



Growing and sharing prosperity

Delivering our City Deal

1st September 2017

To: Members of the Greater Cambridge Partnership Executive Board:

Councillor Lewis Herbert	Cambridge City Council (Chairman)
Councillor Francis Burkitt	South Cambridgeshire District Council (Vice-Chairman)
Phil Allmendinger	University of Cambridge
Councillor Ian Bates	Cambridgeshire County Council
Mark Reeve	Greater Cambridge Greater Peterborough Enterprise Partnership

Dear Sir / Madam

You are invited to attend the next meeting of **GREATER CAMBRIDGE PARTNERSHIP EXECUTIVE BOARD**, which will be held in **THE COUNCIL CHAMBER, SOUTH CAMBRIDGESHIRE HALL, CAMBOURNE** on **WEDNESDAY, 20 SEPTEMBER 2017 at 4.00 p.m.**

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

	AGENDA	PAGES
1. Apologies	To receive any apologies for absence.	
2. Declarations of Interest	To receive declarations of interest from members of the Executive Board.	
3. Minutes of the Previous Meeting		1 - 34
	To confirm the minutes of the meeting held on 26 th July 2017 as a correct record.	
4. Questions from Members of the Public		35 - 36
5. Reports and Recommendations from the Joint Assembly		
6. Cambourne to Cambridge Better Bus Journeys Scheme - approach to public consultation informing full outline business case development		37 - 58
	To consider the attached report.	

7.	Western Orbital	59 - 70
	To consider the attached report.	
8.	Developing a 10 year (2020 - 2030) Future Investment Strategy	71 - 76
	To consider the attached report.	
9.	Skills Developing the Greater Cambridge Partnership Ambition	77 - 82
	To consider the attached report.	
10.	GCP Quarterly Progress Report	83 - 106
	To consider the attached report.	
11.	Date of Future Meetings	
	To note the following:	
	4.00 p.m. Wednesday 22 nd November 2017, Council Chamber, The Guildhall Cambridge #	
	4.00 p.m. Thursday 8 th February 2018, Council Chamber, South Cambridgeshire Hall, Cambourne	
	4.00 p.m. Wednesday 21 st March 2018, Kreis Viersen Room, Shire Hall, Cambridge	
	Thursday 5 th July 2018 *	
	Thursday 11 th October 2018 *	
	Thursday 6 th December 2018 *	
	# venue likely to change	
	* time and venue to be confirmed	



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GREATER CAMBRIDGE PARTNERSHIP EXECUTIVE BOARD

Minutes of the Greater Cambridge Partnership Executive Board
Wednesday, 26 July 2017 at 10.00 a.m.

PRESENT:

Members of the Greater Cambridge Partnership Executive Board:

Professor Phil Allmendinger	University of Cambridge
Councillor Ian Bates	Cambridgeshire County Council
Councillor Francis Burkitt	South Cambridgeshire District Council
Councillor Lewis Herbert	Cambridge City Council

Officers/advisors:

Rachel Stopard	Greater Cambridge Partnership
Chris Tunstall	Greater Cambridge Partnership
Niamh Matthews	Greater Cambridge Partnership
Tanya Sheridan	Greater Cambridge Partnership
Noelle Godfrey	Connecting Cambridgeshire
Sarah Heywood	Cambridgeshire County Council
Mike Davies	Cycling Projects Team Leader
Wilma Wilkie	South Cambridgeshire District Council

1. ELECTION OF CHAIRPERSON

Councillor Francis Burkitt was **ELECTED** Chairperson of the Greater Cambridge Partnership Executive Board.

2. ELECTION OF VICE CHAIRPERSON

Councillor Lewis Herbert was **ELECTED** Vice Chairperson of the Greater Cambridge Partnership Executive Board.

3. APOLOGIES

Apologies for absence had been received from Mark Reeve.

4. DECLARATIONS OF INTEREST

The following declarations of interest were made:

- Professor Allmendinger declared a non-pecuniary interest in relation to agenda item 10 [Milton Road and Histon Road Improvements] as a resident of Gilbert Road. He also referred to those items set out in his published register of interests.

- Councillor Ian Bates indicated he had no interests to declare, other than those set out in his published register of interests.
- Councillor Lewis Herbert declared a non-pecuniary interest in relation to item 13 [Cross City Cycling] as he was a resident of Hills Road and the report contained proposals to introduce a Traffic Regulation Order in that area. He also referred to other matters referred to in his published Register of Interests.
- Councilor Francis Burkitt referred to his declaration made at the meeting on 13th October 2016; which he intended to repeat as it was the beginning of a new civic year, but did not intend to repeat in future. His Register of Interests was lodged with South Cambridgeshire District Council and was available for viewing on its website. He had no other matters to declare, had not predetermined on any matter and intended to participate in the discussion on all agenda items. Councillor Burkitt was of the view, however, that it was good practice to remind people of the following items which he, the Legal Officer and the Chief Executive felt were 'interests' that would not disbar him from participating in discussions, including that on the Cambourne to Cambridge busway scheme:
 - he was a District Councillor for Coton and Madingley, villages through which that busway may or may not go and therefore knew many people in those villages;
 - when the Cambourne to Cambridge public consultation was launched, and in his capacity as a District Councillor, he coordinated and published a response to the public consultation that was branded as CambridgeBOLD. At that time he was a Member of the City Deal Joint Assembly, which was an advisory body with no decision-making powers. When he became a Board Member, with decision-making powers, he ceased doing any CambridgeBOLD work, and the initiative lapsed at that time and effectively ceased to exist, except that it remained on public record as one of the consultation responses;
 - he was a Member of Cambridge Past, Present and Future, was a patron and had been a Board Member for four years. This organisation owned the Coton Countryside Reserve and, separately, some of the field in Coton adjacent to Cambridge Road that stretched up the hill;
 - he had been at Trinity College Cambridge and had sat on its Finance Committee, with the College owning Moor Barns Farm in Madingley;
 - he and his employer had undertaken work as a debt advisor to the University and certain colleges. In 2012 his employer advised the University on a £350 million bond issue and in 2013 it advised 17 colleges on a £150 million debt private placement, for which the firm received fees. These transactions were in the public domain and he was part of the team providing this advice. The firm had no retainer, or ongoing relationship or work with the University or colleges, or any expectation of future work; and
 - he was born in Cambridge and had lived there on and off for most of his life, so he naturally knew lots of people who lived along the Cambourne to Cambridge corridor.

5. MINUTES

The minutes of the meeting held on 8th March 2017 were agreed as a correct record and signed by the Chairperson.

6. QUESTIONS FROM MEMBERS OF THE PUBLIC

The Chairperson informed the Executive Board that 25 public questions had been submitted, 22 of which would be taken at the meeting under agenda items 9, 10, 12, 13 and 15. 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 related to items on the agenda and where the questioner was able to attend the meeting. This meant 3 questions would not be received at the meeting, but those concerned would receive a written response. One question had been submitted previously to the Joint Assembly and would not receive another response. Given the number of questions received, questioners had been asked to limit their contribution to one minute. A number of local Member requests to speak had been received and these would also be taken at the start of the relevant agenda item.

The Chairperson noted that some of the questions submitted exceeded the 300 word limit. He had not refused questions on that basis but gave notice he would in future be enforcing this, except in exceptional circumstances.

7. PETITIONS

The Chairperson reported that this item had been included on the agenda in error, as petitions were referred to the Joint Assembly.

8. REPORTS AND RECOMMENDATIONS FROM THE JOINT ASSEMBLY

The Chairperson reported that unfortunately neither the Chairperson or Vice Chairperson of the Joint Assembly were able to attend the meeting, but referred to the report setting out decisions made at the meeting of the Greater Cambridge Partnership Joint Assembly held on Wednesday 19th July 2017. Reference would be made to the Joint Assembly's decisions at the relevant agenda items.

9. RAPID MASS TRANSPORT STRATEGIC OPTIONS APPRAISAL

The Executive Board considered a report seeking approval to proceed with a Strategic Options Appraisal into rapid, mass transport options for Cambridge City and the surrounding travel to work area in conjunction with the Cambridgeshire and Peterborough Combined Authority.

The Chairperson reported that the Joint Assembly had supported the proposal but had suggested amendments to the recommendations, which had been agreed unanimously and are show in italics below:

- 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; and*
- b) Agree a total budget allocation of £150,000 in 2017/18 for the delivery of the strategic options appraisal study.

The Chairperson reported that Councillor Rod Cantrill had asked to speak on this item as local member and invited him comment on the proposals. Councillor Cantrill referred to his question, which had been submitted in advance of the meeting and included in the list of public questions set out as Appendix A to the minutes and indicated he had no further comments to add.

At this stage in the proceedings the Chairperson invited Roger Tomlinson to ask his question, 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.

The Interim Transport Director explained that it was proposed to appoint 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 of a range of underground and over ground 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. The 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. [Later in the meeting it was confirmed that the Combined Authority, which was also meeting that morning, had approved the proposal and agreed to fund half of the cost.]

The Executive Board was invited to consider and comment upon the proposals, taking into account feedback from the Joint Assembly and questions from a local Member and the public and officer responses. The response to questions of clarification and main points of discussion are summarised below:

- In response to a question from Councillor Bates, it was confirmed that the work would be completed in time for the report to be presented to the November meeting of the Executive Board.
- With reference to the map on page 18 of the agenda pack, the Chairperson asked for clarification of the area to be covered by the proposed study. The Interim Transport Director confirmed that the options appraisal would look at what was most appropriate for Cambridge and would not at this stage look at any particular mode of transport. It would also look wider than just Cambridge itself and would incorporate the wider travel to work area, which went beyond the Greater Cambridge area. Particular routes would be the subject of further reports.
- In response to a question from the Chairperson it was confirmed that the proposed options appraisal would cover all of the potential solutions listed in paragraph 3.1 of the brief [page 18 of the agenda pack]. The Interim Transport Director confirmed that the consultants would be asked to provide an independent assessment of anything and everything that they felt would suit a historic area such as Cambridge.
- The Chairperson also asked for further information on the proposed procurement process. It was confirmed that normal, well established procedures of the elected authorities would be followed. Consultants would also be asked to identify any connection with schemes, individuals or companies in the area. In response to a related question from Councillor Herbert, it was confirmed there would be a single lead officer responsible for this work. This would be a matter for the GCP and Combined Authority to agree and details had yet to be confirmed.
- With reference to the proposed project board, referred to in paragraph 7 of the brief [page 21 of the agenda pack] it was confirmed that its composition was subject to

confirmation, but was likely to involve the Chairperson of the GCP Executive Board, the GCP Portfolio Holder for Transport, the Mayor, the Combined Authority Portfolio Holder for Transport and possibly the Chief Executives of the two organisations.

- With reference to the major development site adjacent to the A141 in St Ives identified on the map on page 18 of the agenda pack, Councillor Bates explained that this site was not being recommended for development as part of Huntingdonshire District Council's Local Plan, which had recently been issued for consultation.
- In response to a question from Councillor Herbert it was confirmed that this was a two zone study and the brief referred to an inner and outer hinterland. Councillor Herbert suggested this was not immediately apparent from the map on page 18 of the agenda pack.
- Councillor Herbert asked for and received an assurance that there would be very clear references to and clarity about the synergy and integration with rail, taking into account the potential investments in rail within this geography.
- Commenting on the proposal, Councillor Herbert drew attention to the fact that the GCP had already discussing a study similar to this because Tranche 2 needed to include a radical look at different options. This would need to be an evidence based analysis and he was happy with the proposed amendment from the Joint Assembly and supported the suggestion that there should be no pre-judgment of the outcome of the study. In response to the questions raised, he was not convinced that there was a case to be made for a delay to the Cambourne to Cambridge busway project, but this could be considered as part of the discussion on this item later on in the meeting and in the context of input from the Local Liaison Forum (LLF). With reference to the question about the neutrality of the consultants, Councillor Herbert explained that clearly he would expect this to be the case. He hoped that the proposed timetable would allow sufficient opportunity to pursue other issues about the fundability and deliverability of some of the potential options.
- Councillor Bates highlighted the importance of ensuring any study was independent and confirmed he was content with the assurances given by officers. He was also supportive of the amendments proposed by the Joint Assembly.
- Professor Allmendinger supported the comments made by other Executive Board members. With reference to Councillor Cantrill's question about clarity on the way forward, he did not accept that there was lack of clarity and emphasised the importance of distinguishing between routes and the modes of transport to go on those routes. He was of the opinion that it was important to continue with the evaluation of various routes while this study took place. He asked that the study result in a range of different approaches to transport in Cambridge over quite a long period, some of which would be implemented and then be superseded by an alternative solution. It was important to adopt an approach that incorporated interim solutions that allowed for evolution towards a longer term solution. The Chairperson supported this approach and highlighted the fact that this was about delivery both now and in the future.
- The Chairperson also expressed his support for the proposal and confirmed the importance of options being grounded in deliverability and affordability. He

reported that Mark Reeve, who was unable to attend the meeting, had confirmed that the Local Enterprise Partnership supported the recommendations as amended by the Joint Assembly.

The Executive Board **AGREED** unanimously:

- a) To 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; and*
- b) A total budget allocation of £150,000 in 2017/18 for the delivery of the strategic options appraisal study.

Amendment to officer recommendations shown in italic text.

10. MILTON ROAD AND HISTON ROAD: BUS, CYCLING AND WALKING IMPROVEMENTS

The Executive Board considered a report on future delivery priorities and project timelines for the Milton Road and Histon Road projects.

