



# GREATER CAMBRIDGE PARTNERSHIP

Growing and sharing prosperity

Delivering our City Deal

1<sup>st</sup> September 2017

**To: Members of the Greater Cambridge Partnership Joint Assembly:**

Councillor Kevin Price	Cambridge City Council (Vice-Chairman)
Councillor David Baigent	Cambridge City Council
Councillor Tim Bick	Cambridge City Council
Councillor Noel Kavanagh	Cambridgeshire County Council
Councillor John Williams	Cambridgeshire County Council
Councillor Tim Wotherspoon	Cambridgeshire County Council
Councillor Grenville Chamberlain	South Cambridgeshire District Council
Councillor Kevin Cuffley	South Cambridgeshire District Council
Councillor Bridget Smith	South Cambridgeshire District Council
Sir Michael Marshall	Marshall Group
Mark Robertson	Cambridge Regional College
Claire Ruskin	Cambridge Network
Helen Valentine	Anglia Ruskin University
Dr John Wells	Cancer Research UK Cambridge Institute
Andy Williams	AstraZeneca

Dear Sir / Madam

You are invited to attend the next meeting of **GREATER CAMBRIDGE PARTNERSHIP JOINT ASSEMBLY**, which will be held in the **KREIS VIERTEN ROOM, SHIRE HALL, CAMBRIDGE** on **WEDNESDAY, 13 SEPTEMBER 2017** at **2.00 p.m.**

**Requests for a large print agenda must be received at least 48 hours before the meeting.**

---

	<b>AGENDA</b>	<b>PAGES</b>
<b>1.</b>	<b>Apologies for Absence</b>	
	To receive any apologies for absence.	
<b>2.</b>	<b>Declarations of Interest</b>	
	To receive any declarations of interest from members of the Joint Assembly.	
<b>3.</b>	<b>Minutes of Previous Meeting</b>	<b>1 - 22</b>
	To confirm as a correct record the minutes of the meeting held on 19 <sup>th</sup> July 2017.	

<b>4.</b>	<b>Questions from Members of the Public</b>	<b>23 - 24</b>
<b>5.</b>	<b>Petitions</b>	
<b>6.</b>	<b>Cambourne to Cambridge Better Bus Journeys Scheme - approach to public consultation informing full outline business case development</b>	<b>25 - 46</b>
	To consider the attached report.	
<b>7.</b>	<b>Western Orbital</b>	<b>47 - 58</b>
	To consider the attached report.	
<b>8.</b>	<b>Developing a Ten Year (2020-30) Future Investment Strategy</b>	<b>59 - 64</b>
	To consider the attached report.	
<b>9.</b>	<b>Skills - Developing the Greater Cambridge Partnership Ambition</b>	<b>65 - 70</b>
	To consider the attached report.	
<b>10.</b>	<b>GCP Quarterly Progress Report</b>	<b>71 - 94</b>
	To consider the attached report.	
<b>11.</b>	<b>Date of Future Meetings</b>	
	To note the following:	
	Thursday 2 <sup>nd</sup> November 2017, Council Chamber, South Cambridgeshire Hall, Cambourne	
	Thursday 18 <sup>th</sup> January 2018, Kreis Viersen Room, Shire Hall, Cambridge	
	Wednesday 28 <sup>th</sup> February 2018, Council Chamber, South Cambridgeshire Hall, Cambourne	
	Thursday 14 <sup>th</sup> June 2018 *	
	Thursday 20 <sup>th</sup> September 2018 *	
	Thursday 15 <sup>th</sup> November 2018 *	

All meetings to commence at 2.00 p.m.

\* Venue to be confirmed

### GREATER CAMBRIDGE PARTNERSHIP JOINT ASSEMBLY

Minutes of the Greater Cambridge Partnership (GCP) Joint Assembly  
Wednesday, 19 July 2017 at 1.00 p.m.

PRESENT:

#### Members of the Greater Cambridge Partnership Joint Assembly:

Councillor Kevin Price	Cambridge City Council (Chairperson)
Councillor Tim Wotherspoon	Cambridgeshire County Council (Vice-Chairperson)
Councillor Dave Baigent	Cambridge City Council
Councillor Tim Bick	Cambridge City Council
Councillor Noel Kavanagh	Cambridgeshire County Council
Councillor John Williams	Cambridgeshire County Council
Councillor Kevin Cuffley	South Cambridgeshire District Council
Councillor Grenville Chamberlain	South Cambridgeshire District Council
Councillor Bridget Smith	South Cambridgeshire District Council
Sir Michael Marshall	Marshall Group
Claire Ruskin	Cambridge Network
Andy Williams	AstraZeneca
Mark Robertson	Cambridge Regional College
Helen Valentine	Anglia Ruskin University
Dr John Wells	Cancer Research UK Cambridge Institute

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

Councillor Ian Bates	Cambridgeshire County Council
Councillor Lewis Herbert	Cambridge City Council

#### Officers:

Rachel Stopard	Interim Chief Executive, GCP
Tanya Sheridan	Programme Director, GCP
Chris Tunstall	Interim Transport Director, GCP
Niamh Matthews	Strategic Programme and Commissioning Manager, GCP
Mike Davies	Cycling Projects Team Leader, GCP
Chris Malyon	Cambridgeshire County Council
Wilma Wilkie	South Cambridgeshire District Council

#### 1. ELECTION OF CHAIRPERSON

Councillor Kevin Price was **ELECTED** Chairperson of the Greater Cambridge Partnership Joint Assembly.

## 2. ELECTION OF VICE CHAIRPERSON

Councillor Tim Wotherspoon was **ELECTED** Vice-Chairperson of the Greater Cambridge Partnership Joint Assembly.

## 3. APOLOGIES FOR ABSENCE

Apologies for absence were received from Mark Robertson.

The Chairperson reported the following membership changes and welcomed the new representatives to their first meeting:

Councillor Grenville Chamberlain had been appointed to represent South Cambridgeshire District Council (replacing Councillor Tim Wotherspoon who had been appointed to represent the County Council); and Councillors John Williams and Tim Wotherspoon had been appointed to represent Cambridgeshire County Council (replacing Councillor Roger Hickford and former Councillor Maurice Leeke).

## 4. DECLARATIONS OF INTEREST

The following declarations of interest were made:

- Councillor Kevin Price declared a non-pecuniary interest in relation to agenda item 9 [Milton Road and Histon Road Improvements] as a resident of Milton Road.
- Councillor Dave Baigent declared a non-pecuniary interest in relation to agenda item 9 [Milton Road and Histon Road Improvements] as a member of the Cambridge Cycling Campaign.
- Councillor Bridget Smith declared a non-pecuniary interest in relation to agenda item 11 [A428/B1303 Better Bus Journey Scheme] as she was vice-chairperson of the A428 Local Liaison Forum.
- Dr John Wells declared a non-pecuniary interest in relation to agenda item 11 [A428/B1303 Better Bus Journey Scheme] as a resident of Hardwick.
- Councillor Grenville Chamberlain declared a non-pecuniary interest in relation to agenda item 11 [A428/B1303 Better Bus Journey Scheme] as a resident of Hardwick.
- Andy Williams declared a non-pecuniary interest in relation to agenda item 13 [City Access Strategy], recommendation 4, which referred to funding for a potential Rural Hub Park and Ride site serving the Cambridge Biomedical Campus. Mr Williams indicated he would not take part in the discussion or vote on this matter.
- Sir Michael Marshall declared a non-pecuniary interest in relation of agenda item 13 [City Access Strategy], in particular reference to a Work Place Levy as he was a Cambridge employer.

## 5. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on Wednesday 1<sup>st</sup> March 2017 were agreed as a correct record and signed by the Chairperson, subject to the following amendments:

- The inclusion of Helen Valentine in the list of those present;
- The deletion of Andy Williams from the list of those present; and

- Replacing the word 'advised' with 'commented' in the summaries of comments made by Claire Ruskin on pages 9 and 11.

## **6. QUESTIONS FROM MEMBERS OF THE PUBLIC**

The Chairperson informed the Joint Assembly that seventeen public questions had been submitted, fifteen of which would be taken at the meeting under agenda items nine, eleven and fourteen. He reported that, in line with Standing Orders and the public questions protocol, he had exercised Chairperson's discretion and would, on this occasion, only accept questions which specifically related to items on the agenda and where the questioner was able to attend the meeting. This meant two questions would not be received at the meeting, but those concerned would receive a written response. Given the number of questions received, questioners were asked to limit their contribution to one minute.

## **7. PETITIONS**

It was noted that no petitions had been received.

## **8. RAPID MASS TRANSPORT STRATEGIC OPTIONS APPRAISAL**

The Interim Transport Director introduced a report to be presented to the next Executive Board meeting, seeking approval to proceed with a strategic appraisal into rapid, mass transport options. This was a combined proposal to be undertaken on behalf of the GCP and the Cambridgeshire and Peterborough Combined Authority. It involved the appointment of a consultant to provide expert independent advice on the most appropriate form of rapid, mass transit for Cambridge City and the surrounding travel to work area. Work would involve a strategic options appraisal on a range of underground and overground rapid transport modes, including light rail, monorail, bus rapid transit and affordable very rapid transport. This would enable the GCP Executive Board and Combined Authority to determine the most appropriate form of rapid, mass transit to meet Greater Cambridge's future transport needs.

It was noted that the total cost was estimated to be in the region of £150,000, half of which was expected to be met by the Combined Authority. The cost to the GCP would therefore be approximately £75,000.

The Joint Assembly was invited to consider and comment on the recommendations being presented to the Executive Board. The main points of discussion are summarised below:

- There was general support for the proposal, but there were some concerns about the objectivity of the options appraisal. Councillor Bick sought reassurance that we were looking at a level playing field for this exercise. He noted that this was a joint proposal and recalling comments about addressing Cambridge transport problems made by the Mayor as part of his election campaign, asked whether this would influence the scope of this work. In response the Interim Transport Director confirmed that the Mayor had been involved in developing the proposals and that the brief required a full appraisal of all options. He added that the Mayor would also be mindful of the need to comply with the assurance framework which required a full options appraisal.

- Councillor Bick indicated that, from an economic point of view, the feasibility and viability of many of the potential options would in part depend on complimentary measures outside the scope of this review. He asked how that would be handled and added he would like to have seen an invitation for the consultants to tell us about the potential impact, positive or negative, of other things we could do to make a difference to these choices. The Interim Transport Director agreed that this would be critical. The aim was to future proof all existing schemes and new schemes would need to be seen in the context of other relevant factors. He reminded members that the Board was already looking at a Future Transport Strategy for Greater Cambridge which would be presented to members in due course.
- Some members expressed concern that this work had not been done before now. The Chairperson urged members to put these concerns to one side and look forward.
- Councillor Bridget Smith challenged the suggestion that schemes currently being developed were being future proofed and referred to a recent presentation to the Local Liaison Forum (LLF) on the alignment of the A428 which included sweeping S bends. She had asked if this route was suitable for other forms of rapid, mass transport and had been told 'no'. This suggested a lack of joined up thinking between the aspirations in this paper and what was happening on the ground. The Interim Transport Director explained that those routes were still being developed and reassured Councillor Smith that despite what might have been said at the LLF, officers were looking at future proofed transport corridors.
- In response to a question from Sir Michael Marshall, the Interim Transport Director confirmed that the consultants would be given an open brief and encouraged to consider all potential options. It was hoped to appoint a niche firm specialising in this type of work.
- Councillor John Williams noted the proposals referred to 'Cambridge and its travel to work area'. He asked whether this was the same as the travel to work area defined in the Transport Strategy for Cambridge and South Cambridgeshire (TSCSC) adopted in 2014. He also asked that when the different modes of transport were analysed, account would be taken of the price to the user. In order to solve the problem, alternative transport solutions had to be affordable. In response, the Interim Transport Director confirmed that the travel for work area was clearly defined and was even wider than that defined in the TSCSC. He also confirmed that cost had been factored into the operating model. Fare subsidy would also be considered as a means of reducing user cost.
- In response to a question from Helen Valentine about timing, it was noted that a tight timescale was proposed. The plan was to bring a report on the outcome of this work back to the November meetings of the Joint Assembly and Executive Board.
- Councillor Noel Kavanagh asked whether the consultants would be encouraged to look at similar sized cities outside the UK, to identify success stories; including the use of fare subsidy. He also asked for an assurance that account would be taken of the need to reduce pollution and improve air quality. The Interim Transport Director confirmed that this was the case and that these factors had been included in the design brief.
- Dr John Wells noted reference to the consultants engaging with stakeholders and suggested it would be useful to have a session with interested parties to give them an opportunity to bring their thoughts to the study at an early stage, as opposed to

inviting them to comment at the end of the process.

The Joint Assembly considered the officer recommendations being presented to the Executive Board and agreed unanimously that the wording should be amended to include reference to independence and the proposed timescale.

The Joint Assembly unanimously agreed to **RECOMMEND** that the Executive Board:

- a) Commission a *high quality, independent* strategic options appraisal study into rapid, mass transport options for Cambridge City and the surrounding travel to work area in conjunction with the Cambridgeshire and Peterborough Combined Authority *to deliver by November 2017*.
- b) Agree a total budget allocation of £150,000 in 2017/18 for the delivery of the strategic options appraisal study.

Changes to the officer recommendations are shown in italic text.

## 9. **MILTON ROAD AND HISTON ROAD: BUS, CYCLING AND WALKING IMPROVEMENTS, DELIVERY PRIORITIES, LOCAL LIAISON PROCESS AND DESIGN PRINCIPLES**

The Joint Assembly considered a report to be presented to the next Executive Board meeting on future delivery priorities and project timelines for the Milton Road and Histon Road projects.

At this stage in the proceedings the Chairperson invited members of the public to ask questions relating to this item, which had been submitted in line with the provisions of Standing Orders. He explained that a response to the questions asked would be covered in the officer presentation on the report. Details of the questions and answers are set out in Appendix A to the minutes.

Councillor Jocelyne Scutt, Chairperson of the Milton Road LLF, attended the meeting and presented feedback on the Forum's views on these proposals. Having reflected on the outcomes of a number of workshops, the LLF had prepared 12 resolutions, many of which related directly to the 'Do Optimum' alternative design, whilst others focused on measures to tackle congestion and delays in Cambridge. Details of the resolutions and officer comments were set out in Appendix B to the report. Referring to the recommendations being presented to the Executive Board, Councillor Scutt welcomed the fact that the LLF's alternative design had been used as the basis for the final concept design, but highlighted the fact that the bus lane proposals contained in the final concept remained the sticking point with residents. She also raised outstanding concerns about the siting of trees and cyclist safety. She welcomed confirmation from officers that there would be further engagement on these issues.

With reference to recommendation (c) in the report to the Executive Board, Councillor Scutt referred to an alternative recommendation suggested by the Milton Road Alliance; which if agreed by the Executive Board would be supported the LLF. However, she suggested an alternative amendment to this recommendation by adding the words '*Bearing in mind resolution (d)*' to the beginning. She also suggested the deletion of the word 'process' from the end of resolutions (d) and (e). In response to a question, Councillor Scutt clarified that she had not been formally delegated to propose these amendments on behalf of the LLF, but was making these suggestions as its Chairperson.

The Joint Assembly noted that the Milton Road and Histon Road schemes supported the priority of achieving efficient and reliable movement between key existing and future housing and employment sites. The projects would support the delivery of new housing at Northstowe, Waterbeach and on the northern fringe of Cambridge and would provide improved links with employment sites, such as the Science Park and Cambridge North Station, benefitting residents, commuters and businesses. The projects aimed to provide enhanced infrastructure for busses, to improve service reliability and journey times and encourage greater patronage. They also aimed to enhance the quality and safety of cycling and walking facilities, whilst also enhancing the quality of the streetscape and public realm areas. To avoid creating undue pressure on the road network in Cambridge, it was proposed that the projects would be constructed consecutively rather than concurrently. While both schemes were high priority, the Milton Road scheme had a stronger case for early delivery and would be delivered ahead of Histon Road. A detailed report on the delivery of the Histon Road project would be presented to the November Executive Board meeting.

The Joint Assembly noted that the Executive Board was being asked to approve a 'final concept' design for Milton Road, which would be used as a basis for detailed design work and the preparation of an interim business case to facilitate further public and statutory consultation. Details of the proposals were contained in the report. In relation to the LLF's resolutions, the Interim Transport Director explained that officers had worked on the assumption that they should be adopted unless they conflicted with or compromised significantly individual project objectives, design guidance and standards, or road safety needs.

The Joint Assembly was invited to consider and comment upon the recommendations being presented to the Executive Board, taking into account feedback from the LLF, public questions and officer responses. The main points of discussion are summarised below:

- Councillor Bick indicated that he found it difficult to be enthusiastic about the scheme, which, compared with the original aims, provided a limited set of improvements. These focused on getting the most out of the existing highway; apart from proposals relating to pedestrians and cycling. He was concerned that the information in the report did not include a direct comparison of the impact on journey times in the original 'do optimum' design and what was now proposed. He had asked officers for this information and had been advised that in terms of variations in performance on journey times, when comparing the 'final concept' with 'do optimum' ranging variations in performance were between 25% to 80%; although it was acknowledged these figures contained some imperfections. Councillor Bick was of the opinion that potential improvements would not be sufficient to change the nature of people's choice. He feared that at some future point the GCP would have to look again at ways of adding additional space to the highway, or would be back looking at demand management measures, which should have been looked at as part of this whole exercise in the first place. He also worried that the proposals were not sufficiently future proofed. He congratulated residents for being extremely effective in forcing some sanity in plans for achieving the most out of the existing highway and stressed his concerns were about the strategic transport objectives. In response the Interim Transport Director acknowledged that it was difficult to compare proposals but pointed out this was because the objectives had changed.
- Councillor Bridget Smith congratulated officers for the clear improvement in the quality of reports, but urged them to ensure tables and plans were legible. She also congratulated the residents for their sterling work and appreciated the huge effort by officers to please most of the people, most of the time. She recalled that



in the past the main focus had been modal shift, but now this was being referred to as a measure and asked how we were going to set the baseline for improvements to, evaluation and monitoring of modal shift; given this was a key measure of success of all the infrastructure work being done by the GCP. Councillor Smith also asked how this project would be progressed in the absence of a design guide, specific to the GCP. She recalled that a number of drafts had been prepared, but had yet to be formally approved. She stressed this was critical to the progress of this and other projects. In response the Interim Transport Director acknowledged the problem with legibility of plans and tables and undertook to address this. In relation to the comments made about a design guide, he reported that a Special Planning Document was being prepared by Stephen Kelly and a design guide would come out of that work. In response to a further question from Councillor Smith he explained that the timescale for this had yet to be confirmed. With regard to monitoring modal shift, it was noted that the existing model would be used to measure this.

- Councillor John Williams acknowledged that the proposals had tackled the aim of enhancing the quality and safety of cycling and walking facilities, with the exception of plans for Micham's Corner. where the designs showed cyclists passing parked cars on the off side, which was not something he could support. He suggested that unfortunately the proposals did little to meet the aim of improving infrastructure and improve bus service reliability and journey times and encourage greater patronage. Potential improvements were marginal and it was unlikely the proposals would deliver the improvements to bus journey times we were looking for. He referred to comments from the Mayor of Liverpool, who had challenged the conventional view that bus lanes in themselves improved bus reliability and suggested bus lanes could in certain circumstances contribute to delays. He indicated he would abstain from voting on this item as he felt the proposals did not meet the key objectives.
- Sir Michael Marshall commented that the outcome of the survey would usefully demonstrate where people were going, from and to and why. On behalf of residents he hoped that they would be given really good access to their houses, have good access onto the road and be able to turn easily. He was of the opinion that we should wait to receive strategic proposals from the Combined Authority before progressing too far.
- Councillor Dave Baigent reported that having attended the LLF meeting earlier that week, he sensed a significant change in attitude from that expressed at earlier meetings. He suggested this was as a result of extensive consultation and engagement and congratulated all concerned. In addition, Councillor Baigent highlighted the importance of cyclist and pedestrian safety, which was a key aim of the GCP, and commended the fact that the proposed improvements went a considerable way to achieving this.
- Councillor Kevin Cuffley expressed the view that this was an excellent report and commended the work of officers, the LLF and local residents in working together. He welcomed plans for this engagement to continue as the project progressed.
- Claire Ruskin commented that this was a very gentle outcome, good for residents and those who came into Cambridge by bus, bicycle or walking. However she questioned whether the proposals would make any difference to plans to unlock Cambridge for growth. It was very easy for residents of Cambridge and those living close by to cycle or walk, but this was not the case for those living further

afield. She required something more ambitious to be proposed, designed specifically to drive a modal shift, before she could be persuaded to spend valuable tax revenues on this.

- Andy Williams also welcomed the work done by officers and the LLF and commented on the concept of compromise, balancing the needs of residents, politicians and business. Evidence to date suggested plans for ongoing engagement with the LLF would resolve remaining issues about bus lane length. He stated that a key factor for his staff was reliability and suggested that they didn't care if a journey took 20 or 25 minutes, but wanted to be able to rely on a bus to turn up and be confident it would get them where they wanted to go on time.
- Helen Valentine echoed comments from others about good engagement, compromise and reliability. Her main concern was that a lot of money would be spent to achieve very minor, perhaps negligible improvements. While she was happy to support moving to the next stage, she stressed that before taking a final decision on the scheme, she would need to be convinced this represented value for money.
- Councillor Noel Kavanagh stated he would be interested to see what the effects of Cambridge North Station had on local traffic. The number of bicycles parked at the station was, he suggested, a clear indication of the number of people using cycles to get around. The planned improvements represented excellent news for the cycling community. He acknowledged people's concerns, but felt the proposals represented a good way forward in light of the fact we faced an increasing population and new companies moving to the area and he looked forward to seeing the final proposals.

The Joint Assembly considered the officer recommendations being presented to the Executive Board. In relation to her comments on the need for a design guide, Councillor Bridget Smith proposed the addition of an additional recommendation as set out below:

- (h) Support the completion, approval and adoption of the GCP design guide in order to provide a framework for detailed scheme design.

The proposal was seconded by Councillor John Williams. On being put to the vote, there was an equality of votes, with six votes in favour and six against. The Chairperson used his casting vote to oppose the amendment, which was duly declared lost by 7 votes to 6, with two abstentions.

