed of several events in the area from one point of contact. I feel your work adds value to the local area, the knowledge of students about what careers and businesses are local to them and to employers hoping to gain better brand recognition locally. Without continuing the work you do momentum will be lost and the working together with schools will be much less effective.

I have met many different schools, students and other businesses locally.

I feel we have managed to already achieve more of a local understanding of who we are and what we do and the type of people we are seeking to employ in the future. I have in fact gained applications on the back of events with college students.

Andrea Kokonas, Farrans Construction

It's nice to have time to speak to a young person who may not have anyone else to speak to who is their teacher or family member. I enjoyed telling my young person that even when life doesn't go to plan, there is always ways of making things better – it's not the end of the world. It's also nice to open their eyes slightly that school life/living with family isn't what life is like as an adult – the world is your oyster.

Chani Walter, Cambridgeshire Police

It has the potential to help children who have lots of ideas and motivation to do well in the future, but who don't have the knowledge or support to get there. It can also help to direct children who don't have any idea what they want to do in the future, or any ideas about what is out there as an option. Finally it can help children with a very specific plan for their futures to get to where they want to be by speaking with someone who is in that industry.

John Hicks, Spectacles Coaching

It shows young people that there are adults outside of their current social circles that care about their development and the development of their careers. Working together should help to build self-esteem, engagement and a vision for the future.

Simon Payne, Cambridge Tech Group

It is extremely hard to break down the barrier between education and the commercial world but this is good start.

Pedro Nunes, Frontier

It is a chance for the students to get out of their bubble and have some contact with someone working in a different field. This allows them to consider different perspectives and evaluate their desires and how to get what they want in life.

Elisabeth Goodman, RiverRhee Consulting

Form the Future's model for providing careers support to schools is unique in so many ways: an impressive breadth and depth of engagement with employers and schools; a creative and effective programme of events; and a hearts and minds commitment of all those involved - employers and individual professionals, school staff and the students involved.

The programme benefits the students, the schools and ultimately the employers and the economy of Cambridgeshire. No private individual or organisation would have such a wide remit.

It's a real pleasure to contribute to such a programme, and very rewarding to witness the immediate impact that I and my colleagues at the events have on the individual students that we interact with.

Sharon Livermore, Polkadotfrog

The current skills shortage and competitive job market means it has never been more important for businesses to focus their efforts on developing and attracting new talent. Our team at polkadotfrog recruitment believe that by investing in the education of young people, particularly when it comes to preparing students for the workplace, we play a small but vital part in developing our future workforce.

The work of Form the Future is extremely important in helping businesses like us develop links with local schools and it gives young people an opportunity to prepare themselves for the working environment. Our team have attended a number of events organised by Form the Future and have been able to offer CV advice and conduct mock interviews with students, it has been very rewarding for our team and

they have enjoyed being able to pass on their knowledge to our future workforce.

Adrian Shephard, RealTimeUK

The entrepreneurs' workshops & fairs in which I've participated are excellent. They are well run & you have adapted them to incorporate feedback from earlier sessions.

These days provide a unique alternative to conventional employment by promoting new business ideas & inventiveness. Students of this age have some great ideas & exploring them will inspire future use of team work. I learn from every experience. Basingbourn's day reminded me that sometimes style of presentation is stronger than content. The winner of the Cambourne fair suggested a great App to deal with bullying, that was free to download

Keep up the good work.

Appendix 7: List of Companies involved in events

Company	Sector
3aaa	IT
Abcam	Science & Research
Academy of Magic & Science	Arts & Entertainment
Accio Consult & Construct	Construction
AECOM	Engineering
AIM Altitude	Engineering
AIM Apprenticeships	Education & Training
All4Sports	Sport
Alligned	Technology
Amazon	Technology
Analytik Ltd.	Science & Research
Anglia Ruskin University	Education & Training
Anne Clarke Ltd	Education & Training
Appetite 4 Success	HR
Arcus Global	Software
ARM	Technology
Army	Uniformed Services
Ashton KCJ	Law
Atrium Club	Sport
Aveva	Technology
Babraham Institute	Science & Research
Balfour Beatty	Construction
BAM	Construction
Bango	Software
Barclays	Banking
BBC	Media
BCS Accounting	Financial Services

BioInformatics	Science & Research
Blacktrace	Engineering
Bouygues	Construction
Bright Sparks Coaching	HR
British Humanist Association	Health & Social Care
British Sugar	Manufacturing
Callan Method Organisation	Education & Training
CAM Ltd.	HR
Cambridge Arts Theatre	Arts & Entertainment
Cambridge Carbon Capture	Science & Research
Cambridge City Council	Government
Cambridge Commodities Ltd.	Sales
Cambridge e-Learning Institute	Education & Training
Cambridge Institute for Medical Research	Science & Research
Cambridge Neuroscience	Science & Research
Cambridge News	Media
Cambridge Online Systems	Software
Cambridge Sword	Sport
Cambridge Tech Group	Technology
Cambridge United	Sport
Cambridge University Hospitals	Health & Social Care
Cambridge University Press	Publishing
Cambridge Veterinary Group	Animal Welfare
Cambridge Volunteer Centre	Charity
Cambridgeshire Community Services	Health & Social Care
Cambridgeshire County Council	Government
Cambridgeshire Police	Uniformed Services
CamOuse Financial Management Limited	Financial Services
Cancer Research UK	Science & Research
Carl Zeiss	Engineering

Chic Face & Body Clinic	Hair & Beauty
CITB	Construction
Clip N' Climb Cambridge	Leisure
Cloud Amber	Software
CRC	Education & Training
CSR Group	Science & Technology
Daniel Connal Partnership	Property
Deloitte	Financial Services
Delta2020	HR
Department of Engineering, University of Cambridge	Engineering
Department of Materials Science & Metallurgy, University of Cambridge	Science & Research
Department of Physiology, Development & Neuroscience, University of Cambridge	Science & Research
Department of Psychiatry, University of Cambridge	Science & Research
Department of Psychology, University of Cambridge	Science & Research
Department of Zoology, University of Cambridge	Science & Research
Doubletree	Hospitality & Catering
Duxford Museum	Education
East Cambridgeshire District Council	Government
Eazipay Ltd.	Financial Services
EDGE	Agriculture
EJW Solutions	HR
Elaje	Hair & Beauty
Ely Cathedral	Education
Elysium Beauty	Hair & Beauty

Emerald Frog Marketing	Marketing
Encocam	Engineering
Ensors	Financial Services
Epicam	Engineering
Epoch Wires	Manufacturing
ERBA Mannheim Molecular	Science & Research
Etyres	Sales
Euromedica	Science & Research
EY	Financial Services
face2faceHR	HR
Farrans Construction	Construction
Founders4Schools	Education
Frontier	Gaming
G's Fresh	Agriculture
Girton College	Education & Training
Go4Venture	HR
Green Energy Options	Manufacturing
Hardcastle Burton LLP	Financial Services
Health Education East of England	Health & Social Care
Hilton	Hospitality & Catering
HIT Training	Hospitality & Catering
Huxley Bertram Engineering	Engineering
IET	Engineering
Interserve	Construction
Ion Science	Engineering
Ivor Searle	Engineering
JDR Cable Systems Ltd,	Energy & Utilities
JTL Training	Construction
Kier	Construction
LGC Group	Science & Research

Little Dragon Films	Media
Lloyds	Banking
Lucinda Price Photography	Photography
Madingley Hall	Hospitality & Catering
Managing Change	HR
Marshalls	Engineering
MathWorks	Software
McDonalds	Hospitality & Catering
MediaTek	Software
MetroBank	Banking
Metropolitan Police	Uniformed Services
Michell Instruments	Engineering
MIHomeCare	Health & Social Care
Money Wise	Financial Services
Morgan Sindall	Construction
Morley Associated	HR
Moses Cameron Williams	Architecture
MRC Laboratory of Molecular Biology	Science & Research
MRC Metabolic Disease Unit	Science & Research
MRC Mitochondrial Biology Unit	Science & Research
Multitech Site Services Ltd.	Energy & Utilities
Mundipharma IT Services	IT
Napp Pharmaceuticals	Science & Research
National Stud	Sport
Natwest	Banking
Network Rail	Transport & Logistics
Next Level Innovation	HR
NHS	Health & Social Care
NIE Theatre	Arts & Entertainment
NW Cambridge Development	Construction