It was noted that the Joint Assembly had agreed to support the recommendations but with the addition of a further recommendation as set out below:

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

This had been passed with nine members voting on favour, none against and four abstentions.

The Chairperson invited Councillor Damien Tunnacliffe to read out the following statement from Councillor Ian Manning:

I cannot support the Milton Road scheme as presented and neither should the board.

The original objections and controversy around the scheme came from the removal of trees. Despite repeated attempts at clarity we still do not have precise information on what replacement trees we can expect.

The consultants have repeatedly failed to model the effect of walking and cycling trips on traffic levels & therefore are unable to take this into account into the design. The greater Cambridge partnership should not just be going with the UK "industry standard" but should be demanding a higher standard appropriate to Cambridge.

The inability to consider Dutch Style roundabouts and lack of imagination around junction design are further reasons to reject this scheme.

New York style trialing should be built into the project from this early stage, but despite repeated support for this concept at the LLF and local meetings, it STILL doesn't appear.

There are enough City Deal schemes going forward, this one should not be given the go ahead at this stage.

Please make sure it is noted that I support NOT banning parking 24/7 outside the Hairdresser and Fish and Chip shop on Green End Road.

Although I'm no longer the local member as the Divisions changed in May, I was during the scheme development and it was me that originally proposed the entire scheme via S106 feasibility study.

The Chairperson invited Councillor Jocelyne Scutt, Chairperson of the Milton Road Local Liaison Forum (LLF) to present feedback on the Forum's views on these proposals. She referred to pages 38-45 of the agenda pack which set out the resolutions agreed by the Forum and the officer responses. Councillor Scutt paid tribute to the work of the LLF, residents and officers who had put a huge amount of time and effort into engaging in the debate on the proposals.

Councillor Scutt commented upon the recommendations being presented to the Executive Board and suggested adding the words '*bearing in mind resolution (d)*' to the beginning of recommendation (c). She also suggested the deletion of the word 'process' from the end of resolutions (d) and (e). 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 Chairperson in responding to Councillor Scutt's comments paid tribute to the work of the LLF and the constructive way they had contributed to the process and in making progress towards a mutually satisfactory solution. He also commended Councillor Scutt for her work in leading the work of the LLF. Other Executive Board members endorsed the Chairperson's comments and each paid tribute to the work of the LLF and thanked all concerned for participating in the process and for the contributions made.

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.

The Interim Transport Director in presenting the proposals stressed the outcome of what was being proposed was designed for 2031, taking into account predicted growth. This was the start of a process and at this stage approval was being sought for the concept, not the final detailed design. He believed the proposals being presented to the Executive Board addressed many of the concerns raised by the LLF and local residents. Plans included ways of improving bus reliability, high quality cycling and pedestrian provision. The aim was also to achieve a high quality environment for local residents. He confirmed the LLF had been very instrumental in coming to the final concept and there would be further opportunity to work together to develop the final design proposals which would ultimately be presented to the Executive Board for approval and then be subject to public consultation.

The Executive Board 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. This included new housing at Northstowe, Waterbeach and on the northern fringe of Cambridge and improved links with key 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 significantly improve the quality and safety of cycling and walking facilities, whilst also enhancing the quality of the streetscape and public realm areas and the environment. 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 progressed ahead of Histon Road. A detailed report on the Histon Road project would be presented to the November Executive Board meeting.

The Chairperson on behalf of the Executive Board welcomed the progress made, much of which he believed could be attributed to the hard work of the Interim Transport Director and he thanked him for his work.

The Executive Board was invited to consider and comment on the proposals, taking into account feedback from the Joint Assembly, comments from a local Member, feedback from the LLF, questions from the public and officer responses. The response to questions of clarification and main points of discussion are summarised below:

- Councillor Herbert referred to progressing to final design and asked if there was a list of items on which specific input from the LLF would be required. In response the Interim Transport Director confirmed that this included trees, verges, junction designs, which would be critical in looking at bus lane lengths, crossings and bus stops. Work would also focus on the public realm including siting of trees. This was by no means an exhaustive list as other matters would emerge as detailed design work progressed.
- Councillor Herbert referred to proposals for the Highworth Roundabout and options considered. The Interim Transport Director responded that there was a lot of space there, but the LLF and residents were quite clear they wanted to retain as much green there as possible. There was another option put forward that involved a T junction, that worked just as well, but that wasn't given as much support. The roundabout was the concept being proposed, but there would still be lots of opportunity to refine that more for pedestrians and cycling.
- Councillor Herbert referred to comments about the focus being on four wheeled vehicles and asked what was being done to ensure we modelled pedestrian movements and cycling movements. The Interim Transport Director confirmed that the ongoing modeling had already factored in all the signals with all the right timings for cyclists and pedestrians as this affected traffic flows. Allowance would also be made for some cyclists using the road and the potential impact this would have on traffic. While the Interim Transport Director accepted the premise that design was for four wheeled vehicles and above in terms of modelling, in terms of the proposed concept whilst there was provision for 190 extra meters of lane for those types of vehicles, there was 17,000 extra metres for two wheeled vehicles.
- In response to a question from the Chairperson, the Interim Transport Director explained the difference between the various models. Two models were being used, firstly the CRSM which was the Cambridge regional model which covered the whole of Cambridgeshire. By its very nature, this was a general model and did not provide fine detail. It covered the key links and had just been updated to take account of all of the development within the Local Plans and the impact of Cambridge North Station. Paramics was an industry standard model which takes detail out of the general model and modelled individual junctions along shorter

lengths of road.

- The Chairperson asked for clarification on how proposals for Mitcham's Corner linked with these proposals. In response, it was reported that when the original Milton Road/Histon Road scheme came forward it included Mitcham's Corner, but the Executive Board subsequently decided to take it out of the proposal. There had been discussions about this at the LLF and there was support to bring that back into the mix. The Combined Authority was also interested in bringing in a scheme there and officers were discussing how this might be achieved. It would not alter significantly what was being proposed but it would greatly add to it. The Chairperson responded that he supported this.
- With reference to cycle ways, the Chairperson highlighted the 1728 metres [over a mile] of extra cycle way being created. He referred to trees and reported that it had been confirmed that there were currently 139 trees on Milton Road, of which 11 were categorised as being dead or dying. The Chairperson had counted 189 'green dots' on the final concept plan of which 168 were on Milton Road and drew attention to the fact that the concept of providing more trees was being established. In response the Interim Transport Director replied he hoped that this would be confirmed in the final detailed designs. He explained that the trees identified in the final concept plan took account of driveways, but at this stage it was not possible to take account of what services ran underground. This would be looked at as part of the detailed design work.
- In response to a further question about next steps, it was confirmed that it was proposed to appoint a construction contractor to develop the detailed layout plan towards the end of 2017. Practice was to get contractors signed up early so that they could be involved in the process of producing the final scheme. Any appointment would be subject to the usual established local authority processes. The start of the scheme would not be until well into 2018, subject to appropriate approvals being secured from the Executive Board. With reference to the planned timescale for presenting detailed proposals it was confirmed that this was planned for March 2018.
- Professor Allmendinger expressed the view that these proposals were moving in the right direction and progressing from a general concept to a detailed scheme. He was heartened by the LLF's comments and this engagement had clearly been a very positive part of this process. He welcomed the potential re-inclusion of Mitcham's Corner as it made no sense to stop at the other side of Gilbert Road.
- Councillor Bates welcomed the proposed workshops and ongoing engagement with the LLF and local residents on developing the detailed design. In particular he supported further work on bus lanes. He drew attention to predicted growth, in particular a planning application for the development of over 6000 homes at Waterbeach currently being considered by South Cambridgeshire District Council. He also referred to studies on the A10 up to Ely and Kings Lynn which would look at the impact of growth on this and other counties. It would be important to see how these interlinked with the corridor into Cambridge.
- Councillor Bates referred to the LLF Chairperson's reference to park and ride charges and explained that he was currently working on removing the £1 charge from all park and ride sites in the county. He also supported comments made about Mitcham's Corner.

- Councillor Herbert recognised that considerable progress had been made, but there was still a lot to do. He highlighted the need to look at major junctions and the need to take into account safety, which was the subject of Mr Taylor's question. With reference to cost benefit analysis, he was of the opinion that the Executive Board should not be worried about putting extras into the scheme if this was responding to the views of a community who cared about the area.
- Councillor Herbert supported the amendment proposed by the Joint Assembly about modal shift and commented that the GCP should look at what was a fair and deliverable, equitable way of capping the number of cars that came into the City, which would include the number coming down this road. This was particularly relevant given plans to work in a more consensual way with the Combined Authority. It was important to accept that we faced a period of significant change and doing nothing was not an option.
- With reference to Mitcham's Corner, Councillor Herbert acknowledged that the City Council and the GCP would need to look at this. He suggested that once the work of the LLF on this project was done it be asked to have an initial discussion about this, in the context of the local action plan being proposed for that area.

The Executive Board **AGREED** unanimously to:

- 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) Approve 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.*

Amendment to officer recommendations shown in italic text.

11. CITY DEAL QUARTERLY PROGRESS REPORT

The Executive Board considered a report 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 Chairperson drew attention to progress with accelerating housing delivery. 274 new homes were completed in 2016/17, which exceeded the Housing Development Agency target of 250. With reference to the delivery of additional affordable homes it was estimated that the target of completing 1,000 by 2031 would be met, as 792 had already been identified on the basis of decisions on specific planning applications. As potential Housing Portfolio Holder, Councillor Herbert welcomed progress made. He also drew attention to the Combined Authority's plan to set aside £150,000 for a strategic non-statutory Spatial Plan for the whole of Cambridgeshire. It was important to clarify how Greater Cambridge would fit within that. Clearly there was a lot of integration to do with this and also the Transport Strategy. Councillor Bates welcomed the Combined Authority's decision to put that amount of money into strategic planning, which he considered crucial going forward. Professor Allmendinger stated that what was not mentioned here was the work done by the task and finish group on the governance work. He had been involved in the group looking at housing which had examined what the GCP's role was and clarified there was a real role to play. This included helping unlock difficult sites and remove barriers to delivery, helping the market deliver affordable housing.

With reference to skills, good progress was being made against agreed targets, although use of SETUP had not been as successful as was hoped. Work was being done to see how to address this. The Chairperson drew attention to the need to look at progress with monitoring apprenticeships and suggested this was something the Skills Task and Finish Group should address urgently. Councillor Bates asked when a more detailed report on skills would be presented to the Joint Assembly and Board. He also referred to an LGA report on skills which had recently been published and asked that this be addressed as part of the next update. In response the Chairperson confirmed the six monthly report was due to come to the September meeting. He suggested that it may be appropriate for future reports to be submitted every three months.

The Programme Director for the Connecting Cambridgeshire and Smart Cambridgeshire Programme reported that overall progress was good and work was within budget. There had been a significant amount of activity over a relatively short period of time. She drew attention to the Intelligent City Platform, launched in March, which was being used to provide real time information for a variety of applications. Wide support across all sectors had enabled the programme to progress quickly. The MotionMap travel app, commissioned by GCP was being trialed by volunteers with a wider trial planned for September 2017, with a view to having it openly available by the end of the year. Feasibility studies for Autonomous Vehicles (AVs) on the Guided Busway and Affordable Very Rapid Transit had been completed and funding secured for a third which would explore AVs on the Greater Cambridge research campuses. The Chairperson, as potential Portfolio Holder for this work stream paid tribute to the work being done and highlighted the importance of embracing new technology.

The Chief Executive reported on plans to improve the M11 and highlighted the importance of engaging with other agencies that had an influence on the area. GCP was in an active conversation with Highways England about their strategic route network and investment

plans. It was hoped to persuade them to include in their recommendations to the Department of Transport, plans to upgrade the M11 to a smart motorway, which effectively meant using the hard shoulder as an additional lane in peak times. A proposal would be brought to the Board in September seeking endorsement of plans to put forward a proposal to this effect. Discussions were also taking place on short term improvements to Girton interchange and as part of the longer term expressway and details would also be reported to a future meeting.

With reference to the Mouchel report, it was noted that 38 of the 40 actions had commenced. One of the remaining two, recruitment of a permanent Transport Director was not scheduled to start until later in 2017 and the final one, a refresh of the Transport Strategy could not start until other actions had been completed.

The Chairperson referred to the programme budget [page 109 of the agenda pack] and queried plans to spend £163m when the total budget was £108m. The Finance Officer referred to the 2017/18 budget setting report and explained that the total expenditure budgets across infrastructure and operations were £175m. Total income funding was £100m from the City Deal grant, but it was also assumed that there would be a new homes bonus of £25m and Section 106 receipts of £45m. The total budgeted spend was £175m against income funding of £170m and it had been agreed that the £5m deficit would be a managed risk and kept under review as the cost of schemes was confirmed and additional funding secured. The Chairperson pointed out that it was not possible to merge the New Homes Bonus, the Board has specifically said it could be looked at together but not merged. In relation to Section 106 monies, he asked how much Section 106 money had been identified. In response it was confirmed that at this stage it was only an estimate for the future, but it was considered a realistic estimate. Councillor Bates undertook to look into this in more detail and provide an update as this fell within his County Council role.

With reference to the forward plan, the Chairperson noted earlier reference to an update on the M11 and the Girton Interchange being added to the agenda for the September meeting. In response the Chief Executive explained this may be incorporated into the progress report. In response to a question, it was confirmed that the Western Orbital report would also include options for park and cycle at junction 12. The November meeting would include items on rural transport hubs and a report back on the mass transit study.