Councillor Tim Bick proposed an amendment by way of adding an additional recommendation, as set out below:

- (h) Supplement development of this scheme with further consideration of means of achieving modal shift to public transport.

The amendment was seconded and on being put to the vote was declared carried with 9 votes in favour, 0 against and 4 abstentions.

With 11 votes in favour and 3 abstentions, the Joint Assembly agreed to **RECOMMEND** that the Executive Board:

- a) Note the prioritisation of delivery of the Milton Road project ahead of the Histon Road scheme;

- b) Note the Milton Road Local Liaison Forum resolutions set out in Appendix B and agree the responses set out therein;
- c) Agree the 'Final Concept' design shown in Appendix D as a basis for detailed design work and the preparation of an interim business case to facilitate further public and statutory consultation;
- d) Note that wherever highway space permits, opportunities to adopt further aspects of the 'Do Optimum' design will be taken as part of the detailed design process;
- e) Support further engagement with the Milton Road LLF to help inform the detailed design process;
- f) Support discussions with relevant property owners to explore interest in a joint funding approach to potential streetscape and public realm improvements on land outside the public highway outside local shops along Milton Road;
- g) Note the revised project timelines shown in Appendix H and the next steps in project delivery set out in the report; and
- h) *Supplement development of this scheme with further consideration of means of achieving modal shift to public transport.*

## 10. GREATER CAMBRIDGE PARTNERSHIP QUARTERLY PROGRESS REPORT

The Joint Assembly considered a report to be presented to the next Executive Board meeting on progress across the GCP programme since March 2017. The report covered:

- The 2016/17 end of year financial outturn report;
- Financial monitoring to May 2017;
- A six-monthly report on Smart Cambridge;
- An update on the independent economic assessment panel;
- An update on the implementation of the Mouchel report recommendations; and
- The Executive Board forward plan of decisions.

The Joint Assembly was invited to consider and comment on the recommendations being presented to the Executive Board. The main points of discussion are summarised below:

- Councillor Tim Wotherspoon noted reference to plans to hold a Future of Transport conference in Cambridge and asked if dates had been set. He also expressed interest in being involved in the Economic Assessment Panel's discussions on measuring additionality of interventions in local economic growth. In response, the Strategic Programme and Commissioning Manager reported that the dates for the conference had yet to be confirmed, although the 12<sup>th</sup> November had been proposed. Details would be sent to members in due course. She undertook to discuss involvement in the Panel's discussions with Councillor Wotherspoon outside the meeting.

- Councillor Bridget Smith asked about reference to apprenticeships and noted the report referred to an 18% increase against the preceding year. She felt it was inappropriate to imply that this might be due to the GCP's activity on skills given she had attended a meeting where it was made clear there was no way of measuring the impact of the GCP's work. Councillor Smith asked if there was any information on national trends in apprenticeships to enable members make some judgement about how much of that 18% was down to national trends and how much might be down to us; whether that be the work of the Local Enterprise Partnership (LEP) or the GCP. In response, the Strategic Programme and Commissioning Manager undertook to make it clear that correlation did not equal cause and to include national comparisons in the next version of this report.
- Councillor Bick referred to extending the interim appointments of GCP staff and asked how decisions on the cost associated with those appointments were made. He suggested this had been done via delegated powers given neither the Joint Assembly or Executive Board had been involved in this. In response, the Section 151 Officer stated that provision for an Interim Chief Executive was built into the budget for the year and that it was a decision of the Executive Board that this should be a finite resource. Given the formation of the Combined Authority and other governance issues, he had consulted with the Executive Board, which was of the view that the time was not right to terminate the current interim arrangements. Mr Malyon had therefore used his delegated powers to extend the appointments to the end of this financial year. In response Councillor Bick expressed his hope that the Executive Board would soon be in a position to take a decision on making permanent appointments.
- Councillor Tim Wotherspoon referred to the response to actions 24 and 26 in the Mouchel Report and drew attention to the grey boxes indicating where action had not yet been scheduled to start. He indicated this highlighted the urgent need to clarify the respective roles of the Mayor, the Combined Authority, the LEP, the GCP and the constituent Councils. Councillor Wotherspoon stressed the need to make sure that no one lost sight of the significance of the Strategic Economic Plan or the need to update the Transport Strategy and put in place a joint committee, or whatever mechanism was chosen to initiate the new Local Plan. In response, the Interim Chief Executive agreed that this was important and informed the Joint Assembly that there was a report being presented to the Combined Authority next week seeking approval to set up an Economic Commission. The GCP would be supporting and playing a role in this.
- In response to a question from Councillor Noel Kavanagh, the Strategic Programme and Commissioning Manager agreed to circulate information to the Joint Assembly and Executive Board on where new homes were planned.

The Joint Assembly considered the officer recommendations being presented to the Executive Board and agreed unanimously to **RECOMMEND** that the Executive Board:

- a) Approve a net increase in the operational budget of £104k to be funded from drawing additional funding from the New Homes Bonus resource [Para. 3-5 of the report];
- b) Approve an increase of the budget for the independent economic assessment panel work by £30k from drawing additional funding from the New Homes Bonus resource [Appendix 4 to the report]; and

- c) Delegate authority to the Interim Chief Executive, in consultation with the Chairperson of the Executive Board and the Economy and Environment Portfolio Holder, to sign off the Locality Evaluation Framework and Outline Evaluation Plan [Appendix 4 to the report].

## 11. **A428/A1303 BETTER BUS JOURNEY SCHEME - FURTHER SCHEME DEVELOPMENT UPDATE**

The Joint Assembly considered a report to be presented to the next Executive Board meeting on progress with the A428/A1303 Better Bus Journeys Scheme which was key to meeting the GCP objectives supporting economic growth and the submitted Local Plans. It was noted that the report included an assessment of all potential park and ride sites along the Cambourne to Cambridge corridor. Based on the outcome of this review, the Executive Board was being asked to identify a short list of sites for further development work.

Helen Bradbury, Chairperson of the A428 LLF, attended the meeting and presented feedback on the Forum's views on these proposals. She reported that the LLF had invited Mayor James Palmer to a meeting on Monday evening to discuss where the Cambourne to Cambridge Busway Scheme played into his plans for the future. Following his speech the LLF was concerned that it was unclear how the A428 proposals sat within the strategic vision and with that in mind had made a number of comments and resolutions which are summarised below:

- The GCP was requested to defer decisions on the A428 Busway until such time as the high level mass transit study, as proposed by the GCP and the feasibility studies and light rail options as proposed by the Combined Authority had been completed and published, with adequate time being allowed for the public to review and comment on these documents. To proceed as before regardless of these developments would be on the basis of insufficient evidence and a lack of knowledge of alternative options that could be brought forward and would demonstrate a lack of co-ordination in terms of transport strategy. To proceed otherwise may lead to something incompatible, irreversible and having cost the taxpayer dear.
- With reference to plans to future proof schemes for possible implementation of a form of future mass rapid transit, the GCP was asked to clarify the size and extent of infrastructure that would be required to keep communities safe. The LLF did not consider Option 3a to be suitable for rapid mass transit given its proximity to communities, the infrastructure that would be required to keep those communities safe and its impact on sensitive Green Belt areas. The LLF asked that consideration was given instead to developing a more suitable alignment
- The LLF was of the opinion that the Cambourne to Cambridge busway project should constitute no more than a low intervention solution, along the lines of LLF option 6, including smart transport measures. This would allow those living West of Cambridge to access the City quickly and reliably, yet would be far less expensive and offer greater flexibility if /when rapid mass transit decisions were made. Improvement would be immediate, inexpensive and potentially reversible.
- The LLF wished GCP to note its serious concerns about the Consultant's scoring in Table 15 of the report and suggested that the scoring of options 1, 3a and 6 were heavily skewed in favour of option 3a. The scoring process had been hugely disappointing in the end. The LLF had collaborated in the process, but this

outcome showed a basic disregard for its views; in particular the September 2016 assessments. The consultants had stated they would issue a rebuttal, but that was not what the LLF wanted. Instead it wanted to continue to collaborate and arrive at a solution based on the criteria set in the first place.

- The LLF also had concerns about the way park and ride sites had been selected, specifically why the top three highest scoring sites were not included in the shortlist. As this would have been the most logical outcome, LLF asked why two sites at Madingley Mulch had been included retrospectively, including again Crome Lea. As for the new proposal under the water tower [Madingley Road West], the LLF would like to draw the Joint Assembly's attention to the fact that this would be visible from three counties, one as far as 12 miles away.
- The LLF reiterated its view that it would like to see the GCP consider again investigating inbound flow control. A resolution to this effect had been passed at the meeting in March, but to date no response had been received. In addition the LLF would very much like a reply to its letter to the GCP dated 3<sup>rd</sup> July which expressed concerns about the way the workshops had been organised.

At this stage in the proceedings the Chairperson invited Carolyn Postgate to ask her question on this item, which had been submitted in line with the provisions of Standing Orders. He explained that a response to the question would be covered in the officer presentation on the report. Details of the question and answer are set out in Appendix A to the minutes.

The Interim Transport Director in introducing the report clarified that it restated the position reached at the last Executive Board meeting, where it had been agreed to look at other park and ride sites. The consultant had advised looking at a range of possible sites in three zones, which is why additional sites were considered. What the report had done was look at the sites purely from an environmental element. Following the Executive Board's decision on a short list, further work would be done on these sites, bringing transport back into the equation. The outcome of this work would be brought to the September meeting round.

In relation to the LLF's suggestion that the consultant had skewed the scores, the Interim Transport Director did not accept this assertion. In doing so he drew attention to the fact that what was being put forward for the Executive Board to agree had not ruled option 6 out, but instead asked for further work to be done. Many of the concerns raised would be addressed as part of the September report, which would include far more information than currently available. In response to comments made about the LLF's views on scoring not being available it was noted that this had been included in the background papers. The Interim Transport Director pointed out that the LLF's resolutions emerged from a meeting earlier that week so it had not been possible to respond to them in the report which had already been published. This information would be incorporated into the September report. Referring to the outstanding response to the 3<sup>rd</sup> July letter, he explained that this was awaiting the outcome of a more general review of improving engagement with LLFs.

The Joint Assembly was invited to consider and comment upon the recommendations being presented to the Executive Board, taking into account feedback from the Local Liaison Forum (LLF), public questions and officer responses. The main points of discussion are summarised below:

- Councillor Granville Chamberlain spoke in support of the comments of the Chairperson of the LLF. The LLF had done an excellent job and had undertaken a

good degree of technical work and that technical work deserved detailed consideration by officers. He drew attention to the flexible approach taken to the Milton Road proposals referred to earlier in the meeting, that he would like to see applied to the A428 project. Councillor Chamberlain was concerned to hear that the consultant proposed to issue a rebuttal and suggested this was unhelpful. He stated that we would see in the fullness of time, the need for an off road transport corridor. Whether this was for busses or trams was irrelevant at this time, but it was important that the corridor served the communities along its path and didn't seek to damage them. Councillor Chamberlain also drew attention to the impact of work on the Girton interchange and pointed out that as further development came on stream, queues would only get longer. The likelihood was that a demand for an off road solution would quickly build and his view was that this would need to run alongside the route of the A428 in order to minimise the impact on the environment. He hoped that every effort would be made to encourage Highways England to bring forward the Girton interchange developments as that was a critical factor that impacted on the rest of Cambridge.

- Councillor John Williams supported plans to proceed with further work but the consideration of the next steps should be based on a level playing field and include all relevant evidence. He doubted whether we would be in a position to do this by September. The outcome of the planned rapid mass transit options study was relevant and ought to be taken into account. Councillor Williams also questioned whether full account had been taken of the potential impact on Sites of Special Scientific Interest.
- Councillor Bridget Smith highlighted the excellent work done by the A428 LLF which was working very well these days and echoed the concerns expressed by others about the consultant's comments about rebuttal. She also expressed concern about the inclusion of Crome Lea in the proposed shortlist and urged members to consider whether they would ever be in a position to support this option. Money should not be spent working up detailed options that would never be approved. She recalled an earlier decision to reduce the size of the site to minimise the negative impact on Coton and drew attention to a requirement for all sites to be future proofed and capable of expansion. She asked where was the scope to expand a site that had already been reduced because expansion was deemed to be environmentally unacceptable. Councillor Smith also highlighted the suggestion that it was premature to be taking these decisions pending the outcome of work on strategic rapid mass transport options and asked how we could possibly take these decisions without knowing the outcome of this work.
- Sir Michael Marshall asked whether consideration had been given to applying for Highways Agency funding for by-passes in respect of the A14 interchange. He added that if the Government could be persuaded to progress this it would go some way to alleviating congestion problems. The Interim Chief Executive reassured members that officers were working very closely with Highways England on options for improving Girton and she and the Chairperson of the Board had met with the Agency's Chief Executive and kicked off some work with a view to bringing back some recommendations to the November round of meetings. At the same time additional work was being done to see if there were any short term measures that could be taken to improve the situation.
- Andy Williams indicated he didn't like the prospect of waiting and having seen the costings for the A14 interchange and while he was happy to lobby the Government to progress this, early progress was unlikely. He was supportive of comments

made about Crome Lea and referring to earlier discussions about this option, confirmed he would not be willing to vote for this as the preferred site irrespective of the outcome of any further work.

- Councillor Tim Bick recalled he shared concerns about the Crome Lea site when it was last discussed and was very nervous about what the choice of Crome Lea would mean environmentally. He asked officers to confirm why it was considered appropriate to keep in two sites around Madingley Mulch and what we would potentially be missing if we axed one of those now. With reference to suggested delay of the project, Councillor Bick indicated he was not supportive of this, while he appreciated the benefits of partnership working and liaison with the Combined Authority, his perception of the Mayor's involvement in this was he was not setting good foundations for partnership working and playing politics with this from outside the process was not helpful. In response to the question the Interim Transport Director stated that while he understood what was being said, he felt officers had been working with the LLF and the report had been prepared to respond to questions the LLF had raised, which had included queries about looking at Crome Lea in more detail. He added nothing was being set in tablets of stone at this stage. The September report would consider the shortlisted sites in more detail and select a site [or sites] and route [or routes] that would be the subject of detailed consultation.

The Joint Assembly considered the officer recommendations being presented to the Executive Board.

Councillor Bridget Smith moved an amendment to insert the words 'excluding the site at Crome Lea Farm' after 'development work' in the first line of recommendation (b). The amendment was duly seconded by Andy Williams and on being put to the vote was declared carried, with 9 votes in favour, 1 against and 4 abstentions.

Councillor Smith moved a further amendment to amend recommendation (d) to read as follows:

Agree the next steps whilst amending the timetable to take account of the Greater Cambridge Partnership/Combined Authority study on Rapid Mass Transport.

The amendment was duly seconded and on being put to the vote was declared lost with 3 votes in favour and 11 against.

With 13 votes in favour and 1 abstention, the Joint Assembly agreed to **RECOMMEND** that the Executive Board:

- a) Note the progress to date on the scheme development;
- b) Agree a short list of Park and Ride (P&R) sites for further development work, *excluding the site at Crome Lea Farm*, to enable a decision to be made at the September Board for a preferred site or sites to be consulted on;
- c) Agree if further work is to be undertaken in respect of an Option 6 alignment; and
- d) Agree the next steps/ timetable detailed in the report.



## 12. CROSS-CITY CYCLING - DETERMINATION OF TRAFFIC REGULATION ORDERS

The Cycling Projects Team Leader introduced a report to be presented to the next Executive Board meeting seeking approval for a number of Traffic Regulation Orders (TROs) associated with the five Cross City Cycling Schemes approved by the Executive Board in June 2016. It was noted that TROs and formal notices had been advertised for the following scheme elements:

- Fulbourn Road (Robin Hood junction to ARM main entrance), no waiting at any time;
- Hills Road (Purbeck Road to Addenbrooke's roundabout), a loading ban operating 07.00-10.00 and 16.00-19.00, Monday to Friday, and an extension of no waiting at any time into the length between Long Road and Addenbrooke's main entrance;
- Green End Road (Scotland Road to Water Lane and Evergreens to Kendal Way), no waiting at any time with short length of waiting limited to 2 hours outside the shops;
- Green End Road, proposed 'speed cushions'; and
- B1047 Fen Ditton, proposed 'raised table' junction.

Details of objections, comments and letters of support were set out in the report.

The Joint Assembly was invited to consider and comment on the recommendations being presented to the Executive Board. The main points of discussion are summarised below:

- Councillor John Williams confirmed that the Fulbourn Road proposals had the support of the Parish Council.
- Helen Valentine expressed strong support for the Hills Road proposals. She noted recommendation (d) referred to receiving in future only Orders that had received objections and asked for further information. In response the Cycling Projects Team Leader clarified that for these schemes, in addition to the objections, members would also receive details of comments and letters of support, so the TRO could be considered in the context of all feedback received.

The Joint Assembly agreed to **RECOMMEND** unanimously that the Executive Board:

- a) Note the objections and comments received;
- b) Approve the orders and notices as advertised;
- c) Inform the objectors accordingly; and
- d) Receive in future only those Orders that have received objections.

## 13. CITY ACCESS STRATEGY

The Interim Transport Director introduced a report to be presented to the next Executive Board meeting detailing progress with delivery of the City Access Strategy, which aimed to reduce traffic flows through the city, with the provision of more sustainable alternatives. He drew attention to plans to carry out further consultation and engagement with residents and the business communities in Cambridge and South Cambridgeshire. This would focus on their transport needs and issues and would form part of a wider Travel Diary exercise and inform further work on demand management. The report contained

information on ongoing discussions about the implications and potential impact of a Work Place Levy (WPL) and studies commissioned to look at electric hybrid busses; a traffic signals review and on-street parking. The Interim Transport Director also highlighted ongoing proposals for a Rural Hub Park and Ride service to be located at the soon to be closed Papworth Hospital, serving the Biomedical Campus.

The Joint Assembly was invited to consider and comment on the recommendations being presented to the Executive Board. The main points of discussion are summarised below:

- Councillor Tim Bick, while welcoming the diverse report, commented that it demonstrated that when it came to having an overall strategy for the city center, there was much more work to be done. Members had heard from the professionals time and time again there was a need for carrots and sticks and it was clear stronger leadership was required to take the difficult decisions needed. He welcomed plans for electric busses which he saw as an interesting and exciting development. While this wouldn't in itself solve the problem it would make the congestion 'more healthy' and also perhaps make the public transport option more attractive for people to take. He asked for more discussion on the commissioning model before this was adopted and suggested there were benefits of getting a mix of models and manufacturers. Councillor Bick drew attention to reference to locating a charging point at Drummer Street and questioned whether this was appropriate given Drummer Street was already exceeding maximum capacity. Alternative options on the perimeter of the network should be sought. He asked for clarification of reference to the proposed Papworth bus service being a planning requirement. Responding to the questions raised the Interim Transport Director confirmed that the task and finish working group would look at other demand measures and a report on this would be presented to the Joint Assembly and Executive Board in due course. He agreed that Drummer Street was not a suitable option, but noted this suggestion had come from the consultants. Other possible sites were being investigated.
- Councillor Bridget Smith asked about Nottingham's WPL. She also highlighted the importance of letting employers know what they were getting in return for the levy. With reference to the Papworth bus service she stressed it was important to recognise that the proposals were based on the needs of existing staff which would change over time. This should therefore be seen as a more short to medium term solution. In response the Interim Transport Director clarified that Nottingham was the only location to implement WPL and this had been introduced as a revenue raising measure as opposed to a way of addressing congestion. Officers were talking to businesses about how the levy would be spent if it was decided to go down this route. He confirmed that the Papworth proposals were short term and GCP's funding had been limited to 3 years.
- Sir Michael Marshall suggested that the option of introducing a congestion charge should be considered again because the WPL would fall very unevenly, would cause huge problems for employers and there had been mixed reactions to it. Most of the impact would be on big companies on the edge of the City rather than those located in the middle.
- Councillor Dave Baigent welcomed the report, in particular plans to reduce congestion in Cambridge and improve air quality. He was concerned that lack of clean air was killing people and put future generations at risk. Councillor Baigent also welcomed the proposal to invest in electric busses and suggested that the

GCP should purchase some busses to run itself as a small experimental bus company. In response, the Interim Transport Director explained that the GCP could not deregulate bus services. He pointed out that the Mayor could have the power if he wished. It was however possible for the GCP to provide buses for the park and ride schemes and this was under consideration.

- Councillor Noel Kavanagh welcomed the recruitment of additional project staff to support the Cycling Provision workstream and referred the roll out and expansion of the Ofo bike sharing scheme. He asked whether there was a danger that welcoming a scheme like this would reduce the availability of secure bicycle parking, which was already in short supply. In response, the Interim Transport Director confirmed Ofo was a private enterprise outside GCPs control, but he was aware that the City Council had been involved in discussions with them.
- Dr John Wells drew attention to reference in the report to electric busses bringing significant decarbonisation and suggested there was a need to be careful about the language used. It should be acknowledged that electric busses did create CO<sub>2</sub> because the electricity had to be generated somewhere. The technical way of looking at the benefit of electric busses was they spread average emissions, not marginal ones. Dr Wells stressed this was not to say that the proposals did not improve localised pollution and may bring benefits in terms of greenhouse gasses, but we shouldn't overstate the benefits. In response, the Interim Transport Director acknowledged that there was a lot more work to be done on busses. He pointed out that the plan was to move towards green electricity, but accepted the points raised by Dr Wells. He added that the only emission free busses were hydrogen busses, but the cost of these was extremely high.
- Councillor Tim Wotherspoon sought clarification of reference to plans to build a 600 space multi-story car park at the Cambridge Biomedical Campus not proceeding. He also drew attention to reference to urban traffic speeds being among the lowest in the country (page 212 of the agenda pack) and suggested this may in part be as a result of there being 184 individual sets of traffic signal in Cambridge; around half the total within Cambridgeshire. In response, the Interim Transport Director confirmed that the multi-story car park would not proceed. Planning requirements involved the production of a travel plan, but there was no requirement for Papworth to provide funding. However they were part of the Cambridge Biomedical Campus, with whom discussions about funding were taking place.
- Claire Ruskin welcomed the report which detailed a number of actions, but there remained much to do before improvements were seen on the ground. There was an urgent need to improve city centre access recognising lots of employment and businesses were based in the centre of town. She suggested some businesses were moving out because of the lack of access to their sites. Ms Ruskin expressed concern that Ofo's plans to expand its operation could impact on small independent operators already in Cambridge.
- Councillor Kevin Price reported he had discussed with the Mayor the possibility of him taking action on bus deregulation and had not received an outright no. Mayor Palmer had indicated that he needed to investigate this further, which would suggest there was scope for the GCP to lobby him on this matter if it was considered appropriate.

