



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	Green	Green	↔
Revenue – New Homes Bonus	3,662	695	3,569	-93	Yellow	Green	↑

*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”

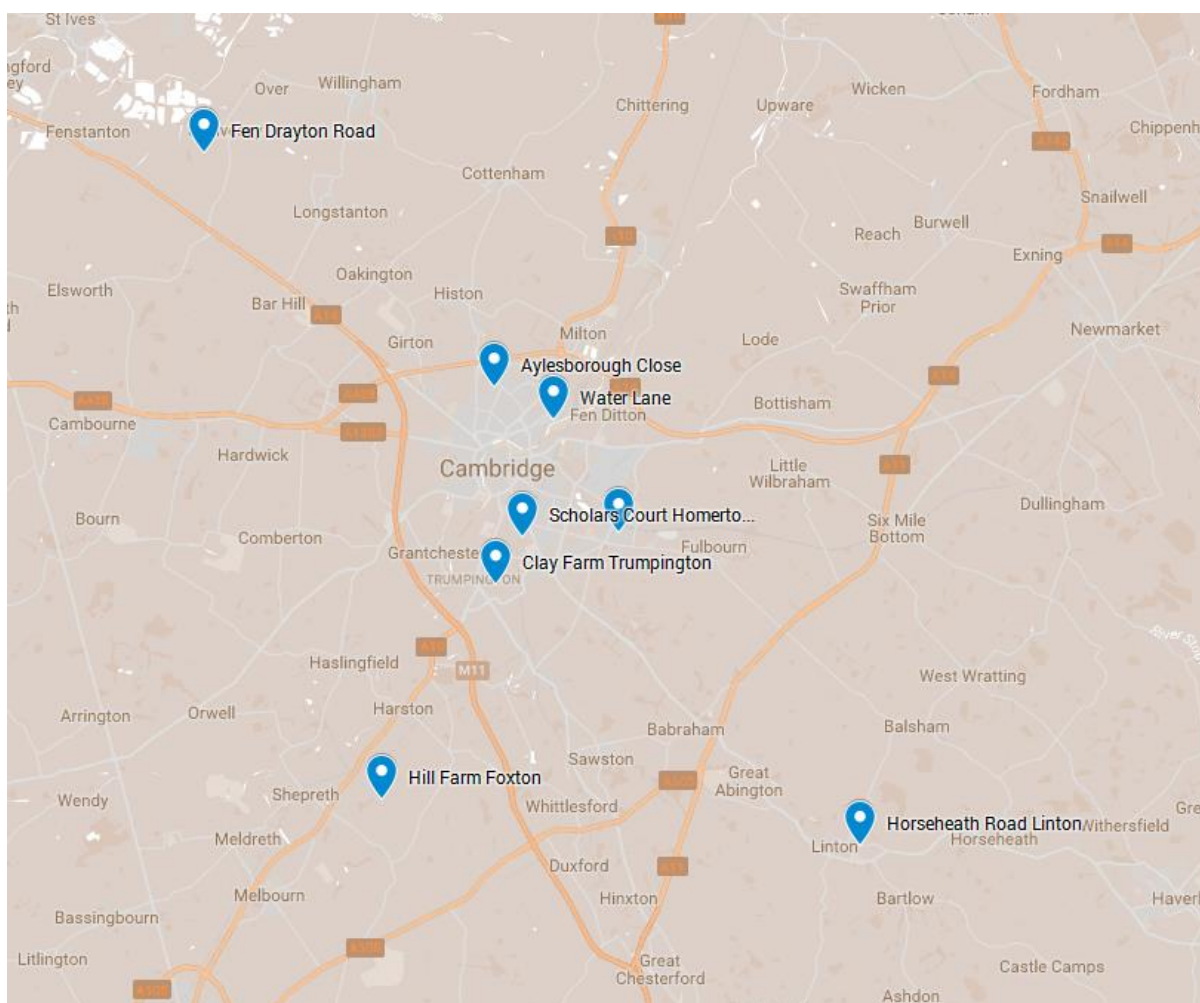
Indicator	Target	Timing	Progress/ forecast	Status		
				Previous	Current	Change
Housing Development Agency – new homes completed (2016/17)	250	2016/17	274			↔
Delivering 1,000 additional affordable homes** ²	1,000	2011-2031	901			↔

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

September 2015-July 2017

'STEP UP' website

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

Apprenticeships

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

Smart Places

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

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

Digital wayfinding at Cambridge Station

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

MotionMap travel app

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

Transport

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

Transport delivery overview

Project	Delivery stage	Target completion date	Forecast completion date	Status			
				Previous	Current	Change	
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 be finalised in 2016-17, but does not constitute an over-spend on the overall project.

Note to reader – RAG Explanations

Finance tables

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

Indicator tables

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

Project delivery tables

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

List of appendices

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

Report Author: Aaron Blowers – Project Manager
aaron.blowers@cambridgeshire.gov.uk

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 CSRM2 Modelling work to develop Tranche 2 have now been allocated, and are now accounted for in this figure.

1.8 A1307 Bus Priority

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

1.9 Cross-City Cycle Improvements

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

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

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

1.10 Western Orbital

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

1.11 A10 North Study & initial work (Tranche 2)

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

1.12 A10 cycle route (Shepreth to Melbourn)

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

1.13 City Centre Access project

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

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

2. Operations Budget

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

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

Six-monthly update on GCP Strategic Risk Register

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

No.	Risk	Inherent			Owner	Controls	Actions	Residual			
		Likelihood	Impact	Score				Likelihood	Impact	Score	Direction of travel
1	Ability to deliver full City Deal benefits and the infrastructure this area needs is hampered by not achieving triggers for further Government funding and/or not obtaining developer contributions.	3	5	15	Rachel Stopard	<ol style="list-style-type: none"> Regular meetings and working relationship with Government officials, to monitor progress on delivering the City Deal. Infrastructure programme prioritised on the basis of economic impact, as per the Deal Document. Robust project and programme management of transport schemes to ensure delivery on track and on budget. Transport core team and interim Transport Director in place to effectively lead the transport schemes. 	<ol style="list-style-type: none"> Work with the independent economic assessment panel to shape the Greater Cambridge evaluation framework, within the context of the triggers agreed with Government. 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	<ol style="list-style-type: none"> Strong working relationships at an officer and lead Member level, backed by clear structures for partnership working. Leadership Group and other officer structures provide opportunities to resolve issues that emerge before they threaten the relationships. GCP governance was reviewed in July 2017 in the light of the creation of the Cambridgeshire & Peterborough Combined Authority. 	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> Strategic Communications Manager in post and Communications Group established for the Partnership. Use of a range of media and forums across the Greater Cambridge area and of employer and residents' networks to disseminate meetings. The Executive Board has agreed additional capacity to strengthen public engagement and communications. 	<ol style="list-style-type: none"> Prepare and manage delivery of a communications and stakeholder engagement plan. Ensure that opportunities to build public support and/or engagement are built into planning for schemes already committed. 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. Work with project leads to develop KPIs for representative sampling of City Deal consultations. 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	<ol style="list-style-type: none"> 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. 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. 	<ol style="list-style-type: none"> Make sure that existing and new Executive Board and Joint Assembly members have good quality information. Ensure that the strategic picture is properly considered and effectively communicated throughout programme delivery. Ensure consistency in communicating the wider vision across communications activity. 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	<ol 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. 	<ol 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	<ol 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. 	<ol 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 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