Councillor Herbert pointed out that it was planned to work differently from September through the Working Groups and would welcome an indication of those items that could be brought forward for consideration. He also thought it would be helpful to timetable for November an update on joint working with the Mayor and the Combined Authority. In response, the Chief Executive confirmed she would be happy to bring a report on joint working. With reference to new ways of working, assuming the proposals were approved, the plan was to introduce a longer gap between Joint Assembly and Board meetings from November. The work that the task and finish groups had been doing would feed into the new working groups and the plan was to feed back on where those groups had got to on their thinking in November, which would influence decision making as part of the investment strategy.

The Executive Board **AGREED** unanimously to:

- a) Approve a net increase in the operational budget of £104k to be funded from drawing additional funding from the New Homes Bonus resource [Para. 3-5 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];
- 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];
- d) Approve a revision to the start date for the Links to East Cambridgeshire and NCN11 Fen Ditton Scheme from September 2017 to January 2018.

12. A428/A1303 BETTER BUS JOURNEYS SCHEME

The Executive Board considered a report on progress with the A428/A1303 Better Bus Journeys Scheme. The report included an assessment of 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.

The Chairperson reported that the Joint Assembly had supported the proposal but had suggested an amendment to recommendation (b), which was agreed with 13 votes in favour and 1 abstention and is shown in italics below:

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.

The Chairperson reported that Councillor Lina Joseph had asked to speak on this item as local Member and invited her comment on the proposals. Councillor Joseph expressed concerns about the future proofing of the A428 Busway Scheme and made the following statement:

Given the preferred 3a route is quite likely to run right along the entire length of both Hardwick and Coton villages, and given such future-proofing seems quite likely to involve buses travelling at 100+ mph, I can only imagine that the infrastructure required to keep our communities safe will be visually very significant indeed. I therefore ask you to release details of what the worst-case scenario could be.

This is a major change from the scheme that has been consulted upon, so any decision that rules out alternatives should not be taken in September. In any case, no decision should be made until the true facts are known.

The Chairperson then invited Helen Bradbury, Chairperson of the A428 LLF, to present feedback on the Forum's views on these proposals. She highlighted six issues and associated questions, details of which are summarised below:

- The GCP is requested to defer decisions on the A428 Busway until such time as the both the high level mass transit study and the feasibility study on light rail has been completed and published, with adequate time given to allow the public to review and comment on these proposals. To proceed as before regardless of these developments would be on the basis of insufficient evidence and lack of knowledge of alternative options that could be brought

forward and would demonstrate a lack of co-ordination in terms of transport strategy. If we proceed otherwise we may end up with something incompatible, irreversible and having cost the taxpayer dear.

- The LLF does not consider option 3a to be a suitable alignment for rapid mass transit given its proximity to rural communities, the amount of 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. She added this future proofing was a significant departure from the original proposals and something the public had not been consulted on. The LLF asked the GCP to clarify the size and extent of infrastructure that would be required for option 3a to take an as yet unspecified Rapid Mass Transit (RMT) scheme in order that the LLF could understand the implications.
- Does the Executive Board agree with the LLF that the option 3a alignment is potentially unsuitable for an unknown future RMT system and will the Executive Board consider developing a more flexible alignment more likely to link successfully with the wider transport schemes currently under consideration.
- 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, and /or 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. The LLF welcomed GCPs first stage work on option 6 and asked the Executive Board to recommend taking forward option 6 for further assessment.
- The LLF endorsed the technical group's scoring of options 1, 3a and 6 as a fair and transparent appraisal and had serious concerns about the Consultant's scoring in Table 15 of the report. 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 wished to continue to collaborate and arrive at a solution based on the criteria set in the first place. The LLF asked the Executive Board to ask the officers to collaborate again with it to try and produce a consensus position with regard to the scoring of the Multi Criteria Assessment Framework (MCAF) table.
- The LLF welcomed the GCPs decision to extend the search for suitable park and ride sites and had been given the opportunity to review the terms of reference for the study. It was concerned that the three highest scoring sites had not been included in the shortlist and that the two sites at Madingley Mulch had been included retrospectively, including Crome Lea again, but not even its amended 2016 form. As for the new proposal under the water tower [Madingley Road West], the LLF would like to draw the Executive Board's attention to the fact that this would be visible from three counties, one as far as 12 miles away. The LLF asked the Executive Board to uphold the Joint Assembly's recommendation to remove Crome Lea from the shortlist.

In conclusion, Ms Bradbury reminded the Executive Board that the LLF would like to see the GCP consider again investigating inbound flow control. A resolution to this effect had been passed at the meeting in LLF meeting in March, but to date no response received.

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.

The Interim Transport Director in introducing the report clarified that the Executive Board had asked officers to look again at potential park and ride sites in October 2016. At that time, although Crome Lea was not mentioned in name, to all intents and purposes, that was the site that was being debated. In addition to that, officers were asked to look at Scotland Farm. When those sites were assessed it was acknowledged that the transport analysis gave insufficient focus to environmental factors. Given the concerns about environmental impact, it was agreed to look at the sites purely on environmental term, with a view to identifying sites that were least environmentally intrusive. 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, including a full analysis of each site, would be brought to the September meeting round.

Responding to questions from the LLF not already covered, the Interim Transport Director:

- Saw no reason to defer a decision on the A428 Busway. He explained that the proposed comparator study was about modes of transport most appropriate for Greater Cambridge, not alignment. The Executive Board was not being asked to commit to anything other than the scheme currently under consideration. The aim was to identify a future proofed transport corridor which could be suitable for a variety of transport modes.
- With reference to option 3a's suitability for RMT, this would be the subject of further consultation and work if RMT turned out to be the preferred option following the comparator study. The aim was to make sure that the alignment of it was such that it could possibly accommodate RMT, subject to all other consultations.
- The selection of sites had taken account of the Consultant's recommendation that these be spread along the route as opposed to simply focusing on the top three.
- With reference to the recommendation to remove Crome Lea from the shortlist, from a transparency/process point of view, the Interim Director's recommendation was that the Executive Board should allow Crome Lea to go forward on the basis that this had been one of the sites considered in October 2016. It would be difficult to justify removing it at this stage when only a partial assessment had been done, looking only at environmental factors.

Referring to a number of comments about scoring, the Interim Transport Director explained that at this stage in the process, this was not relevant as the recommendation was to bring the analysis of option 6 up to the same level of detail as the other sites. This would enable the Executive Board to make an informed decision at the next stage in the process.

The Executive Board was invited to consider and comment on the proposals, taking into account feedback from the Joint Assembly, questions from local Members and the public and officer responses. The response to questions of clarification and main points of discussion are summarised below:

- In response to a question from Professor Allmendinger, it was agreed that officers should look at rebranding the scheme, removing reference to 'bus'. This took account of the earlier decision to investigate strategic transport options and that the mode of transport may, or not be busses.
- Councillor Bates sought clarification of the procurement process. In response the Interim Transport Director explained that due to time constraints, the work would be done by the consultants currently being used. It would however be made very clear to them that the scope was wider than bus and they should also look at all on road and off road options.
- The Chairperson drew attention to the comparison set out in Table 15 [page 153 of the agenda pack] and sought clarification that this was a preliminary assessment and that officers would now work this up in more detail, to the same quality standard used for assessing options 1 and 3a. He commented that the intention was always that this would be an evidence based process and drew attention to comments from the LLF and Coton Parish Council pressing for a full analysis of option 6. The Interim Transport Director confirmed that this was the case and the recommendations before the Executive Board sought approval to do this.
- Referring to the table on page 147 of the agenda pack, showing the multi criteria analysis of the park and ride sites, the Chairperson asked if this represented a full environmental assessment. He also asked if these scores would be the ones that would go forward, or was there more to be done. In response, the Interim Transport Director stated that this was an initial analysis, which would now be looked at alongside other factors, transport being one.
- The Chairperson referred to the workshop that took place at Cambourne Village College, which was mentioned in the background papers. He thanked all concerned for giving up their time to participate in this event and asked how the feedback from this exercise would be fed into the process. In response, the Interim Transport Director explained that the purpose of the workshop was to identify what people felt were the key criteria for determining an appropriate location for a park and ride site. This information would be taken into account by the consultants in taking forward the options appraisal work.
- In introducing the debate, the Chairperson summarised three essential points emerging from the discussion, to pause the whole thing or keep going; if work was to progress should the study of option 6 be taken forward to full quality level; and whether work on the park and ride sites start.
- Councillor Herbert confirmed that issues with the study had in part been addressed by commissioning the appraisal of rapid mass transit options, agreed earlier in the meeting. He referred to the Mayor's enthusiasm for light rail, but stressed that until the study had been completed, it was not possible to come up with answers as to whether it was deliverable, fundable and how it compared with different options for different routes. To have a county-wide or core light rail system involved a very large sum of funding as well as a need for a lot of risk taking by whoever was going to deliver it.
- Councillor Herbert was concerned by the suggestion that work on this or any other scheme should stop given the significant issues to be addressed by the GCP. He explained that as a Board member he took very seriously the need to come up with solutions that would achieve transport links to the growing communities

surrounding Cambridge. It was also essential to take into account the likely growth in transport if the Oxford Milton Keynes expressway came about. Also, until the Girton interchange was developed, there was a major blockage caused by the inadequate planning of the A14.

- Councillor Bates drew attention to the range of options that would be considered by the planned options appraisal. He also noted a number of other factors relevant to the A428 transport corridor, including planned work by Highways England between Caxton Gibbet and the Black Cat Roundabout and significant housing development planned across the Bedfordshire border adjacent to St Neots. With that in mind, he was not in favour of delaying this proposal.
- Professor Allmendinger repeated his earlier comment about the importance of distinguishing between transport routes and modes. He agreed that it was not appropriate to delay. He had recently discussed this with the Mayor, who had agreed that we should distinguish between the two and not delay the transport routes in a discussion about the modes of transport that might go along those routes. The Chairperson expressed his support for this view.
- With reference to the proposed park and ride sites, the Executive Board acknowledged the comments made by the Interim Transport Director and was supportive of progressing with an appraisal of all shortlisted sites. Councillor Herbert explained that while he had concerns about the Crome Lea site, from a process point of view it was important to show that the Executive Board had linked any decision not to proceed with this site to clear evidence.
- In acknowledging comments and concerns raised the assessment of the option 6 alignment, should this proceed, it would be important to demonstrably show that the final assessment was neutral and independent.

In response to feedback from the LLF about deferral, Councilor Herbert moved the following amendment, which was duly seconded and on being put to the vote, approved unanimously:

That the following words be added to the end of recommendation (a):

'and agrees that while the mass transit options appraisal takes place, work must continue in parallel to develop existing proposals to connect people between homes and jobs in Greater Cambridge, while ensuring they are future proofed so that they can be adapted for new solutions as they emerge'.

The Executive Board **AGREED** unanimously to:

- a) Note the progress to date on the scheme development *and agrees that while the mass transit options appraisal takes place, work must continue in parallel to develop existing proposals to connect people between homes and jobs in Greater Cambridge, while ensuring they are future proofed so that they can be adapted for new solutions as they emerge;*
- b) Approve a short list of Park and Ride sites for further development work to enable a decision to be made at the September Board for a preferred site or sites to be consulted on;

- c) That further work be undertaken in respect of an Option 6 alignment; and
- d) Approve the next steps/ timetable detailed in the report.

Amendment to officer recommendation shown in italic text.

13. CROSS CITY CYCLING - DETERMINATION OF TRAFFIC REGULATION ORDERS

The Executive Board considered a report 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.

The Chairperson reported that the Joint Assembly had supported these proposals.

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.

In introducing the proposals the Cycling Projects Team Leader drew the Executive Board's attention the objections received to the Hills Road and Green End Road proposals, details of which were set out in the report.

The Executive Board was invited to consider and comment on the proposals, taking into account feedback from the Joint Assembly, public questions and officer responses. The response to questions of clarification and main points of discussion are summarised below:

- Councillor Herbert confirmed he had discussed the Green End Road proposals with local members and was of the opinion it should proceed but be kept under review. If problems emerged that it could be revisited. He pointed out that not allowing parking would have a significant impact on businesses and their ability to trade. Alternative options, such as that suggested by Mr Jenks could be considered should problems emerge.
- Councillor Bates suggested that a review take place 9 months after the new arrangement were introduced. By that time the impact of Cambridge North Station would be clearer and residents could be invited to comment on the impact of the new arrangements. This approach was supported by the Executive Board.

The Executive Board **AGREED** to:

- 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.
- * Councillor Herbert had declared an interest in the Hills Road TRO as a Hills Road resident and abstained from voting on this proposal. He voted in favour of the other TROs which were approved unanimously.

14. CITY ACCESS STRATEGY

The Executive Board considered a report which detailed progress and direction of travel with the City Access Strategy which aimed to reduce traffic flows through the City with the provision of more sustainable alternatives.

In introducing the recommendations the Interim Transport Director referred to the results of the Automatic Number Plate Recognition (ANPR) survey which were imminent. It was unfortunate that they had not been available in time for inclusion in this report. He confirmed that they would be included in the September Executive Board report. He clarified that the cameras recognised number plates and could contact the Driver and Vehicle Licensing Agency (DVL) who would identify vehicle type. He emphasised that DVL would not identify who the vehicle belonged to, which he acknowledged had been a matter of some concern for residents. The survey identified where vehicles had come from and where they went, which would help inform work on City access and demand management.