With 11 votes in favour, 1 abstention and 1 with one member taking no part in the discussion due to a non-pecuniary interest, the Joint Assembly agreed to **RECOMMEND** that the Executive Board:

- a) Note the updates;
  - b) Note the feasibility studies and receive further reports in September on the findings and recommendations in respect of:
    - i. Use of Electric/ Hybrid buses; and
    - ii. A review of the Cambridge Traffic Signal network;
  - c) Agree to carry out further consultation and engagement with residents and the business community in both Cambridge and South Cambridgeshire on their transport needs and issues, as part of a wider 'Travel Diary' exercise, to help understand existing travel patterns, issues and incentives to change; including working with businesses to understand needs of employees from travel to work areas outside of the Greater Cambridge area; and
    - i. To determine local transport priorities that could receive funding were a Workplace Parking Levy (WPL) to be introduced, building on employers' evidence of transport needs and in coordination with the Greater Cambridge Partnership;
    - ii. To coordinate with and, if feasible, form part of the GCP and the Local Enterprise Partnership's broader engagement with the business community;
    - iii. To develop and provide practical support for employers and schools looking to manage their parking demand and provision working closely with Travel for Cambridge;
- and report back the findings to a future meeting of the Board; and
- d) Agree that the Director of Transport continues to negotiate a potential funding contribution for a Rural Hub Park and Ride service to be located at the soon-to-be-closed Papworth Hospital serving the Cambridge Biomedical Campus; and that a report be brought back to the next meeting.

#### **14. IMPROVING GREATER CAMBRIDGE PARTNERSHIP GOVERNANCE**

The Joint Assembly considered a report to be presented to the next Executive Board meeting seeking agreement of a package of proposals to strengthen governance arrangements of the GCP. The aim was to make better use of the expertise of Joint Assembly members earlier in the project and programme development lifecycle; to strengthen pre-decision scrutiny and clarify roles and responsibilities. The report also set out how the public questions process was being improved and stakeholder engagement strengthened.

At this stage in the proceedings the Chairperson invited members of the public to ask questions relating to this item, which had been submitted in line with the provisions of Standing Orders. He explained that a response to the questions asked had been included in the officer presentation on the report. Details of the questions and answers are set out in Appendix A to the minutes.

The Chairperson reported that this was the last meeting Tanya Sheridan, Programme Director would attend. He thanked Tanya for the support and advice she had provided to him during his time as Vice Chairperson; sentiments he was sure would be shared by the former Chairperson. He also thanked Tanya on behalf of the Joint Assembly and wished her well for the future.

The Joint Assembly was invited to consider and comment on the recommendations being presented to the Executive Board. The main points of discussion are summarised below:

- Councillor Bridget Smith who had been involved in the Working Group commented that she would be abstaining on this matter as there had been an opportunity to do something far more radical. Her main concern was that too much power was in too few hands. However, having said that she confirmed she was happy to do her best to make this work and help make it a success. She was pleased to see plans for a review in 12 months time. Councillor Smith also expressed her thanks to Tanya for her work over the past two years.
- Councillor Tim Bick commented that there were some good things being proposed and he welcomed the move to a Portfolio Holder arrangement; although he had some reservations that the portfolios were very unequal in size. He also welcomed plans for the Joint Assembly to control its own work programme. He was worried about the private nature of the proposed working groups; in particular the risk of driving underground the discussion of options. Councillor Bick considered he and other members had a role to play in making sure this didn't happen and to ensure that all the options were meaningfully debated in public. He commented that there was a functional problem in that the public expected and deserved to see deliberative decision making, which was not possible under current arrangements where the deliberation took place in one forum and the decision making happened in another. Councillor Bick was of the opinion that Executive Board meetings were very sterile in nature and likened proceedings to a series of supreme court judges announcing pre packed decisions, with no discussion between them. He saw no benefit in having the two separate bodies. A more radical solution would have addressed this and hopefully this could be revisited in future.

With 12 votes in favour and 1 abstention the Joint Assembly agreed to **RECOMMEND** that the Executive Board:

- a) Agrees the Portfolios, the generic portfolio role description and their allocation between Board members (Appendix 1);
- b) Agrees to the creation of the five, portfolio-themed informal Board and Joint Assembly Working Groups to bring the energy and expertise of Joint Assembly members to strategy and project development earlier and agrees their membership and terms of reference (Appendix 2);
- c) Agrees Board meetings should be 2-monthly during 2018, with a review of frequency midway through the year;
- d) Agrees there should be a longer interval between the Assembly and Board of around 3 weeks as soon as practicable and notes the proposed reporting improvements of that advice at appendix 3;
- e) Agrees the principles for officer delegations and scheme of delegation for the Greater Cambridge Partnership in Appendix 4;

- f) Notes and endorses the principles for the setting of the Joint Assembly work programme in Appendix 5;
- g) Agrees to a review of governance arrangements commencing a year after implementation, to consider how effective the changes have been; and
- h) Notes other actions taken to improve public questions and ensure all Executive Board member declarations of interest are up to date.

The Joint Assembly **AGREED** unanimously that, subject to the Executive Board's decision on the package of measures to strengthen governance and member involvement (as summarised in recommendations a – h above), to:

- a) Agree its nomination of members to the proposed Portfolio Working Groups as set out below:

### **Housing and Strategic Planning**

Councillor Lewis Herbert \*  
 Councillor Kevin Price  
 Councillor Tim Wotherspoon  
 Councillor John Williams  
 Andy Williams

### **Transport**

Councillor Ian Bates \*  
 Councillor Tim Bick  
 Councillor Noel Kavanagh  
 Sir Michael Marshall  
 Dr John Wells  
 Councillor Kevin Cuffley  
 Helen Valentine  
 Councillor Bridget Smith

### **Skills**

Mark Reeve \*  
 Councillor Bridget Smith  
 Sir Michael Marshall  
 Mark Robertson  
 Councillor Kevin Price  
 Councillor Kevin Cuffley

### **Smart Places**

Councillor Francis Burkitt \*  
 Claire Ruskin  
 Helen Valentine  
 Andy Williams  
 Councillor Tim Wotherspoon  
 Councillor John Williams  
 Councillor Dave Baigent

## **Economy and Environment**

Professor Phil Allmendinger \*  
Councillor Tim Bick  
Claire Ruskin  
Dr John Wells  
Councillor Noel Kavanagh  
Councillor Grenville Chamberlain  
Councillor Dave Baigent

\* proposed Portfolio Holder/Executive Board Member;

- b) Agree the draft principles for setting its Work Programme (at appendix 5 to the report), which set it within the overall Greater Cambridge Partnership governance framework; and
- c) Agree to a Joint Assembly work shop on the work programme, to be scheduled around the turn of the year.

## **15. DATE OF NEXT MEETING**

The Joint Assembly **NOTED** that the next meeting would take place at 2.00 p.m. on Wednesday 13<sup>th</sup> September 2017 at the Guildhall, Cambridge.

---

**The Meeting ended at 6.05 p.m.**

---

This page is left blank intentionally.



# Agenda Item 4

## **Greater Cambridge Partnership Executive Board Questions by the Public and Public Speaking**

At the discretion of the Chairperson, members of the public may ask questions at meetings of the Executive Board. This standard protocol is to be observed by public speakers:

- Notice of the question should be given to the Democratic Services Team at South Cambridgeshire District Council (as administering authority) by 10am three working days before the meeting.
- Questions should be limited to a maximum of 300 words.
- Questioners will not be permitted to raise the competence or performance of a member, officer or representative of any partner on the Executive Board, nor any matter involving exempt information (normally considered as 'confidential').
- Questioners cannot make any abusive or defamatory comments.
- If any clarification of what the questioner has said is required, the Chairperson will have the discretion to allow other Executive Board members to ask questions.
- The questioner will not be permitted to participate in any subsequent discussion and will not be entitled to vote.
- The Chairperson 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.
- Individual questioners will be permitted to speak for a maximum of three minutes.
- In the event of questions considered by the Chairperson 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.
- Questions should relate to items that are on the agenda for discussion at the meeting in question. The Chairperson will have the discretion to allow questions to be asked on other issues.

This page is left blank intentionally.

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

20 September 2017

**Lead Officer:** Chris Tunstall – Interim Transport Director

---

**Cambourne to Cambridge Better Bus Journeys Scheme – Approach to Public Consultation informing Full Outline Business Case development**

**Purpose**

1. To:
  - a) Update the GCP Executive Board on further assessment work carried out on the Cambourne to Cambridge Better Bus Journey Scheme since October 2016;
  - b) Agree an approach to the next public consultation based on the End of Stage Report as part of the ongoing Full Outline Business Case (FOBC) development.

**Recommendations**

2. It is recommended that the Greater Cambridge Partnership Executive Board:
  - (a) Agree, based on the considerations in this report, to undertake further public consultation on the Park and Ride options and route alignments identified in Appendix 4 for the Cambourne to Cambridge Better Bus Journey scheme as part of the ongoing development of the Full Outline Business Case;
  - (b) Agree the timetable in this report.

**Reasons for Recommendations**

3. The GCP Executive Board has previously agreed to the development of a FOBC for investment in the Cambourne to Cambridge corridor and these recommendations are in line with that approach.

**Executive Summary**

4. As part of the FOBC development process a public consultation should be undertaken at this stage on more specific options/ potential specific route alignments to inform future GCP Executive Board decision making on how to progress the scheme.
5. Work since October 2016 (the last GCP Key Decision point) has reinforced the strategic case for assessing a busway off road option alongside on road alternatives. Further analysis of both on and off road options has identified an approach to public consultation based on 2/3 Specific Route Alignments (SRA) (depending on the section of route) for an off road busway and 2 on road options (Options 1 and 6). The public consultation should be focused on the section of the corridor east Long Road although, subject to further assessment, a public consultation on Phase 2 alignment for the scheme (west of Long Road) could be

appropriate at a later date before any final decision on seeking statutory powers is made.

6. The SRA's have undergone further transport and environmental assessment in line with the approach instructed by the GCP Executive Board and the proposals for public consultation are considered to offer appropriate choices and contrasts to help support the ongoing information gathering for the business case development. The routes have also been considered in respect of 'future proofing' to the extent by which any infrastructure may be able to accommodate/ be adapted to new rapid transit modes such as light rail/ Affordable Very Rapid Transit (AVRT).
7. Additionally 2 Park and Ride (P&R) sites are proposed for further public consultation (Scotland Farm and Water Works) again as they offer clear choices and represent a balance of transport and environmental issues.

### Background

8. This project is current in Step 3 (due to be completed in July 2018) Table 1 summarises the current point of development of the project and previous/future Steps.

Key Dates	Step	Description
Early work completed 2014. Funding approved January 2015	<b>Step 1</b>	Identify feasible options
Strategic Outline Business Case completed October 2016	<b>Step 2</b>	Identify options for further single scheme option development on the basis of a Strategic Outline Business Case (included public consultation on conceptual options)
Programmed for completion July 2018 or January 2019 depending on extent of scheme	<b>Step 3</b>	Develop a Full Outline Business Case for single scheme approval (following public consultation on specific options)
Dependent on type of statutory approvals needed but between 12 and 36 months after completion of Step 3	<b>Step 4</b>	Seek formal consent from the Secretary of State (or relevant local planning/highway authority) to construct – (includes a further statutory public consultation on a final scheme detailed proposal)

← Current stage of development

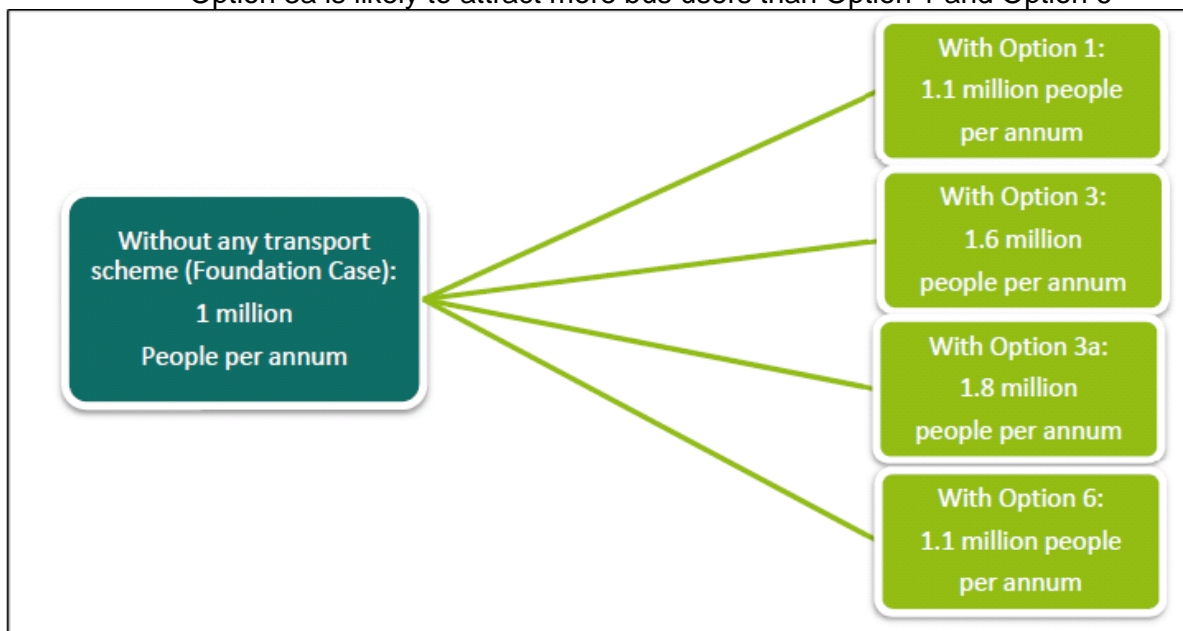
9. At its meeting in July the GCP Executive Board agreed to:
  - Undertake further detailed appraisal work on 4 Park and Ride Sites and the existing P&R site at Madingley Road

- Further develop the on line (on highway) Option 6 alignment to the same level as that for Option 1 and the off line Option 3A
10. The July report identified the significant engagement which has taken place with the local community since October 2016. Most recently 2 Workshops have been held to consider the P&R sites and the options/ alignments east of the M11, the findings from these meetings are provided in the **Background Paper: End of Stage Report**. An additional further meeting (as part of a LLF) is being held in September to cover both P&R sites and alignments, for those invites unable to attend the meetings in August. A verbal/ tabled update of this meeting will be given at the meeting.
  11. The independently facilitated workshops held in August were attended by 51 stakeholders (excluding officers and consultants). The high level issues raised at the workshops included:
    - Concerns regarding the environmental impact of new transport infrastructure away from the existing highway and the conversant need to fully assess the potential to use existing infrastructure
    - The role of ongoing community involvement/engagement in the scheme development process
    - The need to provide long term and strategic solutions for local transport issues
    - The importance of cycling and pedestrian links
  12. It is intended to hold further pre-consultation engagement as part of the ongoing scheme development process including specific workshops on refinement of Option 6. Further assessment of Options using the 'Multi Criteria Assessment Framework' previously presented in July 2017 has been undertaken with the LLF and this and the LLF comments are included in the Background Paper.
  13. A recent survey of over 1,000 users of the existing Cambridgeshire Guided Busway (CBG) endorsed the approach taken in the October 2016 report around the importance of 'fast frequent and reliable' public transport. The main reasons for using the busway were speed of the journey, reliability of the journey and frequency of the service with high numbers (37%) of people using the busway instead of the car. Satisfaction levels with the CGB are over 90%.
  14. In addition a telephone survey was undertaken of 1,000 potential users of the scheme along the corridor. This identified the following key points:
    - Reliability and frequency of service were considered the most important factors encouraging people to use a future bus scheme
    - These were followed by fast journey times and real time information as stops (reliability and predictability factors).
    - 35% indicated willingness to use a new P&R facility on the corridor
    - 61% of respondents had no concerns about the introduction of a bus scheme along the corridor but 21% did express concerns about potential greenbelt impact.
  15. A full draft report of the survey (subject to methodological checks) including the survey method and detailed outcomes is set out in the End of Stage Report

## Considerations

### Further Strategic Option Assessment

16. A full report on the further assessment carried out on the scheme is provided in the Background Paper: End of Stage Report. The following is a brief summary of key elements of that report.
17. The corridor is divided geographically into 2 Phases – Phase 1 (from Long Road to Cambridge City Centre) which has been including in the current GCP City Deal funding settlement as a priority scheme and Phase 2 which is, subject to business and case and future GCP City Deal funding priorities, a potential later stage of the scheme extending from Madingley Mulch to a future development at Bourn Airfield and then onto Cambourne.
18. In infrastructure terms:
  - Option 1 is a sectional on road east bound bus lane running from Madingley Mulch to Lady Margaret Road within the existing highway (although some widening may be required)
  - Option 6 is a tidal (bi directional) bus lane running from Madingley Mulch to High Cross within the existing highway (although some widening may be required)
  - Option 3/3a is a segregated busway from Bourn Airfield to Grange Road with a number of potential alignments
  - Plans of alignments/options are in **Appendix 1a/b/c**
19. In terms of scheme options the work undertaken since October 2016 has reinforced the high level Strategic Outline Business Case presented at the end of Step 2:
  - Option 3a is likely to attract more bus users than Option 1 and Option 6



- Journey time analysis confirms that Option 3a offers fastest journey times in both AM and PM peaks with a P&R at either Scotland Farm or closer to Madingley Mulch roundabout from both Cambourne or Madingley Mulch

	With Scotland Farm Park and Ride			With Madingley Mulch Park and Ride		
	Option 1	Option 3a	Option 6	Option 1	Option 3a	Option 6
AM Peak (7am to 10am) <b>INBOUND</b>	32	20	29	29	19	27
Interpeak (10am to 4pm) <b>INBOUND</b>	30	19	27	29	19	26
Interpeak (10am to 4pm) <b>OUTBOUND</b>	31	24	27	30	22	26
PM Peak (4pm to 7pm) <b>OUTBOUND</b>	32	24	28	31	22	28

**Table: Cambourne to Grange Road Journey Times**

	With Scotland Farm Park and Ride			With Madingley Mulch Park and Ride		
	Option 1	Option 3a	Option 6	Option 1	Option 3a	Option 6
AM Peak (7am to 10am) <b>INBOUND</b>	12	4	10	12	4	9
Interpeak (10am to 4pm) <b>INBOUND</b>	12	4	9	11	4	9
Interpeak (10am to 4pm) <b>OUTBOUND</b>	11	4	8	11	4	7
PM Peak (4pm to 7pm) <b>OUTBOUND</b>	12	4	9	12	4	8

**Table: Madingley Mulch to Grange Road Journey Times**

20. Option build costs (not including P&R) have been reviewed and are summarised below

Corridor section	Option 1	Option 6	Option 3a*
<b>Phase 1</b>	£12.4m	£17.7m**	£41.5m - £58.2m
<b>Phase 2</b>	N/A	N/A	£29.7m - £36.1m
<b>TOTAL</b>	£12.4m	£17.7m	£71.2m - £94.3m

\*Option 3a costs differ depending on Specific Route Alignment

\*\*Option 6 costs are for infrastructure which stops at High Cross

21. Based on the strategic objectives of the scheme a “minimum” and “target” Technical Specification is being developed to assist in the assessment process.
22. Further analysis using an extended version of the Multi Criteria Assessment Framework (MCAF) presented in July 2017 suggests that although Option 1 continues to perform well as lower cost on road comparator, the potential to achieve 2-way bus priority via Option 6 along the existing highway should be considered fully, in line with other options to ensure that any future investment decision is well informed on highway based alternatives. As such Option 1 and 6 should be taken forward for further public consultation along with the SRA's discussed below.

## Phase 1: Specific Route Alignments (SRAs) for Public consultation

23. In addition to Options 1 and 6, for Option 3a within the Catchment Area agreed in October 2016 a number of SRA's have been identified. These SRA's do not represent final detailed specific fixed design proposals as that would only be appropriate as part of the next step of work and would require significant additional on site surveys.
24. For ease of reference each SRA is designated a signifying colour  
Blue; Red; Green; Pink; Cyan (light blue); Purple
25. In October 2016 the GCP Board agreed a number of high level design criteria to be applied to further scheme development. These are
- Location of infrastructure – respecting the urban and rural context for example through assessing proximity to and the relationship with the existing built up areas
  - A specific route alignment assessment to test accessibility from the start to the end of journeys through the centres of employment (e.g. Cambridge West) and housing (e.g. Bourn Airfield) and the environmental effects with a view to integrating with existing infrastructure and minimising impacts
  - Siting – positioning of infrastructure to minimise visual intrusion on the existing landscape through considering issues such as ground levels, slopes and other natural features and also minimising impact on important features such as ecological and heritage assets
  - Design – the materials, features and introduced landscaping that will form the new infrastructure and achieve high quality design, minimising environmental impacts consistent with delivering the scheme's objectives, and integration with existing infrastructure and the ends of the route and along it.
26. To reflect these criteria within the business case development process the approach to assessment of the SRA's has been subdivided into 2 broad headings:
- Transport criteria
  - Non-transport criteria.
27. In line with the previous decisions of the GCP Executive Board, the entire corridor is being assessed for FOBC purposes. Because of different environmental/ transport issues the entire corridor (Phase 1 and Phase 2 combined) was divided into 3 "sections" for the purposes of the assessment – Section 1: Cambourne to Long Road, Section 2: Long Road to M11 and Section 3: M11 to Grange Range.
28. A summary assessment table for each SRA for Sections 2 and 3 is set out in **Appendix 2**. Section 1 (Phase 2) is not considered (see Para 17) in this report as it is not proposed for consultation. The assessment presentation below is a brief summary of the Phase 1 issues forming the key consideration in terms of determining public consultation proposals.