Old Tiger Stables	Sport
Omobono	HR
Onslow Trust	Education & Training
Operational Research Society	Mathematics
PA Consulting	Engineering
Papworth Hospital	Health & Social Care
Playfords	Energy & Utilities
PlayFusion	Gaming
Polkadotfrog	Recruitment
Potter Logisitics	Transport & Logistics
Power2Inspire	Charity
Procam	Agriculture
Product Life Group	Science & Research
Prospect Research	Marketing
Purcell	Architecture
Pure Resourcing	Recruitment
PWC	Financial Services
QA	IT
Quartix	Software
Ramboll	Engineering
RBS	Banking
RE-Photography	Photography
Red Gate	Software
Retail Motor Industry Federation	Transport & Logistics
RG Carter	Construction
Ridgeons	Sales
RiverRhee Consulting	HR
RK Printcoat Instruments	Manufacturing
Routes into Languages	Languages
Royal Navy	Uniformed Services

S M West Yates	Languages
Schlumberger	Energy & Utilities
School of Clinical Medicine	Science & Research
Scientific Literacy Tool	Science & Research
Shearline	Engineering
Softwerx	Technology
South Cambridgeshire District Council	Government
Spectacles Training	HR
St Catherine's College	Education & Training
Stansted Airport	Transport & Logistics
STEM Team East	Science & Research
Stone King LLP	Law
Strem Chemicals	Science & Research
Takeda	Science & Research
Tate	Recruitment
Taylor Vinters	Law
The Book Analyst	Publishing
The Employability Partnership	Education & Training
The Junction	Arts & Entertainment
The Pathology Partnership	Health & Social Care
The Sainsbury Laboratory, University of Cambridge	Science & Research
The Tech Partnership	Technology
Thorlabs	Engineering
Thurlow Nunn Standen	Agriculture
TrAC	Construction
Tribus-d	Engineering
Turners	Transport & Logistics
TWI	Engineering
Undo Software	Software

University of Cambridge Museums	Education
University of East Anglia	Education & Training
Urban Futures	HR
Volker Fitzpatrick	Construction
Volvo	Transport & Logistics
Wates	Construction
Whiting & Partners	Financial Services
Willmott Dixon	Construction
Wood Green Animal Shelter	Animal Welfare
WSP Parson Brinckerhoff	Construction
Young World Holdings	Leisure
Zinwave	Technology

Companies engaged outside of events

Cambridge Cognitics	Information Technology
Citrix	Information Technology
Cognima	Information Technology
Ellexus	Information Technology
Jagex	Information Technology
Onespacemedia	Information Technology
Sepura	Information Technology
Xaar	Information Technology
THP Systems	Information Technology
TBM Ltd.	Information Technology
Babylon IT Solutions	Information Technology
Cambridge Network Solutions	Information Technology
Aquarium Technology Limited	Information Technology
Cambridge Communications Systems	Information Technology
GraphicArt Cambridge	Information Technology

C4 Carbides	Information Technology
The Device	Information Technology
Ardencaple Consultants	Information Technology
University of East Anglia, IT Department	Information Technology
University of Cambridge, Computer Laboratory	Information Technology
Nokia	Information Technology
Amgen	Life Sciences, Biotech & Human Health
AstraZeneca	Life Sciences, Biotech & Human Health
EAHSN	Life Sciences, Biotech & Human Health
CUHP	Life Sciences, Biotech & Human Health
Hexcel	Life Sciences, Biotech & Human Health
Horizon Discovery	Life Sciences, Biotech & Human Health
Johnson Matthey	Life Sciences, Biotech & Human Health
Medimmune	Life Sciences, Biotech & Human Health
MRC Cancer Unit	Life Sciences, Biotech & Human Health
MRC Biostatistics Unit	Life Sciences, Biotech & Human Health
MRC Epidemiology Unit	Life Sciences, Biotech & Human Health
One Nucleus	Life Sciences, Biotech & Human Health
Phanorth	Life Sciences, Biotech & Human Health

Praxis Unico	Life Sciences, Biotech & Human Health
Rand Europe	Life Sciences, Biotech & Human Health
Cambridge Crystallographic Data Centre	Life Sciences, Biotech & Human Health
Wellcome Trust MRC - Stem Cell Unit	Life Sciences, Biotech & Human Health
Wellcome Trust Sanger Trust	Life Sciences, Biotech & Human Health
Hollyoak Veterinary Surgery	Life Sciences, Biotech & Human Health
Isle Vet Group	Life Sciences, Biotech & Human Health
Cambridge Cat Clinic	Life Sciences, Biotech & Human Health
Aquarius Vets	Life Sciences, Biotech & Human Health
Church House Veterinary Clinic	Life Sciences, Biotech & Human Health
Animal Health Trust	Life Sciences, Biotech & Human Health
Swayne and Partners	Life Sciences, Biotech & Human Health
Bottisham Dental	Life Sciences, Biotech & Human Health
Equine Veterinary Hospital	Life Sciences, Biotech & Human Health
East of England Ambulance Service	Life Sciences, Biotech & Human Health
University of Cambridge, Department of Zoology	Life Sciences, Biotech & Human Health
Paradise Wildlife Park	Life Sciences, Biotech & Human Health

Staploe Medical Centre	Life Sciences, Biotech & Human Health
Cambridge Veterinary Group	Life Sciences, Biotech & Human Health
Nuffield Health	Life Sciences, Biotech & Human Health
Raptor Foundation	Life Sciences, Biotech & Human Health
Clarendon Street Veterinary Surgery	Life Sciences, Biotech & Human Health
Antartic British Survey	Life Sciences, Biotech & Human Health
TTP Labtech Ltd.	Life Sciences, Biotech & Human Health
Whipple Museum of the History of Sacience	Life Sciences, Biotech & Human Health
Stratech Scieintific	Life Sciences, Biotech & Human Health
TAP Biosystems	Life Sciences, Biotech & Human Health
Lonza Biologics	Life Sciences, Biotech & Human Health
Department of Chemistry, University of Cambridge	Life Sciences, Biotech & Human Health
Springboard Pro Ltd.	Life Sciences, Biotech & Human Health
Medical Research Council	Life Sciences, Biotech & Human Health
Delta-T Devices	Life Sciences, Biotech & Human Health
Cambridge CleanTech	CleanTech
Origami Energy	CleanTech
Harrods Aviation	Engineering
MLM Consulting Engineers	Engineering

Anglian Group	Engineering
TALIS Education	Engineering
Lintbells Ltd	Engineering
Anaero Technology	Engineering
Quallcomm Technologies	Engineering
Amtrac	Engineering
Borley Brothers	Engineering
Grant Instruments	Engineering
Transport Engineering Consultants	Engineering
Alpha CRC Ltd.	Engineering
Dassault Systems Biovia	Engineering
Carillow Industrial Services	Engineering
Domino	Engineering
Mott McDonald	Engineering
CC Engineer Ltd.	Engineering

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Agenda Item 10



Securing future prosperity

Report To: Greater Cambridge City Deal Executive Board 10 November 2016

Lead Officer: Alex Colyer, Acting Chief Executive (South Cambridgeshire District Council)

Greater Cambridge Housing Development Agency – Six Month Update

1. To provide an update on the work of the Housing Development Agency (H DA).

Recommendations

2. It is recommended that the Board note the report.

Reasons for Recommendations

3. The report is for information.

Executive Summary

4. Approval was given in July 2015 to set up the H DA. A report was presented to the Board in July 2016 covering the set up period. This report is the first intended to be submitted on a six monthly basis on the operational development of the H DA and progress in relation to its objectives.

5. This report provides;

- An update on the 2016.17 Business Plan Action Plan
- Progress report on committed schemes.
- Progress report on future opportunities

6. The main activities during the six months April to September 2016 have been;

- Establishing the governance arrangements
- Approving the 2016.17 Business Plan
- Recruiting to the staff team
- Delivering the committed programme of schemes
- Working directly on the process to secure housing grant under the Devolution Agreement – this will be significant in terms of meeting the H DAs objectives
- Securing approval for and working to set up an Investment Partnership for the City Council – this will be significant to achieve the aim of the H DA to drive the pace and certainty of new housing delivery.

Background

7. The H DA has been operating since April 2016 when the Managing Director was appointed. During this period, the H DA has been functioning as an informal shared service while consideration is given to the advantages and disadvantages of moving forward as a local authority owned company as opposed to a formal shared service.