The Interim Transport Director also outlined plans to send a Travel Diary questionnaire to all properties within the Greater Cambridge area. This would seek views on current travel, what people would like to do and what was stopping them from doing this. Responses would enrich current information by including details of what people would like the opportunity to do. From late September/October a number of consultation exercises in Cambridge and South Cambridgeshire to allow people to come forward and explain their issues and frustrations.

The Chairperson reported that the Joint Assembly had supported these proposals.

The Executive Board was invited to consider and comment on the proposals and the response to questions of clarification and main points of discussion are summarised below:

- The Chairperson drew attention to the significant amount of good work that was being done in response to the Strategy.
- In response to a question from the Chairperson, it was confirmed that the data from the ANPR study would be widely available in graphical, easily understood formats. It was hoped to make the raw date available for others to use.

- Councillor Bates asked if the ANPR date would include school journeys. In response the Interim Traffic Director confirmed that the exercise was done at the beginning of June so this would be the case. The ANPR survey would not be able to identify specifically school journeys, although routes may indicate potential journeys to schools. The travel diary data would help with this.
- With reference to paragraph 11 on page 185 of the agenda pack, Professor Allmendinger asked what baseline was used when measuring reductions in traffic flows. In response, the Interim Transport Director explained that the baseline was based on measurements taken in 2011. The aim was to reduce traffic flows, including any increases over the interim period up to 2031 by 10-15%.
- In response to a question on Workplace Parking Levy (WPL), the Interim Transport Director reported a lot of work had been done to look at Nottingham, which was the only place that had adopted WPL. They were very clear that for Nottingham WPL was not about reducing demand but raising revenue to support its travel network. Detailed work on this had been deferred pending receipt of detailed information from the ANPR, Travel Diary date and feedback from the Autumn consultation exercise. The Chairperson confirmed that he was on record as supporting WPL as a means of securing revenue to support transport initiatives.
- The Chairperson drew attention to the Electric Hybrid Bus Feasibility Study [page 193 of the agenda pack] and asked how this would progress. In response, the Interim Transport Director confirmed that a detailed report and recommendations would be brought to a future Executive Board meeting, hopefully in September. This would need to consider hybrid and electric options. There were some issues with electric busses, particularly range and limited suppliers of double decker electric busses. However the Government had announced recently an additional £290m to support the development of battery technology. It had also announced that by 2040 there would be no combustible engines. He added that there was a problem with the ability to tap into the existing electrical network in Cambridge which may require reinforcing, but a number of other options were being investigated, such as creating solar farms at some of the park and ride sites.
- Councillor Herbert hoped that further work could be done to progress the Clean Air Zone approved in January and to tackle poor air quality in the City. Following the Government's announcement, there was potential to seek to get Cambridge as one of the lead cities and Councillor Herbert had written the then Secretary of State about this. He had not yet received a reply but would follow this up. Councillor Bates supported this and drew attention to the very clear evidence about air quality and links to premature deaths. The Chairperson agreed and drew attention to the fact that the new Smart City App would tell everyone how bad the air quality was.
- In response to a question about on street parking controls, the Interim Transport Director explained that the County Council was concerned about displacement. An analysis of the potential impact of the proposed resident parking schemes was undertaken and Appendix C [page 203 of the agenda pack] explained the results of this work. It had been concluded that further analysis was required and the outcome would be reported to the Executive Board and the County Council's Highways and Infrastructure Committee in September.

- The Chairperson drew attention to the Traffic Signals Review, in particular information on the number of traffic signals in Cambridge, with 52 of the 82 junctions in the City having been installed in their current format for over ten years. The Interim Transport Director confirmed that a full review of the network would be undertaken to determine where upgrading was needed and make operation of the network as efficient as possible. In response to a question from Councillor Bates, it was confirmed the study would incorporate signals on the outskirts of Cambridge. The timing of this work had yet to be confirmed but it was hoped the outcome would be reported to the Executive Board early in the New Year.
- With reference to Rural Transport Hubs, the Executive Board noted plans to address increase travel demand to the already busy CBC site following the transfer of 1,800 staff from Papworth. The University of Cambridge and CBC had commissioned a West of Cambridge to CBC bus service feasibility study, attached as Appendix D [page 205 of the agenda pack]. The possibility of retaining 200 parking spaces on the Papworth site was being investigated. This would operate as a Rural Hub Park and Ride Site, serviced by a timetabled shuttle bus serving the CBC site. This would be a registered service, able to pick other people up. Initial estimates were that such a service would require revenue support in the region of £100,000 per annum over a three year period. The Chairperson explained that this was exactly the type of thing a WPL could fund.
- In response to a question, the Interim Transport Director explained that City Access was currently looking at ways of accelerating the delivery of the Nine Wells cycle path, which came off the A1307 and into the CBC site. Section 106 funding was triggered by a certain number of properties being developed on the site. Officers were looking at the possibility of providing up front funding for this pending the availability of Section 106 monies, but discussions were at an early stage.

The Executive Board **AGREED** unanimously to:

- 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.

15. IMPROVING GREATER CAMBRIDGE PARTNERSHIP GOVERNANCE

The Executive Board considered a report seeking approval 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.

The Chairperson reported that the Joint Assembly had supported these proposals and confirmed its support for the draft principles for setting its Work Programme. It had also nominated representatives to sit on the proposed Working Groups, in anticipation of the Executive Board approving the recommendations contained in the report.

At this stage in the proceedings the Chairperson invited Wendy Blythe to ask her questions relating to 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.

In introducing the proposals the Programme Director explained that the Executive Board and Joint Assembly had been reflecting on a number of aspects of the programme, including governance. A task and finish group had developed a package of proposals which aimed to preserve the identified strengths of the governance arrangements but also identified areas for improvement. It was proposed to adopt a portfolio holder approach, to provide clear Executive Board member leadership of the various aspects of the programme. Working Groups would be set up, chaired by the relevant Portfolio Holder. This would engage with Joint Assembly members much earlier in the policy and planning process, making full use of their expertise. Reporting arrangements would improve and there would be a longer gap between Joint Assembly and Executive Board meetings. It was proposed to review the new arrangements about a year after implementation to ensure they had met the objectives.

The Executive Board was invited to consider and comment on the proposals, taking into public questions and officer responses. The response to questions of clarification and main points of discussion are summarised below:

- Responding to Wendy Blythe's comments about the SYSTRA Study [page 205 of the agenda pack] the Interim Transport Director confirmed that consultants were given a full remit to look at everything. He clarified that this was not a GCP study, but had been undertaken on behalf of all partners by the University. He explained that SYSTRA had picked up on a separate review of potential bus layover sites and that is what led to the suggestion of Silver Street as a possible bus terminus site. This was a statement of fact and not a conclusion, proposal or

recommendation.

- Councillor Herbert recognised the strength of feeling and offered to talk to FeCRA on a number of these issues. He dismissed any suggestion that the City was being trashed as nonsense. There was a lot to be proud of and he drew attention to the listening and engagement that had formed part of the Milton Road scheme. The GCP had learned a lot from the LLFs and this type of engagement. The focus was on delivering major improvements for this City, linking homes and jobs.
- Professor Allmendinger stated that Ms Blythe's general portrayal of the GCP was not one he recognised. He had been a Board member since February and he did not see it working in the way she describes its approach and methods of working. With reference to comments made about the SYSTRA report, he confirmed that the University had simply managed this because it had people working for it in transport. He knew Silver Street well and any proposal for a bus terminus there was not part of the University's plans, it was not the University's land. He was not entirely sure why that line was put in the report, did not recognise why that proposal was there or where it was going.
- The Chairperson expressed concern about reference to Silver Street and referred to people commenting about 'fake news' from FeCRA. He stressed that no attempt had been made to raise concerns with him or with the former Chairperson or to check facts before making a statement. The same applied to FeCRA's recent statement about cobbles. The Chief Executive reported that she had met with Ms Blythe and was keen to try and develop an effective working relationship with FeCRA. However, she drew attention to an article in the Cambridge Independent by a resident of Milton Road reflecting that they never did have faith in consultation, but that view had changed as a result of the approach taken to that scheme. For balance, she wanted to register that GCP was going out of its way to try to engage more constructively with residents and reflect their views.
- With reference to the revised governance arrangements, Councillor Herbert recalled a conversation about the amount of work involved in the Transport area and a suggestion that a second Executive Board member would be identified to contribute to that. Councillor Bates, as potential Transport Portfolio Holder confirmed that he would welcome Councillor Herbert's involvement in this work.

The Chairperson reported that this was the last meeting Tanya Sheridan, would attend, after two hard working years as Programme Director. He recalled that Tanya had been instrumental in the formation of the City Deal and getting it up and running. On behalf of the Executive Board and officers he expressed enormous appreciation for the hard work Tanya had put in during easy and difficult times.

The Executive Board **AGREED** unanimously to:

- a) Approve the Portfolios, the generic portfolio role description and their allocation between Board members (Appendix 1);
- b) 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), subject to Councillor Lewis Herbert joining the Transport Working Group to support Councillor Ian Bates as the Transport Portfolio Holder;

- c) Agrees Board meetings should be 2-monthly during 2018, with a review of frequency midway through the year;
- d) 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) Note and endorse the principles for the setting of the Joint Assembly work programme in Appendix 5;
- g) A review of governance arrangements commencing a year after implementation, to consider how effective the changes have been; and
- h) Note other actions taken to improve public questions and ensure all Executive Board member declarations of interest are up to date.

16. DATE OF NEXT MEETING

The Executive Board **NOTED** that the next meeting would take place at 4.00 p.m. on Wednesday 20th September at South Cambridgeshire Hall, Cambourne.

**The Meeting ended
at 4.15 p.m.**

APPENDIX A

GREATER CAMBRIDGE PARTNERSHIP EXECUTIVE BOARD – 26th JULY 2017 PUBLIC QUESTIONS AND OFFICER RESPONSES

Agenda Item 9: Rapid Mass Transport Strategic Options Appraisal

9a	Question from Councillor Rod Cantrill
	<p>Assuming the Board approves the proposed feasibility study into a Rapid Mass Transit system for the Greater Cambridge Area, does the Board not agree that work on the Cambourne to Cambridge busway project should stop until there is clarity on the way forward?</p> <p>Assuming the Board progresses a Rapid Mass Transit system following the feasibility study, does it not agree that the Cambourne to Cambridge busway project should constitute no more than a low level intervention along the lines of the LLF's Option 6 and including smart transport features?</p> <p>This would still allow those living west of Cambridge to access the City quickly and reliably, yet would be far less expensive and would offer greater flexibility when Rapid Mass Transit decisions are made.</p>
	Response <p>The proposals are at an early stage and the Greater Cambridge Partnership (GCP) is looking to future proof schemes. With reference to Cambourne to Cambridge, whatever the form of transport it will need to get through the traffic. This options appraisal report will tell us what form of rapid transit we could be looking at, but the problem of how to get it into town will remain. The GCP will be asking the consultants to look at tunneling amongst other things, operating costs and how much the capital costs could be.</p> <p>The Board isn't making decisions today in terms of Cambourne to Cambridge; in fact the final decision will not be till the middle of next year. Nothing is pending this report, no decisions have been made and in any event we are looking to future proof.</p>
9b	Question from Roger Tomlinson
	<p>The Mayor James Palmer of the new Combined Authority we are told has agreed with the Greater Cambridge Partnership to commission a study to establish an overall vision for transport for Greater Cambridge, including Light Rail and tunneling options. However, consultants previously commissioned by the officers of the County Council and former City Deal have shown a bias to buses and excluded other options, and the community does not feel they can rely on their independence, indicated when one consultant told the LLF he was preparing a "rebuttal" of LLF views for the GCP.</p> <p>The question is therefore: Will the Executive Board please appoint new consultants with no previous involvement in planning for current schemes and options, and no contractual or personal ties to the County Council Directorate of Economy, Transport and Environment, or any other conflict of interest, to provide a genuinely independent study of the wider needs for transport, without influence by officers?</p>
	Response <p>The options appraisal will look at a wide range of options, not just busses. The consultants will be asked to look at light rail, heavy rail and advanced rapid transit. They will also be asked to look at anything elsewhere in the world that they are aware of that would potentials suit a city of this size and nature.</p> <p>With reference to the independence of the study, the brief contains reference to asking the consultants to state what other connections they have to Cambridge, details of schemes they have been involved in as well as information on any relationship they have to anyone or any body who may have done work previously for any County Council or Greater Cambridge Partnership Scheme.</p>

Agenda Item 10: Milton Road and Histon Road Bus, Cycling and Walking Improvements