### Transport criteria

29. The transport criteria used to assess the scheme are:
- Journey time
  - Areas served
  - Connectivity (including cycling and pedestrian accessibility)



- Reliability
- Construction issues
- Safety
- Future proofing

30. Future proofing is defined as the extent to which any infrastructure may be able to accommodate higher frequencies of buses and its flexibility to be adapted to new rapid transit modes. It should be noted that the off line alignments maybe achieved through a Transport Works Act Order. This will result in the alignment being protected for any future guided transport proposals such as Light Rail/ AVRT. Considerations such as integration into potential future tunnels also forms part of the wider strategic assessment.

*Long Road to M11 (Section 2 of Corridor)*

31. There is little transport differentiation between the SRA's in this section of the corridor in terms of journey times. The Blue, Green and Red SRA's are very similar but to keep the public consultation clear the Blue SRA is proposed. The Blue SRA is aligned well with its counterpart SRA east of the M11 because it allows a straight ahead crossing onto the eastern Blue SRA promoting a faster journey time.
32. The Pink SRA does introduce more interaction with other modes at Church Lane and Madingley Road however it also provides a clearly different alignment from Blue at the north of the agreed scheme Catchment Area, which may be beneficial in terms of integration with future options on any Phase 2 on road alignments and a P&R option at Scotland Farm.

*M11 to Grange Road (Section 3 of corridor)*

33. For section 3 there are a greater range of key differences. In transport terms the key differences are journey times and reliability which need to be balanced with accessibility and connectivity. The Green, Blue and Pink SRA's are proposed for consultation.
- Green SRA – slower journey times and less reliability but well integrated with West Cambridge development – best works with Adams Road exit to Grange Road but could work with Rugby Club Access
  - Blue SRA – faster journey time and segregated. Good integration with West Cambridge - best works with Rugby Club Access to Grange Road. Potential loss of trees along the alignment and will pass close to the entrance to key public buildings in West Cambridge.
  - Pink SRA – provides some segregation– can work with both Adams Road and Rugby Club Access
34. In terms of access to Grange Road it is recommended that the Adams Road and the Rugby Club Access be taken forward for further work for the following reasons:
- Adams Road has existing infrastructure and is within closer proximity to West Cambridge.
  - The Rugby Club Access is further south but has little constraint regarding transport. Furthermore, the Rugby Club Access requires low amounts of land take whilst providing a segregated route all the way to Grange Road.

## Non-transport criteria - Highlights

35. *Planning assessment:* In section 3 of the corridor, the cyan route is considered to have potential for more significant harm on green belt and that the transport benefits can be obtained in this section using another SRA with lower harm.
36. *Flood risk assessment:* Bin Brook is a significant factor within the study area and is designated as Main River.
37. The *historic environmental assessment* has identified extensive buried archaeological remains, dating from the Palaeolithic to modern periods within the area of the proposed alignments.
38. A *landscape and visual assessment* has identified a number of recommendations in relation to the ongoing approach to design and landscaping.
39. In *ecological* (as defined within the WebTAG assessment which is a more narrow definition than “environmental”) terms there is no clear differential between the SRA’s. Of note is that Great Crested Newts are present in the University Sports Field pond.
40. A corridor wide assessment of *noise impacts* has been undertaken. The assessment concluded that the permanent impact is likely to be “negligible”.
41. *Air quality appraisal:* Cambridge has two Air Quality Management Areas The inner ring road and the A14 bypassing Cambridge. The scheme does not enter these areas.
42. Some SRA’s seek to mitigate *severance of fields*, namely the West Fields and within Green Belt land by tracking hedgerows around agricultural land. Where there is a clear transport benefit in not doing this, it will need to be substantiated and weighed against planning policy.
43. *Environmental studies* have highlighted and confirmed a number of constraints within the study area however none have been identified as ‘show-stoppers’ but which require further detailed assessment including potential avoidance and/or mitigation strategies where appropriate.

## Future Investment Programme Phase– Phase 2 (Long Road to Cambourne)

44. There are key strategic issues which will impact the overall consideration of the benefits of Phase 2 proposals. These include:
  - (a) The potential for high quality public transport connections through West Cambourne and Greater Cambourne including a bus only road between Cambourne and Bourn Airfield delivered via agreement with the West Cambourne developer. This process of engagement is underway, including involvement from Cambourne Parish Council but specific proposals are not yet agreed under S106 Heads of Terms.
  - (b) The master planning of any future development of Bourn Airfield and how this may provide for segregated bus infrastructure. It is understood that public consultation on the Bourn Airfield Supplementary Planning Document is expected around the end of 2017.
  - (c) The Transport Assessment of any development proposal at Bourn Airfield in terms of impacts on St Neots Road

- (d) The specific impacts of changes to the A428 west of Caxton Gibbet toward St Neots in terms of traffic flows and potential future congestion at Madingley Mulch Roundabout.
  - (e) More detailed design of future Park & Ride sites and their integration with bus priority either on or off highway.
  - (f) More analysis on the future alignment of the Phase 1 element of the route
  - (g) The overall business case for intervention west of Madingley Mulch (if at all)
45. The congestion in this section of the corridor is currently low compared to the Phase 1 section of the corridor. Delivery of the submitted Local Plan objectives will be primarily tested by addressing the highly congested areas and this fed into the initial prioritisation of the Phase 1 section for GCP investment.
46. While it remains important to assess the corridor as a whole, given the context of the GCP phasing and the ongoing development of strategic considerations, in the Phase 2 section it is proposed to complete FOBC process before any public consultation is held on Phase 2 of the corridor scheme.

### **Park & Ride sites**

47. The report to the July 2017 GCP Executive Board explained the 2 stage P&R review along the corridor.
48. 5 sites were shortlisted for Stage 2 (see plan **Appendix 3**).  
 Site 0: Madingley Road  
 Site 3: Waterworks  
 Site 4: Crome Lea  
 Site 5: Scotland Farm  
 Site 6: Bourn Airfield
49. The key conclusions from the Stage 2 P&R Study are:
- a) Madingley Road is in the Green Belt and space constrained. Some expansion of the site to add additional spaces could be undertaken but would not address the anticipated level of demand. The issue of ownership and a limited lease is also a risk. Moreover, this site does not enable incoming traffic to divert onto buses west of the M11. Madingley Road will remain in the assessment as a low-cost comparator for scheme appraisal purposes but does not fulfil the requirements of a do-something scheme.
  - b) Crome Lea is felt to be less desirable than the Waterworks site on both environmental and traffic grounds. Specifically it is virtually adjacent to the Madingley Wood SSSI, and all access and egress traffic would need to transit Madingley Mulch roundabout. The Chrome Lea site had significant opposition from local residents who perceived that the site would be visible from Coton village.
  - c) Bourn Airfield is considered less desirable than Scotland Farm given the possible pressure which would be put on the St Neots Road and the roundabouts connecting to the A428 by the proposed residential development. The additional pressure of traffic generated by the Park and Ride may be undesirable.
  - d) Therefore the two sites which merit further consideration are Scotland Farm and the Waterworks.
    - Scotland Farm has less visual impact on the wider countryside but is in close proximity to existing housing on Scotland Road

- Waterworks is already developed in places and there is existing development activity and associated visual impact associated with a radio mast and nearby street-lighting.
- Both sites lie in the Green Belt but Scotland Farm is located to the edge of the Green Belt.
- The Waterworks site is predicted to be more heavily used than Scotland Farm so offers greater potential transport benefits and opportunities for park and cycle to the city centre.
- Both sites should be offered for public consultation – neither have been included in the prior public consultation.

### **Approach to Public Consultation**

50. A summary of the proposals for public consultation is set out in **Appendix 4**
51. The public consultation within the FOBC is not the equivalent of a final public consultation on the specific scheme proposal. The objective to public consultation at this Step is to help gather information to assist in the finalisation of the FOBC.
52. It is important that options must be transparent, fair and well informed. The purpose of the SRA's alignment selection is to encourage comment and feedback. The SRA's are not final detailed alignments and could be interchangeable at certain points e.g. the approach to a M11 crossing, subject to further business case development work. Any final specific alignment would be subject to a statutory public consultation in the next step of the project after a decision is made by the GCP Executive Board on whether or not to proceed with the scheme. This will be made clear in the consultation.
53. The public consultation will therefore focus on the issues, concerns, constraints and opportunities offered by the SRA's and other options in terms of the transport and environmental and other non transport elements which form part of the ongoing assessment process.
54. To support the public consultation process, external quality assurance from the Consultation Institution is being provided. The Consultation Institute is well-established not-for-profit best practice Institute, promoting high-quality public and stakeholder consultation in the public, private and voluntary sectors. Further engagement with LLF and other stakeholders will be undertaken prior to the public consultation. A full set of high quality material will be produced to support the consultation based on the End of Stage Report and further assessment currently in process as part of the FOBC.
55. Based on this approach to public consultation which is measured and appropriate the following key principles are proposed for the FOBC public consultation strategy:
- a) That subject to further development of the FOBC a potential '2 stage' public consultation strategy is recommended
  - b) That initial public consultation (programmed for November 2017) is focused on Phase 1 of the scheme (from Madingley Mulch to Grange Road). This is the section of the route with the most significant known strategic issues given the current and projected levels of congestion.

### **Long Road to M11 Off Road Alignments**

56. The Phase 1 public consultation should be based on 2 SRA's within the catchment area from Long Road to M11 (Pink and Blue alignments)
- The rationale behind this selection is that in this section the Pink and Blue SRA's both offer clear alternatives in terms of their location in the catchment area and offer the public/stakeholders the opportunity to comment on specific local issues which are well highlighted by these SRA's (for example impacts of Pink SRA interacting with Church Road and Madingley Road and the alternative crossing points at Cambridge Road Coton)
  - Additionally the Pink and Blue SRA's offer good potential to fit with different options to the west of Madingley Mulch in terms of both future alignments and P&R locations

### **East of M11 Road Off Road Alignments**

57. To the east of the M11 it is proposed to consult on Blue/ Pink/ Green SRA's because they offer clear alternatives in terms of transport issues (e.g. journey time, accessibility, reliability) and different potential environmental impacts.
58. It is proposed to consult on the Rugby Club path and Adams Road as options to link the busway to Grange Road
59. It is not intended to consult at this stage on specific measures beyond Grange Road given the contingency with the emerging City Access Study and that such measures would in any call fall outside of the FOBC. Contextual information around future bus priority scenarios in the City Centre can be provided during the consultation.

### **Madingley Mulch to City Centre Road Options**

60. It is proposed to consult on both Option 1 and Option 6 (on road options) for Phase 1 only

### **Phase 2**

61. It is proposed that more analysis is undertaken on the FOBC for the entire corridor and that subject to this analysis a further public consultation is proposed for autumn 2018 on alignments west of Long Road. This public consultation will be more fully informed by emerging strategic considerations which impact the Phase 2 element of the scheme including the proposed alignment for the Phase 1 scheme.

### **Park & Ride**

62. For P&R locations it is proposed to consult on the Water Tower site and Scotland Farm. The issues and opportunities around the existing P&R site at Madingley Road should also be part of the public consultation.

### **Options**

63. The recommended approach is to continue to develop the scheme in line with WebTAG methods and ensure appropriate and timely public consultation to support the ongoing development of the FOBC.

64. Alternatively the GCP Executive Board may determine to consult on different SRA's or on road options. This may not offer the range of choices recommended in this report and may not fit with the ongoing FOBC development process
65. Alternatively the GCP Executive Board may determine not to consult at this stage of the FOBC development. This would not necessarily be outside of the standard FOBC development process as there is no specific requirement of when to consult within this step of work. However the recommended approach does assist with further identification of issues and therefore promote project progress. If issues come to light during the public consultation at a later date, that could impact the technical development work and programme.

### Next Steps

66. The current step of scheme development (FOBC) is underway and will continue informed by further consultation. A summary of next steps is set out below:

Project Development Stage*	Target Date
Secure approval for public consultation on Phase 1 options and P&R sites	September 2017
Consult on basis of approval above	November to December 2017
Undertake further detailed FOBC analysis on entire corridor (Phase 1 and Phase 2)	September 2017 to June 2018
Present initial FOBC to Executive Board on entire corridor (broken down by phase) to determine full cost/benefits of options	July 2018
<i>Subject to FOBC evidence consult further on Future Investment elements of scheme**</i>	<i>Autumn 2018</i>
<i>Full FOBC presented to GPC Executive Board***</i>	<i>January 2019</i>
Subject to GPC Executive Board approval apply for formal powers to construct a scheme	Spring 2019
Subject to powers being granted present final scheme for GPC Board to start construction****	Spring 2021
Complete scheme	Summer 2024

*\*The above timetable does not preclude possibility for sectional completion of elements of the scheme with potential joint working with developers along the corridor subject to specific agreements*

*\*\*This stage can be omitted if the FOBC report in July does not prove case for investment on Future Investment section of corridor*

*\*\*\*This stage can be omitted if FOBC report in July 2018 does not prove case for investment in Future Investment section of corridor*

*\*\*\*\*Construction period has been revised to 3 from 4 years following further assessment of a similar scale transport schemes.*

### Implications

67. 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: -

There are no implications.

## **Appendices**

1. Plan of assessed Strategic Route Alignments
2. Summary assessment tables for Strategic Route Alignments
3. Plan of P&R sites assessed for Stage 2 P&R Study
4. Strategic Route Alignments, On Road Options and P&R sites proposed for public consultation as part of FOBC development process

## **Background Papers**

End of Stage Report (link below)

<https://www.greatercambridge.org.uk/transport/transport-projects/cambourne-to-cambridge/>

**Report Author:** Ashley Heller, Team Leader Public Transport Projects  
ashley.heller@cambridgeshire.gov.uk

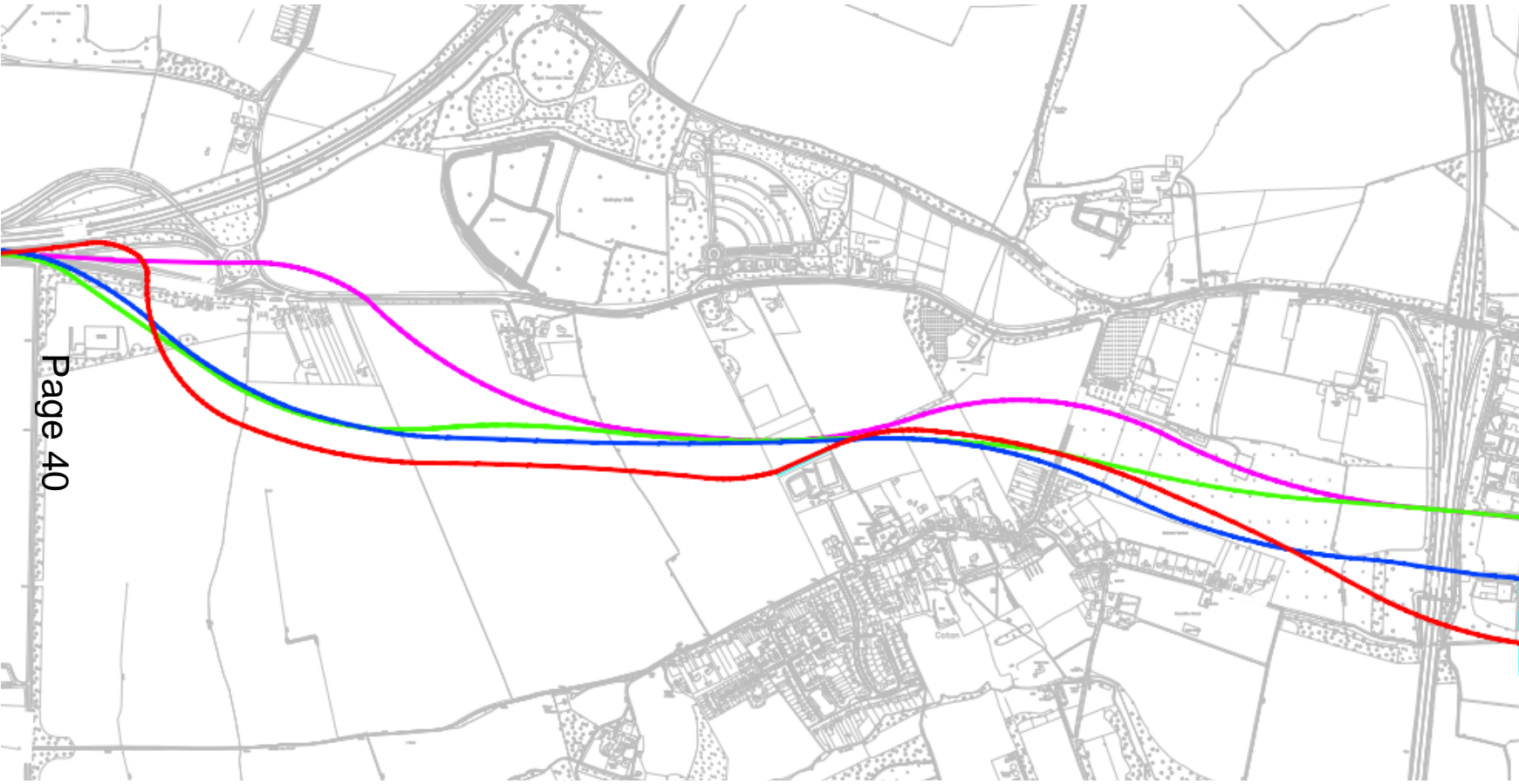
# APPENDICES



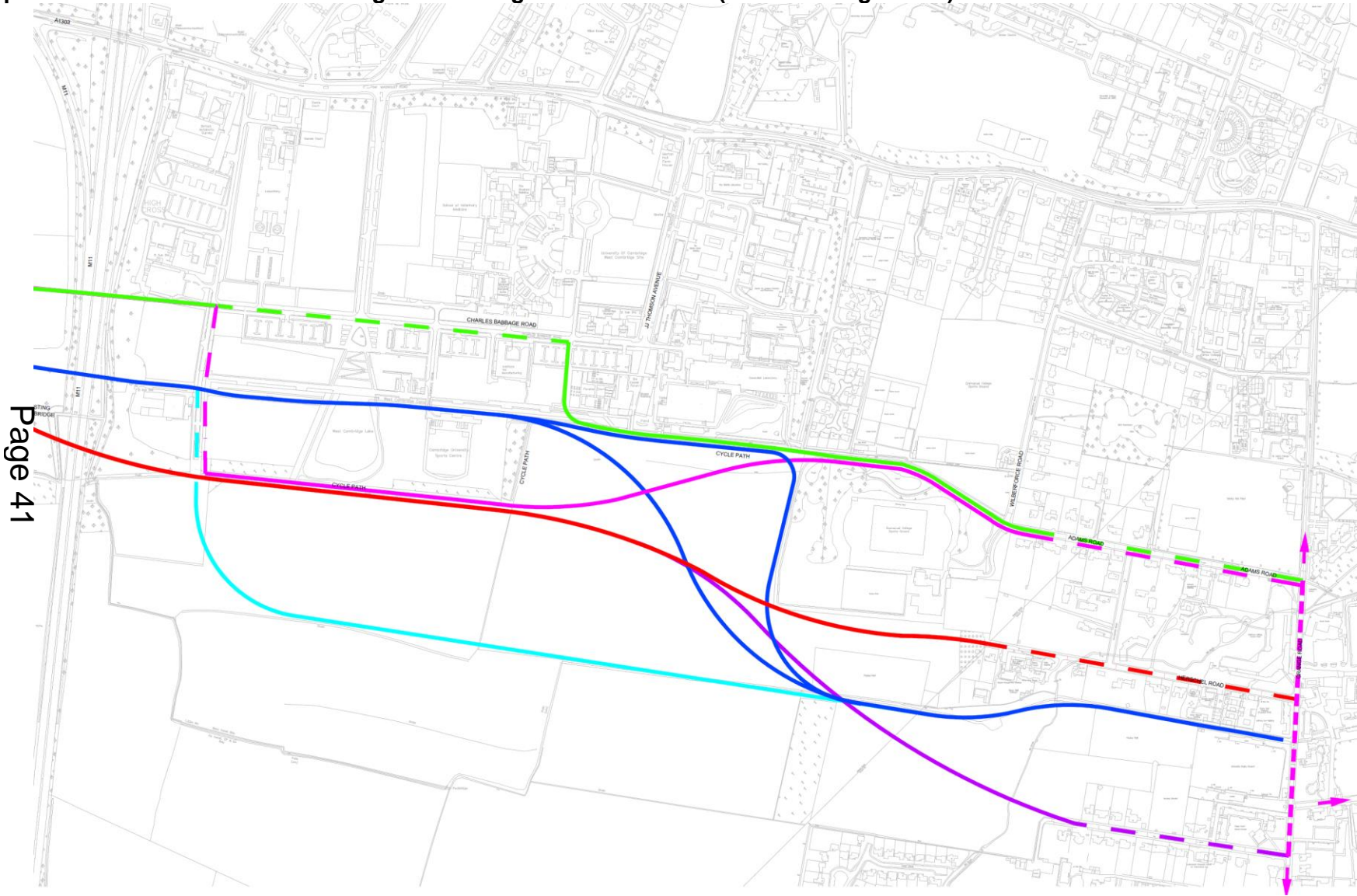
Appendix 1a – Option 1 and Option 6



**APPENDIX 1b Plan of assessed Strategic Route Alignments –Phase 1 (Madingley Mulch to M11)**



Appendix 1c Plan of assessed Strategic Route Alignments –Phase 1 (M11 to Grange Road)