Considerations

8. **Six Month Up-date**

Progress with the 2016.17 Business Plan Action Plan

9. Appendix 1 summarises progress against the Action Plan. Key points to note are:
10. **Governance** – The H DAs shadow Management Board established in 2015 has dropped its ‘shadow’ label and meets quarterly as the H DAs Management Board. It is made up of Alex Colyer (Executive Director - Corporate Services, SCDC); Stephen Hills (Director of Housing, SCDC); Chris Malyon (Section 151 Officer, Cambridgeshire County Council); Ray Ward (Strategic Director, Cambridge City). Tanya Sheridan (Director, City Deal) attends as an observer. A Member Reference Group met for the first time in May 2016 and also meets quarterly. Its Members are Cllr Kevin Price (Cambridge City) (Chair); Cllr Paul Walsh (Cambridgeshire County Council); and Cllr Christopher Cross (SCDC).
11. **H DA Business Plan 2016.17** – This was approved by the Management Board and Member Reference Group in May 2016.
12. **H DA as a shared service or as a company** – Legal advice is being provided by Walker Morris. A Workshop was held on 10 October involving the Management Board and Member Reference Group. The next step is for the Managing Director to submit a proposal to the Management Board for their consideration and recommendation to the Member Reference Group. If the H DA is to become a company, a formal decision by each Council partner will be required. The target date to become a company if agreed is April 2017.
13. **Branding and Marketing** – Work has begun with a target of having a logo and basic communication material in place by January 2017 in preparation for the potential launch of the company from April 2017. The intention is to establish a clear and separate identity for the H DA but one that is aligned with the City Deal branding. The City Deal team are assisting with this process.
14. **People** – Stage 1 of the recruitment plan for 2016.17 has been completed. Sabrina Walston was confirmed as the Assistant Managing Director in June 2016. Gill Anderton and Nicola Hillier have been confirmed in their positions as Housing Development Managers taking a lead role for schemes in South Cambs and the city respectively. Babette Lind joined the H DA as Business and Systems Support Officer in July 2016. Stage 2 of the recruitment plan is under way and an advert is out for a Construction and Technical Lead.
15. In August 2016, the Management Board and Member Reference Group approved that South Cambs District Council’s Self/Custom Build Service should become part of the H DA. The Self Build service finds sites and facilitates planning approval for people who wish to build or project manage their own home. Gill Anderton has been

instrumental in developing this service and it was agreed that it sensible for Gill to continue to be line manager, as well as recognising that there are significant synergies with the work of the H DA in terms of finding new sites for housing and taking the sites through the planning process.

16. The H DA has embarked on an organisational development programme. Business and management consultants, Magela, has been commissioned to assist with this process. Magela is providing initial input in respect of individual and team competencies; individual and team skills and development plans; and team building.
17. **Office and Business Support** – A new project appraisal and management system has been bought, called Proval. This will significantly aid the productivity and efficiency of team and is already proving very useful in the appraisal of new opportunities. The different IT systems operating across South Cambs and the City Council is proving a challenge as the H DA moves towards a single shared information system for the team.

Progress Report on Committed Schemes

18. Appendix 2 provides an up-date on the committed schemes that the H DA is currently working on.
19. The following table summarises the current position of schemes;

Stage of Development	Schemes	New Homes
Complete first six months 16.17	3	63
On site and expected to complete 16.17	6	157
On-site and expected to complete 17.18	1	208
Start on site expected 16.17	1	22
Planning approval achieved 16.17	1	8
Pre-planning stage	11	373

Note – The above does not include a refurbishment project that the H DA is undertaking on behalf of the City Council. This is due to start on site in December.

20. The H DA has secured two additional projects that were not on the ‘committed scheme’ list at the start of the year as follows;
 - Initial project management work on the City Council’s land at Cambridge Fringe North East.
 - Initial appraisal work for the Cambridge and Peterborough Foundation Trust on their Ida Darwin site in Fulbourn.

Pipeline Schemes

21. The H DAs target is to work on schemes that deliver 250 home a year. The current committed programme will sustain the H DA team at its current capacity until 2018.19. The operational target thereafter is to secure schemes that will deliver 250 starts on site a year thereafter.

22. The following table the current position with pipeline schemes.

Target Group	Estimated Homes by Starting on Site		
	18.19	19.20	20.21
County Schemes	0	0	0
City and SCDC Housing Revenue Account (HRA)	103	6	48
City General Fund	30	0	0
City and SCDC Housing Companies	0	0	0
Partner Schemes	0	0	0
Totals	133	6	48

23. The above is a cautious estimate.
24. Should it be agreed, Devolution Housing Grant provides the opportunity to drive more starts for the City Council's HRA in 2019.20 onwards. The H DA has been instrumental in the negotiation to establish the housing element of the Devolution Agreement. The £70m grant proposed for the city will allow starts on 500 new homes over a five year period. Not all prospective schemes have yet been finalised or profiled in terms of start on site. A number of opportunities exist on City Council General Fund too. These are not all shown in the table above as it is too soon to add with any certainty.
25. The H DA has been working for the City Council to establish and Investment Partnership with house-builder, Hill. This is a joint venture that will allow the City Council to capture more of the up-lift in value from a development on its land, sharing in risk and also reward and benefitting from the capacity and expertise working with one of the local leading house-builders. It is possible that Hill will also bring some of its own land opportunities to the Investment Partnership. This will be a key partnership facilitated by the H DA that will drive the pace and delivery of new housing in the city.
26. A number of potential schemes provide the opportunity for investment by SCDC and the City Council's Housing Companies. These too have not been included in the table. The H DA has completed an appraisal for a 39 unit scheme for the SCDC company. This is currently being considered by its senior staff. The H DA is also currently exploring a 15 unit opportunity for the City Council's company.
27. The County has recently withdrawn four of its eight schemes that it had originally asked the H DA to project manage leaving it with three schemes to progress. One scheme was withdrawn early in 2016. The H DA recommended a course of action for this scheme and County colleagues chose to take this forward themselves. The latest three schemes to be withdrawn were given a lower priority for the H DA to progress. County colleagues are now choosing to take these schemes forward through their own development company. No new County schemes are therefore shown for start on site from 2018.19 and beyond.

28. The Board will be well aware of the issues of the five year land supply for SCDC. This in turn has constrained the H DA in progressing any significant work on Rural Exception sites. Once the Devolution Agreement has been settled and the Investment Partnership has been set up, the H DA will turn its attention to how it may work positively to secure Rural Exception sites once the Local Plan review has been concluded.
29. Finally, although no numbers are shown against the Partner Scheme line in the table above, around 30 potential schemes have been identified for the H DA to continue to work through and assess the probability of their deliverability.

Implications

30. 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

31. The Board is reminded that it has agreed to provide £400,000 revenue funding for the H DA. £200,000 of this is budgeted to be spent in 2016.17 and the balance in 2017.18.

Consultation responses and Communication

32. Not applicable

Background Papers

H DA Business Plan 2016/17

Report Author: Alan Carter – Managing Director
Telephone: 07891 561166

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Appendix 1 - H DA Action Plan 2016.17