10a	Question from Edward Leigh (Smarter Cambridge Transport)
	<p>Will the Board:</p> <ul style="list-style-type: none"> • Review and restate objectives for Milton (and Histon) Roads so that they are clear, forward-looking and coherent across all projects? • Commission a feasibility study of connecting the Milton Park & Ride to the busway via the A14 underpass behind the Regional College, which would bypass up to a mile of queued traffic and five sets of traffic lights? • Commission analysis of Inbound Flow Control on Milton Rd as an alternative to constructing 1.3km of bus lanes?
	<p>Response</p> <p>The objectives have changed as the process has developed, but notwithstanding that people still use busses. With reference to addressing problems further up Milton Road, this will be looked at as part of City Access proposals. However that would be addressing the symptoms and not the cause. The cause is there are too many cars. Why are there too many cars? That's because there are no real alternatives. What is being proposed will provide good alternatives, not to hold people outside the area and queue them there, as all you are going to do then is create a great big car park. This needs to be addressed in a much wider way. Tidal flows of this nature could be an option, but this needs to be considered in the round. This type of problem can't be dealt with in isolation. The A10 corridor study will look at this and the use of the bus lane, the park and ride and use of the underpass to get onto the busway.</p>
10b	Question from Matthew Danish
	<p>We ask the Executive Board:</p> <ul style="list-style-type: none"> • Will you take up our proposal to put forward a hybrid design that is based on 'Final Concept' for the junctions and junction approaches while incorporating the concepts of 'Do Optimum' for much of the links in between? • Will you instruct officers to take into account the diminishing returns of lengthy bus lanes, and to consult the Local Liaison Forum to find when the costs of lengthy bus lanes exceed the benefits?
	<p>Response</p> <p>In terms of cost benefit there is a chance that given the amount of public realm being put back in, the cost benefit at the end of the day might be lower than originally hoped for. The Interim Transport Director confirmed he would not be putting into the scheme, redundant pieces of bus lane that increased costs and didn't result in any cost benefit.</p>
10c	Question from Erik de Visser
	<p>The present plans of the GCP, whether Cambridge-wide or just for Milton Road, need major alterations or a different mind-set before spending tax payers' revenue on them.</p> <p>You aim to solve contemporary and future problems with somewhat outdated methods. In 2035 your present choice will be seen as antiquated. Your legacy will not be applauded.</p> <p>The question is: how will the GCP successfully manage a modal shift away from cars to trains and buses?</p> <p>It is high time this question is answered satisfactorily before new tarmac is put on Milton Road and elsewhere around the city.</p>

	<p>Response</p> <p>In terms of cost benefit there is a chance that given the amount of public realm being put back in, the cost benefit at the end of the day might be lower than originally hoped for. The Interim Transport Director confirmed he would not be putting into the scheme, redundant pieces of bus lane that increased costs and didn't result in any cost benefit.</p>
10d	<p>Question from Anne Hamill</p> <p>Clr Lewis Herbert's letter of 14 September 2017, states that the Board supports '...an avenue of mature trees as a core design element along Milton Road, and also the provision of grass verges...' but the 'Final Concept' doesn't follow this through.</p> <p>The flat-plan graphic (Appendix D, page 1) shows a minuscule verge between Herbert Street and Chesterton Hall Crescent – too narrow for tree planting – conflicting with the letter's commitment. The problem is this is the narrowest section of the road.</p> <p>However, at the 19 July Joint Assembly meeting, in his report on 'Final Concept', Chris Tunstall said that the officers will continue to look at this narrowest section of the road, and acknowledged that, here, there is no buffer of verges with trees. He also said that they could reduce some of the lane widths further, as well as the length of the bus lane.</p> <p>So to ensure there's enough space for adequate verges with trees along the whole length, it'll be necessary to vary the widths of the carriageway, pavements and cycle ways locally – as well as minimise bus lane lengths.</p> <p>My question is: will the Executive Board commit to instructing the officers to use flexibility in determining the widths of the carriageway, pavements and cycle ways, and the lengths of the bus lanes, to provide sufficient space to achieve healthy verges planted with mature trees on both sides along the whole length of Milton Road?</p>
	<p>Response</p> <p>There is support for an avenue of trees but there is one area where lack of space presents a real problem. Officers will do their utmost to address resident's concerns. It may be possible to reduce the width of the carriageway and officers would work with the Local Liaison Forum (LLF) to try and get the avenue of trees the whole length of the road.</p>
10e	<p>Question from Jamie Daizell</p> <p>In a letter dated 26th September 2017, Lewis Herbert wrote to the Milton Road Local Liaison Forum on behalf of the City Deal Board to confirm your support of 'an avenue of mature trees as a core design element along Milton Road'. The 'Final Concept Design' being discussed later, in an effort to squeeze in bus lanes, incorporates grass verges of only 1m width which would be insufficient for 'mature trees' and has now started to refer to 'semi-mature trees' as a design element.</p> <p>Will the Board therefore honour its commitment to local residents and reject the current proposals?</p>
	<p>Response</p> <p>As stated above, officers will endeavor to do what they can to deliver their commitment to residents and proposals will be discussed with the LLF.</p>

10h	Question from Barbara Taylor The Final Concept design increases the length of cycle lanes on Milton Road. However many local residents will be unable to access these lanes, as safe crossings with several side streets have not been included. At the Joint Assembly meeting officers promised to review potential crossings as part of detailed design. Will there be a commitment to allow all residents in side streets off Milton Road to access both north and south bound cycle lanes via the provision of safe crossings? Will these crossings be included at the earliest possible stage of detailed design development, rather than as an afterthought?
	Response Crossings will need to be looked at in general and it is planned to commit to Copenhagen style crossings, which is quite unique to this country. It is planned to arrange a workshop to look specifically at crossings. At the moment the concept shows one or two crossings, but by no means does it show the full extent of crossings that will be looked at as part of the final design proposals.
10i	Question from Roxanne de Beaux We ask the Executive Board: will you instruct the officers to protect the segregation assumption of the model by <ul style="list-style-type: none"> ensuring respectable signal timings for cycling crossings of carriageways, and reasonably scaling back the lengths of the bus lanes in order to provide safe bus stops, places for loading bays, and sufficient space for trees to grow? With these changes, the integrity of the cycle ways and footways is maintained
	Response This will be a particular issue in the narrow area around Herbert Street where there are narrow verges. Consideration will be given to getting more out of the verge there including tree planting and bus stops, acknowledging that floating bus stops will take up space. This will be considered as part of the detailed design work. Work will include looking at pedestrian and cyclist movement to reflect interactions and at the junctions. This would be considered but this would not be looked at where this was segregation as this did not affect the traffic. You are correct in assuming that some cyclists will be on the road and not everyone will be segregated. With that in mind officers would make sure they allowed for this in the modelling.
10j	Question from Richard Taylor I am surprised the results of a safety assessment are not available to inform today's decision on remodelling Milton Road. When a safety audit is carried out will it take account of risks to pedestrians and cyclists and will it be possible to amend the plans to implement any changes arising as a result of the safety audit process? Also In relation to Milton Road could we please have clarity on: <ul style="list-style-type: none"> which, if any, elements of the plans are fixed today and what remains up for discussion who will be able to participate in and observe proposed workshops to discuss elements such as tree selection, bus stops, crossings and loading bays?
	Response The proposals represent a concept not a design. It would not be cost effective to spend money now working up final design and assessing road safety implications before a final decision on design is made. Final design proposals will be fully safety audited and the outcome of that will be presented to the Board.

10I	Question from Michael Page
	<p>I note that the 2031 predicted maximum inbound queue length at Gilbert Road junction is 12 cars, yet a 40 car length overtaking lane for buses is planned. At the Arbury Road junction the 2031 predicted maximum queue length is again 12 cars but an overtaking lane equivalent to 140 cars is planned.</p> <p>I believe that there is real scope here for further optimisation without compromising bus journey times or reliability. Any reduction in lane lengths would unlock the potential for accommodating properly-sized bus stop boarding areas or allow for better trees and verges and unloading bays which would help overcome some of the potential conflicts and safety fears which put off cyclists and bus users.</p> <p>Question: rather than accept that bus lane lengths “will be considered further” as in para 34 page 30 of the report, will the Board please make this more substantive by requiring officers to “make bus lane lengths subject to further technical review with the objective of reducing their length wherever possible”.</p>
	<p>Response</p> <p>The proposals represent a concept not a design. It would not be cost effective to spend money now working up final design and assessing road safety implications before a final decision on design is made. Final design proposals will be fully safety audited and the outcome of that will be presented to the Board.</p>

Agenda Item 12: A424/A1303 Better Bus Journeys Scheme

12a	Question from Dr Gabriel Fox [asked by Roger Tomlinson]
	<p>Will the Board accept that a fair allocation of scores of Options 1, 3a and 6 does not support the Interim Transport Director's assertion at point 33 of his report that “Option 6 does not score as highly as Options 1 or 3a” and that Option 6 should therefore remain in the process and undergo a full, fair and, most importantly, independent assessment?</p>
	<p>Response</p> <p>The scoring has not affected the end result, as the recommendation is that option 6 goes forward for a full appraisal alongside other options.</p>
12b	Question from Allan Treacy
	<p>With reference to Table 15 on pages 153 and 154 of the board papers, I have noted many glaring inconsistencies in the scoring. In particular I have noted that the promoters of Option 3A, the GCP transport officers, have estimated that Option 3A would deliver a modal shift from car to bus of 31% compared to 28% for Option 6.</p> <p>How many real people does that 3% represent and given the difference in capital cost, what does that equate to in £s per person?</p>
	<p>Response</p> <p>The scoring had not affected the end result, as the recommendation is that option 6 goes forward for a full appraisal alongside other options.</p>
12c	Question from Alistair Burford
	<p>Question in relation to Agenda item 12 A428/A1303 Better Bus Journey Scheme (further scheme development update (Park and Ride)).</p> <p>Last week, the GCP Joint Assembly voted 10 to 1 (3 abstentions) in favour of removing Crome Lea from the A428 Cambourne to Cambridge Park & Ride shortlist.</p> <p>In order to restore some public confidence, will the Board confirm that this democratic decision will be upheld? If the Board is minded to reject the Joint Assembly's recommendation then, could the Board explain the purpose of the Joint Assembly?</p>

	Response A decision on this is be a matter for the Executive Board to determine. From a process point of view it was recommended that this option be included in the shortlist, at this stage and be fully appraised and considered alongside other schemes at the next stage of the process.
12d	Question from Edward Leigh (Smarter Cambridge Transport) Will the Board <ul style="list-style-type: none">• Accelerate the Rural Travel Hubs project, to bring a much-needed bus station to Cambourne?• Commission analysis of Inbound Flow Control on the A1303 as an alternative to constructing 2 miles of busway or bus lanes? Examine the implications of adding connections and a Park & Ride at the Girton Interchange, as set out in our A428 LLF resolution?
	Response Discussions are taking place with key stakeholders about possible development in Cambourne. With reference to the idea of flow control, this could be looked at, but there could be all sorts of reasons why there might be problems with it. Like many things, this was addressing the effect rather than the cause. That it something that has to be considered in the round and applied to all roads, not one in isolation. Otherwise you just displace the traffic and make it someone else's problem.
12e	Question from Roger Tomlinson The 'technical group' of the Local Liaison Forum for the Cambourne to Cambridge Better Bus Journeys, and others, have identified glaring inaccuracies and blatant bias in the comparative assessment of route Options 1, 3a and 6, and in the assessment of Park and Ride sites by officers and their consultants. Experts have noted that this has occurred on previous reports. The question is therefore: Will the Executive Board please appoint consultants with no contractual or personal ties to the County Council Directorate of Economy, Transport and Environment, or any other conflict of interest, to provide a genuinely independent technical review of options, without influence by officers, for the A428 Cambourne to Cambridge Better Bus Journeys scheme?
	Response The GCP always looks to use consultants that come in with an independent mind. The key thing is bus is still the means by which most people are transported around area, so at the moment that is the submission we are looking at, notwithstanding the fact we are doing a comparator study.

Agenda Item 13: Cross City Cycling

13a	Question from Bill Jenks The proposed TRO is to impose double yellow lines [no waiting at any time] on both sides of Green End Road from Scotland Road to Chesterton High St where the cycle lanes end [there being none on the next section through Water Lane to Water Street]. This is very short residential section of about 150 meters, on which 20 out of 30 houses have no space on their property for visitor parking, a number considerably underestimated in the officer's report to committee. The no parking/waiting of any kind would deny 2/3 of our residents the kind of visitor parking which must be very near each property for serious matters including; essential maintenance by tradesmen with heavy equipment; essential care visits by social and health workers and other important services who do not have parking exemptions as a matter of routine; deliveries of heavy items; setting down, and picking up, including hospital cars and
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	<p>taxis.</p> <p>While understanding there is no right to parking on highways, there are basic legal and/or common sense rights in matters of personal health and safety including emergency/routine maintenance of properties which we strongly feel should not be prevented, and that doing so could result in the risk of real harm to residents and the general upkeep of the neighbourhood. Officers suggest in reports alternative parking spaces in nearby roads, however these are no longer free since the increase in high density buildings with no parking provision, and in any event any such spaces would not be appropriate for the type of essential visiting services parking we are very worried about.</p> <p>The question or proposal, therefore, is that some parking rights be retained on one side of the road only, the north/east side, where there are a few spaces in between large properties who benefit from large courtyards or drives for visitors. Perhaps it would be a reasonable compromise to have the lines on both sides but with the north/east side banning parking only between the busy commuting hours on weekdays, [perhaps 0730-0930 and 1630-1830?] when the cycle lanes are most used?</p> <p>Many of us have lived here for decades, are cyclists, and are broadly in support of the intent of the cycle scheme when it adds to health and safety, but not when it would seem to needlessly threaten the health and safety of people and property. Many residents did not realise the extent of the ban on parking and a petition and/or request for a judicial revue is being prepared which, it is hoped, will not be necessary if a decent compromise can be achieved that allows improved cycling for visitors as well as vital services to local citizens.</p>
	<p>Response</p> <p>With reference to the proposed no waiting restrictions there are a number of exemptions which will address many of the concerns raised and will allow residents to conveniently receive some services outlined. The exemptions include loading and unloading, essential maintenance and building works, wedding and funeral cars, post office vehicles, emergency vehicles and taxis. As seen on p162 of the report there is parking near by on street on Enniskillen Road, Ashfield Road and Scotland Road. Health workers could use these areas or residents could allow use of their driveways by moving their own cars. On the east side of this end of Green End Road all properties have two off street parking places with the exception of three recently built smaller houses which have one space. On the west side there are the older properties, but all properties have at least one parking space except for the two that are nearest to Scotland Road, where off street parking is available. There are also 7 off street garages located off Green End Road, although it has not been possible to ascertain who uses these.</p> <p>The scheme seeks to generally keep cycle lanes clear of parked vehicles although some objectors as we have heard feel the scheme does not go far enough in keeping the lanes entirely clear.</p> <p>As with most streets in the City there were competing demands for space, in this case cycle lanes, shop related parking and residential parking. On balance the view is some short stay parking should be made available outside the shops and this equates to a length of 40 metres. Given that the residents in all but two cases have some off street parking and that there is on street parking nearby the officer view is that that their needs are less than that of cycling or the shops.</p> <p>TROs could be revised and altered in light of experience, as the new Cambridge North station becomes more used and developments around the station follow. This may trigger the need to review parking on a wider scale in East Chesterton, but this won't be included in the first phase of reviewing areas for residents parking schemes</p>