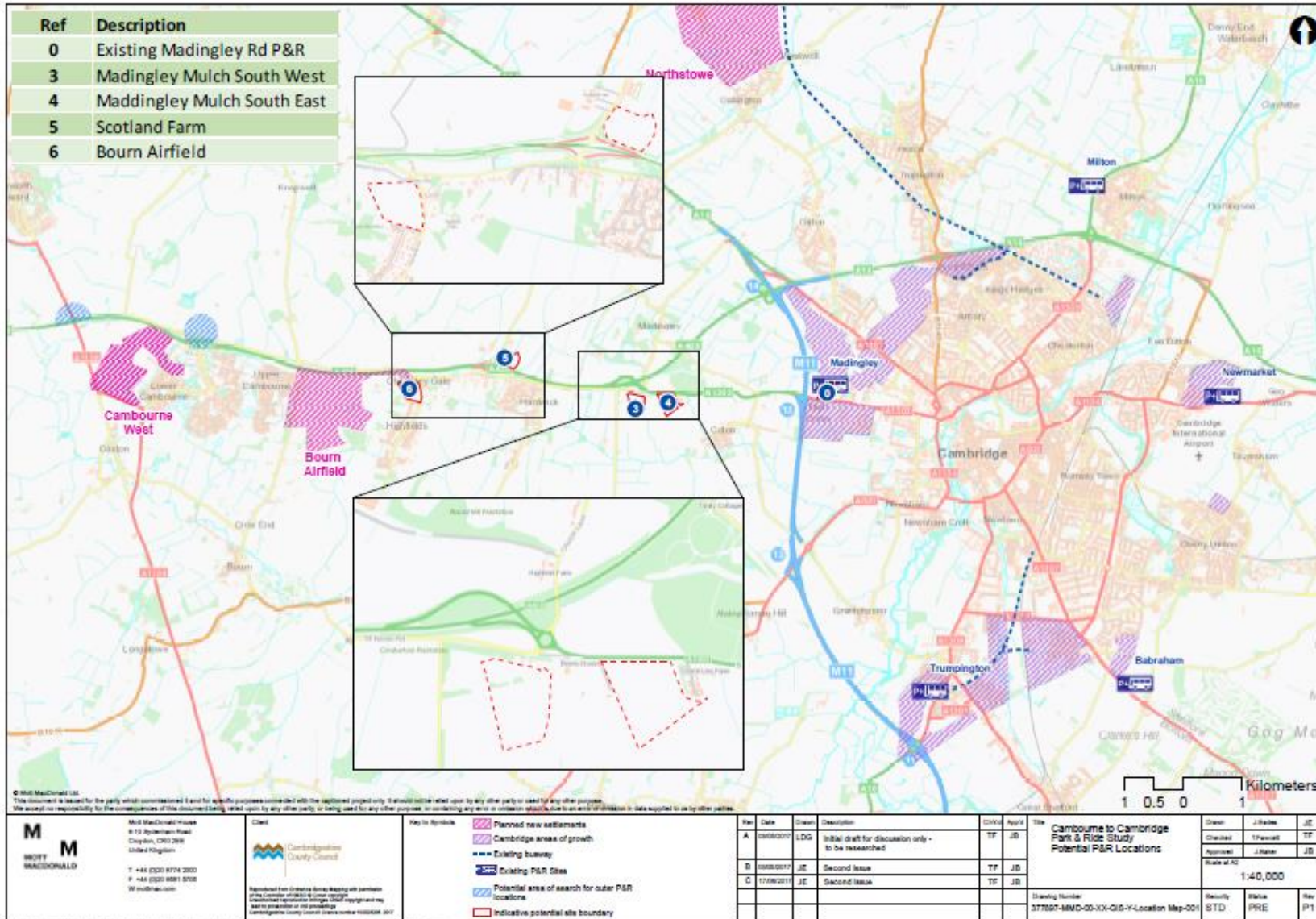
## Appendix 2: Summary assessment tables for Strategic Route Alignments

Considerations	Blue	Green	Red	Pink	Cyan	Purple
<b>Transport</b> Page 42	Journey Times – 16.5 mins Catchment – Cambourne, Bourn, Hardwick, West Cambridge (central) Connectivity – Interchange for modes at Cambourne/Bourn/West Cambridge Conflict – Crossing of St Neots Road/Cambridge Road/Ada Lovelace West Cambridge – Bus hub provided centrally Constructability –new bridge over the M11. Safety – Off-Road alignment means less conflict with other modes Future Proofing - Corridor is designated as a public transport route allowing for easier adaptation	Journey Times – 17.5 mins Catchment – Cambourne, Bourn, Hardwick, West Cambridge (Ada Lovelace) Connectivity – Interchange for modes at Cambourne/Bourn/West Cambridge including buses Conflict – Crossing of St Neots Road/Cambridge Road/Ada Lovelace/Charles Babbage Road West Cambridge – Bus hub provided on Ada Lovelace Constructability –new bridge over the M11. Safety – Off-Road alignment means less conflict with other modes Future Proofing - Corridor is designated as a public transport route allowing for easier adaptation	Journey Times – 16.5 mins Catchment – Cambourne, Bourn, Hardwick, West Cambridge (Ada Lovelace) Connectivity – Interchange for modes at Cambourne/Bourn/West Cambridge Conflict – Crossing of St Neots Road/Cambridge Road/Ada Lovelace West Cambridge – Bus hub provided on Ada Lovelace Constructability –new bridge over the M11. Safety – Off-Road alignment means less conflict Future Proofing - Corridor is designated as a public transport route allowing for easier adaptation	Journey Times – 17.5 mins Catchment – Cambourne, Bourn, Hardwick, West Cambridge (Ada Lovelace) Connectivity – Interchange for modes at Cambourne/Bourn/West Cambridge including buses Conflict – Crossing of St Neots Road/Cambridge Road/Ada Lovelace West Cambridge – Bus hub provided on Ada Lovelace Constructability –new bridge over the M11. Safety – Off-Road alignment means less conflict with other modes Future Proofing - Corridor is designated as a public transport route allowing for easier adaptation	Journey Times – 16.5 mins Catchment – Cambourne, Bourn, Hardwick, West Cambridge (Ada Lovelace) Connectivity – Interchange for modes at Cambourne/Bourn/West Cambridge Conflict – Crossing of St Neots Road/Cambridge Road/Ada Lovelace West Cambridge – Bus hub provided on Ada Lovelace Constructability –new bridge over the M11. Safety – Off-Road alignment means less conflict with other modes Future Proofing - Corridor is designated as a public transport route allowing for easier adaptation	Journey Times – 17.5 mins Catchment – Cambourne, Bourn, Hardwick, West Cambridge (central/Ada Lovelace) Connectivity – Interchange for modes at Cambourne/Bourn/West Cambridge Conflict – Crossing of St Neots Road/Cambridge Road/Ada Lovelace West Cambridge – Bus hub provided centrally/Ada Lovelace Constructability –new bridge over the M11. Safety – Off-Road alignment means less conflict with other modes Future Proofing - Corridor is designated as a public transport route allowing for easier adaptation
	<b>Planning and Environment</b>	Planning – Green Belt location to the east of Hardwick. Ecology – Presence of Great Crested Newts Badgers / Water Vole / European Otter (Bin Brook). Flood Risk – Runs adjacent to the balancing pond near Hardwick Route crosses existing drainage channel south of Madingley Wood.	Planning – Green Belt location to the east of Hardwick. Ecology – Presence of Great Crested Newts Badgers / Water Vole / European Otter (Bin Brook). Flood Risk – Watercourse	Planning – Green Belt location to the east of Hardwick. Ecology – Scrubland to the East of the M11 Conservation area to the north of Whitwell Way is most ecologically valuable. Presence of Badgers / Water Vole / European	Planning – Green Belt location to the east of Hardwick. Ecology – Presence of Great Crested Newts. Flood Risk – routes will cross an existing drainage channel south of Madingley Wood. Historic Env – In general,	Planning – Green Belt location to the east of Hardwick. Ecology – Presence of Badgers / Water Vole / European Otter (Bin Brook). Flood Risk – routes will cross an existing drainage channel south of

Considerations	Blue	Green	Red	Pink	Cyan	Purple
	<p>Route Crosses Bin Brook.</p> <p>Historic Env – In general, the area closer to the City of Cambridge is more likely to contain preserved remains of Roman and medieval periods.</p> <p><b>Landscape/visual</b> – Bypasses Madingley Wood SSSI. Potential severance of openness of Green Belt and Westfields.</p> <p>Noise – Bourn Airfield has been identified as a sensitive noise area. Highfield North and North-East Coton have been identified as sensitive noise areas. Stacey Road has been identified as a noise sensitive area.</p> <p>Air Quality – No specific comments relating to the area surrounding Option 3a in this section.</p>	<p>by Wellington Way.</p> <p>Ordinary watercourse with no known fluvial flood mapping.</p> <p>Runs adjacent to the balancing pond near Hardwick Route crosses existing drainage channel south of Madingley Wood. Route Crosses Bin Brook.</p> <p>Historic Env – In general, the area closer to the City of Cambridge is more likely to contain preserved remains of Roman and medieval periods.</p> <p><b>Landscape/visual</b> – Bypasses Madingley Wood SSSI. Potential severance of openness of Green Belt and Westfields.</p> <p>Noise – Bourn Airfield has been identified as a sensitive noise area. Highfield North and North-East Coton have been identified as sensitive noise areas. Stacey Road has been identified as a noise sensitive area.</p> <p>Air Quality – No specific comments relating to the area surrounding Option 3a in this section.</p>	<p>Otter (Bin Brook).</p> <p>Flood Risk – Watercourse by Wellington Way.</p> <p>Ordinary watercourse with no known fluvial flood mapping.</p> <p>Runs adjacent to the balancing pond near Hardwick Route crosses existing drainage channel south of Madingley Wood. Route Crosses Bin Brook.</p> <p>Historic Env – In general, the area closer to the City of Cambridge is more likely to contain preserved remains of Roman and medieval periods.</p> <p><b>Landscape/visual</b> – Bypasses Madingley Wood SSSI. Potential severance of openness of Green Belt and Westfields.</p> <p>Noise – Bourn Airfield has been identified as a sensitive noise area. Highfield North and North-East Coton have been identified as sensitive noise areas.</p> <p>Air Quality – No specific comments relating to the area surrounding Option 3a in this section.</p>	<p>the area closer to the City of Cambridge is more likely to contain preserved remains of Roman and medieval periods.</p> <p><b>Landscape/visual</b> – Bypasses Madingley Wood SSSI. Potential severance of openness of Green Belt and Westfields.</p> <p>Noise – Bourn Airfield has been identified as a sensitive noise area. Highfield North and North-East Coton have been identified as sensitive noise areas. Stacey Road has been identified as a noise sensitive area.</p> <p>Air Quality – No specific comments relating to the area surrounding Option 3a in this section.</p>	<p>Madingley Wood. Route crosses Bin Brook.</p> <p>Historic Env – In general, the area closer to the City of Cambridge is more likely to contain preserved remains of Roman and medieval periods.</p> <p><b>Landscape/visual</b> – Bypasses Madingley Wood SSSI. Potential severance of openness of Green Belt and Westfields.</p> <p>Noise – Bourn Airfield has been identified as a sensitive noise area. Highfield North and North-East Coton have been identified as sensitive noise areas.</p> <p>Air Quality – No specific comments relating to the area surrounding Option 3a in this section.</p>	<p>Madingley Wood. Route crosses Bin Brook.</p> <p>Historic Env – In general, the area closer to the City of Cambridge is more likely to contain preserved remains of Roman and medieval periods.</p> <p><b>Landscape/visual</b> – Bypasses Madingley Wood SSSI. Potential severance of openness of Green Belt and Westfields.</p> <p>Noise – Bourn Airfield has been identified as a sensitive noise area. Highfield North and North-East Coton have been identified as sensitive noise areas.</p> <p>Air Quality – No specific comments relating to the area surrounding Option 3a in this section.</p>



### Appendix 3: P&R sites assessed for Stage 2



© M&M MacDonald Ltd.  
 This document is issued for the party which commissioned it and for specific purposes connected with the approved project only. It should not be relied upon by any other party or used for any other purpose. We accept no responsibility for the consequences of this document being used in any other way or for any other purpose, or containing any error or omission, which may be due to an error of omission in data supplied to us by other parties.

**M M**  
 M&M MacDonald  
 8-10 Queen's Road  
 Clarendon, OX2 2BB  
 United Kingdom  
 T: +44 (0)20 8774 2000  
 F: +44 (0)20 8881 5700  
 W: www.mmc.co.uk

**Client:**  
 Cambridgeshire County Council

**Key to Symbols:**

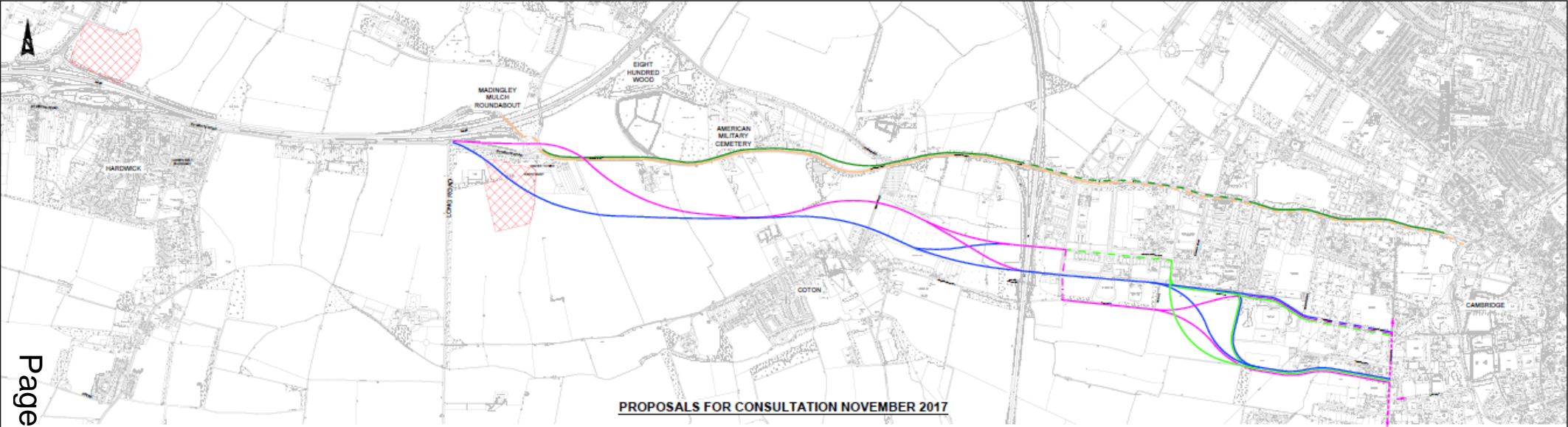
- Planned new settlements
- Cambridge area of growth
- Existing busway
- Existing P&R Sites
- Potential area of search for outer P&R locations
- Indicative potential site boundary

Approved for issuance being subject to permission of the Controller of Information. This document is subject to the terms and conditions of the Cambridgeshire County Council's Information Access Policy.

Drawing Number: 37767-MMD-00-XX-015-V4-Location Map-001

Security: STD  
 Status: PRE  
 Rev: P1

**Appendix 4: Strategic Route Alignments, On Road Options and P&R sites proposed for public consultation as part of FOBC development process**



This page is left blank intentionally.



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

20 September 2017

**Lead Officer:** Chris Tunstall – Interim Transport Director

---

## Western Orbital

### Purpose

1. This report updates the Greater Cambridge Partnership (GCP) Executive Board on further assessment work undertaken since December 2016
2. The Western Orbital is currently being progressed in the context of the developing Highways England (HE) plans for the M11 as a potential 'Smart Motorway', evaluation of Girton interchange and the GCP future investment prioritisation. This report addresses a specific Western Orbital intervention (Park & Ride) and recommends how that can be progressed given short term pressures around Junction 11 of the M11 and access to the nearby Cambridge Biomedical Campus CBC.
3. This report also sets out that at M11 junctions serving Cambridge there are further considerations which should form part of the ongoing work to ensure that the GCP Executive Board can make a fully informed investment decision on medium term proposals including additional Park & Ride/Park & Cycle interventions and associated junction improvements.

### Recommendations

4. It is recommended that the Executive Board:
  - (a) Note the progress to date
  - (b) Delegate to the Chief Executive in consultation with the Chair a response to Highways England (HE) supporting
    - the inclusion of an M11 Smart Motorway upgrade within the next Highways England Route Investment Strategy whilst ensuring that local impacts are fully assessed through the business case development process
    - the upgrade of the functionality and the 'all movement' accessibility of the Girton Interchange subject to full impact assessment.
  - (c) Agree to increase the number of spaces at the Trumpington P&R site subject to necessary planning permissions being obtained
  - (d) Agree to undertake a more detailed business case analysis as set out in this report in relation to medium term P&R expansion and Park & Cycle options and associated junction improvements.
  - (e) Agree the next steps/ timetable detailed.

### Reasons for Recommendations

5. To progress the project in line with GCP objectives.

## Executive Summary

6. The Western Orbital has a number of specific work streams including P&R expansion (both short and longer term) and engagement with Highways England to consider the strategy for the M11 corridor to improve access to key growth sites and bus priority.
7. Assessment on short term ground level expansion of Trumpington P&R based on demand predications evidences a need for additional P&R spaces as part of the requirements of the growing Cambridge Biomedical Campus (CBC). Additional improvements to bus and coach operations and passenger waiting facilities at the site will also increase its operational effectiveness. As such, subject to the necessary planning permissions being secured, it is recommended to invest in upgrading this site. In the short term it is suggested that at least a further 299 spaces be provided at ground level together with improved bus and coach provision at an indicative cost of £2.1 million.
8. Medium and longer term considerations around a new P&R site at J11 and Park & Cycle at J12 as well as associated junction improvements are part of the on-going Western Orbital assessment work and will be presented at a later date for GCP Board decision. Potential interventions at J13 should also be linked to emerging options for the Cambourne to Cambridge scheme (reported separately)
9. Discussions are ongoing with Highways England (HE) regarding their next Route Investment Strategy (RIS) for the M11 and the strategic studies around Girton Interchange. Although a modelling approach is being developed to assist the GCP Board in understanding the full local impacts of these issues, at this stage of the HE process it is prudent for the GCP to support upgrade of the M11 to Smart Motorway and to improving the Girton interchange to allow for all direction traffic movement.

## Background

10. A key objective of the City Deal is to support growth by improving sustainable access to sites of housing and employment expansion. 15,000 new jobs are planned for Cambridge Biomedical Campus including Addenbrooke's Hospital which will also house the relocated Papworth Hospital. The campus will eventually have a working population of around 30,000, making it one of the largest biomedical sites in the world. Park & Ride forms part of the ongoing Western Orbital' scheme development focusing on delivering better transport links along the western edge of Cambridge.
11. Officers have taken forward a feasibility assessment of any potential short term intervention to increase P&R capacity at the existing P&R site at Trumpington. The assessment is set out in full in the **Background Paper**. This shorter term assessment does not currently include a wholly new P&R site and any junction improvements facilitating P&R access but this will need to form part of the next stage of business case development as does the interaction with creation of additional Park & Cycle capacity at J12. An interim report on the wider strategic considerations is programmed to be presented to the Board in November 2017 and a business case presented in 2018.
12. The report to the December 2016 Executive Board identified a number of specific 'work streams' within the Western Orbital project reflecting both the longer term strategic considerations of Highways England for the M11 and the shorter term issues around Junction 11 of the M11 to ensure access to increased employment opportunities at CBC. Additionally the potential future links with the emerging A428 Cambourne to Cambridge Scheme were also a shorter term issue given the ongoing

option development work for this GCP scheme. Specific interventions at J12 (Park & Cycle) were also authorised for further analysis.

13. At this meeting the Executive Board agreed the next steps for the Western Orbital set out in the report including:

Separate (from the wider Western Orbital strategy) consideration of the potential for phased implementation of a future scheme including specific focus on J11 of the M11 to meet for the aspirations of the City Deal Executive Board to support public transport access to the Biomedical Campus including:

- A full business and implementation plan
- A full appraisal of the case for a Park & Ride capacity increases at Trumpington
- A full appraisal of a new Park & Ride to the west of the M11
- A full appraisal of a new connection between any Park & Ride to the west of the M11 and any new bus priority infrastructure at J11 of the M11
- A full appraisal of other shorter term measures which may support the successful operation of a bus slip road at J11, including those at J11

14. In effect this approach created a ‘modular’ approach to the Western Orbital scheme which can be summarised as follows:

<b>Short to Medium Term</b>		<b>Longer Term</b>
Bus access to Junction 11 and 13 and potential Park & Cycle at Junction 12		Bus priority on or close to the M11 and wider strategic network issues
<b>Operational</b>	<b>Strategic</b>	<b>Key Work streams</b>
Potential P&R capacity increases at existing Trumpington site	Potential new P&R site at J11 and P&C site at J12  Integration with A428 scheme at J13	<ul style="list-style-type: none"> <li>• Work with HE to develop consistent approach to M11 modelling</li> <li>• Influence HE RIS</li> <li>• Girton interchange specific considerations</li> </ul>

### Engagement and consultation

15. Engagement with HE has taken place including a meeting between the Executive Board and Chief Executive of HE and meetings between senior officers and the HE Regional Director regarding the M11 and Girton interchange. At the present time there is limited movement at this junction. Further detailed work on understanding the impacts of allowing of more movements is currently being undertaken. With this in mind discussions are continuing with Highways England with a view to improving the available movements at the interchange. It is intended to update the Executive Board in a further report once further assessment has been carried out with the HE. The HE is considering Girton as part of the wider Oxford to Cambridge Expressway study and as that study progresses it is prudent for the GCP Executive Board to formally endorse the principle of upgrading the interchange.
16. In addition project officers have organised a number of workshops with HE and their consultants to consider how GCP options at J11 and J13 could best integrate with future HE plans. These workshops have also reviewed approaches to modelling and how this could be based on common principles. This can then better inform future potential proposals at key strategic locations such as Girton. A working group with

Terms of Reference has been established by the County Council's Major Infrastructure Team to oversee this process of joint working.