Business Area	Task	RAG	Performance Target	Progress 12 October 2016
Governance	Establish Member Reference Group		Terms of Reference and pattern and frequency of meetings agreed and take place	
	Process for covering 'exit' costs agreed		Conclude April 16	
	Conclude on whether to establish H DA as company		Conclude by Dec 16	Walker Morris has provided legal advice note. Management Board and Member Reference Group Workshop held 10 October. Next step - Alan Carter to draft proposal to move to company model for Management Board to consider.
Markets and Services	Establish relationship management database		Team using single data base (subject to access to one IT system)	Originally considered an early task for new Business and System Support Officer. Now more of a medium term task to seek software applications that may suit the H DAs purposes.
	Brand and marketing material produced		Launch of company or formal shared service (revised from original target of September 16).	Workstream for new Business and System Support Officer. City Deal marketing and comms resource assisting development of comms strategy. Initial priorities are, internal comms; initial H DA visual identity (logo) and stationery templates. 6 month action plan developed.
	Draft communications protocol mapping out respective responsibilities of HDA and local authority partners for engagement with Members		Target by June 16	Not started.
	Develop scope of services		Revised target to finalise early 2017 to be available for launch of company or shared service (revised from September 16)	No new progress. Full draft of scope of services has been produced. Needs further refinement with final document now reprogrammed for early 2017.
	Work with Planning and Strategic Housing colleagues to inform production of Affordable Housing SPD		New AHSPD reflect needs particularly of fit of Intermediate Housing alongside social rent	Links clearly established with strategic housing functions of district authorities and current research on housing needs particularly intermediate market. Intial contact made with planning colleagues. New Director of Planning briefed and engaged.
	Work with Planning and Strategic Housing colleagues to inform financial viability of new models of housing delivery		New models of housing delivery are robust and realistic in terms of size, standard, cost, funding options and income streams	A key current workteam. Has informed the process to secure Devolution Housing Grant and commission from CPFT. A new financial appraisal and project management software syatem has been acquired from Proval. Staff training is complete and this will improve the efficiency of the team in carry out appraisals and project managing schemes with consistency.
	Evolve Partner Development Briefs to monitor scheme progress.		Conclude for first report to Board in 16/17	Scheme progress reports delivered to Management Board and Member Reference Group. New IT system (Proval) will generate consistent reports.
Operations and Systems	Develop 'probability assessment' to manage prioritisation of schemes.		Board approval by end September 16	Not started. 6 month in to the work of the H DA this seems less of an immediate priority to conclude. The requirement to spend the Devolution Housing Grant within 5 years and the need to deliver the 1000 homes on rural exception sites will bring a focus over the next six months.
	Establish programme of work and leads to evolve construction specification and design brief		Programme of work established June 16.	Two team members leading on this workstream. Working with City Council sustainability officer who is draft Design and Development Brief that embraces best practice in relation to the former Code for Sustainable Homes. H DA detailed construction specification in place and will be the document through which the principles of the Design and Development Brief will be implemented.
	Establish SLA with employing authority		Complete by end March 2017	Target revised as SLA not needed until legal entity of H DA established.
Finance and Resources	Monitor performance against Business Plan 2016.17		Regular reports to Board and Member Reference	This report
	Secure new schemes for completion 2018.19 and beyond			Strategic approach developed as part of Business Plan. Progress to be reported to Management Board and Member Reference Group.
People	Complete recruitment plan for 2016.17 in line with Business Plan		Complete by end March 17	Recruitment Business and Systems Support Officer. Assistant MD post filled. Advertising for Construction and Technical Lead now. Holding off on decision to recruit further project management capacity dependent on outcome of Devolution Agreement and Cambridge Investment Partnership.
	Initiate Organisational Development programme (formerly labelled 'undertake a skills audit and establish training matrices')		Target Dec 16 (formerly end June 16)	Different approach adopted. Training organisation commissioned to help establish the H DAs organisational development needs and the programme of team and individual inputs. Magela commissioned and mid way through an action plan of one-to-one meetings with staff; skills audit; operational competency framework; and facilitated away-day.
	Conclude on IT system and hardware to support 'remote' working		Subject to shared IT services programme of work	New IT to facilitate remote working trialled and purchased.
Office and Business Support			Complete	
			Started and not passed target deadline	
			Not started and/or behind target deadline	
			Not started but well within target deadline	

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Appendix 2 - Committed Scheme Monitoring Report

Source	Scheme		Indicative Tenure				Progress 12 October 2016			
							Intermediate	Affordable		
							Market	Total	RAG	
City HRA	Water Lane		14	10	0	24		Started on site. Completion delayed from June to October 2016		
City HRA	Aylesborough Close		15	20	0	35		Complete October 2016.		
City HRA	Hawkins		0	9	0	9		Started on site. Delayed from June 2016 due to utility company service connections. Now resolved. Completion expected next month.		
City HRA	Fulbourn		0	8	0	8		Started on site. Completion brought forward from March 2017 to December 2016.		
City HRA	Ekin Road		0	6	0	6		Started on site. Construction complete but delayed handover due to failure of contractor to discharge some planning conditions.		
City GF/HRA	Clay Farm		0	104	104	208		Started on site. No change. Phased completion from December 2016 to March 2018.		
City HRA	Homerton		0	39	56	95		Started on site. No change. Phased completion from December 2016 to March 2017.		
City HRA	21 Unit Garage and Infill		0	22	0	22		Increased of units from 18 to 22. Planning applications submitted for 15 of 22. 7 units at pre-application stage. Aiming to start on site March 2017.		
City HRA	Ditchburn Place Refurbishment		0					Planning permission granted. Pre-works contract signed. Physical start on site due December 2016. Two year refurbishment.		
City HRA	Anstey Way		0	23	11	34		Approved but originally put on hold pending HRA funding issues. Now proposed to proceed using Devolution Grant and Cambridge Investment Partnership (CIP).		
City HRA	Akeman Street		0	12	0	12		Approved. Pre-planning application stage. Proposed scheme to be funded using Devolution Grant and CIP.		
City GF/HRA	City General Fund		6	0	0	6		Approved. Scheme proposed to be taken forward through CIP. Completion 2017.18.		
City GF/HRA	City General Fund		4	0	0	4		Approved. Scheme proposed to be taken forward through CIP. Completion 2017.18.		
City GF/HRA	Mill Road		16	67	84	167		Approved. Supp Planning Doc at formal consultation stage. Scheme proposed to be taken forward through CIP. Target to secure site April 2017.		
City GF/HRA	Park Street Car Park		5	19	24	48		Approved. Scheme proposed to be taken forward through CIP.		
City GF	Cambridge Fringe North East							New scheme - Early appraisal and partnership work.		
SCDC HRA	Fen Drayton Rd Swavesey		0	24	0	24		Completed May 2016		
SCDC HRA	Horseheath Rd, Linton		0	4	0	4		Completed June 2016		
SCDC HRA	Hill Farm Foxton		0	15	0	15		Started on site. Completion December 2016		
SCDC HRA	Gt Abington		0	8	0	8		Planning approval granted October 2016.		
SCDC HRA	Gamlingay		0	14	0	14		Planning application due to be considered in November 2016.		
SCDC HRA	Taversham non-trad		0	5	0	5		Pre-planning application stage. Application expected Feb 2017.		
County	Shepreth		0	10	15	25		Planning application about to be submitted		
County	Willingham		0	16	24	40		Pre-planning application stage.		
County	Litlington		0	12	6	18		Community consultations. Pre-application stage due to commence Nov 16..		
CPFT	Ida Darwin Scheme							New scheme - H DA commissioned to undertake appraisal and feasibility work.		
	Total Committed		60	447	324	831				
							RAG			
							Complete			
							On time or with minor changes			
							Potential issue that may affect delivery			
							Serious issue that may prevent delivery			
							Note - 2016.17 Business Plan comparable estimate was 827 new homes.			

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Agenda Item 11



GREATER
CAMBRIDGE
CITY DEAL

Securing future prosperity

Report To: Greater Cambridge City Deal Executive Date: 10 November 2016
Board

Lead Officer: Chris Malyon, Cambridgeshire County Council

City Deal Financial Strategy - 2016/2020

Purpose

1. The Board is asked to agree the financial strategy of the City Deal Partnership

Recommendations

2. The Board is asked to agree that the following proposals form the foundation to the financial strategy of the City Deal Partnership.

- The City Deal Partnership will continue with operational and programme proposals.
- The operational budget will be funded through NHB and interest on balances.
- The Programme will be funded through City Deal Grant, Section 106 and any other funding sources directly attributable to projects within the Programme.
- Use of NHB to fund transport infrastructure investments within the programme will need specific approval of the Board.
- The costs of providing the following support services will be resourced from the operational budget:
 - Finance
 - Democratic Services
 - Any legal costs incurred at the Programme level, for example legal advice on governance structures
- The local councils will retain all NHB funds until they are required.
- The Accountable Body will allocate interest on net cash balances to the operational budget.
- Any proposals for new investment will be supported with a robust business case proportionate to the size of investment required and setting out how the proposal achieves the agreed aims of the GC City Deal.

Reasons for recommendations

3. This is the first financial strategy of the City Deal Programme. It is intended to provide a structured framework within which the Board is able to identify the potential resources at its disposal, propose a financial governance framework to ensure that resources are used effectively to achieve the Programme outcomes and raises a number of proposals for the Board to consider.

Background

4. The financial strategy of an organisation or entity should identify the expected level of resources that will be available to that organisation in the medium term and how these can be used in the most effective manner in order to deliver its stated aims. The financial strategy is therefore a means to an end, rather than the end itself. The financial strategy should be reviewed on an annual basis in order to reflect any changes to the projected resource availability and changes to the priorities of the organisation.
5. The financial strategy is different from the budget albeit the two are intrinsically linked. The budget sets out in detail the expenditure plans for the forthcoming financial year and will often contain outline plans for the rest of the period of the financial strategy. The financial strategy should therefore establish the context and framework within which the budget is developed and some organisations do combine the two into a single process/document.
6. Whilst the City Deal is not an organisation, the principles and purpose of its financial strategy remain the same. The City Deal Partnership is about joining forces to achieve economic growth, developing and delivering a large and complex programme that will support the successful delivery and further development of growth in the Greater Cambridge area. It is therefore essential that appropriate resources are allocated to both the programme itself and the activities that are required to support its successful delivery.