13b	Question from Roxanne de Beaux
	Will you support this resolution to create both a safe, protected cycle way and parking for the businesses? [The question refers to a PDF document circulated separately]
	<p>Response</p> <p>The length outside the shops (40 metres) is being proposed to be left as an area for parking. There has been a planning application submitted to redevelop the site and provide flats above the take aways. The Project Team had discussed this application with City Council planning officers to explore the possibility of a lay by being provided by the applicant. To install a lay by would require an area currently in private ownership outside the shops to be converted to footway and thus become part of the public highway. In order to accommodate the layby and ideally with a bypass cycle lane on the inside of it, utility diversions, protection, kerbing, drainage works and footway and carriageway resurfacing would make layby construction relatively expensive. Shop frontage, space for a-boards, cycle parking and space for pedestrians would be reduced to almost nothing. Fewer cars could park in a layby than in the current cycle lane proposal due to the approach and departure flares in the layby. Due to these reasons the planners feel imposing such a condition on the applicant would be unreasonable.</p>
13c	<p>Question from Rad Wagon [asked by Roxanne de Beaux]</p> <p>How much money was spent on the Green End Road cycle way which is demonstrably more dangerous to ride now and has been taken over by a car park scheme? Can this money be recouped for proper cycle infrastructure?</p> <p>Will advice on pavement cycling be set in stone throughout these schemes?</p>

Agenda Item 14: Improving Greater Cambridge Partnership Governance

14a	Question from Wendy Blythe
	<p>You have received the following letter, now signed by 54 community and local-business groups:</p> <p>"Residents and businesses in Cambridge and the surrounding villages are concerned that the City Deal is rushing through plans for major development and transport schemes that lack a clear overall vision, are not evidence-based and have been progressed using a flawed model of top-down 'consultation'.</p> <p>"The need to spend the first tranche of funding quickly has meant that so far this has not been a holistic programme to successfully manage rapid growth in a way that is sustainable and not environmentally damaging.</p> <p>"We call upon the City Deal to re-engineer the process to facilitate more effective partnership and collaboration so that the skills and talents of Cambridgeshire residents and businesses can also be engaged in proper research and evaluation of new infrastructure projects, in order to deliver a long-term vision for our region that is</p>

	<p>about health, well-being and community as well as economic success."</p> <p>My Question is: will the Board act on this letter?</p>
	<p>Response</p> <p>Refer to minute text.</p>

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Agenda Item 4

Greater Cambridge Partnership Joint Assembly Questions by the Public and Public Speaking

At the discretion of the Chairperson, members of the public may ask questions at meetings of the Joint Assembly. 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 Joint Assembly, 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 Joint Assembly 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.

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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	Step 1	Identify feasible options
Strategic Outline Business Case completed October 2016	Step 2	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	Step 3	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	Step 4	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

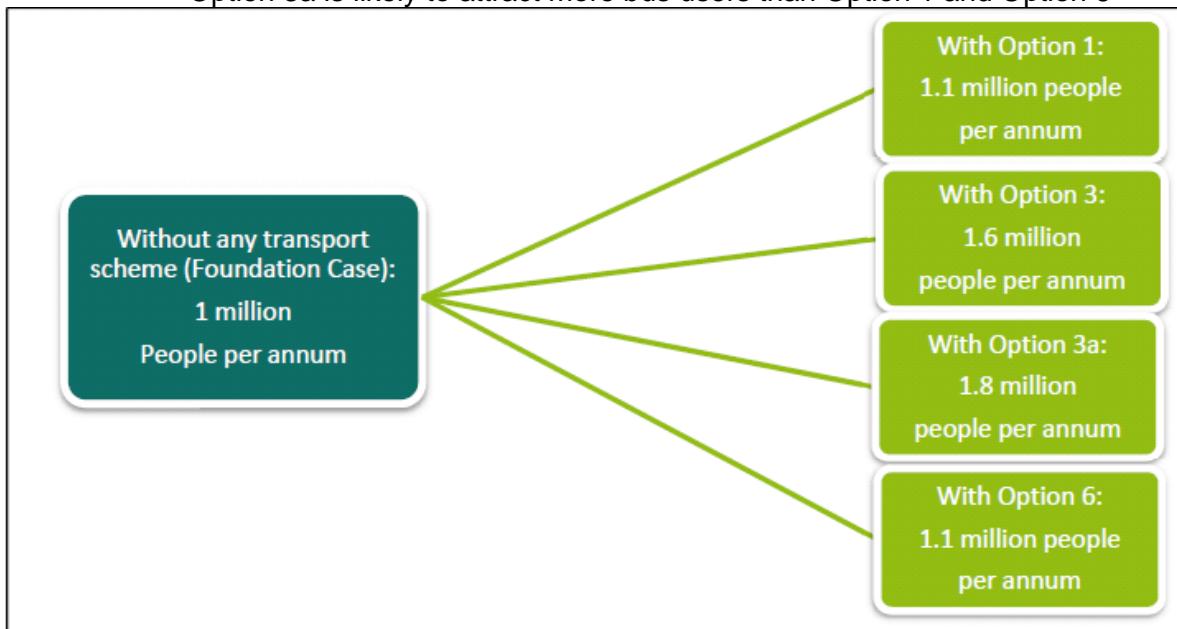
9. At its meeting in July the GCP Executive Board agreed to:
 - Undertake further detailed appraisal work on 4 Park and Ride Sites and the existing P&R site at Madingley Road

- 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 included 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) INBOUND	32	20	29	29	19	27
Interpeak (10am to 4pm) INBOUND	30	19	27	29	19	26
Interpeak (10am to 4pm) OUTBOUND	31	24	27	30	22	26
PM Peak (4pm to 7pm) OUTBOUND	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) INBOUND	12	4	10	12	4	9
Interpeak (10am to 4pm) INBOUND	12	4	9	11	4	9
Interpeak (10am to 4pm) OUTBOUND	11	4	8	11	4	7
PM Peak (4pm to 7pm) OUTBOUND	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*
Phase 1	£12.4m	£17.7m**	£41.5m - £58.2m
Phase 2	N/A	N/A	£29.7m - £36.1m
TOTAL	£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/>

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APPENDICES

Appendix 1a – Option 1 and Option 6

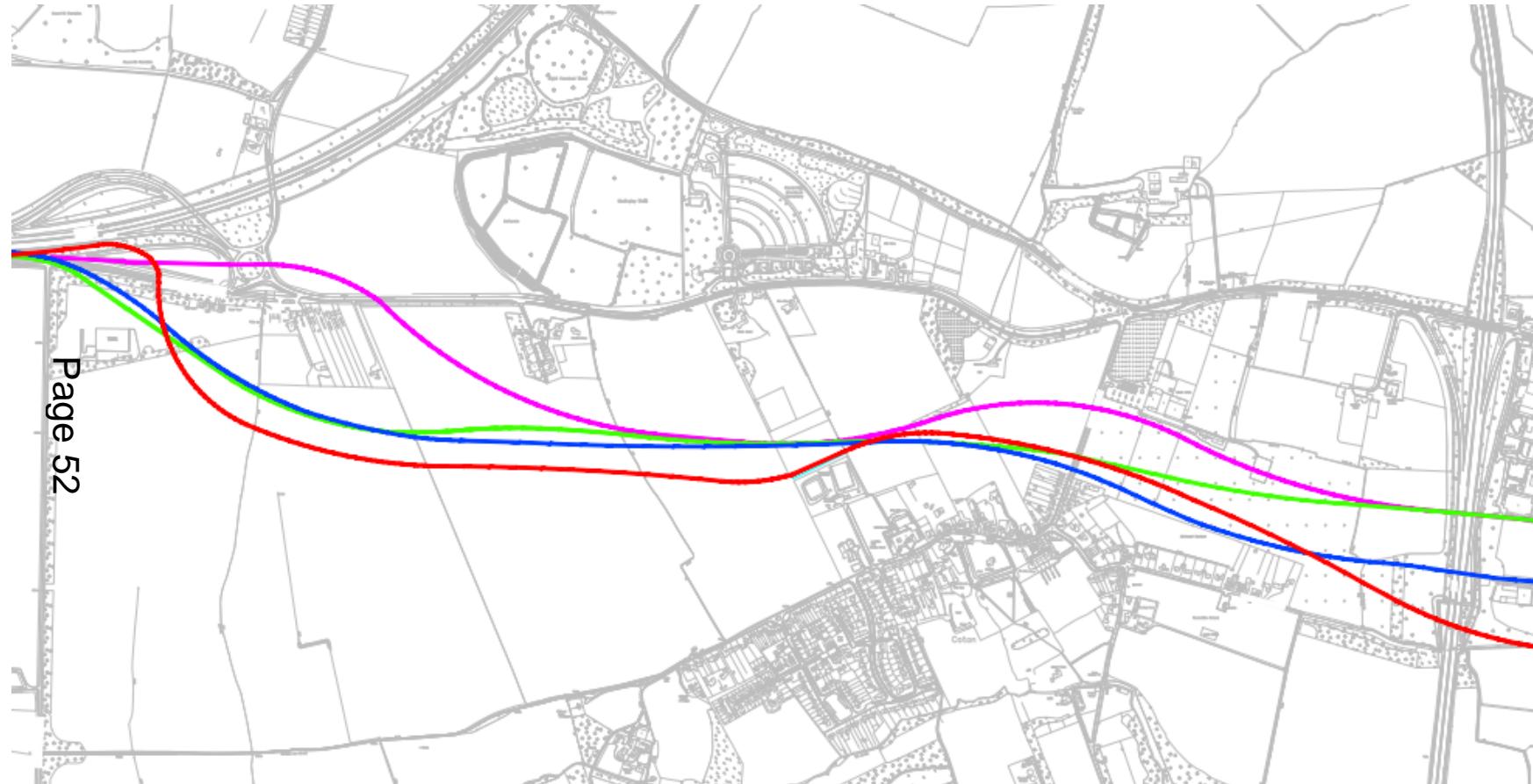


LONG ROAD

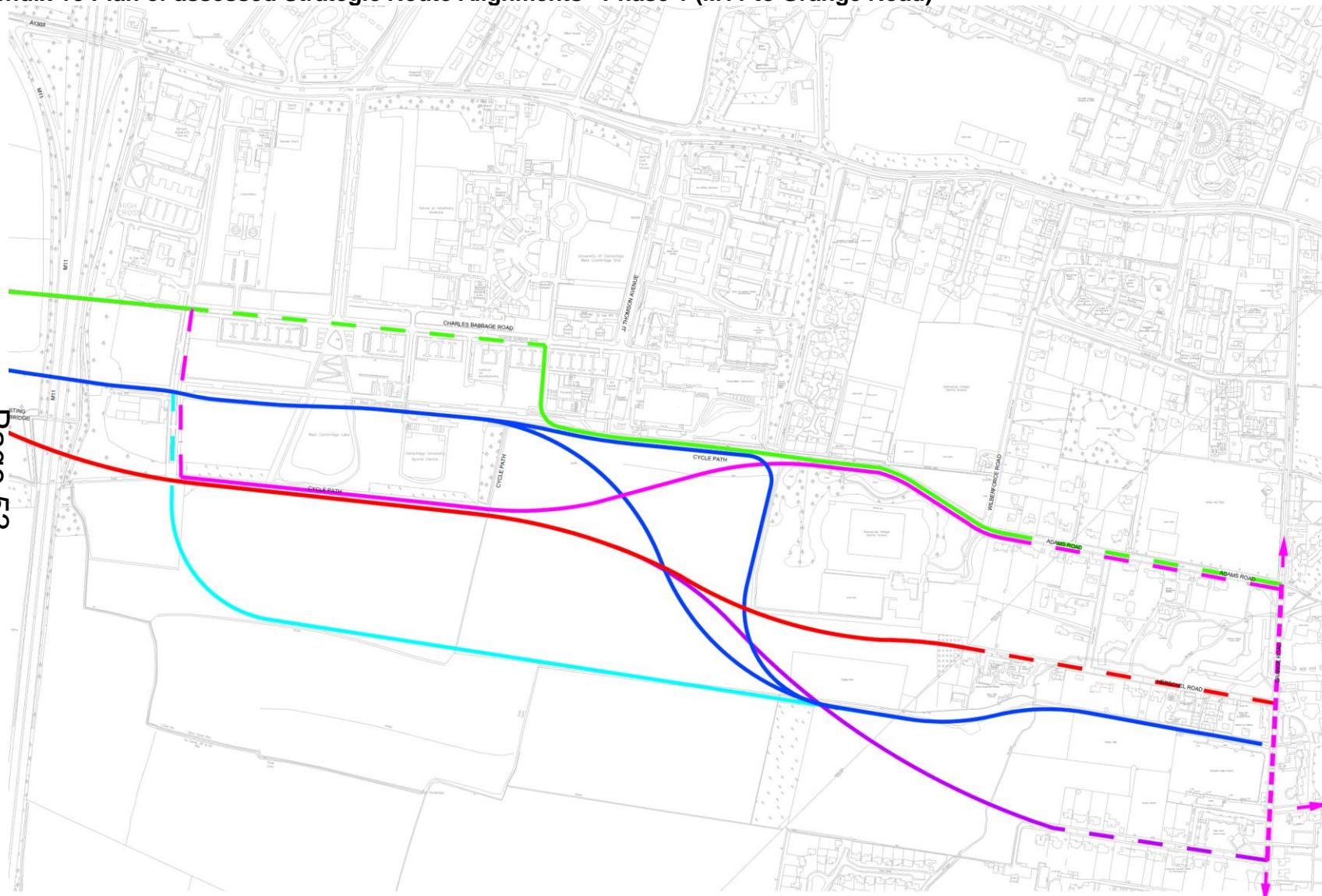
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APPENDIX 1b Plan of assessed Strategic Route Alignments –Phase 1 (Madingley Mulch to M11)