17. The 2020-2025 RIS 2 will be published by Highways England in 2019. Currently, GCP officers are working with the HE to develop a consistent approach to strategic modelling to inform both the GCP and HE decision making on future proposals. HE submits the RIS to the Department for Transport (DfT) for national prioritisation and local stakeholder support will add to the case for investment in the Cambridge area. Currently there is a window of opportunity promote priorities for Cambridge and South Cambridgeshire with HE and subsequently the DfT. At this stage it is therefore recommended that the GCP support in principle the inclusion of a Smart Motorway scheme for the M11 between J10 to A14 (and potentially further south toward Stansted) within the RIS, as part of a package of measures to manage knock on impacts on the local transport network. This package may include or be in conjunction with GCP investment, improvements at the M11's junctions around Cambridge to address slip road queueing and local road capacity impacts, and measures to facilitate mode transfer to non-car modes for onward trips from the motorway into key destinations around Cambridge. It is intended to update the Executive Board on this process in a separate report once further details have been obtained from HE on their next steps and further transport modelling outputs.
18. A public consultation was undertaken on the Western Orbital scheme in 2016 and reported to the Executive Board in December 2016. A number of stakeholder meetings and workshops have recently been held with Parish Councils along the Western Orbital including Barton, Trumpington and Hauxton.
19. In June 2017 a Western Orbital focused Local Liaison Forum was held. This LLF included attendance from Highways England and presentation from GCP officers of emerging options for assessment at Junction 11. The LLF passed a resolution as follows:

*P&R should be sited before congestion begins and as a general principal new transport infrastructure should not be allowed to urbanise villages surrounding the city or damage the city's greenbelt. The LLF would like the City Deal to:*

  - *investigate sites west of Harston*
  - *would also like to prioritise rail*
  - *consider a heavy rail P&R at Foxton*
20. In response to this resolution, officers refer back to the Western Orbital post consultation report of December 2016 which identified clear support for additional P&R capacity at J11. This location is optimal due to the intersection of the A10 and M11 (2 strategic routes into Cambridge). Analysis presented in that report suggested that P&R sites further to the west will not attract traffic from the M11. Foxton is a significant distance from key destinations such as CBC and Cambridge City centre and creating high quality bus priority along the A10 corridor that would be needed to support a P&R could be costly. The potential creation of a heavy rail based P&R is not excluded by also expanding bus based P&R at J11 but there remain a number of contingencies, most importantly the future plans for East West Rail including a potential new station at CBC and Parkway Station close to Cambridge as well as the passenger capacity of train services into Cambridge at peak times.

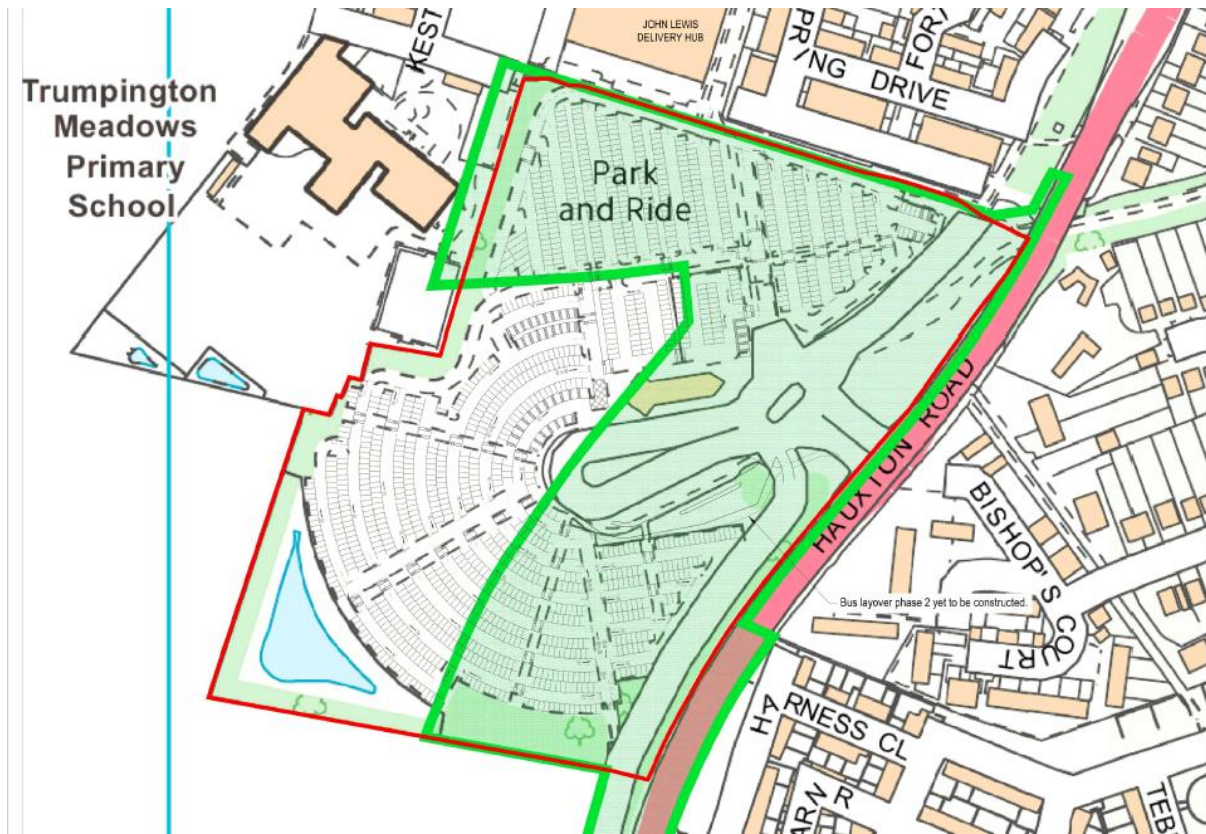
## Considerations

### *M11 and Girton Interchange*

21. The development of a Smart Motorway for the M11 may address a number of the Western Orbital interventions. With this in mind, the Board should support in principle the inclusion of a Smart Motorway and junction upgrades in RIS 2.
22. In addition, the improvement of Girton Interchange to facilitate greater 'all movements' accessibility could also accommodate some of the strategic issues the GCP is currently seeking to address, and as such will be the subject of further discussion with the HE.

### *P&R site*

23. The Trumpington P&R site is a freehold site owned and managed by Cambridgeshire County Council. The site is 74,640m<sup>2</sup> sqm with a total of 1340 car parking spaces. Current peak occupancy of the site is 85%. The site is partly in Green Belt and close to proposed and existing residential developments. The site layout is set out in **Figure 1** and highlights the site currently within Green Belt.



**Figure 1: Green Belt elements of P&R site (in green shaded area)**

24. This site was granted planning permission in 2001. The planning permission including the following key conditions
  - Landscaping
  - Lighting & CCTV
  - Passenger waiting facilities
  - Site access for Cars, Buses/ Coaches and Cyclists
  - Drainage
  - Operational hours

- Noise

25. The site currently operates 16 P&R buses per hour at peak times serving the City Centre. A further 12 busway services operator from Trumpington at the morning peak all of which serve the CBC site.
26. The County Council is currently developing plans for additional coach/school minibus bays to provide space at Trumpington for the additional services expected over the next year, plus additional school minibus facility and a facility for coaches as including shelters for the long distance and tourist coach passengers.
27. In order to assess the future requirements for car parking at the site transport planning spreadsheet modelling has been undertaken. The potential future requirement for P&R spaces is set out in Table 1 is based on 2 scenarios which are as follows:

Scenario 1 = growth only (without other interventions except removal of P&R parking charge)

Scenario 2 = growth only with parking charge removed AND parking restrictions in place at CBC in line with planning requirements

(Both scenarios are based on normal working days and do not take into account periods of extra demand e.g. at Christmas)

	<b>Scenario 1 Growth only</b>	<b>Scenario 2, accounting for CBC parking restrictions</b>
2017 (base)	1150	1150
2022	1400	1600
2027	1500	1850
2031	1550	2000

**Table 1: Total average demand for P&R spaces**

28. In summary the projected increases for P&R demand at J11 could be between 400 and 850 vehicles depending on scenario.
29. In terms of additional spaces by 2031, between 190 and 660 spaces could be needed depending on scenario. Adding an operational contingency of 15% to the total figure of spaces increases this to a total of 420 and 960 spaces again depending on scenario (i.e. 15% of 1550 and 15% of 2000). The 15% contingency reflects the observed behaviour that car parks are perceived to be full when 85-90% of spaces are occupied.
30. The projections do not take into account other linked City Deal initiatives which, if implemented, may further change demand for P&R capacity at Junction 11. Specifically the Cambourne to Cambridge scheme, a wider Western Orbital scheme and control measures, such as on street parking/ Resident Parking Zones etc., as part of the City Centre Access scheme are directly linked to potential changes in demand for P&R and will be considered in the next stage of business case development in relation to medium term options for expansion.

### **Options for expansion**

31. In broad terms for the Trumpington site there are 2 types of expansion approaches. The first approach, Option 1, does not involve new structures or significant engineering interventions, but seeks to more intensively utilise the existing site through ground level expansion. The second approach involves new infrastructure at



the site (either above, Option 2, or below ground, Option 3). The second type of approach, given the level of investment, would be best evaluated in comparison with the option of an entirely new P&R site.

32. Specifically at the existing P&R site a number of options exist for expanding capacity:
  - Option 1: Increase the ground level provision of parking spaces
  - Option 2: Provide decking for additional spaces above ground level
  - Option 3: Provide additional spaces below ground
33. Options could be combined to achieve maximum increases in spaces.
34. Option 1 could be achieved by:
  - a) Increasing the overall number of spaces within the existing parked area by redesign of the car park (reducing the allocated size of parking bays),
  - b) Increasing the existing parked area (within the footprint of the overall site) by converting landscaped areas into car parking or
  - c) Expanding at ground level outside the existing footprint. It is considered that this option is not viable due to proximity of housing development by the site.
35. Work done on Option 1 has focused on b) because a) will require specific car park redesign services and further assessment of the overall impacts on user safety and comfort in using the site. However in the next stage of work it is proposed to request that car park design specialists undertake a review of potential measures to increase density of parking.
36. Option 1 b) has been considered in more detail. Work done to date has identified potential to increase ground level spaces by 299. This would involve loss of landscaping at the site although potentially further landscaping could be introduced in the redesigned site. A possible plan of Option 1B is set out below.



**Plan 1: Option 1B – Areas for potential ground level expansion (red outline)**

37. The indicative engineering cost (subject to detail site assessment) for Option 1B is **£1,546,000**.
38. Combining Option 1b and 1c (site redesign) may increase the number of spaces further however Option 1b alone does meet the minimum shorter term requirement for providing (at 299 spaces) for at least 190 spaces with some further contingency. Further spaces identified via Option 1a is also possible in combination with Option 1b (although this may not be operationally desirable)
39. Option 2 (decking) has been considered either in addition to or instead of Option 1b. Decking is an established method of increasing car parking space. Given the adjacent proximity of residential properties and priority for speedy implementation it is assumed that only single story deck is preferable at this site. However double deck structures could be considered although these would need a bespoke design and potentially require a more fundamental redesign of the surface level car parking.
40. In terms of Options 2 and 3, these need to be considered in more detail but this should be as part of the overall provision of further long-term Park & Ride capacity at both junctions 11 and 12, and as such will be the subject of a further report.
41. The following table 2 summarises the key features of each option.

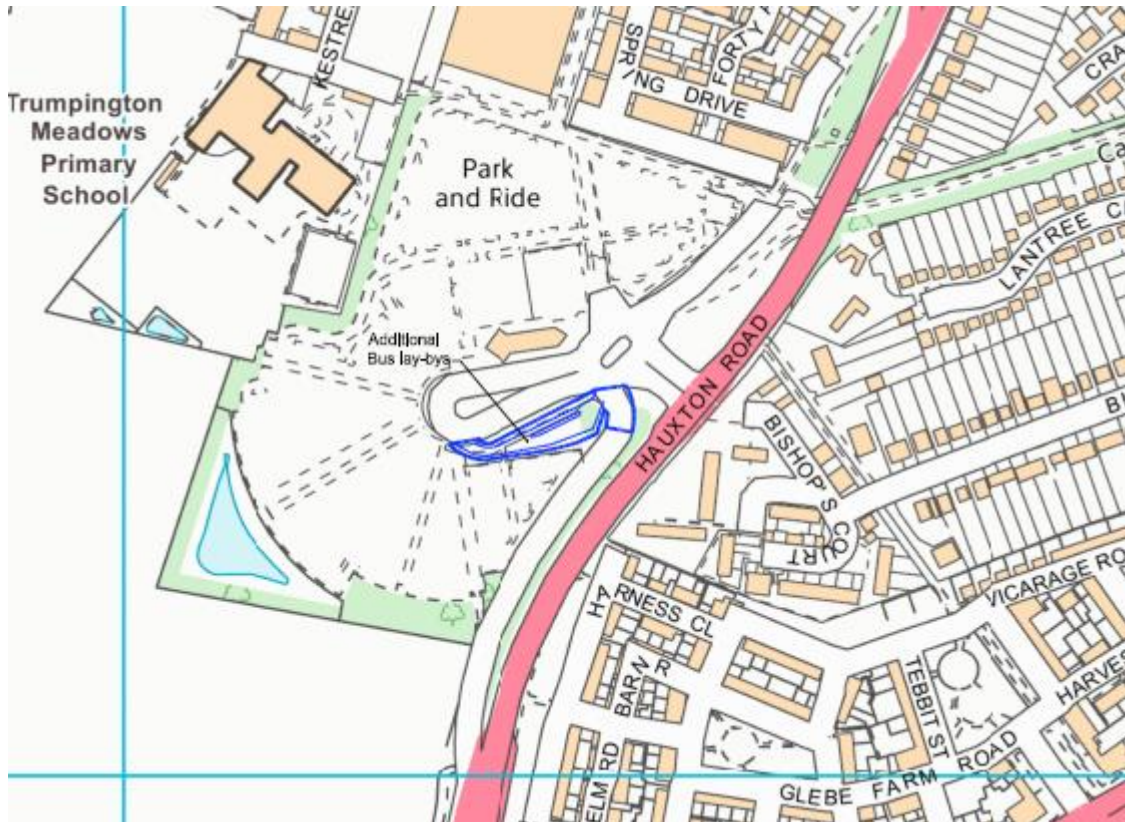
	Option 1b	Option 2	Option 3	
Option specific constraint	Availability of land	Suitable areas for decking	Cost and buildability	
Expansion of parking area	9,074m <sup>2</sup>	11,502m <sup>2</sup>	Similar to Option 2	
Number of potential spaces	299	424	415	
Total Cost	£1.546m	£6.164m	£11.619m	£19.677m
Cost per space	£5.2k	£14.5k	£27k	£47k
Buildability risk	Low	Low	Moderate	
Long term resilience	Good	Moderate	Moderate	

**Table 2: Summary of Trumpington Options**

*Improved school and coach parking*

42. As part of the general uplift in demand for the site, additional provision for 5 extra full coach bays or 10 minibus bays for school and long distance/ tourist coaches needed to support traffic reduction measures within Cambridge are proposed. This may help reduce demand for coach parking in areas such as Queens Road. An footprint of the proposals is set out in Plan 2.





**Plan 2: Design for improvements to facilitate school and long distance coaches**

- 43. An indicative cost for this improvement is £325k.
- 44. The ground level expansion/ intensification of Trumpington P&R combined with improved bus capacity and waiting facilities to provide increased capacity for tourist, school and long distance coaches offers a relatively cost effective intervention with a high projected likelihood of increased demand taking up the additional spaces.

*Summary*

- 45. The total indicative cost for these measures is approximately £2.1m allowing for contingency, planning and any site intensification identified through Option 1a.
- 46. In the medium term given the potential short fall of up to 850 spaces by 2031 (excluding the impact of other GCP schemes) it is likely that a combination of Options 1b and 2 could provide the most effective intervention either instead of or in addition to a new site, subject to the further considerations set out below.
- 47. Work done to date does not identify any significant risk of large scale abortive costs if, as recommended, the GCP Executive Board progress to implement short term expansion measures while in parallel considering the wider medium term case for investment at the site and/or a new site.

**Further considerations**

*Planning*

- 48. All options are likely to require planning permission from the Local Planning Authority which is reflected in the outline programme set out in this report.

- 49. The current Planning Permission allows for a maximum of 1500 spaces at the site, but due to current operational constraints the site's working capacity is 1340.
- 50. The site is partly within the administrative boundary for Cambridge City and partly within the administrative boundary for South Cambridgeshire District Council. The Cambridge City Local Plan (2006) allocates its share of the site as Green Belt, but the South Cambridgeshire administrative area no longer forms part of the Green Belt.
- 51. Other planning considerations (stated in paragraph 24) across the site apply to all of the options to a greater or a lesser degree depending on which option is considered most suitable. All of the planning constraints will be fully considered as the detailed design and options for the delivery of the scheme is progressed as this may limit the capacity for the options to deliver the additional capacity that the physical engineering solution may provide.
- 52. A new planning application or a variation to the existing planning permission application would need to be prepared and submitted, and as such a consultation undertaken as part of the preparation of the business case could form part of the Statement of Community Involvement (SCI) that would need to accompany a planning application. The transport planning assessment and transport modelling forecasting of the capacity at Junction 11 and the site access and egress would be a key consideration in relation to the extent to which the Trumpington Park and Ride site could accept additional car parking capacity. It is likely that some enabling measures will be needed to ensure effective access and egress to the site.

*Bus priority*

- 53. Extension of Park & Ride capacity may need to be accompanied by additional on road bus priority to ensure maximum reliability of bus services. Further business case work will identify the benefit of bus priority measures to determine if they should form an integral part of any expansion proposal at Trumpington. This is not provided for within the projected project cost for short term measures.

*Access*

- 54. The GCP Executive Board has requested that further consideration of bus priority measures at J11 be incorporated within the enhancement of P&R at this junction. This will form part of the further strategic considerations within the business case. However in general the main issue is the extent to which expanding P&R operations at Trumpington would be enhanced by providing additional priority for P&R users at J11 and other approaches and the cost/impacts of these interventions which are not included within the short term proposals in this report.

**Next steps**

- 55. This report recommends that further assessment be carried out on increasing P&R capacity at J11 based on outline feasibility and evidence of potential demand. This process is set out in the following timetable:

<b>Date</b>	<b>Key Event</b>
November 2017	Further report to GCP Executive Board on additional potential interventions at J11 including new P&R and other access arrangements
Summer 2018	Secure planning permission for

	ground level expansion at Trumpington
September 2018	Report to GCP on business case for medium term intervention
Autumn 2018	Implement ground level expansion at Trumpington
Early 2019	Submit planning applications if required for wider proposals
Autumn 2019	Report to GCP Executive Board seeking authority to construct wider medium term expansion proposals
Spring 2021	Completion of scheme

**Table 3: Programme**

56. A key programme constraint is likely to be planning permission requirements which may be necessary for any significant change to the site capacity.

### **Options**

57. It is recommended that officers seek to implement short term ground level expansion at Trumpington and in parallel continue with the staged business case development as set out in Table 3 bringing a final proposal for investment to the GCP Executive Board in autumn 2018 with implementation of any wider scheme as soon as possible after that subject to planning permission if required.
58. Alternatively the GCP Executive Board may determine at this stage not to expand the Trumpington site, but want to undertake a full review of the Park & Ride provision at both junctions 11 and 12.

### **Implications**

59. 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: Resources are allocated as part City Deal Tranche 1 for Western Orbital scheme development and implementation (£5.9m)
  - Legal: There are no legal implications in this report.
  - Staffing: Project management undertaken by the City Deal team.
  - Risk: A project risk register has been developed and will be updated throughout the course of the project.
  - Equality & Diversity: There are no equality & diversity implications in this report.
  - Climate Change: There are no climate change implications in this report.
  - Community Safety: There are no community safety implications in this report.

### **Appendices**

**NONE**

## Background Papers

**TECHNICAL REPORT SKANSKA- AITKINS P&R EXPANSION OPTIONS TRUMPINGTON  
(link below)**

<https://www.greatercambridge.org.uk/transport/transport-projects/western-orbital/>

**Report Author:** Ashley Heller - Team Leader Public Transport Projects  
Email: ashley.heller@cambridgeshire.gov.uk

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

20 September 2017

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

---

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

#### **Purpose**

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

#### **Recommendations**

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

#### **Reasons for Recommendations**

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

#### **Background**

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

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

### **Considerations**

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

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

### **Options**

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

### **Implications**

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

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

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

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

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

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

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

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

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

### **Consultation responses and Communication**

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

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

### **Next steps**

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

**Report Author:** Rachel Stopard – Interim Chief Executive, Greater Cambridge Partnership

**E Mail:** [rachel.stopard@cambridgeshire.gov.uk](mailto:rachel.stopard@cambridgeshire.gov.uk)





**GREATER  
CAMBRIDGE  
PARTNERSHIP**

**Growing and sharing prosperity**

Delivering our City Deal

# OUR VISION

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



## Transport

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



## Housing

Accelerating housing delivery and homes for all.



## Skills

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



## Smart

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

This page is left blank intentionally.

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

20 September 2017

**Lead Officer:** Niamh Matthews – Strategic Programme and Commissioning  
Manager

---

### **Skills – Delivering the Greater Cambridge Partnership Ambition**

#### **Purpose**

1. To set out the Partnership's progress on the skills workstream.
2. To recommend next steps on the skills workstream.

#### **Recommendations**

3. It is recommended that the Executive Board:
  - (a) **Agree** to refocus the skills workstream in order to facilitate the delivery of the up to 420 apprenticeship target agreed with Government as part of the City Deal agreement
  - (b) **Agree** to do this by establishing a GCP apprenticeship matching/brokerage service that has a focus on STEM apprenticeships
  - (c) **Agree** that officers should work with and commission, where necessary, external organisations to support this work
  - (d) **Agree** to work with the LEP, the Combined Authority and delivery organisations in the development of a skills strategy, including evaluating this new service to determine whether it would be suitable, in the medium to long term, for roll out across a wider geography

#### **Reasons for Recommendations**

4. The skills workstream has so far delivered good progress across its involvement in a number of activities. Satisfactory progress has been made and current activities have been delivered on time and on budget.
5. However, the workstream hasn't yet been able to demonstrate a direct and fully evidenced link between the work agreed to date the 420 apprenticeship target agreed as part of the City Deal. This paper seeks agreement to the above recommendations in order to redress this issue.

#### **Background**

6. In March 2015 the Executive Board agreed to establish a locally led skills service that could deliver a package of interventions across the GCP geography. The agreed

proposal mirrored what was currently being delivered, via the LEP through the Cambridge Area Partnership, outside of the GCP geography. The proposal for the service was tendered and won by Form the Future.