City Deal Key Strategic Objectives

7. The GC City Deal agreement states that we will prioritise projects that will deliver against four key strategic objectives:
 - to nurture the conditions necessary to enable Greater Cambridge to create and retain international high-tech businesses of the future;
 - to better target investment to the needs of the Greater Cambridge economy by ensuring those decisions are informed by the needs of businesses and other key stakeholders such as the universities;
 - to markedly improve connectivity and networks between clusters and labour markets so that the right conditions are in place to drive further growth;
 - to attract and retain more skilled people by investing in transport and housing whilst maintaining a good quality of life, in turn allowing a long-term increase in jobs emerging from the internationally competitive clusters and more university spin-outs.

City Deal Programme

8. The Executive Board of 28 January 2015 agreed a prioritised programme of transport-related schemes for the first five years of the Greater Cambridge City Deal Partnership. The programme agreed was significantly in excess of the grant that was available at that point. This was a conscious decision which reflected that the grant resources would be supplemented by additional funding from other funding streams, and the possibility that some of the projects would not progress either to the level outlined or within the originally anticipated timeline.

9. Given the nature of the programme and the associated time lag from project conception to actual spend this is not an issue in cash terms until 2019. However over the coming two financial years, if it is not possible to confirm additional funding, the Board will need to consider whether to re-balance the phasing between tranche 1 and tranche 2, to seek contributions from other sources, or to reduce the overall programme.
10. At this stage the level of expected expenditure for 2017-18 can be predicted with a reasonable level of confidence. As the timeline extends beyond the next financial year the projections are subject to numerous issues that could affect the projected profile and therefore are more subjective, as would be expected with major capital projects of this nature. The projected profile will therefore be reviewed and refined within the annual budget process. Should it be necessary, requests for variations to the budget will be brought to the Board for their approval within the year.
11. The 2017/18 annual budget will cover the middle year of Phase 1 of City Deal, which is an opportune time to consider the overall resources available and how they can most effectively be used to deliver the required outcomes in order to secure the allocation of future City Deal funding tranches.
12. The in-year financial monitoring position is contained within a separate report on this agenda. The layout and presentation of this report has been reviewed to assist the reader to differentiate between over- and under-spends and slippage within and between years.

City Deal Grant

13. The City Deal Partnership has been allocated £500m of grant to be paid in 3 tranches. The Deal includes delivering the acceleration of 33,500 homes under the Local Plan and building an additional 1,000 homes on rural exception sites, by 2031. The Government assumes the Gain Share deal will last for 20 years but this could be reduced to 15 years on the basis of demonstrable capacity to invest without slippage. This will be decided in 2024.
14. Tranche 1 of £100m is received at £20m per year from 2015/16 to 2019/20. The Gain Share deal is a payment by results mechanism so any projects planned to continue beyond 2019/20 must be designed so as not to be reliant on continued government funding.
15. The government has committed up to £400m from 2020/21 over the following 10 to 15 years, subject to Gateway Review assessments in 2019 and 2024. The overall amount for this period and the profile of funding in each of the years will be set out by the government by end of 2019. For planning purposes, we are assuming an allocation of £200m between 2020/21 to 2024/25 (Tranche 2) and a further £200m from 2025 (Tranche 3). The discussion with government when the Deal was negotiated included an understanding that the grant was for transport infrastructure investment, which is reflected in the drafting of the Deal document. However, the funding agreement did not specifically exclude other investments in economic growth.
16. The grant to be received is not index-linked and therefore its purchasing power will be eroded by inflation. Although general inflation is currently running at very low levels construction inflation generally outstrips both Retail Price Index (RPI) and Consumer Price

Index (CPI). This position could be exacerbated over the coming years by Brexit but this cannot be quantified at this point. As a result the value of the grant received will significantly reduce as a result of inflation throughout the period of the City Deal Partnership.

17. The current approved operational budget (funded from New Homes Bonus) and the infrastructure programme budget (funded from all sources of funding) are detailed in Appendix A to this report.

Current City Deal Funding Sources

18. City Deal funding is currently derived from a number of sources:-
 - City Deal Grant
 - New Homes Bonus (NHB)
 - S106 receipts (for transport projects/schemes)
 - Staff resources from the three Councils, the LEP and University
19. Further information on the New Homes Bonus (including an update on the consultation process), Section 106 receipts, and the staff resources are contained within Appendix B.
20. The City Deal offer was not explicit on whether the grant allocated was revenue or capital, although the GC City Deal agreement does state that the Government investment is to ensure the transport network supports the economy and acts as a catalyst for sustainable growth and that it is to form part of an infrastructure investment fund. It is generally accepted that in order to deliver the vision in the Cambridge and South Cambridgeshire Local Plans and transport strategy and achieve the other GC City Deal objectives, the vast majority of resources would be expended on the capital investment required to support the delivery of housing and jobs growth. The discussions with Government during the negotiation of the Deal were very much around transport infrastructure investment, due to the barriers to private sector investment. However revenue investments will also be required to support the delivery of the broader economic growth outcomes of the GC City Deal, for example skills.
21. As previously discussed, the total programme that was established for Phase 1 is in excess of the overall resource envelope. This approach was reasonable as long as either sufficient match funding is available and/or the triggers required at the end of Phase 1 could be achieved and therefore Phase 2 funding would be forthcoming.
22. There is however a degree of risk in adopting this type of approach as any contractual commitments would have to be fulfilled once entered into. If this investment was predicated on the fact that Phase 2 funding being available, and this did not materialise, any costs in excess of the resource envelope would have to be met by the local authority partners. It will therefore be important to take stock ahead of major contractual commitments.
23. A small amount of the grant funding has been allocated to project pipeline development, so that as and when funding is available, future infrastructure needs can be delivered.

Single Investment Pot

24. To date the investments made by the Board have attempted to separate transport infrastructure (programme) from other types of investment (operational). The funding of these has also been separated, with the transport infrastructure programme projects being funded through the City Deal grant and, in some cases, Section 106 funding, while the operational programme has been funded from New Homes Bonus.
25. This approach was logical as it enabled the alignment of priorities and associated funding streams. With a maturing partnership, and improving clarity on the programme, it would seem appropriate at this point for the Board to consider whether it wishes this approach to continue for the remainder of Phase 1 of the City Deal agreement.
26. The Board may wish to consider creating a single investment pot where all resources would be collected. Any investments would then be considered within the agreed governance framework by the Board irrespective of whether the investment was infrastructure based or not and with a clear focus on investment needed for economic growth. It is important to note that Section 106 contributions would need to be used and capable of being shown to be used for the specific purposes they were agreed, generally as contributions to schemes that mitigate the impact of the development providing those contributions. There are a number of advantages and disadvantages of this approach and the key issues are set out below:-
 27. The key benefits of a single investment pot are that it would create:-
 - Greater flexibility on the allocation of resources to economic growth priorities
 - An opportunity to re-balance investments from transport infrastructure related investments
 28. The key disadvantages of a single investment pot are that it would create:-
 - A reduction in the flexibility afforded to the local authorities to withdraw funding should their own council's financial position require this to be considered
 - Further confusion and greater uncertainty regarding the future funding position of the Programme given the lack of clarity of the future of the New Homes Bonus
 29. Given these issues the position is relatively well balanced and it is therefore proposed to suggest a third option which is a hybrid of the two approaches. In this proposal there would be no single investment pot but the Board would accept that the NHB could be used to support the infrastructure programme if necessary and that any such investment would require a specific approval of the Board. The NHB pot could also be used for non-infrastructure transport investments as a temporary measure ahead of a more permanent funding stream. This would fulfil the commitment in the GC City Deal agreement to bring together local and national funding sources into a single infrastructure investment fund, provide the ability for the Board to use the resource in a more flexible manner but would retain the current level of governance. Therefore any use of NHB to support the delivery of the transport infrastructure programme would be transparent and formalised.