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

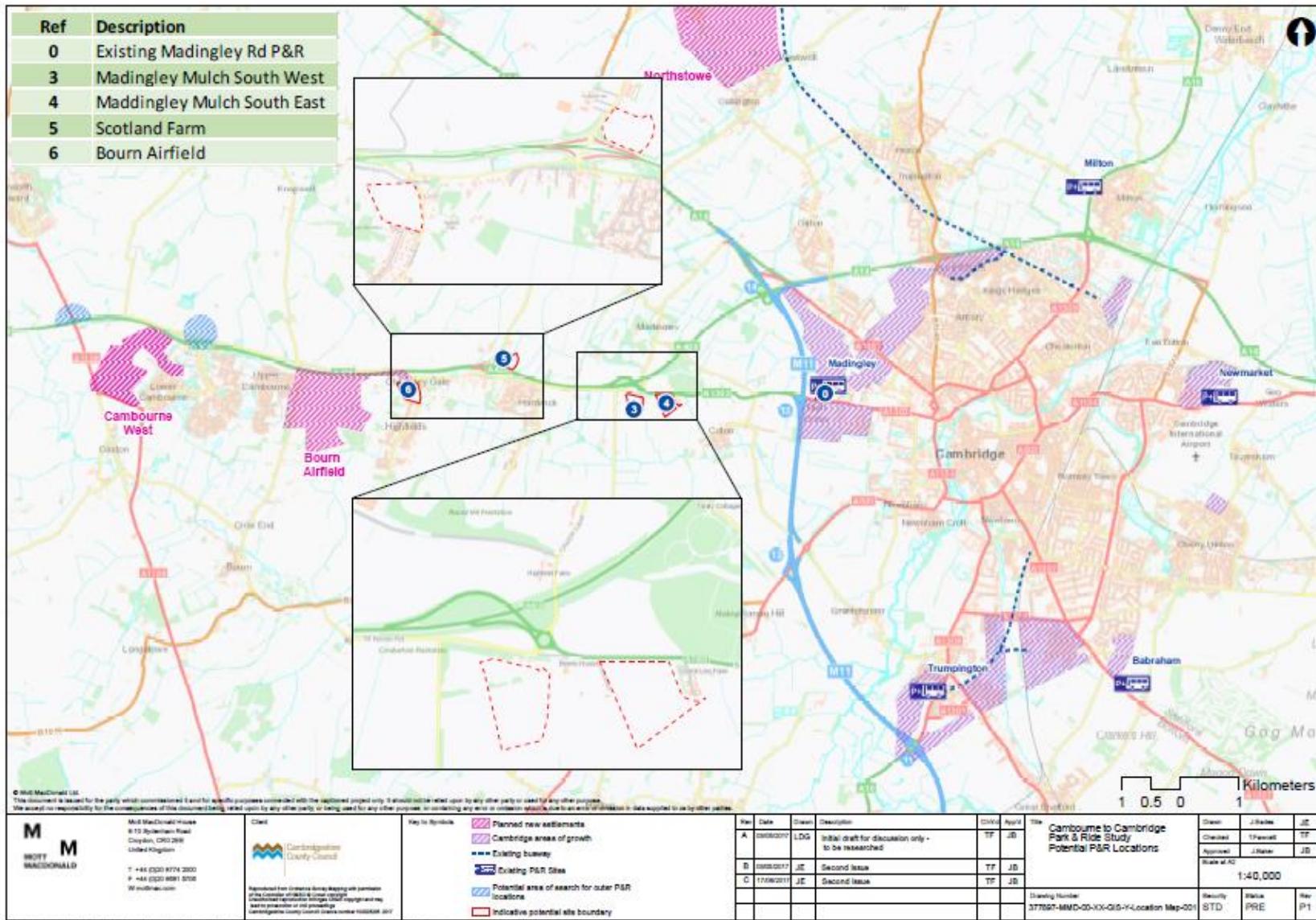


Appendix 2: Summary assessment tables for Strategic Route Alignments

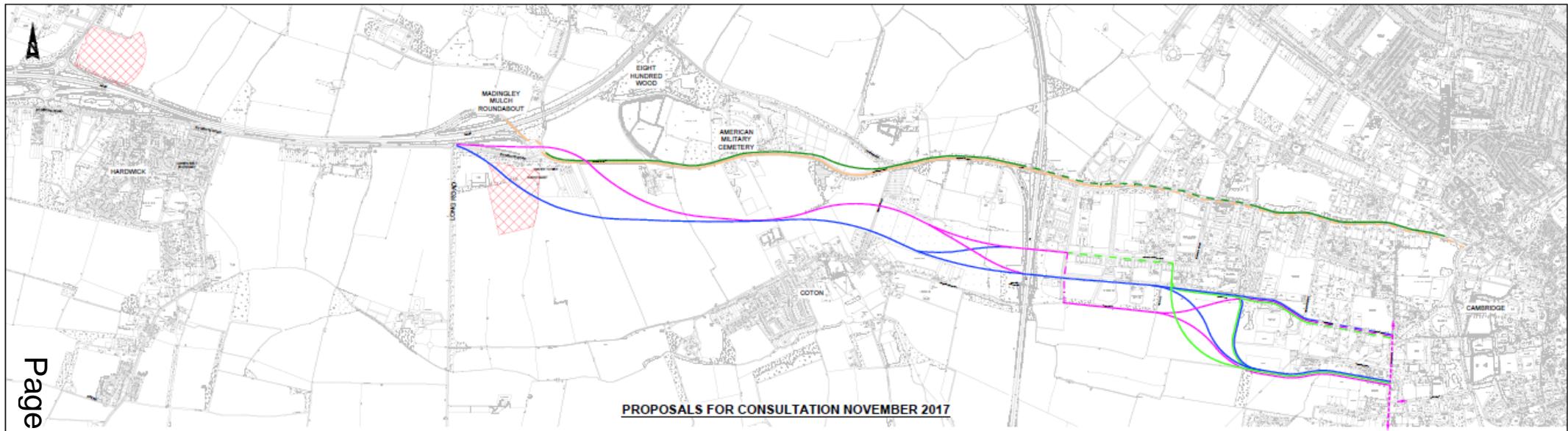
Considerations	Blue	Green	Red	Pink	Cyan	Purple
Transport Page 54	Journey Times – 16.5 mins Catchment – Cambourne, Bourn, Hardwick, West Cambridge (central) Connectivity – Interchange for modes at Cambourne/Bourn/West Cambridge Conflict – Crossing of St Neots Road/Cambridge Road/Ada Lovelace West Cambridge – 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 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 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 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
Planning and Environment	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	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>Landscape/visual – 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. 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>Landscape/visual – 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). 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>Landscape/visual – 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>the area closer to the City of Cambridge is more likely to contain preserved remains of Roman and medieval periods.</p> <p>Landscape/visual – 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>Landscape/visual – 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>Landscape/visual – 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



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



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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 predictions 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:

 - o A full business and implementation plan
 - o A full appraisal of the case for a Park & Ride capacity increases at Trumpington
 - o A full appraisal of a new Park & Ride to the west of the M11
 - o 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
 - o 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:

Short to Medium Term		Longer Term
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
Operational	Strategic	Key Work streams
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"> • Work with HE to develop consistent approach to M11 modelling • Influence HE RIS • Girton interchange specific considerations

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 to 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 principle 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 74,640m² 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.

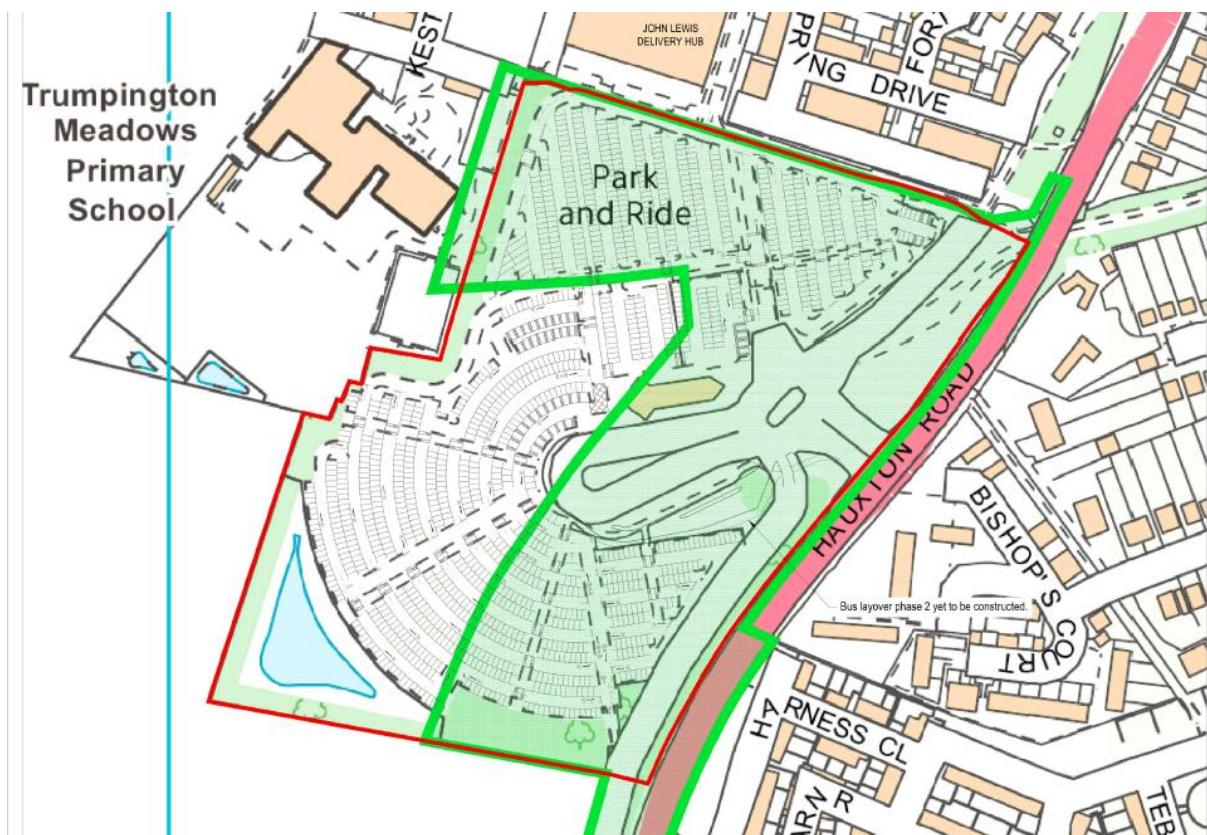


Figure 1: Green Belt elements of P&R site (in green shaded area)

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)

	Scenario 1 Growth only	Scenario 2, accounting for CBC parking restrictions
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)