7. The service aimed to:
  - Improve the aspirations and economic awareness of young people, increasing their knowledge of local businesses, sectors, opportunities available and the skills businesses are looking for
  - Sustainably develop students careers awareness
  - Work with schools, colleges, learning providers and businesses to close the gap between the necessary and available workforce
8. The service aimed to achieve this by:
  - Facilitating opportunities to improve students' employability and entrepreneurial skills
  - Gathering and sharing information on labour market trends and employer requirements
  - Coordinating events with schools and colleges to develop young people's employability skills in line with business needs identified locally.
9. We expect a full evaluation of the activities to be submitted by Form the Future in the autumn. The evaluation will be brought to the Board in November 2017.
10. As reported in the July 2017 Progress Report to the Exec Board, officers are satisfied that work agreed across the workstream has been delivered on time and on budget.

### **Considerations**

11. As above, although officers are satisfied that the work agreed has been delivered on time and on budget, the workstream hasn't yet been able to demonstrate a direct and fully evidenced link between the work agreed and the 420 apprenticeship target.
12. Through the Board and Assembly 'task and finish' group work on skills, officers have worked with members, skills providers and the LEP to understand the what more we could do to fully evidence the link between GCP interventions and achieving the 420 apprenticeship target.
13. That work has provided us with a high level core evidence base which strongly suggests there is a gap between available apprenticeships and people looking for, or potentially looking for, an apprenticeship placement. Officers recommend, as above, that we bridge this gap by establishing a GCP apprenticeship matching/brokerage service that has a focus on STEM-based apprenticeships.

### ***What the service would offer***

14. A full procurement specification needs to be established. However, because we have already identified a gap in what the market offers, as a broad outline the service would be able to:
  - Place individual applicants in apprenticeships

- Increase the number of apprenticeships provided by employers in the Greater Cambridge area
  - Increase the number of students from Greater Cambridge schools and colleges choosing to enter apprenticeships
  - Increase the positive perception of apprenticeships amongst students going to school or college in Greater Cambridge
  - Increase the positive perception of apprenticeships amongst the parents of secondary school students in Greater Cambridge
  - Reduce NEET numbers in Greater Cambridge
15. The task and finish group work identified the need to look at increasing access to apprenticeships for those people living in more rural areas. In order to address this issue the service could also provide travel grants/bus passes for people who currently face challenges travelling to and from their apprenticeship placement.

***How the service would operate***

16. Subject to a procurement exercise and in order to deliver the above 'offer' the service would need to:
- Be a direct apprenticeship recruitment service connecting applicants with employers
  - Provide a website with information and access to opportunities
  - Provide information and training events for stakeholders
  - Support employers to establish new apprenticeships
  - Provide active and ongoing marketing to stakeholders
17. The service would be directly procured by GCP with the help and support of the LEP. The procurement specification will be very clear that the design of the service will need to be business led so as to directly respond to the needs of business and ensure that we provide high quality, market led apprenticeships. As part of the procurement process we will establish an advice group made up of business HR experts to ensure the specification is designed to fit what the market needs.
18. The procurement specification would state very clearly that any activity needs to be additional to current activity and complimentary to work that's being delivered by, for example, Cambridge Regional College.
19. In order to meet the 420 target, officers foresee the GCP service running over an initial 18 – 24 month period after which, dependant on its evaluation, the Combined Authority would be able to weave the service in to its wider skills workstream. The GCP service can operate to not only meet the 420 target but may also provide useful evidence towards the Combined Authority and LEP's wider development of a skills strategy.
20. There is an opportunity to look at how we could jointly fund the service with the LEP's European Social Funding (ESF). Officers are working together to understand the joint

funding could operate and what work would be required to bid in to the LEPs ESF allocation.

21. After the initial 18 – 24 month period this model would allow the GCP to step back from the skills workstream and allow the LEP and Combined Authority to deliver on skills across the wider geography. Stepping back at this stage allows the GCP to report to Government on its specific City Deal skills target while seamlessly exiting the skills landscape and allowing the Combined Authority and the LEP to carry on and potentially broaden the scope of the service.

### **Options (on the basis of above considerations)**

#### ***Option 1 – Recommended Option (as above)***

22. Agree to refocus the skills workstream in order to facilitate the delivery of the 420 apprenticeship target by establishing a GCP apprenticeship matching/brokerage service. Agree that officers should work with and procure, where necessary, external organisations to support this work.
23. As above, officers recommend this option because:
  - (a) It will directly target the gap in delivery that has been identified through the task and finish group process
  - (b) It will provide the GCP with a direct and fully evidenced link between its activity and the number of apprenticeships that activity facilitates
  - (c) It will serve to provide the area with a service that delivers what businesses are reporting they need in order increase apprenticeship numbers.
  - (d) It will give local people an enhanced opportunity to access apprenticeships and give them the skills and knowledge they need to significantly improve their career opportunities and options

#### ***Option 2 – Do nothing***

24. Agree to do nothing. The Board could decide not to agree any further work that focuses specifically on the up to 420 target.
25. Officers don't recommend this option because:
  - (a) To do so would limit the extent to which the GCP can directly target the gap in delivery that was identified through the task and finish group process
  - (b) To do so would prevent the establishment of a service that delivers what businesses are reporting they need in order increase apprenticeship numbers.

#### ***Option 3 – Develop an alternative proposal***

26. Agree to look again at what the GCP wants to deliver from its skills activity and develop an alternative proposal as a result.
27. Officers don't recommend this option because:
  - (a) To agree it would likely serve to delay the necessary work required to move towards meeting the up to 420 apprenticeship target

- (b) As above, the task and finish group process has already worked through a number of scenarios and determined that supporting the recommended option is likely to be the most effective way forward

**Next steps**

28. Assuming the recommended option (1) is agreed officers will work quickly, in partnership with the LEP, to design a procurement specification and launch a procurement exercise. The design will be done in close consultation with the skills task and finish group.
29. This process will determine the likely cost of the service and how/if the LEPs ESIF funding could part fund the service.
30. The Board will be kept regularly updated on the progress of the procurement exercise and will be able to comment on progress, to be detailed in the progress report, during the November cycle of Board and Joint Assembly meetings.

**Report Author:** Niamh Matthews – Strategic Programme and Commissioning Manager – [niamh.matthews@cambridgeshire.gov.uk](mailto:niamh.matthews@cambridgeshire.gov.uk)

This page is left blank intentionally.



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

20 September 2017

**Lead Officer:** Niamh Matthews – Strategic Programme and Commissioning  
Manager

## Quarterly Progress Report

### Purpose

1. An update for Executive Board members on progress across the Greater Cambridge Partnership (GCP) programme since the last report in July 2017. The report includes appendices covering:
  - (a) Financial monitoring to the end of July 2017
  - (b) Greenways and Rural Travel Hubs – scope and key objectives
  - (c) Six-monthly update on GCP Strategic Risk Register
  - (d) Executive Board forward plan of decisions

### Recommendations

2. It is recommended that the Executive Board:
  - (a) Note the quarterly progress report and its appendices
  - (b) Agree to redefine the target completion date for Chisholm Trail cycle links Phase 2, to reflect experience of the planning process for Phase 1 [see para. 17]
  - (c) Endorse the scope and key objectives of the Greenways and Rural Travel Hubs schemes [see Appendix 2]

### Programme finance overview (to end July 2017)

Funding type	2017/18 budget (£000)	Expenditure to date (£000)	Forecast outturn (£000)	Forecast variance (£000)	Status*		
					Previous <sup>1</sup>	Current	Change
Capital – Grant (see ‘transport’ section for further details’)	12,521	2,010	10,728	-1,793			↔
Revenue – New Homes Bonus	3,662	695	3,569	-93			↑

*\*Please note, RAG explanations at the end of this report*

3. The table above gives an overview of finance to the end of July 2017. For further information about finance please see Appendix 1.

<sup>1</sup> Throughout this report references to “previous status” relate to the progress report last considered by the Executive Board, on 26 July 2017.

## Housing & strategic planning

### “Accelerating housing delivery and homes for all”

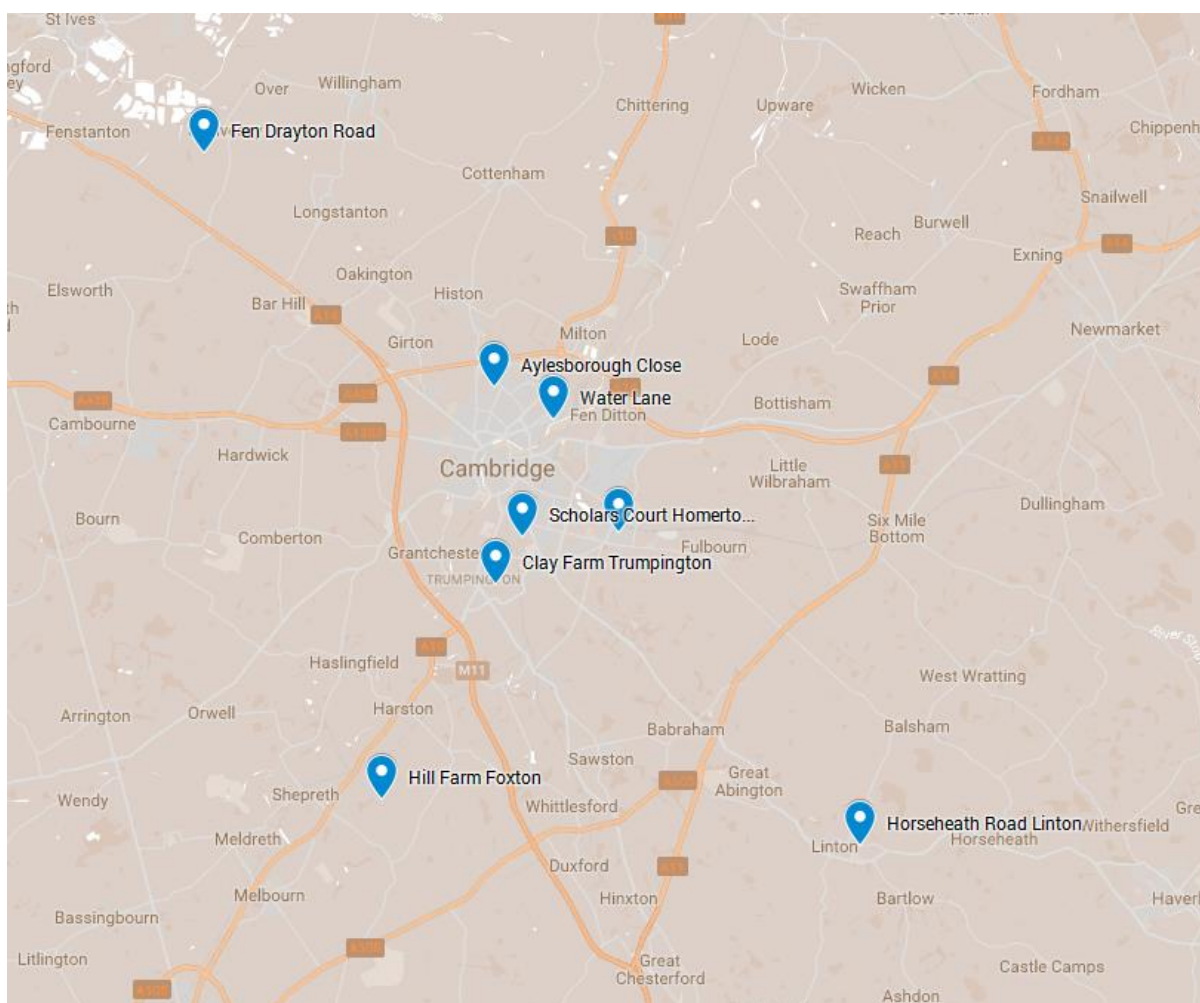
Indicator	Target	Timing	Progress/ forecast	Status		
				Previous	Current	Change
Housing Development Agency – new homes completed (2016/17)	250	2016/17	274			↔
Delivering 1,000 additional affordable homes** <sup>2</sup>	1,000	2011-2031	901			↔

\*\*Based on housing commitments as at 9 August 2017

#### 4. Housing Development Agency completion locations:

Scheme	Ward / Area	Completions
<b>Colville Road – CCC</b>	Cherry Hinton	35
<b>Water Lane – CCC</b>	Chesterton	24
<b>Aylesborough Close – CCC</b>	Arbury	35
<b>Clay Farm – CCC</b>	Trumpington	46
<b>Homerton – CCC</b>	Queen Edith's	95
<b>Fen Drayton Road – SCDC</b>	Swavesey	20
<b>Horseheath Road – SCDC</b>	Linton	4
<b>Hill Farm – SCDC</b>	Foxton	15
<b>Total New Homes</b>		25

<sup>2</sup> On rural exception sites and 5 year land supply sites in the rural area



*Delivering 1,000 additional affordable homes*

5. The methodology agreed by the Executive Board for monitoring the 1,000 additional homes means that only once housing delivery exceeds the level needed to meet the Local Plan requirements can any affordable homes on eligible sites be counted towards this target. Based on the latest forecast housing delivery trajectory, it is anticipated that in 2019-20 there will be a surplus of completions compared to the cumulative annualised required, and therefore any affordable homes on eligible sites from then on can be counted. Until 2019-20, affordable homes being completed are counting towards delivering the Greater Cambridge housing requirement of 33,500 dwellings.
  
6. The table above shows that it is already anticipated on the basis of decisions on specific planning applications that 901 additional affordable homes will be completed towards the target of 1,000 by 2031, consistent with the approach to monitoring agreed by the Executive Board. In practice this means that we already expect to be able to deliver 90% of the target on the basis of current decisions alone. However, this is shown as Amber because the projection for practical reasons is drawn only from those sites with planning permission or a resolution to grant planning permission. At the time of the previous report the equivalent forecast was 792 – whilst for the reasons explained above no units are yet counted as completed towards the targets, this means that 109 additional units are forecast for delivery now than were at that time.

7. Additional sites will continue to come forward, providing additional affordable homes that will count towards this target. However, due to the nature of rural exception sites and windfall sites, these cannot be robustly forecast up to 2031. Historically there is good evidence of rural exception sites being delivered at a rate of around 50 dwellings per year, therefore we can be confident that the target will be achieved.

## Skills

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

Indicator	Target/ profile	Progress	Status		
			Previous	Current	Change
Employability events supported for 11-16 year olds	100	137			↔
Employability events supported in Primary Schools	10	11			↔
Employability events supported for 16-18 year olds	30	44			↔
Schools engaging in briefings about work experience	16	16			↑
Young people engaged in briefings about work experience	1,500	2,469			↔
Employers using STEP UP website to connect to schools	100	56			↔
Schools using STEP UP website to connect to employers	22	18			↔
Providing information on the local labour market	18	18			↔

September 2015-July 2017

### *'STEP UP' website*

- The LEP and Cambridge Ahead have been undertaking a review of why usage of the STEP UP website ([www.timetosetup.co.uk](http://www.timetosetup.co.uk)) has not been as successful as was hoped. This is an online platform that is designed to assist employers and schools to connect, and has not impacted on the overall level of engagement. This review indicates that, whilst engagement with the website has been lower than anticipated, this is not a reflection of employers' or schools' levels of engagement with the service, rather it is a reflection of a revealed preference to engage through other means. With that in mind, the LEP and Cambridge Ahead are planning to integrate the work of the website with the work of Form the Future, so that its data can be captured and developed as part of their ongoing work in connecting employers to schools and young people.

### *Apprenticeships*

- The total number of apprenticeships in Greater Cambridge in the 2015/16 academic year was 1,550 – an 18% increase against the 2014/15 total of 1,310. Whilst the increase cannot be solely related to GCP activity, the increase does correlate with the start of GCP's activity on skills. This growth is reflected across all levels of apprenticeship: higher, advanced and intermediate.
- The skills report that is on the agenda for this meeting takes us through the next steps on skills activity. Verified numbers for total apprenticeships in 2016/17 are expected to be available in November, following which these will be presented to the Board and contrasted with the national trends.

## Smart Places

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

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

### *Digital wayfinding at Cambridge Station*

11. A positive meeting was held with Greater Anglia on 11 August 2017 and follow up actions have been agreed. Greater Anglia have advised that the individual who will lead on this initiative from their side has been appointed and is joining the organisation imminently. We will work with the post holder as a matter of urgency to define a schedule for this work.

### *MotionMap travel app*

12. The initial MotionMap Beta trial which started in late June involved 14 volunteer bus users who provided feedback about functionality and usability. Their feedback has been used to create a list of improvements and fixes which Building Intellect have started to address. We will shortly be offering existing Beta trial users the opportunity to install the App before gradually increasing the number of new users.
13. The App is now running on both Android and iOS devices, albeit with a custom install process. MotionMap will be submitted to Google Play and the Apple App Store on 8 September. It is anticipated that it will available for download and automated installation by mid-October. This does, however, depend on the speed at which the relevant app stores can confirm their criteria have been met and whether any unexpected issues arise.

## Transport

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

### Transport delivery overview

Project	Delivery stage	Target completion date	Forecast completion date	Status			
				Previous	Current	Change	
<b>Tranche 1 schemes</b>							
Histon Road bus priority		Design	2022	2022			↔
Milton Road bus priority		Design	2021	2021			↔
Chisholm Trail cycle links	Phase 1	Design	2018	2018			↔
	Phase 2	Design	2020	2021			↓
Cambourne to Cambridge / A428 Corridor		Design	2024	2024			↔
City Centre Capacity Improvements ["City Centre Access Project"]		Design	TBC	TBC	N/A	N/A	N/A
A1307 Bus Priority		Design	2020	2020			↔
Cross-city cycle improvements	Fulbourn / Cherry Hinton Eastern Access	Construction	2018	2018			↔
	Hills Road / Addenbrooke's corridor	Construction	2017	2017			↔
	Links to East Cambridge & NCN11/ Fen Ditton	Construction	2018	2018			↑
	Arbury Road corridor	Construction	2018	2018			↔
	Links to Cambridge North Station & Science Park	Construction	2018	2018			↔
A10 cycle route (Shepreth to Melbourn)		Completed					↔
<b>2020+ scheme development</b>							
Western Orbital		Preferred option design					
A10 North Study & initial works		Options development					
Greenways		Options development					
Rural Travel Hubs		Options development					

14. The first two Greenways routes have seen community events held – these are the Fulbourn and Waterbeach routes. The public has been asked to comment on every aspect of the route, from where the route should start and end, to what surface should be used, how the route can be made more appealing through greenery or

public art, and everything in between. The project team have also met with key stakeholders to generate buy-in and awareness of the project, and continue to do so.

15. Processing of the data captured during the Automatic Number Plate Recognition (ANPR) camera traffic survey this summer has been undertaken, and initial outputs are now being received. This data is to be reviewed, following which analysis of the information captured can begin in earnest. The data will inform a number of workstreams across the Greater Cambridge Partnership. An update is anticipated to the November Executive Board meeting.
16. At the time of writing officers are evaluating contractor submissions for the Rapid Mass Transit Strategic Options Appraisal. It is anticipated that this will be finalised by the time of this Executive Board meeting.

#### *Chisholm Trail*

17. Since the last progress report was published, the Chisholm Trail Phase 1 and Chesterton-Abbey Bridge have been granted planning consent by the Cambridge Fringes Joint Development Control Committee. There is the possibility of a Judicial Review being triggered by objectors to the scheme, but at the time of writing that is not certain. The granting of planning consent follows slightly under one year of going through the planning process for that section of the route. On the back of experience of the planning process for Phase 1, officers have revisited the plans for Phase 2 and consider it prudent to allow for more time than originally forecast to secure planning consent for Phase 2. It is therefore recommended that the target completion date for Phase 2 is revised to 2021. Network Rail's forward plan also needs to be taken into consideration, as the majority of Phase 2 is planned to be installed on their land, and they themselves are currently reviewing their assets. It is important also to be mindful of the two new developments planned along the route – Mill Road Depot and Ridgeon's (off Cromwell Road).

#### *Cambourne to Cambridge / A428 Corridor*

18. The Cambourne to Cambridge / A428 Corridor scheme is forecast for completion in 2024, and with a target completion date of 2024. The previous quarterly progress report mistakenly showed these as 2023, so whilst the dates shown here are different to those shown previously, this is rectifying a previous mistake rather than representing a delay in the project.



## Transport finance overview (to end July 2017)

Project	Total Budget (£'000)	2017-18 Budget £'000	Spend to date £'000	Forecast Spend – Outturn £'000	Forecast Variance – Outturn £'000	2017-18 budget status		
						Previous	Current	Change
Histon Road bus priority	4,280	200	2	163	-37			↔
Milton Road bus priority	23,040	800	84	242	-558			↔
Chisholm Trail	8,400	2,025	182	1,525	-500			↔
Cambourne to Cambridge / A428 corridor	59,040	1,200	265	1,200	0			↔
Programme management & Early scheme development	4,950	950	134	950	0			↔
A1307 Bus Priority	39,000	1,000	46	450	-550			↔
Cross-City Cycle Improvements	8,000	3,537	922	3,300	-237			↔
Western Orbital	5,900	600	148	600	0			↔
A10 North study & initial works	2,600	783	118	783	0			↔
A10 cycle route (Shepreth to Melbourn)	550	0	13	39	+39			↔
City Centre Access Project	8,045	1,426	96	926	-500			↔
<b>Total</b>	<b>163,805</b>	<b>12,521</b>	<b>2,010</b>	<b>10,728</b>	<b>-1,793</b>			↔

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

## **Note to reader – RAG Explanations**

### **Finance tables**

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

### **Indicator tables**

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

### **Project delivery tables**

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

### **List of appendices**

1. Financial monitoring to the end of July 2017
2. Greenways and Rural Travel Hubs – scope and key objectives
3. Six-monthly update on GCP Strategic Risk Register
4. Executive Board forward plan of decisions

**Report Author:** Aaron Blowers – Project Manager  
[aaron.blowers@cambridgeshire.gov.uk](mailto:aaron.blowers@cambridgeshire.gov.uk)

## Financial monitoring to the end of July 2017

1. Programme Budget

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

Project Description	Total Budget £'000	2017-18 Budget £'000	2017-18 Expenditure to date £'000	2017-18 Forecast Spend - Outturn £'000	2017-18 Forecast Variance - Outturn £'000
Histon Road Bus Priority	4,280	200	2	163	-37
Milton Road Bus Priority	23,040	800	84	242	-558
Chisholm Trail	8,400	2,025	182	1,525	-500
Cambourne to Cambridge / A428 Corridor	59,040	1,200	265	1,200	0
Programme management & Early scheme development	4,950	950	134	950	0
A1307 Bus Priority	39,000	1,000	46	450	-550
Cross-City Cycle Improvements	8,000	3,537	922	3,300	-237
Western Orbital	5,900	600	148	600	0
A10 North Study & initial work	2,600	783	118	783	0
A10 cycle route (Shepreth to Melbourn)	550	0	13	39	+39
City Centre Access Project	8,045	1,426	96	926	-500
<b>Total</b>	<b>163,805</b>	<b>12,521</b>	<b>2,010</b>	<b>10,728</b>	<b>-1,793</b>

1.2 The explanation for variances is set out below.

## 1.3 Histon Road – Bus Priority

Revised date to review scheme concept design has not changed and remains on target or the November 2017 Executive Board. The current delivery plans assume two further rounds of consultation in late 2018 and mid 2019; public consultation on the detailed designs followed by a statutory consultation on draft traffic regulation orders.