Governance

30. It is important to balance the need for additional rigor while avoiding a disproportionate bureaucracy around the approval of new investment decisions. It is therefore proposed that any new investment proposals should be considered through must complete a business case in a consistent manner and unless there are exceptional reasons, should form part of the annual budget setting. This would enable potential investments to be measured against a set of pre-determined outcome criteria thereby setting the relative priority of that investment proposal. The level of detail in the business case should be proportionate to the size of investment, but having a standard business case will ensure that a degree of continuity, conformity and prioritisation is brought to the process.
31. Using the budget-setting as a “bidding” process will provide the mechanism for the determination of the City Deal Investment Programme. The aim of introducing this approach will be to ensure the most effective utilisation of the resources available to the City Deal Board in realising the agreed strategic objectives of the programme.
32. The mechanism for appraisal of bids has to be robust, but proportionate, in order to allow the evaluation and comparison of proposals which may differ significantly from each other in terms of scope and the impact on the objectives set out in the GC City Deal agreement. The Payment by results mechanism in the GC City Deal document includes an agreement to prioritise the projects that will have the best economic growth outcomes and will demonstrate additionality (i.e. investments happening/ being brought forward that would not have happened without the GC City Deal intervention.) A business case approach for all investment decisions should give the robustness required to evaluate investments critically given that significant commitments have already been agreed and allow for continuous improvement of investment decisions in pursuit of sustainable growth. If the Cambridgeshire and Peterborough Combined Authority is agreed, we would propose to explore the extent to which approaches to investment and investment criteria may be aligned and the scope for a shared evidence base, given that both the Devolution Deal and GC City Deal aim for sustainable economic growth and there may be co-investment opportunities. A template has been designed that can be applied to all proposals and can be flexed to account for the size and complexity of the investment under consideration.
33. A copy of the business case template is attached at Appendix C for the Board’s consideration.

Other Financial Issues

34. Resources, including financial management resources, required to directly manage the programme are already reflected within the costs of individual projects. However there are a number of costs associated with managing the overall cost of the programme that are not. These are therefore effectively in-kind contributions, or additional resources, contributed by the Partner organisations. Whilst there are contributions of this type from all Partners, they disproportionately fall upon the three local authorities who are also the only “cash” contributors to the Partnership.

35. Given the financial constraints on all public organisations, but particularly local authorities, it is important that such contributions are as a minimum recognised within the Partnership. The Board may also think it appropriate to regularise the funding of such activity by funding these activities from the funds at the Board's disposal. This should ensure that the resources required to manage the programme in its entirety are identified and reflected within the financial envelope of the City Deal Partnership.
36. Although NHB is retained within the three councils until required, as the Accountable Body County Council currently holds the grant funding. Any investments reduce this cash balance but given the time lag the balance can be significant. Although the interest on short term cash holdings is not significant it is proposed to reflect this interest income in the funding available to the Partnership.
37. For modelling purposes it is proposed to update the financial model to assume that NHB will continue but will be reduced to 50% of the current level for the remainder of the Tranche 1 period. The 50% figure is not based on any published information but is simply a modelling assumption midway between zero and current levels, given there is no Government response to the consultation at this point. It is likely that this matter will not be clarified until the Autumn Statement which is due to be published on 23 November 2016.
38. The updated Financial Model which looks at all funding sources together is attached at Appendix D.

Risk Based Borrowing

39. At this stage there is no identified need for risk-based borrowing. However, this section sets out recommended key principles lest they are needed for future reference. Should the Board wish to consider developing a risk based approach to creating additional investment funds it could do so by borrowing against future funding streams. Any borrowing obviously needs to be repaid and therefore the three local authorities would need to effectively underwrite the debt if this approach was adopted. The principle that supports such an approach would be predicated on the investments leading to an increase in the local tax take, comprised of council tax and/or business rates. If this is an approach the Board wish to consider in more detail it should be considered how the approach might fit with any potential devolution or combined authority finance proposal, this is highlighted below.
40. Any financial model would need to be underpinned by a number of principles that will inform the initial set up and ongoing development. These principles are key to creating a system change in how infrastructure is funded and delivered:
 - Each project would need to be able to demonstrate a return on investment.
 - The investments must lead to sufficient additional revenue that covers the borrowing costs.
 - The investments should be able to lever in additional funding sources.
 - The investment fund could lever private sector investment and management experience.
 - A single framework for assessing proposals robustly will be followed.

- The governance process will include an assurance framework and gateway review process.
41. Whilst a vehicle could be developed it would need to be done so in order to deliver a specific outcome. It is therefore important to identify a funding requirement then determine a funding source, rather than create a funding source then determine what it could fund. This reiterates the fundamental point that the strategy is a means to an end, not the means itself.
42. When considering whether to further evaluate borrowing against future tax take, the Board should also be cognisant of the potential impact of devolution. At this point no decision has been made on devolution but were a Combined Authority to be established it would undoubtedly wish to consider how the City Deal Programme aligned with its responsibilities and how the use of tax growth could be used to fund infrastructure investment.

2017/18 Budget Setting

- The starting point assumes the 2016/17 budget is rolled forward
- The budget is currently fully committed but will change as options are firmed up.
- There will be an opportunity for re-prioritisation of existing resources and new bids
- New proposals will require a clear business case showing how they contribute to strategic objectives, economic growth and strategic objectives,

Summary

43. The financial strategy is intended to provide a structured framework within which the Board is able to identify the potential resources at its disposal, propose a financial governance framework to ensure that resources are used effectively

Implications

44. 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, there are no other significant implications.

Background papers

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

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Section 106

These funds are negotiated with developers in order to mitigate the impact of particular development. As these negotiations often link the payment to specific conditions it might be necessary to ensure that there are clear links to individual projects to ensure that these conditions are satisfied. The timing of such payments often involves significant time lag between the point at which the investment in infrastructure is made and the sums become payable. This is because the payments are linked to various trigger points on the project development. This could result in cash flow issues at points when significant investments have been made but these sums have not yet become payable. This will not be for some time in the future but the Board will need to be mindful that this cash flow will need to be covered which could result in the need to undertake some capital borrowing.

Existing contributions

Currently the County Council is in receipt of £4m worth of S106 contributions which have been paid for transport related schemes and are held within transport allocations in the City Council area and have yet to be allocated to specific work. Work is still going on to identify any additional funding that has been allocated to schemes in the City Council area which are likely to be overtaken by larger City Deal schemes.

Future contributions

It is hard to judge exactly when new S106 contributions for specific transport projects will be available as this depends on planning applications coming forward and the demand for new housing. Assumptions have been made that £20m worth of contributions for transport projects could be paid over the first tranche period based on new developments at Cambourne West and Bourn Airfield. It is important that partners continue to seek transport contributions to mitigate the transport impacts of new developments via City Deal schemes, to ensure that developers contribute fully to mitigate transport impacts.

Going into the second tranche period (2020-24) there could potentially be another £20.5m worth of contributions for specific transport projects but again this would greatly depend on planning applications coming forward and the demand for new housing.

New Homes Bonus (NHB)

The three local authorities agreed to pool a proportion of the NHB appertaining to the Greater Cambridge City Deal area. For 2015/16 this was 40% of the NHB received and for 2016/17 this increased to 50%. The Board will also recall that the Government launched a consultation process on the future of NHB towards the end of 2015 which closed in March of this year.

To date no further announcements have been made on the back of this consultation. It is therefore difficult to make any long term financial planning decisions that are predicated on this funding source but for the purposes of this strategy it has been assumed that 50% of the existing levels will continue to be received and that local authorities will scale their contributions proportionately. The

basis of this assumption is that it is unlikely that NHB will be removed completely but there will be some scaling back of the sums received by local authorities.

Sums pooled to date are:

Council	2015/16 £m	2016/17 £m
Cambridge City	1.986	3.162
South Cambridgeshire District	1.683	2.630
Cambridgeshire County Council	0.917	1.448
Total	4.586	7.240

The projected surplus remaining on the agreed pooled NHB resource as at 31st March 2017 is as follows:-

Authority	NHB funding £'000	% split	Charge to each authority £'000	Projected surplus at 31 st March 2017 £'000
Cambridge City Council	5,148	43.5	689.21	4,458.79
South Cambridgeshire District Council	4,313	36.5	578.31	3,734.69
Cambridgeshire County Council	2,365	20.0	316.88	2,048.12
Total	11,826	100.0	1,584.4	10,171.60

Each local authority currently retains their respective NHB and at the end of the financial year Cambridgeshire County Council invoices South Cambridgeshire District Council and Cambridge City Council for their contribution to costs incurred on the basis of a proportion of the NHB contribution. Each Council retains the unused NHB for future contribution to the City Deal.