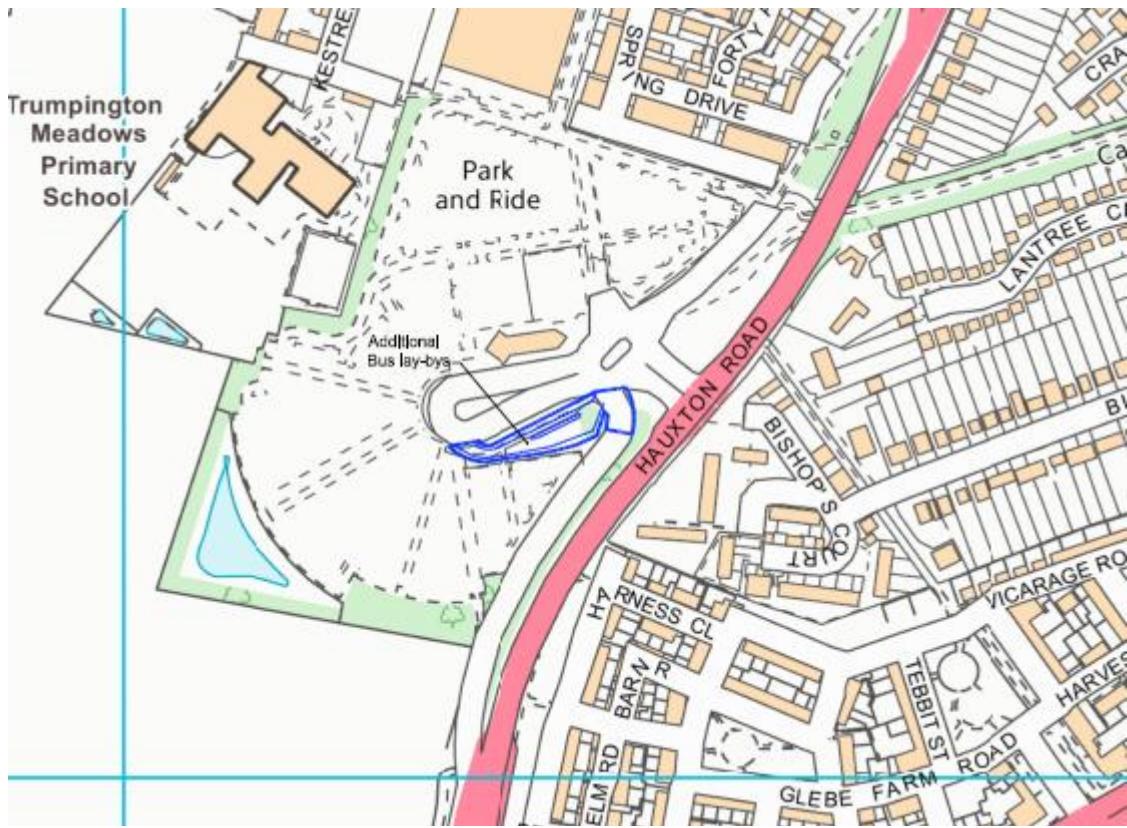
37. The indicative engineering cost (subject to detail site assessment) for Option 1B is **£1,546,000**.
38. Combining Option 1b and 1c (site redesign) may increase the number of spaces further however Option 1b alone does meet the minimum shorter term requirement for providing (at 299 spaces) for at 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 ²	11,502m ²	Similar to Option 2
Number of potential spaces	299	424	415
Total Cost	£1.546m	£6.164m	£11.619m
Cost per space	£5.2k	£14.5k	£27k
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 sites 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 endearing 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 expansions 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 to the following timetable:

Date	Key Event
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/>

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

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**GREATER
CAMBRIDGE
PARTNERSHIP**

Growing and sharing prosperity

Delivering our City Deal

OUR VISION

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



Transport

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



Housing

Accelerating housing delivery and homes for all.



Skills

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



Smart

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

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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.

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Agenda Item 10

GREATER CAMBRIDGE PARTNERSHIP

Growing and sharing prosperity

Delivering our City Deal

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 ¹	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.

¹ 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”

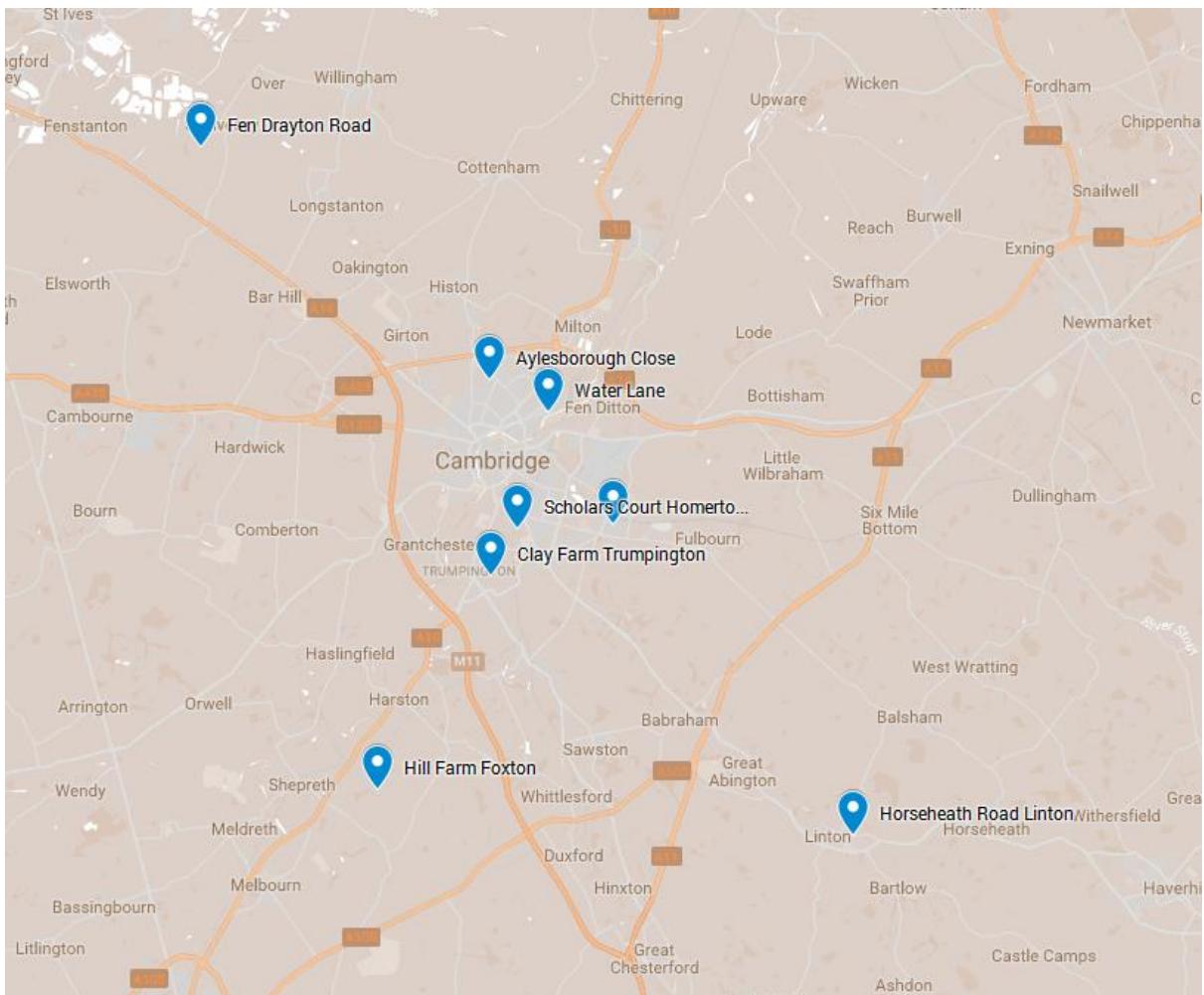
Indicator	Target	Timing	Progress/ forecast	Status		
				Previous	Current	Change
Housing Development Agency – new homes completed (2016/17)	250	2016/17	274			↔
Delivering 1,000 additional affordable homes** ²	1,000	2011-2031	901			↔

**Based on housing commitments as at 9 August 2017

4. Housing Development Agency completion locations:

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

² 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	Yellow	Green	↑
Young people engaged in briefings about work experience	1,500	2,469			↔
Employers using STEP UP website to connect to schools	100	56	Red	Red	↔
Schools using STEP UP website to connect to employers	22	18	Red	Red	↔
Providing information on the local labour market	18	18	Green	Green	↔

September 2015-July 2017

'STEP UP' website

8. The LEP and Cambridge Ahead have been undertaking a review of why usage of the STEP UP website (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

9. 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.
10. 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
Tranche 1 schemes						
Histon Road bus priority	Design	2022	2022			↔↔
Milton Road bus priority	Design	2021	2021			↔↔
Chisholm Trail cycle links	Phase 1	Design	2018	2018		↔↔
	Phase 2	Design	2020	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					↔↔
2020+ scheme development						
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			↔
Total	163,805	12,521	2,010	10,728	-1,793			↔

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 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

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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
Total	163,805	12,521	2,010	10,728	-1,793

- 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 26th 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 13th 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 CSMR2 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 CSMR2 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
Total	3,662	1,229	695	3,569	-93

3. Forecast spend 2015-2020

	Total cost £000	Actual spend 2015/16 £000	Actual spend 2016/17 £000	Forecast spend 2017/18 £000	Forecast spend 2018/19 £000	Forecast spend 2019/20 £000	Later years £000
Programme budget							
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	
Total	163,805	2,221	5,968	10,728	20,006	29,705	88,412
Total operations budget	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.

Appendix 3

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					Controls	Actions	Residual			
		Likelihood	Impact	Score	Owner	Likelihood			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	1. Regular meetings and working relationship with Government officials, to monitor progress on delivering the City Deal. 2. Infrastructure programme prioritised on the basis of economic impact, as per the Deal Document. 3. Robust project and programme management of transport schemes to ensure delivery on track and on budget. 4. Transport core team and interim Transport Director in place to effectively lead the transport schemes.	1. Work with the independent economic assessment panel to shape the Greater Cambridge evaluation framework, within the context of the triggers agreed with Government. 2. Recruit to fill vacancies in the transport core team.	2	5	10	↔	
2	Dissolution of the partnership arrangement means that the agreement cannot be delivered.	2	5	10	Rachel Stopard	1. Strong working relationships at an officer and lead Member level, backed by clear structures for partnership working. 2. Leadership Group and other officer structures provide opportunities to resolve issues that emerge before they threaten the relationships. 3. GCP governance was reviewed in July 2017 in the light of the creation of the Cambridgeshire & Peterborough Combined Authority.	1. Prepare and manage delivery of a communications and stakeholder engagement plan.	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	1. Strategic Communications Manager in post and Communications Group established for the Partnership. 2. Use of a range of media and forums across the Greater Cambridge area and of employer and residents' networks to disseminate meetings. 3. The Executive Board has agreed additional capacity to strengthen public engagement and communications.	1. Prepare and manage delivery of a communications and stakeholder engagement plan. 2. Ensure that opportunities to build public support and/or engagement are built into planning for schemes already committed. 3. 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. 4. Work with project leads to develop KPIs for representative sampling of City Deal consultations. 5. Review the approach taken to consultation on infrastructure schemes to ensure that it is as effective and efficient as it can be.	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	1. 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. 2. 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.	1. Make sure that existing and new Executive Board and Joint Assembly members have good quality information. 2. Ensure that the strategic picture is properly considered and effectively communicated throughout programme delivery. 3. Ensure consistency in communicating the wider vision across communications activity. 4. Develop the Future Investment Strategy for tranche 2 and beyond, including engaging Members and stakeholders on the vision and ambitions.	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	<ul style="list-style-type: none"> 1. The GCGP LEP is part of the partnership and nominates three members of the Joint Assembly. 2. Regular meetings with officers working on behalf of the Cambridgeshire and Peterborough Combined Authority. 	<ul style="list-style-type: none"> 1. Build and maintain relationships with key people and organisations working to drive economic growth. 2. Work with and through the LEP's network, particularly the network local to Greater Cambridge. 3. Engage with Combined Authority staff to seek opportunities to complement each other's objectives. 	2	3	6	
6	Insufficient staff and specialist consultancy capacity throughout the City Deal programme negatively impacts on delivery.	3	4	12	Rachel Stopard	<ul style="list-style-type: none"> 1. Prompt recruitment to vacancies as they arise, prioritisation of effort based on impact on delivering the City Deal agreement. 2. Officers work with a range of relevant consultancies, including focusing on specialist capabilities where relevant. 	<ul style="list-style-type: none"> 1. Recruit to fill vacancies in the transport core team. 	2	4	8	

Executive Board forward plan of decisions

Notice is hereby given of:

- Decisions 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?
Executive Board: 22 November 2017		Reports for each item to be published: 10 November 2017	
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"> The latest financial monitoring information. Six-monthly report on housing. Six-monthly report on Smart Cambridge. Update on skills. 	Niamh Matthews	No
Executive Board: 8 February 2018		Reports for each item to be published: 29 January 2018	
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
Executive Board: 21 March 2018		Reports for each item to be published: 9 March 2018	
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"> • The latest financial monitoring information • Six-monthly report on skills • Six-monthly update on GCP Strategic Risk Register 	Niamh Matthews	No
Executive Board: 5 July 2018		Reports for each item to be published: 25 June 2018	
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"> • The latest financial monitoring information • Six-monthly report on housing. • Six-monthly report on Smart Cambridge 	Niamh Matthews	No
Executive Board: 11 October 2018		Reports for each item to be published: 1 October 2018	
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"> • The latest financial monitoring information • Six-monthly report on skills • Six-monthly update on GCP Strategic Risk Register 	Niamh Matthews	No
Executive Board: 6 December 2018		Reports for each item to be published: 26 November 2018	
GCP quarterly progress report	To monitor progress across the GCP workstreams, including: <ul style="list-style-type: none"> • The latest financial monitoring information • Six-monthly report on housing. • Six-monthly report on Smart Cambridge 	Niamh Matthews	No

Corresponding meeting dates

Executive Board meeting	Reports for each item published	Joint Assembly meeting	Reports for each item published
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

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