#### 1.4 Milton Road – Bus Priority

Final Concept design was approved by the Executive Board on 26<sup>th</sup> July 2017 to take forward into detailed design. The current delivery plans assume a further round of consultation in mid-2018 following approval of Detailed Designs at the Executive Board in March 2018.

#### 1.5 Chisholm Trail

The planning application for Phase One between Cambridge North station and Coldhams Lane has now been unanimously approved by the JDCC (Joint Development Control Committee). A contractor, Carillion Tarmac, has been appointed to work alongside the project team with a view to providing a detailed cost of the works towards the end of the year.

It took longer than expected to obtain planning consent largely due to the complex nature of the application being on a flood plain, in greenbelt, passing closely to a historic building and running through very sensitive ecological sites. Various elements of the application required multiple submissions, and numerous further documents for clarification were required such as verified views of boundary treatments. The late approval of this planning application resulted in a delay in appointing the contractor. As a result of this, construction has moved back and thus little construction activity will take place in this financial year, resulting in a lower spend profile for 2017-18. This delayed spend is instead expected in 2018-19.

#### 1.6 Cambourne to Cambridge / A428 Corridor

The project remains within the early design stages to establish an approved route alignment as well as further analysis on highway options. There has been further instruction to undertake additional analysis on route options and Park & Ride locations arising from concerns expressed at the Local Liaison Forum. There remains a likely upward trend in the spend as the project continues to evolve over the coming year. The project progress is in line with Executive Board key decision of 13<sup>th</sup> October 2016.

#### 1.7 Programme management & early scheme development

The development of the Cambridge Sub-Regional Model (CSRM 2) the CCC Transport Model remains a significant piece of work as major projects continue to develop. Initial resources for work on the prioritisation of CSRM2 Modelling work to develop Tranche 2 have now been allocated, and are now accounted for in this figure.

#### 1.8 A1307 Bus Priority

Additional workshops have been held with the Local Liaison Forum. New options have emerged that require evaluation. The late availability of an update to the CSRM2 Traffic model and the need for a further workshop with the LLF will delay the start of public consultation to early 2018, and also surveys and land referencing work. The budget for 2017-18 has been reviewed and was previously over-estimated. A more achievable budget is now proposed that takes into account slippage, but also additional work.

#### 1.9 Cross-City Cycle Improvements

Of the five projects, construction work has commenced on three of them. The first of the three phases of Links to Cambridge Station and the Science Park is complete.

Works at Hills Road/Addenbrooke's will complete in September. Preparatory works at Fulbourn Road have commenced with utility diversions and changes to landscaping. For the other two schemes, detailed design, utility diversions and localised consultations are underway with work due to commence on all schemes by February 2018.

Some additional design work to address road safety audit issues and the transition to a new highway services contract have resulted in a slight delay in the delivery of some of the schemes and hence a slightly reduced spend profile in 2017-18. This delayed spend is instead expected in 2018-19.

#### 1.10 Western Orbital

Executive Board have reviewed the results of the public consultation and refined the project to align more closely with Highways England Proposals for the M11. The options at junction slip roads 11, 12 and 13 are currently being examined. The scheme has therefore been reviewed and design time reduced resulting in a reduction in costs in 2017-18.

#### 1.11 A10 North Study & initial work (Tranche 2)

Baseline modelling for the study is almost complete and analysis of the outputs is expected by the middle of September. In parallel, mitigation measures are currently being developed with a view to testing beginning in mid-September. Expenditure for the study is expected to fall well within the budget for 2017-18.

#### 1.12 A10 cycle route (Shepreth to Melbourn)

This project is complete and final costs remain within budget. Revised expenditure of £39,000 is required for 2017-18 to allow for late payments to the contractor.

#### 1.13 City Centre Access project

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

The forecast variance now shows an underspend of £500,000 for 2017-18. Before some of the City Access Projects can progress, figures from the recent ANPR (Automatic Number Plate Recognition) survey need to be analysed and additional staff recruited.

## 2. Operations Budget

2.1 The actual expenditure incurred in 2017-18 is as follows:-

Activity	Budget £000	Budget to date £000	Actual to date £000	Forecast Outturn £000	Forecast Variance £000
Programme Central Co-Ordination Function	644	231	181	644	0
Strategic Communications	303	178	140	303	0
Skills	211	116	116	211	0
Economic Assessment	20	0	0	20	0
Smart Cambridge	734	243	45	734	0
Housing	200	50	50	200	0
Affordable Housing	40	0	0	0	0
Intelligent Mobility	275	43	-1	275	0
Local Authority Administration Costs	71	40	40	71	0
Developing 12 cycling greenways	200	67	24	200	0
Electric Vehicle charging	25	25	25	25	0
Travel Audit	150	50	0	150	0
Travel Hubs	100	25	0	100	0
Cambridge Promotions	40	40	40	40	0
Towards 2050- Strategic Planning & Transport framework	230	19	20	230	0
City Centre Movement & Spaces	150	12	0	150	0
Residents Parking Implementation	269	90	16	176	-93
<b>Total</b>	<b>3,662</b>	<b>1,229</b>	<b>695</b>	<b>3,569</b>	<b>-93</b>

3. Forecast spend 2015-2020

	<b>Total cost £000</b>	<b>Actual spend 2015/16 £000</b>	<b>Actual spend 2016/17 £000</b>	<b>Forecast spend 2017/18 £000</b>	<b>Forecast spend 2018/19 £000</b>	<b>Forecast spend 2019/20 £000</b>	<b>Later years £000</b>
<b>Programme budget</b>							
Histon Road Bus Priority	4,280	199	181	163	300	300	3,100
Milton Road Bus Priority	23,040	188	238	242	5,300	11,400	5,087
Chisholm Trail	8,400	235	679	1,525	4,100	1,460	
Cambourne to Cambridge / A428 Corridor	59,040	268	1,485	1,200	3,000	3,000	47,272
Programme management & Early scheme development	4,950	356	781	950	1,500	1,645	
A1307 Bus Priority	39,000	157	175	450	1,500	10,000	26,093
Cross-City Cycle Improvements	8,000	257	864	3,300	3,206	300	
Western Orbital	5,900	240	416	600	600	600	3,460
A10 North Study & initial work	2,600	67	72	783	500	1,000	
A10 cycle route (Shepreth to Melbourn)	550		511	39			
City Centre Access Project	8,045	255	566	926	2,756	3,010	
<b>Total</b>	<b>163,805</b>	<b>2,221</b>	<b>5,968</b>	<b>10,728</b>	<b>20,006</b>	<b>29,705</b>	<b>88,412</b>
<b>Total operations budget</b>	16,061	218	1,150	3,569	6,157	4,942	25

## Greenways and Rural Travel Hubs – scope and key objectives

1. In March 2017 the Executive Board agreed to allocate resource to (among other things):
  - (a) Developing up to 12 cycling ‘greenways’ in Cambridge City and South Cambridgeshire (£480K for development work over 2 years (2017 – 2019)); and
  - (b) Initial feasibility work on South Cambridgeshire Travel Hubs, including on key routes (£100k one off cost in 17/18).
2. Since that decision, these projects have been developed further for implementation. Below is a summary of the scope and key objectives that have been developed for these projects.

### Greenways

#### *Key objectives*

3. The objectives of the Greenways project are to ensure safer, more direct, pleasant and convenient routes for cycling and walking in to Cambridge. The routes aim to be suitable for equestrians wherever possible and subject to landowners’ permission or other constraints. Greenways will improve non-motorised access to Cambridge City, employment area, retail sites, green spaces, schools, leisure facilities and residential centres. The scheme also aims to enhance the environment, streetscape and air quality.

#### *Scope*

4. The project will consider improvements to 12 pleasant, direct, continuous and safe cycle and pedestrian commuter routes leading in to Cambridge City from surrounding towns and villages. In addition they will offer opportunities where practicable for all NMU leisure use, countryside access, green space and streetscape enhancement measures.
5. The improvements will be designed with input from local communities and stakeholders through a series of workshops and consultation. Opportunities for implementing ‘quick wins’, such as improvements to existing routes or links to the Greenways to effectively create ‘fishbones’ rather than simple linear routes, are within the scope. Also in scope is signage/wayfinding, marketing materials, and confirming a model for the ongoing maintenance of routes.

### Rural Travel Hubs

#### *Key objectives*

6. The Rural Travel Hubs project at this time is focusing on carrying out a feasibility study, alongside local communities, with the following aims:
  - (a) To establish a community-led understanding of what a Rural Travel Hub is and the benefits they can provide;
  - (b) To identify opportunities and criteria for implementing Rural Travel Hubs;
  - (c) To establish feasibility and prioritisation of village hubs within South Cambridgeshire district that would benefit from possible further funding and to establish a case for project development and implementation;
  - (d) To establish the needs of local communities and bus/train operators, walkers, cyclists, car-sharers when identifying potential sites;



- (e) Ensure that the evaluated Rural Travel Hubs contribute to GCP objectives and provide opportunity to improve access to Cambridge City, employment areas, retail sites, green spaces, schools, leisure facilities and residential centres via easier access to public transport network;
- (f) Consider impacts of localised motor traffic in rural areas resulting from usage of proposed rural hub facilities; and
- (g) Reduce the number of vehicles travelling into the city each day.

*Scope*

- 7. The agreed budget to deliver this phase of work is £100k. Outside of that budget some South Cambridgeshire District Council and Cambridgeshire County Council officer time is provided to support the feasibility and engagement activities. Covered within the scope for this phase of the project is:
  - (a) A project team set up for the development of the feasibility study.
  - (b) Local and Member engagement to ensure the feasibility study has a view of the aspirations of local communities.
  - (c) A feasibility study with an officer recommendation for evaluation of the recommendations.

**Six-monthly update on GCP Strategic Risk Register**

1. The City Deal is potentially a £1 billion investment programme delivering significant infrastructure and working in partnership. Significant risk is inherent in an ambitious programme of this nature. However, it is important to note that the risks of 'doing nothing' – of not investing in the economic success of Greater Cambridge and not delivering the infrastructure needed to deliver the agreed development framework in the Local Plans and transport strategy are greater.
2. Since the Executive Board last considered the Strategic Risk Register in March 2017, this document has been regularly reviewed and overseen by the senior officer GCP Leadership Group, to ensure that it is managing strategic risks.
3. The full Strategic Risk Register is shown overleaf. There is one proposed change to a residual risk score, with the likelihood score for risk #3 being reduced from 3 ("likely to occur in some circumstances or at some time") to 2 ("is unlikely to occur in normal circumstances, but could occur at some time"). This is recommended in recognition of the control measures that are in place and of the range of activities that have taken place to mitigate this risk. Please see the full risk detail overleaf for further information.

No.	Risk	Inherent			Owner	Controls	Actions	Residual			
		Likelihood	Impact	Score				Likelihood	Impact	Score	Direction of travel
1	Ability to deliver full City Deal benefits and the infrastructure this area needs is hampered by not achieving triggers for further Government funding and/or not obtaining developer contributions.	3	5	15	Rachel Stopard	<ol style="list-style-type: none"> <li>Regular meetings and working relationship with Government officials, to monitor progress on delivering the City Deal.</li> <li>Infrastructure programme prioritised on the basis of economic impact, as per the Deal Document.</li> <li>Robust project and programme management of transport schemes to ensure delivery on track and on budget.</li> <li>Transport core team and interim Transport Director in place to effectively lead the transport schemes.</li> </ol>	<ol style="list-style-type: none"> <li>Work with the independent economic assessment panel to shape the Greater Cambridge evaluation framework, within the context of the triggers agreed with Government.</li> <li>Recruit to fill vacancies in the transport core team.</li> </ol>	2	5	10	↔
2	Dissolution of the partnership arrangement means that the agreement cannot be delivered.	2	5	10	Rachel Stopard	<ol style="list-style-type: none"> <li>Strong working relationships at an officer and lead Member level, backed by clear structures for partnership working.</li> <li>Leadership Group and other officer structures provide opportunities to resolve issues that emerge before they threaten the relationships.</li> <li>GCP governance was reviewed in July 2017 in the light of the creation of the Cambridgeshire &amp; Peterborough Combined Authority.</li> </ol>	<ol style="list-style-type: none"> <li>Prepare and manage delivery of a communications and stakeholder engagement plan.</li> </ol>	1	5	5	↔
3	Public support is weakened due to a failure to engage effectively and/or to understand the current and future population's needs.	4	4	16	Beth Durham	<ol style="list-style-type: none"> <li>Strategic Communications Manager in post and Communications Group established for the Partnership.</li> <li>Use of a range of media and forums across the Greater Cambridge area and of employer and residents' networks to disseminate meetings.</li> <li>The Executive Board has agreed additional capacity to strengthen public engagement and communications.</li> </ol>	<ol style="list-style-type: none"> <li>Prepare and manage delivery of a communications and stakeholder engagement plan.</li> <li>Ensure that opportunities to build public support and/or engagement are built into planning for schemes already committed.</li> <li>Work with project leads to prepare and deliver bespoke communications and engagement plans for discrete projects and test and evaluate new approaches, e.g. use of social media.</li> <li>Work with project leads to develop KPIs for representative sampling of City Deal consultations.</li> <li>Review the approach taken to consultation on infrastructure schemes to ensure that it is as effective and efficient as it can be.</li> </ol>	2	4	8	↓
4	Delivery of long-term objectives and the City Deal vision is restricted by insufficient focus on strategic issues and domination of short-term ones.	3	4	12	Rachel Stopard	<ol style="list-style-type: none"> <li>There is a consensus on the Local Plans and the Transport Strategy for Cambridge and South Cambridgeshire, as well as clear support for partnership working and for delivering much-needed infrastructure.</li> <li>Guidance is in place for officers to ensure that decisions and reports are grounded in and able to articulate the strategic context, and are clear on what is needed to move forward at pace.</li> </ol>	<ol style="list-style-type: none"> <li>Make sure that existing and new Executive Board and Joint Assembly members have good quality information.</li> <li>Ensure that the strategic picture is properly considered and effectively communicated throughout programme delivery.</li> <li>Ensure consistency in communicating the wider vision across communications activity.</li> <li>Develop the Future Investment Strategy for tranche 2 and beyond, including engaging Members and stakeholders on the vision and ambitions.</li> </ol>	2	4	8	↔

5	Missed opportunities to drive economic growth locally as a result of insufficient engagement with other organisations driving economic growth locally.	3	3	9	Rachel Stopard	<ol style="list-style-type: none"> <li>1. The GCGP LEP is part of the partnership and nominates three members of the Joint Assembly.</li> <li>2. Regular meetings with officers working on behalf of the Cambridgeshire and Peterborough Combined Authority.</li> </ol>	<ol style="list-style-type: none"> <li>1. Build and maintain relationships with key people and organisations working to drive economic growth.</li> <li>2. Work with and through the LEP's network, particularly the network local to Greater Cambridge.</li> <li>3. Engage with Combined Authority staff to seek opportunities to complement each other's objectives.</li> </ol>	2	3	6	↔
6	Insufficient staff and specialist consultancy capacity throughout the City Deal programme negatively impacts on delivery.	3	4	12	Rachel Stopard	<ol style="list-style-type: none"> <li>1. Prompt recruitment to vacancies as they arise, prioritisation of effort based on impact on delivering the City Deal agreement.</li> <li>2. Officers work with a range of relevant consultancies, including focusing on specialist capabilities where relevant.</li> </ol>	<ol style="list-style-type: none"> <li>1. Recruit to fill vacancies in the transport core team.</li> </ol>	2	4	8	↔

## Executive Board forward plan of decisions

Notice is hereby given of:

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

A 'key decision' is one that is likely:

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

Item title	Summary of decision (including notice of confidential or exempt information, if appropriate)	Officer lead(s)	Key decision?
<b>Executive Board: 22 November 2017</b>		<b>Reports for each item to be published: 10 November 2017</b>	
A1307 Three Campuses to Cambridge	To consider and approve public consultation on the revised package of measures, including considering the outcomes of the Local Liaison Forum workshop process.	Chris Tunstall	No
Western Orbital	Considerations of wider P&R interventions and Junction improvements on M11.	Chris Tunstall	No
Rapid Mass Transit Strategic Options Appraisal	To present the findings of the Strategic Options Appraisal.	Chris Tunstall	No
GCP quarterly progress report	To monitor progress across the GCP workstreams, including: <ul style="list-style-type: none"> <li>• The latest financial monitoring information.</li> <li>• Six-monthly report on housing.</li> <li>• Six-monthly report on Smart Cambridge.</li> <li>• Update on skills.</li> </ul>	Niamh Matthews	No
<b>Executive Board: 8 February 2018</b>		<b>Reports for each item to be published: 29 January 2018</b>	
Histon Road bus priority	To consider the 'final concept' design as a basis for detailed design work and the preparation of an interim business case, to facilitate further public and statutory consultation.	Chris Tunstall	Yes
City Access Strategy	To update on the City Access Strategy, including recent evidence base work, intelligent signals and electric/hybrid buses.	Chris Tunstall	No
Rural Travel Hubs	To present the findings of the feasibility report and agree next steps.	Chris	No

		Tunstall	
A10 North study	To feed back on the feasibility study.	Chris Tunstall	No
'Our Big Conversation'	To update on 'Our Big Conversation' and interim findings.	Rachel Stopard	No
<b>Executive Board: 21 March 2018</b>		<b>Reports for each item to be published: 9 March 2018</b>	
Milton Road bus priority	To consider the final detailed design for Milton Road and the interim business cases as a basis for public and statutory consultation to facilitate the final engineering designs and build process.	Chris Tunstall	Yes
Greenways	To consider the outcomes of initial engagement and approve public consultation on proposals.	Chris Tunstall	No
GCP Future Investment Strategy & 2018/19 budget setting	To approve the principles of the Future Investment Strategy and the budget for 2018/19	Rachel Stopard	Yes
GCP quarterly progress report	To monitor progress across the GCP workstreams, including: <ul style="list-style-type: none"> <li>The latest financial monitoring information</li> <li>Six-monthly report on skills</li> <li>Six-monthly update on GCP Strategic Risk Register</li> </ul>	Niamh Matthews	No
<b>Executive Board: 5 July 2018</b>		<b>Reports for each item to be published: 25 June 2018</b>	
A428/A1303 Better Bus Journeys Scheme	Full Outline Business Case for options for investment Cambourne to Cambridge.	Chris Tunstall	Yes
A1307 Three Campuses to Cambridge	To consider the results of public consultation and agree to prepare the Business Case for the package of improvements.	Chris Tunstall	No
Chisholm Trail cycle links	To approve construction of phase 2 of the scheme subject to planning permission.	Chris Tunstall	Yes
GCP quarterly progress report	To monitor progress across the GCP workstreams, including: <ul style="list-style-type: none"> <li>The latest financial monitoring information</li> <li>Six-monthly report on housing.</li> <li>Six-monthly report on Smart Cambridge</li> </ul>	Niamh Matthews	No
<b>Executive Board: 11 October 2018</b>		<b>Reports for each item to be published: 1 October 2018</b>	
Western Orbital	Full Outline Business Case for medium term P&R Expansion at J11, Park & Cycle at J12 and associated junction improvements.	Chris Tunstall	Yes
A1307 Three Campuses to Cambridge	To approve detailed design on the package of improvements.	Chris Tunstall	Yes

Histon Road bus priority	To consider the final detailed design for Milton Road and the interim business cases as a basis for public and statutory consultation to facilitate the final engineering designs and build process.	Chris Tunstall	Yes
Milton Road bus priority	To consider the results of Public Consultation and give approval to any proposed modifications to the final detailed design, approve the final business case, as a basis for the engineering design and build process.	Chris Tunstall	Yes
GCP quarterly progress report	To monitor progress across the GCP workstreams, including: <ul style="list-style-type: none"> <li>• The latest financial monitoring information</li> <li>• Six-monthly report on skills</li> <li>• Six-monthly update on GCP Strategic Risk Register</li> </ul>	Niamh Matthews	No
<b>Executive Board: 6 December 2018</b>		<b>Reports for each item to be published: 26 November 2018</b>	
GCP quarterly progress report	To monitor progress across the GCP workstreams, including: <ul style="list-style-type: none"> <li>• The latest financial monitoring information</li> <li>• Six-monthly report on housing.</li> <li>• Six-monthly report on Smart Cambridge</li> </ul>	Niamh Matthews	No

#### Corresponding meeting dates

<b>Executive Board meeting</b>	<b>Reports for each item published</b>	<b>Joint Assembly meeting</b>	<b>Reports for each item published</b>
22 November 2017	10 November 2017	2 November 2017	23 October 2017
8 February 2018	29 January 2018	18 January 2018	8 January 2018
21 March 2018	9 March 2018	28 February 2018	16 February 2018
5 July 2018	25 June 2018	14 June 2018	4 June 2018
11 October 2018	1 October 2018	20 September 2018	10 September 2018
6 December 2018	26 November 2018	15 November 2018	5 November 2018

This page is left blank intentionally.