A consultation paper was issued by the Government in December 2015 regarding options for changes to NHB to better reflect authorities' provision of new houses. In his statement Mr Clark said the New Homes Bonus would be retained "indefinitely, but with some changes, on which I am consulting". The consultation closed on 10th March 2016 but there has still been no information on what the Government intentions are in respect of this funding stream. It is likely that some refinements will be made to mainstream some of the funding allocated via NHB but there is no indication at this point to what extent this will occur and the possible financial impact.

City Deal is currently reliant on NHB as a funding source and it will continue to be necessary to fund some programme management costs which are not attributable to individual projects, therefore this remains a risk. Given the financial challenges facing all the local authority partners, this level of risk understated.

In the absence of published information about the future of NHB, for modelling purposes it is proposed to update the financial model to assume that NHB will continue but will be reduced to 50% of the current level for the remainder of the Tranche 1 period.

“In-kind” costs incurred by the local authorities

All the partner organisations contribute in kind staff resources to ensure the success of the City Deal Partnership. Although some provisional costs have been identified as part of this process it is recommended that these continue to be absorbed by the respective organisations and these are not reflected in the finance model.

The two exceptions to this are the provision of financial and democratic services and legal costs as it was felt that the demands on these areas place direct pressure on the services provided to those councils and have a significant role to play in programme delivery. The costs of these service areas will be confirmed.

The Board is therefore asked to agree that these costs should be funded within the operational budget for 2017/18 and beyond.

Current Funding Model**Operational Budget**

To date we have used NHB funds to support the cost of managing the City Deal programme and other City Deal supported revenue expenditures but it may also be needed in the future for other investments to deliver economic growth. Actual costs incurred in 2015/16 and budget for 2016/17 for the use of NHB are set out below:-

Activity	2015/16 Actual	2016/17 Budget
	£'000	£'000
Programme Central Co-Ordination Function	100.6	268.5
Strategic Communications	10.1	137.7
Skills	47.5	190.0
Economic Assessment	0	10.0
Smart Cambridge	0	200.0
Cambridge Promotions Agency	60.0	90.0
Housing	0	220.0
Affordable Housing	0	50.0
Intelligent Mobility	0	200.0
Total	218.2	1,366.2

Infrastructure Programme Budget

Whilst the Executive Board approve a budget for in February/ March of each year the focus of this is setting out a financial plan for that financial year. It does include outline projections for the remainder of Phase 1 of the Programme but there is little strategic consideration of the long term financial position in that process.

Coupled with this the Board agreed a provisional programme for Phase 1 that was in excess of the resources the Government grant that had been provided as part of the City Deal. Whilst not of immediate concern at the time as the Board was aware that the Programme would be subject to a number of iterations and refinements. As the next budget will be cover the middle year of Phase 1, and the Programme and anticipated non City Deal grant should be more easily identifiable it would seem sensible to produce a financial strategy for the Board to consider how the resources at its disposal can be most effectively used to deliver the outcomes that it is seeking from Phase 1 and to ensure the successful award of Phase 2 funding.

The Greater Cambridge City Deal Partnership will be incurring significant costs in the delivery of a number of major transport improvement schemes for the area. Individual projects will be supported through grant but the programme requires additional funding from locally derived sources as the level of grant is insufficient to cover the costs of the agreed programme of infrastructure investments.

City Deal – Business Case

Title of Project / Scheme:

City Deal Partner

Service Area:

Responsible Officer

FINANCE

		Year 1	Year 2	Year 3	Year 4	Year 5
Investment	Staff	0	0	0	0	0
	Non-staff	0	0	0	0	0
	<i>Infrastructure</i>					
	<i>Contracts</i>					
	<i>Direct provision</i>					
	<i>Other</i>					
	TOTAL	0	0	0	0	0
Saving / income total		0	0	0	0	0
Net saving / income		0	0	0	0	0
Please phase Year 1 gross savings/ revenues: <i>(negative figures in round thousands)</i>		Q1	Q2	Q3	Q4	
		0	0	0	0	OK

Benefits / Improved Performance / outputs

Set out how the strategic objectives of the GC City deal agreement will be furthered, number of homes and/or jobs brought forward and other economic benefits/ return on investment, if possible using Gross Value Added.

Options Considered

Set out what other funding streams have been considered, which other investment strategies eg. borrowing and why the investment would be additional i.e. would not happen without GC City Deal investment. Also, any match funding from public or private sources.

Scope**Approach (including corporate requirements) & timescales****Key milestones**

1	
2	
3	
4	

Link to detailed action/delivery plan (if applicable)

<link>

Links & dependencies

**Assumptions &
risks**

**Proposal appraisal - how likely is it to
work?**

**Consultation (including
timescales)**

Link to CIA

<link>

Appendix D

Prioritised City Deal programme - Forecast Spend 2015/2020							
Infrastructure Programme Investment Budget	Total Cost	Actual Spend 2015/16	Forecast Spend 2016/17	Forecast Spend 2017/18	Forecast Spend 2018/19	Forecast Spend 2019/20	Later Years
	£000	£000	£000	£000	£000	£000	£000
Milton Road bus priority	23,040	188	297	3,015	7,540	12,000	
Histon Road bus priority	4,280	199	280	939	2,516	346	
A428 Madingley Mulch to Grange Road segregated bus route including P&R bus priority - Tranche 1 development/delivery	55,640	268	500	432	5,000	8,000	41,440
A428 Cambourne to Madingley Mulch segregated bus priority - Tranche 2 development	3,400			400	1,000	2,000	
Cross-city cycle improvements	8,000	257	900	4,537	2,206	100	
City centre capacity improvements	3,000	255	300	639	856	950	
A1307 corridor to include bus priority / A1307 additional Park & Ride	39,000	157	800	2,105	1,000	10,000	24,938
Chisholm Trail cycle links	8,400	235	840	2,625	4,100	600	
Programme management and early scheme development	10,450	355	1,940	1,905	3,000	3,250	
Western Orbital	5,900	240	600	560	2500	2000	
A10 North study	2,600	67	500	533	500	1,000	
A10 Cycle route - Frog End Melbourn	550		550				
Total	164,260	2,221	7,507	17,690	30,218	40,246	66,378
Funding							
City Deal grant	100,000	2,221	2,507	15,190	25,218	54,864	
S106 contributions already received	4,000					4,000	
Possible S106 contributions	40,500		5,000	2,500	5,000	7,500	20,500
Total funding	144,500	2,221	7,507	17,690	30,218	66,364	20,500
Balance	-19,760	0	0	0	0	26,118	-45,878

Operational Investment Budget							
Programme Central Co-ordination (including strategic communications)	1,687	111	341	410	412	413	
Skills	630	47	187	134	131	131	
Economic Assessment	40		10	10	10	10	
Smarter Cambridge	300		220	80			
Cambridge Promotions Agency	180	60	90	10	10	10	
Housing Delivery Agency	400		200	200			
Affordable Housing	50		50				
Intelligent Mobility	330		200	130			
Democratic Service / finance / Legal	333			111	111	111	
Total	3,950	218	1,298	1,085	674	675	0
Funding							
New Homes Bonus	23,818	4,586	7,240	3,778	4,107	4,107	0
Interest accrued on grant funding	268		89	101	78		
Total funding	24,086	4,586	7,329	3,879	4,185	4,107	0
Balance	20,136	4,368	6,031	2,794	3,511	3,432	0

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Agenda Item 12



GREATER
CAMBRIDGE
CITY DEAL

Securing future prosperity

Report To: Greater Cambridge City Deal Executive Board 10 November 2016

Lead Officer: Chris Malyon, Chief Finance Officer Cambridgeshire County Council

Greater Cambridge City Deal Financial Monitoring

1. Purpose

- 1.1 The purpose of this report is to provide the Joint Assembly/Executive Board with the financial monitoring position for the period ending 30 September 2016.

2. Recommendations

- 2.1 It is recommended that the Joint Assembly/Executive Board note the financial position as at 30 September 2016.

3. Reasons for Recommendations

- 3.1 The Joint Assembly/Executive Board will be receiving regular financial monitoring reports throughout the financial year that set out expenditure against budget profiles.

4. Financial Position for the period ending 30 September 2016

4.1 Programme

- 4.1.1 Attached as an Appendix to this report are the programme costs incurred to the end of September 2016.

- 4.1.2 A summary of the expenditure as at the end of September against the profiled budget for the period is set out in the table below. The forecast variance relates to an in year underspend due to profiling and does not impact on the total cost of the scheme:-

Project Description	Total Budget £'000	2016-17 Budget £'000	Expenditure to date £'000	Forecast Spend - Outturn £'000	Forecast Variance – Outturn £'000
Histon Road Bus Priority	4,280	280	101.7	280	0
Milton Road Bus Priority	23,040	297	79.6	297	0
Chisholm Trail	8,400	1,040	233.0	840	-200
Cambourne to Cambridge / A428 Corridor	59,040	500	436.4	800	+300

Programme management & Early scheme development	10,450	1,940	36.7	1,940	0
City Centre Capacity Improvements	3,000	300	168.4	300	0
A1307 Bus Priority	39,000	500	60.8	500	0
Cross-City Cycle Improvements	8,000	900	255.3	900	0
Western Orbital	5,900	600	127.0	600	0
A10 North Study	2,600	500	22.7	500	0
A10 cycle route (Shepreth to Melbourn)	550	550	20.8	550	0
Total	164,260	7,407	1,542.4	7,507	+100

4.1.3 Chisholm Trail:

Although spend is currently ahead of profile, the projected out-turn for the year is only expected to be £840,000. Delivery of the southern section of The Chisholm Trail is dependent upon two development sites (Ridgeons, Cromwell Road and the City Council Depot) as well as land owned by Network Rail. There are still some uncertainties as to how the trail will be routed through the new developments and the developers' timescales, as well as Network Rail's specific requirements.

A phased approach to submitting planning and developing a detailed design for The Chisholm Trail has been adopted. Phase 1 from Cambridge North station to Coldhams Lane is due to be submitted for planning shortly. Detailed design and land negotiations are well progressed.

For Phase 2 it is not possible to submit planning and progress detailed design, and thus anticipated spend for 16/17 is a little lower than first planned.

4.1.4 Cambourne to Cambridge / A428 Corridor

The work done to date was targeted for 21st September (delayed from 1st Sept) and hence the upwards trend in the spend. This is in order to meet the City Deal Executive Board key decision of 13th October.

In addition there has been quite an increase in the scope of the work to be done by Atkins to meet stakeholder expectations of the information they require to understand the proposed scheme. This may well increase again after 13th October when it is anticipated that members will require a considerable increase in the information they want.

We will be able to provide further information on the likely outturn after we know what this is and what the estimated cost is.

4.1.5 Programme management & early scheme development

This budget will be allocated out to the existing schemes as programme management costs have been charged direct to each of those schemes.

4.1.6 A1307 Bus Priority

This scheme is behind profile as it is currently out to consultation on ‘initial ideas’ for the A1307 – this commenced on 16th June and runs to 1st September.

4.1.7 Cross-City Cycle Improvements

Detailed design is progressing on all five of these schemes.

Some further localised consultations and traffic regulation orders are required on some scheme elements, whereas other schemes are due to commence on site later this year.

Site investigation work such as trial holes has been taking place and some works to divert utilities will be commencing soon.

4.1.8 Western Orbital

The report for the Western Orbital scheme has been rescheduled to November. The consultancy expenditure will need to be re-profiled to reflect the changed timescales.

4.1.9 A10 cycle route (Shepreth to Melbourn)

On 9th June the City Deal Board approved expenditure of £550,000 for the A10 cycle route (Shepreth to Melbourn).

Detailed design and discussions with contractors are progressing with work due to commence in autumn 2016, with the expectation of completion by March 2017.

4.2 Operations

- 4.2.1** This report includes the carry forward of funding for Skills (£59k) and Smart Cambridge (£20k), from 2015/16 underspends.
- 4.2.2** Any underspend at year end will be considered as part of an outturn report in order to determine whether the resources not utilised during the period are required in 17/18.

4.2.3 The actual expenditure incurred as at the end of September is as follows:-

Activity	Budget £000	Budget to date £000	Actual to date £000	Forecast Out-turn £000	Forecast Variance £000
Programme Central Co-Ordination Function	268.5	134.2	97.4	231.6	-36.9
Strategic Communications	137.7	68.9	40.3	109.1	-28.6
Skills	190.0	95.0	92.5	187.5	-2.5
Economic Assessment	10.0	0.0	0.0	10.0	0.0
Smart Cambridge	220.0	0.0	0.0	220.0	0.0
Cambridge Promotions Agency	90.0	90.0	90.0	90.0	0.0
Housing	200.0	100.0	100.0	200.0	0.0
Affordable Housing	50.0	0.0	0.0	50.0	0.0
Intelligent Mobility	200.0	0.0	0.0	200.0	0.0
Total	1,366.2	488.1	420.2	1,298.2	-68.0

5. Implications

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

- 5.1 The outcome of any delays in incurring expenditure for which budgetary provision has been made in 2016/17 will be dealt with as part of the outturn report.

6. Background Papers

- a) Capital Programme report at January Joint Assembly meeting
- b) Partnership Budget report at March Joint Assembly meeting

Report Author: Chris Malyon, Chief Finance Officer
 Cambridgeshire County Council
 01223 699796



GREATER CAMBRIDGE CITY DEAL

Securing future prosperity

Project Description	Works Budget	Expenditure (Cumulative)														
		Spend	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Out-turn	
City Deal - Histon Road Bus Priority	280,000	Profile	7,000	29,000	54,000	75,000	100,000	125,000	150,000	175,000	200,000	225,000	250,000	280,000	280,000	
		Actual	6,617	30,328	65,611	68,532	98,866	101,723								101,723
City Deal - Milton Road Bus Priority	297,000	Profile	7,000	12,000	48,000	70,000	100,000	130,000	160,000	190,000	210,000	235,000	260,000	297,000	297,000	
		Actual	6,328	21,546	55,248	57,992	74,023	79,580								79,580
City Deal - Chisholm Trail	1,040,000	Profile	25,000	30,000	60,000	90,000	120,000	250,000	290,000	320,000	350,000	400,000	500,000	540,000	840,000	
		Actual	47,812	98,874	115,395	160,127	209,860	233,027								233,027
City Deal - Cambourne to Cambridge / A428 Corridor	500,000	Profile	30,000	95,000	120,000	150,000	175,000	200,000	250,000	300,000	350,000	400,000	450,000	500,000	800,000	
		Actual	42,043	104,442	79,517	169,719	200,176	436,439								436,439
Programme Management and Early Scheme	1,940,000	Profile	0	0	0	0	0	0	0	0	0	0	0	0	0	1,940,000
		Actual	4,654	9,215	-660	19,546	27,697	36,663								36,663
City Deal - City Centre Capacity	300,000	Profile	25,000	50,000	75,000	100,000	125,000	150,000	175,000	200,000	225,000	250,000	275,000	300,000	300,000	
		Actual	662	59,073	86,463	138,202	145,422	168,383								168,383
City Deal - A1307 Bus Priority	500,000	Profile	25,000	50,000	75,000	100,000	125,000	150,000	210,000	265,000	325,000	385,000	445,000	500,000	500,000	
		Actual	331	3,830	23,952	58,230	60,340	60,834								60,834
City Deal - Cross City Cycle Improvements	900,000	Profile	13,000	20,000	50,000	80,000	120,000	260,000	300,000	350,000	400,000	550,000	700,000	900,000	900,000	
		Actual	32,702	70,081	115,347	153,286	230,176	255,308								255,308
City Deal - Western Orbital & M11 Jct 11 Bus Slip Rd	600,000	Profile	50,000	100,000	150,000	200,000	250,000	300,000	350,000	400,000	450,000	500,000	550,000	600,000	600,000	
		Actual	18,965	42,341	32,916	67,150	75,736	126,962								126,962
A10 North Study (Tranche 2)	500,000	Profile	25,000	50,000	75,000	100,000	125,000	150,000	210,000	265,000	325,000	385,000	445,000	500,000	500,000	
		Actual	0	0	12,000	17,168	22,668	22,668								22,668
A10 Frog End to Melbourn	550,000	Profile	0	0	5,000	10,000	20,000	30,000	40,000	160,000	280,000	400,000	530,000	550,000	550,000	
		Actual	0	0	0	0	5,691	20,802								20,802
OVERALL TOTAL		7,407,000	Profile	207,000	436,000	712,000	975,000	1,260,000	1,745,000	2,135,000	2,625,000	3,115,000	3,730,000	4,405,000	4,967,000	7,507,000
			Actual	160,114	439,730	585,789	909,952	1,150,656	1,542,388	0	0	0	0	0	0	1,542,388

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